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 493 square miles (or 315,500 acres) of land area. The County population was 1,058,474 as of 2023, consisting of 39 percent White (non-Hispanic) and 61 percent cultural minorities. About 34.7 percent of the population is foreign-born.

The 2023 median household income was $125,371. According to the Maryland Department of Labor, the County's estimated labor force for December 2024 was 549,069 with an unemployment rate of 2.4 percent. Montgomery County is an employment center with 48.8 percent of persons residing in the County also working in the County. For the 2024 fall enrollment, 159,671 pupils were registered in the County's schools.

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FY26 Recommended Operating Budget and FY26-FY31 Public Services Program

Marc Elrich, County Executive

March 2025

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, 2024.

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 2026 Recommended Operating Budget.

This year's budget for Montgomery County Government largely reflects a continuing services budget, with strategic reductions and targeted enhancements. This budget reflects the increased cost of providing services because of inflation; it fulfills our contracts with our dedicated staff and labor partners; and it continues our commitment to public schools.

Furthermore, with the elimination of certain Federal funding, we are faced with a policy decision to continue critical health and safety programs with County funds or to let there be a lapse in service.

Nevertheless, this budget is not finished because of uncertainty and chaos at the national level and fiscal challenges at the State. Significant budget decisions will not conclude in Annapolis for several weeks. These decisions will impact both revenues and expenditures for the County government and the Montgomery County Public Schools (MCPS).

Additionally, potential swings in revenue - particularly from those revenue sources that are volatile like capital gains taxes, recordation, and transfer taxes - make revenue forecasting difficult. Revenue volatility is the main reason estimates are updated regularly.

There is much uncertainty about actions that are taking place with the Trump Administration that could impact not only County services funded by Federal dollars but also County residents employed by the Federal government either directly or through Federal contracts. To temper the impacts of those decisions, this budget provides $87.2 million in additional capacity in reserves above our 10 percent policy goal.

Once the Maryland General Assembly concludes its 2025 legislative session, I will submit budget amendments to the Council to reflect any changes resulting from their actions.

Agency	Total Budget	Tax Supported
Montgomery County Government	$ 2,944,140,976.00	$ 2,286,795,005.00
Montgomery County Public Schools	$ 3,621,137,820.00	$ 3,380,224,703.00
Montgomery College	$ 345,514,889.00	$ 294,332,393.00
M-NCPPC (including debt service)	$ 211,198,072.00	$ 186,741,007.00
Retiree Health Insurance	$ 60,883,418.00	$ 60,774,306.00
Debt Service (MCG)	$ 472,836,355.00	$ 438,576,665.00
Total	**$ 7,655,711,530.00**	**$ 6,647,444,079.00**

While revenues are growing year-over-year at a healthy rate, their increase is insufficient due to the unprecedented request by the Superintendent and the Board of Education to address significant needs with MCPS, including requirements for implementing the Blueprint for Maryland's Future. Therefore, I am recommending a modest 3.5 cent tax rate increase to the education supplemental property tax rate bringing the total property tax rate to $1.0605.

This proposed increase is coupled with a recommended increase in the County's ITOC Property Tax Credit which will completely offset the increase for homeowners whose principal residence is assessed at $495,000 and will represent a small rebate for those homeowners with properties at a lower value. Owners of higher-priced homes will also get the benefit.

This proposal is needed now not only to ensure the continuation of essential County services and meet the needs of

our students but also to comply with State and County laws, rules, and policies that require adequate public notice of potential tax rate changes. With so much uncertainty at the State and Federal levels, I am compelled to recommend this action now to preserve the Council's ability to act later this spring to changing conditions.

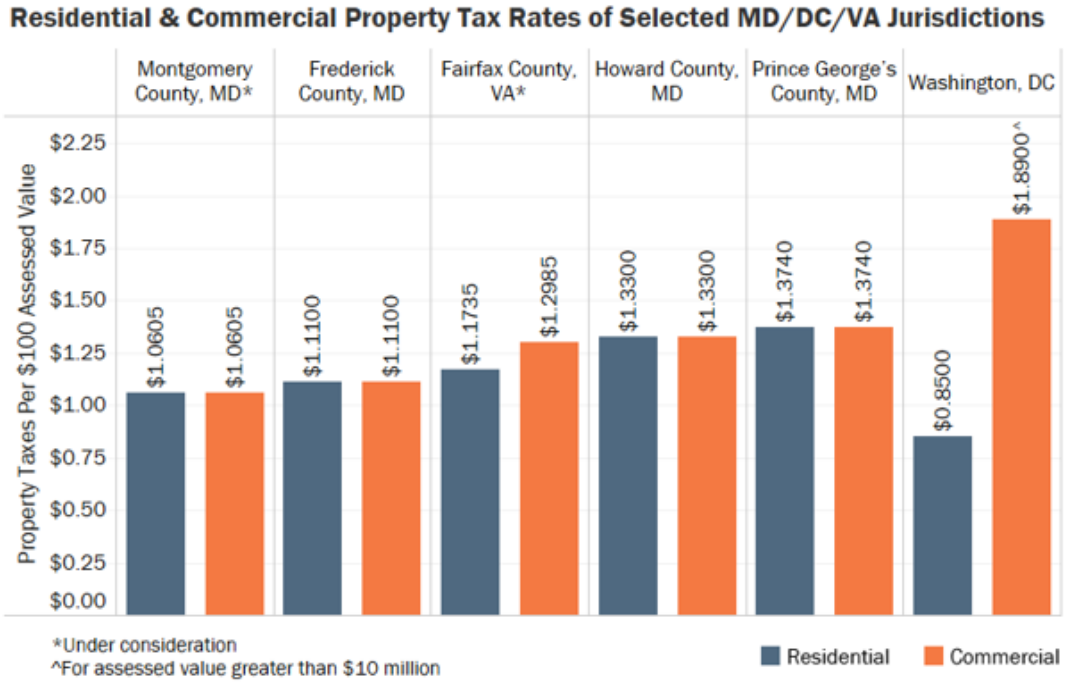
Unfortunately, State law continues to limit County governments' flexibility in addressing revenue needs. Because more equitable tax options are prohibited by State law, my Council colleagues and I are only able to alter our property tax rate. Increasing the County's ITOC Property Tax Credit by 25 percent to $860 will help achieve some progressivity in this recommendation.

This increase in the property tax credit means that homeowners near the median home value will not experience this increase, and those below will have a slight decrease in their County property tax. Commercial properties and residential properties which are not the owner's principal residence will pay the full amount of the increase.

These changes are estimated to generate $56.3 million in revenue for MCPS, which offsets approximately 20 percent of the Board of Education's requested increase. Without these additional revenues, there would need to be a significant reduction to County services, particularly social safety net services and public safety, to fund the budget request from MCPS.

Even with this increase, the County's weighted real property tax rate ($1.0605) is far below many of our neighbors. For example, the current property tax rates for Frederick County ($1.11), Howard County ($1.33), and Prince George's County ($1.374) are all significantly higher than my proposed tax rate. Fairfax County is currently considering a 1.5 cent increase to their tax rate, which would raise it to $1.1735. Due to additional community taxes, homes in McLean pay $1.20, while homes in Reston pay $1.22. Virginia residents also pay a personal property tax on cars and boats, and Virginia also allows its local governments to impose an extra sales tax on food and beverages served in restaurants (Fairfax County is considering adding such a tax and Arlington is considering increasing it).

The graph below shows the combined residential and commercial property tax rates for selected jurisdictions. Unlike counties in Maryland, counties in Virginia and the District of Columbia can impose higher property tax rates on commercial property. Legislation is currently under consideration that would grant Maryland counties this ability.



This budget incorporates feedback from our diverse and growing community. In developing this budget, I hosted 11 community conversations with residents, the most of my or any administration. These took place in the five regions of the County, plus included sessions focused on Montgomery County parents and teachers, older adults, two sessions conducted in languages other than English (Chinese and Spanish), and two sessions focused on the needs of the Black community. In addition, several of these sessions were hybrid so that they were accessible to more residents. Over 1,000 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 these community conversations, letters, e-mail messages, and meetings has been invaluable and was used in informing my funding recommendations for FY26.

As always, I want to thank and acknowledge our dedicated County workforce. While our County is making significant strides in filling positions, employers throughout the region are struggling to recruit and retain staff and the County is no exception. As I have before, I am making recommendations for investments in our workforce, who are the ones that deliver the services County residents expect and need. To this end, my budget fully funds the negotiated agreements with our labor partners.

I also want to thank our community partners for their 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

The County's economy is currently holding steady; however, there is tremendous uncertainty in the region and the nation as the Federal government implements the new Administration's agenda. We are watching what is happening in Washington with a close eye as those actions will inevitably impact County residents and their jobs, County services, County revenues, and the economy.

The economic forecast for FY26 assumes stable macro-economic conditions (neither recession nor expansion), consistent with the December forecast presented to the Council. The FY25 approved budget assumed a recession would occur in calendar year 2024. This recession never materialized and thus this forecast includes greater growth in year-over-year revenue than was assumed when the Council passed the current year's budget.

Resident Employment is one of the key components in forecasting income tax revenue. For 2025-2031, resident employment is assumed to grow slightly in each calendar year beginning with +0.1 percent in 2025 and gradually increasing to +0.5 percent in 2028 before declining to +0.3 percent in 2031.

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 3.6 percent growth per year from 2025-2031.

Sales of existing single-family homes and median sales price of single-family homes are key components in forecasting property tax, transfer tax, and recordation tax revenues. Home sales are estimated to decrease 8.6 percent in 2025 following strong growth of 19.6 percent in 2024 before rebounding in 2026 and stabilizing thereafter. The rapid decrease in interest rates that had previously been expected to spur home sales has not occurred as the Federal Reserve has been holding the Federal funds rate steady in 2025.

County total tax revenues continue to grow on a year-over-year basis. FY25 estimated total tax revenues are forecast to increase 4.8 percent over FY24, and FY26 total tax revenues are forecast to exceed the FY25 estimate by 5.1 percent before considering the impact of the property tax increase and additional tax credit. 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. Including the additional 3.5 cent supplemental education property tax increase for MCPS and the increase in the County ITOC property tax credit to $860 per eligible recipient, the FY26 total tax revenues are forecast to exceed the FY25 estimate

by 6.2 percent.

In FY23, income tax revenue was at a record high amount and 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 declined by 9.1 percent in FY24 over FY23 due to weak capital gains income and the end of stimulus payments from tax year 2022. In FY25, income tax revenues are estimated to grow by 7.2 percent due to a stronger-than-forecast economy in 2024 that did not fall into recession. The forecast for income tax revenues in FY26 is a 4.1 percent increase over the FY25 estimate, reflecting moderate growth in total personal income.

FY26 property tax revenues reflect the growth in actual and projected taxable assessed value of property in the County, pursuant to the triennial reassessment process conducted by the State Department of Assessments and Taxation, plus new construction and personal property. Assessed valuation changes lag economic cycles and are forecast to increase 6.1 percent in FY26, with growth slowing in each of the subsequent fiscal years. Assuming a property tax increase of 3.5 cents, and an increase in the County's ITOC property tax credit to $860 per eligible recipient, property taxes will have a net increase of 8.8 percent.

Transfer and recordation taxes continued to experience declines in FY25 due to reductions in real estate transaction activity caused by a dramatic decrease in home sales attributed to increased mortgage interest rates, housing prices, and low inventory. This trend is forecast to return to growth in FY26, albeit at a moderate rate of 5.1 percent and then continue the growth trend at a stronger rate of 14.6 percent in FY27 before moderating towards 3.3 percent in FY31. The slowing down of interest rate cuts by the Federal Reserve so far in 2025 has slowed the rebound in real estate market activity.

To balance the budget, I recommended both revenue enhancements and targeted reductions. There are no good options when it comes to reducing budgets for departments as residents depend on the services we provide. When considering program reductions, my aim was to keep service disruptions to a minimum, look at where programs were duplicating efforts at other levels of government, and focus on reductions that would not impact current service delivery levels. In total, my recommended tax-supported budget includes $16.8 million in program expenditure reductions.

We also know that not every position funded in this budget will be filled throughout the course of the fiscal year. While we have made strides in filling vacant positions, some departments continue to experience higher-than-normal vacancy rates. As with the FY25 budget last year, in developing this budget, the Office of Management and Budget (OMB) conducted analyses of department vacancy rates, overtime usage, and the usage of contractors to provide services. My FY26 budget assumes an additional $28.5 million in reductions to departmental budgets to capture this anticipated "lapse" savings for budgeted vacancy rates and $10.5 million in increases to account for overtime adjustments that are needed to provide critical services.

Actions at the State Level

The Governor and Maryland General Assembly are in the process of solving a budget crisis that the State has not experienced since the Great Recession. At the November 2024 Spending Affordability Committee meeting, the Maryland Department of Legislative Services projected that the State had a structural imbalance in its General Fund of over $1 billion in FY25 and almost $2.3 billion in FY26. Furthermore, at its March 6, 2025, meeting, the Maryland Board of Revenue Estimates (BRE) wrote down State General Fund revenues by an additional $240 million - further increasing the State's budget gap.

The Governor's proposed budget largely solved these issues with spending reductions and revenue enhancements, some of which will ultimately impact the County's budget. For example, according to BRE, the Governor's proposed changes to the State's income tax structure would yield $75.1 million in additional revenue for the County in FY26 and $56.3 million in FY27. These enhancements would largely offset the Governor's proposed cost shifts to the County - including the Governor's proposal to increase the County's contributions for teacher pensions ($20.9 million) and alter the cost-sharing formula to operate the State Department of Assessments and Taxation's Montgomery County Office ($3.1 million). In

addition to the Governor's proposal to shift additional costs associated with teacher pensions to the County, the General Assembly is considering increasing this cost shift to $41.7 million. Other changes currently being considered in Annapolis could impact additional State aid for K-12 education as a result of changes to the Blueprint for Maryland's Future (Blueprint). Still, other legislation is being considered that would result in unfunded mandates on the County, including legislation that could significantly raise the cost of providing fire and rescue services.

The Board of Education's budget request would increase the County's local contribution by $284 million. This request assumes that the Governor's proposal to shift teacher pensions will be adopted and that certain modifications to the State's Blueprint requirements and subsequent funding losses will occur.

However, since final action on the budget is not expected until April, and there is great uncertainty over what the final package will look like, my recommended budget does not consider any revenue enhancements resulting from State tax changes or many costs shifted to the County for either County government or MCPS. Once the dust settles from the 2025 Maryland General Assembly session, my intent is to propose amendments to the budget that will fully fund the Board of Education's request and address costs shifted to the County.

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 budget is the fourth one to fully integrate the Operating Budget Equity Tool by departments and ORESJ. The tool was incorporated into OMB's oversight of the budget process. Responses to the tool and analysis of those responses provided decision-makers 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 highlighted each department's strengths and provided departments with recommendations on how to further incorporate racial equity into budget decisions as well as program and process development. ORESJ's in-depth analysis gives departments insights they can use on an ongoing basis. As a government and a community, we still have work to do. Throughout this budget, however, 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

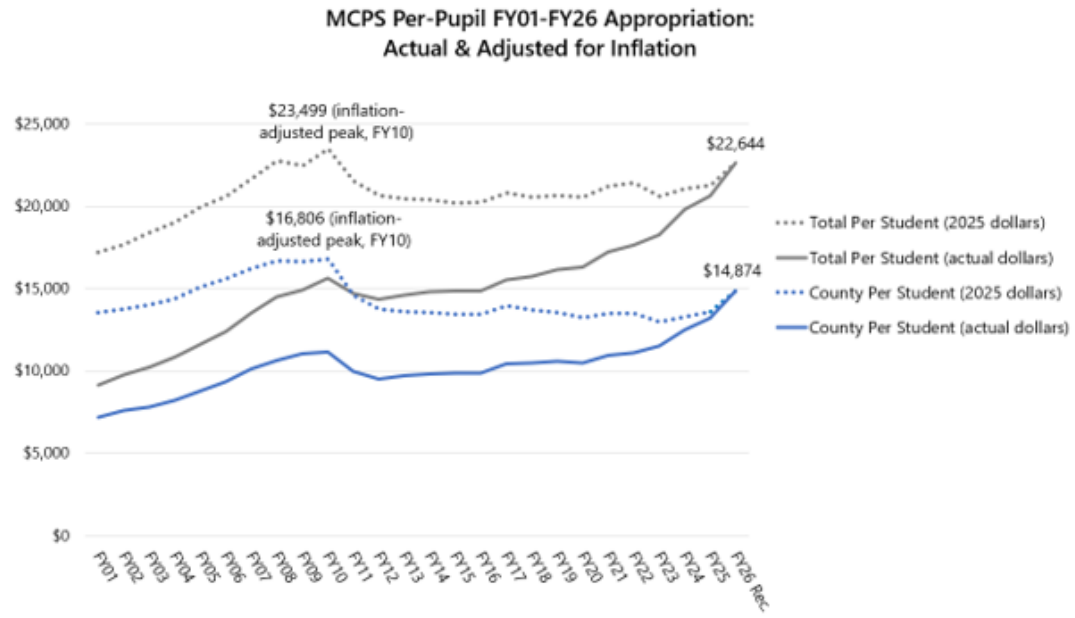
My FY26 Recommended Budget provides a total budget of $3.62 billion for MCPS, or more than half the total County's tax-supported budget. The Board of Education's requested FY26 budget is $332.9 million higher than its approved FY25 budget, with $284 million of that increase assumed from the County. My recommended budget provides 99.1% of the Board of Education's request because, as I explained above, once the Maryland General Assembly concludes its actions on the State's budget, I intend to submit budget amendments to the Council that will fully fund the Board of Education's FY26 request. However, my ability to do so will ultimately depend on actions taken in Annapolis.

My recommended budget increases County funding for the MCPS budget by $250 million, the largest increase ever for MCPS. State funds for MCPS increase by $49.3 million, and Federal funds decrease by approximately $5.5 million. Per-pupil funding grows by $1,659, and my recommended MCPS budget exceeds the State's Maintenance of Effort requirement by over $256 million.

The FY26 MCPS budget request is unprecedented - and is meant to solve unprecedented challenges in the school system, as well as implement the State's Blueprint requirements. This budget funds the negotiated compensation agreements

for teachers and other MCPS employees to retain and recruit outstanding educators and other essential school staff, including providing the requested funding to increase the number of special education teachers and paraeducators and increase school security. Specifically, this budget will fund nearly 700 new MCPS staff members, including 188 teachers and 500 paraeducators (134 new and 366 converted from part-time to full-time) to address an urgent need in educating our youth in special education programs.

As you can see in the graph below, with this recommended budget, we make great strides in returning our total per pupil funding level to the peak level in FY10, when adjusted for inflation.



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

In the Department of Health and Human Services (DHHS), funding for School Health Services totals $51.1 million and funding for Linkages to Learning totals $15.1 million. This budget adds $1.7 million to enhance and expand school health services, including $1.5 million for Blueprint-required nurse staffing in 11 new community schools and $225,000 to add three nurse managers to support sustainable staffing. It also provides $414,000 for new Linkages to Learning staffing at Burnt Mills Elementary School, Greencastle Elementary School, and Silver Spring International Middle School and $65,000 to improve recruitment and retention of bilingual therapists.

My FY26 Recommended Budget also includes $688,000 to expand the Excel Beyond the Bell Program to two additional elementary schools - East Silver Spring and Waters Landing. This program provides access to programs that have proven to have positive impacts on children's development, learning, and wellness.

Early Childhood

In March 2019, the County Council and I launched the Early Care and Education Initiative to address the need for comprehensive support of quality early care and education opportunities in Montgomery County. Early care and education is one of the top priorities of my Administration. I am recommending an additional $4.0 million in funding for the Early Care and Education Non-Departmental Account to continue ongoing services and programs 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. Without this additional funding, an estimated 644 children

would lose access to affordable childcare. In addition, without the funds, other early childhood programs such as the LENA language development programming and Basics community partnerships to support families with young children would be eliminated. Full funding of this budget also allows for the EquiCare Subsidy Seats Grant Program to continue, which will cover the cost of quality childcare seats for infants and toddlers (age 6 weeks to 36 months). EquiCare 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.

Support for Individuals and Families

Economic and social inequities exist in our community. My recommended budget makes targeted investments in programs that mitigate some of these inequities, alleviating some of the life-or-death struggles experienced by residents.

My budget recommends $6.9 million to continue supplemental funding that was provided in FY25 for the Short-Term Housing and Resolution Program (SHARP) program. SHARP targets families housed in motels used for overflow shelter and those housed in County family emergency shelters to move them to permanent housing where they receive ongoing support and case management aimed at helping them achieve self-sufficiency.

With the end of Federal funding that provided emergency rental assistance, we need to fill the gap with prevention and other services. Prevention is far more cost-effective than shelters or motels. To that end, I am recommending the continuation of supplemental funding that was provided in FY25 of $2.9 million for eviction prevention, bringing the total of that program in DHHS to $16.4 million. I am also recommending $2.0 million to maintain service levels in rapid rehousing due to increased rents and the end of Federal funding, and $1.2 million for the Housing Initiative Program to replace Federal funds with general funds that will provide permanent supportive housing to 39 households.

Montgomery Cares is a public-private partnership to provide primary care to uninsured or underinsured adults. For years, the County has relied on Montgomery Cares clinics to ensure continued health care access for our most vulnerable residents, while compensating clinics at 40 percent or less than the actual cost of care. This budget, like my recommended budgets for the prior two years, aims to recognize the immense fiscal challenges facing clinics as they struggle to attract providers, afford basic supplies amidst historic inflation, and meet unprecedented demand for services. To support these needs, I am recommending $2.2 million to fund a 45 percent reimbursement rate, provide for enrollment growth in both Montgomery Cares and Care for Kids (CFK), and expand to a new clinic at the Islamic Center of Maryland. I also renew my recommendation to add $180,000 to ensure CFK youth can access reproductive healthcare services that were not funded by the Council in FY25.

In addition to my recommended enhancements for Montgomery Cares, I am recommending an additional $300,000 to begin to address the lack of affordable and accessible dental services in East County by partnering with community providers to serve 300 residents.

The Governor's budget proposal includes significant funding reductions to payments for providers of services to residents with developmental disabilities. If adopted by the Maryland General Assembly, the County cannot fully replace any funding cuts by the State; however, we do provide a supplemental payment for these providers. My budget recommends a three percent increase to the developmental disabilities' provider supplement ($651,000), as well as the supplement we pay for providers of adult medical daycare services ($67,000). Like my recommended budget last year, this budget also adds $112,000 to the base to ensure continued funding for a respite care provider reimbursement rate adjustment.

In recent months, several key revenue sources have been reduced, eliminated, or have become insufficient due to rising inflation, including the elimination of Federal grant funds. This budget provides general funds to mitigate the impact of insufficient revenues that would otherwise result in service disruptions and worsened health outcomes for our residents, including HIV, AIDS, and STI services ($722,000); the Maryland Family Network ($175,000); Senior Nutrition Services at the Silver Spring Recreation and Aquatic Center ($148,000); Infant and Early Childhood Mental Health Grant Reduction ($131,000); Hepatitis B and immunization services ($127,000); and rising Countywide food costs in Senior Nutrition

Services ($101,000).

Food insecurity remains a significant challenge for many households and requires long-term strategic initiatives to enhance and maintain our local food system's resilience. In FY25, the Office of Food Systems Resilience launched the Community Food Assistance (CFA) Grant Program to competitively award food assistance grants to community partners that strategically serve residents most in need while addressing vulnerabilities in our local food system. In coordination with the CFA Grant Program, I recommend base budget support for the Capital Area Food Bank and Manna Food Center to purchase bulk products that CFA grantees utilize and ensure continued availability of culturally appropriate products. In lieu of duplicative non-competitive contracts, this budget adds funding to the School-Based Food Assistance Grant Program to allow partners to apply for competitive awards. Recognizing high unmet demand in the program, this budget also ensures that 20 additional schools will be served by school-based food assistance.

Affordable Housing

My FY26 Recommended Operating Budget provides financing for the County's full spectrum of affordable housing and associated services.

In total, my FY26 budget allocates approximately $312.8 million in resources to support Affordable Housing and other housing-related services, including funds in the Department of Housing and Community Affairs (DHCA), DHHS, the Housing Opportunities Commission, and for community organizations that augment County services.

Of the total amount, I have included $59.8 million in the Housing Initiative Fund (HIF) in my recommended operating budget and $108.9 million in new funding for three Capital Improvements Program projects, including the Affordable Housing Acquisition and Preservation project, the Affordable Housing Opportunity Fund, and the Revitalization for Troubled and Distressed Common Ownership Communities project. This amount includes $102 million in new capital funding for the Affordable Housing Acquisition and Preservation project (including an additional $75 million supported by taxable bond proceeds in the HIF), $5 million from loan payments to reinvest for projects facing risk of rent escalation, and $1.9 million to continue supporting revitalization needs of common ownership communities throughout Montgomery County.

The $59.8 million in HIF operating funds includes $25.4 million for the Rental Assistance Program (RAP) to continue providing rental assistance and supportive services to help the County's most vulnerable residents, and an additional $1.5 million to provide more resources for first-time homebuyers with downpayment assistance and counseling services through Homeownership Assistance programs. The budget also continues funding to support the Building Neighborhoods to Call Home and the Home Accessibility Rehabilitation (aka Design for Life) programs.

The table below provides detail on programs funded in the HIF in FY26, as well as what funds are provided in the capital budget.

FY26 Funding for the Montgomery Housing Initiative Fund
($ in Millions)

Program	Amount
Multi-family Housing Program - Housing Production & Preservation	$12.4
Affordable Housing - Homeowner Downpayment Assistance	$5.5
Affordable Housing - Home Accessibility Rehabilitation Program (HARP)	$0.3
Housing First	$9.7
Rental Assistance Program	$25.4
Neighborhood Revitalization - Building Neighborhoods to Call Home	$2.0
Department operations	$4.5
Total	**$59.8**

FY26 Funding for Affordable Housing in the Capital Budget
($ in Millions)

Project	Amount
Affordable Housing Acquisition and Preservation Project (includes $75 million in new taxable bond funding backed by appropriation in the MHI).	$107.0
Revitalization for Troubled and Distressed Common Ownership Communities CIP	$1.9
Total	**$108.9**

My FY26 Recommended Operating Budget also provides funding to support critical services in the Department of Housing and Community Affairs (DHCA) with sufficient staffing capacity to serve our residents and communities effectively. As recommended by the County Council during the FY25 budget deliberation, the department is proposing the second phase of licensing fee increases on multi-family rental units and short-term rentals to offset additional staffing needs for required inspections and enforcement. 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, the Office of Landlord-Tenant Affairs (OLTA), and Short-Term Residential Rental programs.

For FY26, DHCA continues its commitment to supporting tenants and landlords in meeting their needs and the County's requirements through collaborative efforts between the Rent Stabilization Program and OLTA. DHCA also continues improving the licensing application processes and enhancing enforcement activities related to short-term residential rentals.

I am also 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 and approved in my FY25-30 Capital Improvements Program. To support this needed staffing capacity, the department is proposing an increase in COC registration fees of $3.50 per unit to offset the costs associated with the dedicated staffing to help COCs address the required capital improvements and avoid loss or displacement of housing units, particularly for low-income homeowners. Some of our COCs are the most affordable homeownership opportunities available, and assistance is needed to ensure their ongoing viability.

Public Safety

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

In the Montgomery County Fire and Rescue Service, my recommended budget leverages additional funding from the State's Emergency Services Transporter Supplemental Payment Program (ESPP) to add a new Basic Life Support unit to

help manage the growing demand for emergency medical services. This unit will improve response times and address the rising volume of Emergency Medical Services (EMS) transport needs. In addition, ESPP funds will be used to add a firefighter position to enhance public education and outreach through participation in school programs and public education events, and target risk reduction initiatives to improve community safety. Funds are also allocated to support two additional civilian EMS educators to support the High School Cadet program, allowing uniform personnel to return to frontline response.

In the Department of Correction and Rehabilitation, funds are provided to address structural deficiencies and inflationary pressures in the budget for overtime, food, and pharmacy services. My budget also provides funding to upgrade visiting phones to meet the evidence review and redaction standards of the State's Attorney and Police Department. I have also provided funds to support mandatory in-service and commission-certified training of uniformed correctional officers.

Our Emergency Communications Center is a critical lifeline for Montgomery County residents, ensuring a prompt response when they need emergency services. The County's 911 fee, charged to all phone lines, is intended to cover the County's cost of providing emergency communications services. Our 911 fee has been held at $0.75 for many years. State law authorizes the County to assess an additional fee sufficient to cover operational costs for the 911 system. To ensure that the costs of providing Emergency Communications Center services are adequately covered by this charge, I recommend increasing this fee to $1.47 from $0.75, in line with other comparable jurisdictions in the State.

In the Department of Police (MCPD), my budget continues to expand the innovative Drone as a First Responder 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. My recommended budget converts contracted positions supporting this initiative to merit positions and adds a new site in Germantown, increasing the number of locations served to five. I also recommend adding 15 County security guard positions to enhance safety and security at Progress Place. This investment will provide a more appropriate level of response to calls for service at Progress Place and increase police availability in the Silver Spring area by reducing the need for uniformed response to service requests at this location.

This recommended budget invests in digital forensic software to expedite police investigations and reduce officer overtime and case backlogs. This system collects and manages critical evidence to resolve investigations after a search warrant is granted. In addition, I recommend strengthening the Real Time Information Center by converting contracted positions to merit staff to improve MCPD's effectiveness and accuracy in the center's work to address crime in our County.

Finally, I recommend launching a "Speed-on-Green" traffic camera pilot program to reduce collisions, aggressive driving, and speeding at selected intersections.

In the Sheriff's Office, my budget funds upfitting for law enforcement vehicles including mobile data computers and radios, to ensure that our law enforcement officers have the equipment they need to effectively and safely provide for the public's security.

Montgomery County is a community of diversity, inclusion, and compassion, but we are not untouched by hate and vitriol. Through funding in our Office of Emergency Management and Homeland Security, this budget continues to support nonprofit organizations at high risk of experiencing hate crimes and continues the $300,000 in one-time funds provided in FY25, bringing the program total to $1.2 million to enhance the security of their facilities and the safety of our residents.

Environmental Sustainability and Climate Change

We are facing a climate crisis that is not easily solved; however, we must do what we can and hopefully serve as a model for other jurisdictions around the country. This is especially true given recent changes at the Federal level.

In the Department of Environmental Protection (DEP) and other key departments addressing climate change, I am proud to maintain, in this particularly challenging budget year, the funding we have dedicated toward combating climate

change. In addition, my budget increases funding for the maintenance and inspections of best management practice (BMP) stormwater management structures throughout the County, which is required under the County's Municipal Separate Storm Sewer System (MS4) permit. I also added a new position to assist with the inspection and maintenance of BMPs on private property, which is the responsibility of the County but harder to do because we must coordinate with property owners to complete the work.

My recommended budget adds $150,000 to increase funding for the Clean Water Montgomery grant program, where demand continues to exceed funding. I am also adding new funding to create an internship program for high school or college students who are interested in the watershed management field. Finally, I am providing $250,000 to conduct an outreach and communication campaign to residents and businesses concerning the County's amended bag fee law so that everyone knows plastic bags are banned as of January 1, 2026, when the fee for a paper bag will increase from $0.05 to $0.10. The Water Quality Protection Charge rate increases $10.50 per-equivalent residential unit (ERU) to pay for the County's stormwater management program, comply with our MS4 permit, and prepare the fund to pay for Countywide flood mitigation work.

Outside of DEP's budget, I continue funding for contractual communications support in the Climate Change Planning Non-Departmental Account that was approved by the County Council as only one-time funding in FY25. This funds the development, implementation, and testing of climate-focused outreach and marketing, and in FY26 the funding will allow us to continue the most effective outreach efforts. My budget also directs $15.8 million to the Montgomery County Green Bank, though here I am recommending less than the County's goal of appropriating 10 percent of the Energy Tax due to affordability.

In the Recycling and Resource Management Division of DEP, my budget funds the County's final contract extension with the operator of the Resource Recovery Facility (RRF). In the capital budget, I fund the initial design of a Material Recovery and Biological Treatment Facility to divert as much material from the County's waste stream as possible. The operating budget continues to fund the design and eventual implementation of a completely new waste processing system so that we have a place to send our material once the RRF is shut down. As a result, solid waste charges increase 31.0 percent for single family homes, 104.4 percent for multi-family properties, and 104.9 percent for commercial properties. The major drivers of this increase are from the contract extension of the Resource Recovery Facility and initial design funding for the Material Recovery and Biological Treatment Facility.

Transportation and Transit Services

I continue to be concerned about our ability to build the transportation infrastructure that a 21st-century community must have to remain competitive. Our current property and real estate transaction tax structure is centered on the taxation of residential development. It is reflective of the economy of the 1950s and 1960s, which was fueled by post-WWII rapid growth of residential development. During this time, Montgomery County was able to build the best schools and modern transportation infrastructure. However, as we have become a mature and developed community, this tax structure is no longer sufficient or equitable for us to have the transportation infrastructure needed to develop and sustain a strong 21st-century economy.

The FY26 Operating Budget makes Ride On a fare-free transit system, which prioritizes transit by making our bus system even easier to use for current riders while encouraging ridership growth. From a budget perspective, a zero-fare policy eliminates the need to replace the obsolete fareboxes on Ride On buses or develop a fare enforcement system, which would burden County residents who can least afford fines. Ride On has seen consistent ridership growth but also increased fare evasion, such that in FY25, fare revenue is expected to be $1.6 million. This represents a $1.2 million decline year-over-year and an $18.9 million decline from FY19. With annual fare collection costs of $557,000 and a $19 million farebox technology capital expense needed across FY26 and FY27, a zero-fare policy is cost-efficient over the next six years. The "inform not enforce" policy, which was instituted due to the high cost of staffing enforcement officers on buses, has not been effective for fare collection. Zero fares support the County's equity goals, while also boosting ridership, increasing service and operational efficiency, and providing the potential to shift more trips to transit, in support of climate and sustainability goals.

At the same time, my recommended budget provides a much-needed increase in funding for bus shelter maintenance, which will enhance safety, accessibility, and cleanliness for bus riders in Montgomery County.

The Montgomery County Department of Transportation has partnered with Howard County to extend the Flash Bus Rapid Transit service. Starting in 2026, the Montgomery County Department of Transportation will provide direct transit service on U.S. 29 from Columbia and other points in Howard County to Silver Spring. Flash service in Howard County will be subsidized by the Howard County government, with no added cost to Montgomery County. This enhanced service will improve transit travel time and increase opportunities for a broad range of users by connecting riders to high-density housing and employment centers.

In support of the County's Climate Action Plan goals, the County has added 26 battery-powered electric buses as replacements for diesel-fueled buses in the Ride On bus fleet. An additional 86 electric buses are planned to be added to expand the fleet to 112 electric buses by the end of FY26. My recommended operating budget funds a solar microgrid project at the County's Gaithersburg bus depot, which will generate green hydrogen fuel for hydrogen fuel cell electric buses.

Economic Development and Workforce Training

My FY26 Recommended Operating Budget includes an improved and more targeted approach to economic development, with approximately $28.0 million to support growing the County's economy, an increase of 6.9 percent from the FY25 Approved Operating Budget. My recommendation builds on our goal for an inclusive and innovative economy by leveraging our talented workforce, existing bio-health 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.

My FY26 Recommended Operating Budget realigns the County's funding to provide technical and targeted support for our innovation ecosystem and strategic industries. While we are the center of the third largest life sciences cluster in the country, we have been examining what assets our leading competitors have that we are currently not able to provide. This budget will address areas where we can assure bio-health businesses that they do not have to go elsewhere to find the local supports needed to grow. I am recommending a new investment in our innovation ecosystem. This investment will allow the County's three incubators and a new Artificial Intelligence Innovation Center to provide technical readiness level assessments, focused technical assistance, robust educational programming networking, and operational activities for current tenants and for other County entrepreneurs across industry sectors.

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.

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 $2.5 million for WorkSource Montgomery. This is a 9.6 percent increase over the prior fiscal year and includes additional funding to support the Summer RISE youth program and programming at the Montgomery County Correctional Facility to support successful reentry opportunities that were previously funded with Federal dollars.

My recommended budget provides funding for BioHub Maryland in Montgomery County. This program is a partnership with the Maryland Tech Council that trains our workforce at a state-of-the-art, multifunctional facility equipped with cutting-edge industrial bioprocessing equipment. The curriculum, offered in conjunction with Montgomery College and the Universities at Shady Grove, equips residents, including veterans and members of disadvantaged communities, with skills and knowledge they need to enter the life sciences field.

Libraries and Recreation

Montgomery County Public Library's (MCPL) customers are using online resources in record numbers. Because of increased utilization and increased costs to purchase access to digital materials, I am recommending an increase to the MCPL budget of $121,000 to meet public demand for online materials, specifically for the Hoopla digital material platform, where customers borrow library materials on demand. This platform has experienced a 135 percent increase in the number of users since FY22.

In addition, I am recommending continued redevelopment of the world languages collection in alignment with the County's language priorities. As part of my goal to address racial and ethnic disparities, I am recommending increasing the MCPL budget for world languages by $154,000 in FY26 to revitalize this collection, with purchases in Spanish, Chinese, Vietnamese, Korean, French, Amharic, Farsi, Russian, and Bengali, distributed to library branches where those languages are most spoken.

For the past two years, Montgomery County Recreation fitness passes have been 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.

Effective and Sustainable Government

My budget provides funding for the Department of Technology and Enterprise Business Solutions (TEBS) to modernize and secure County government information technology systems. Information technology expenses continue to face inflationary pressures. TEBS continues to invest in enhanced cybersecurity and artificial intelligence to best leverage limited public dollars to provide efficient and effective service. My budget ensures the security of our residents' information and improved efficiency through cutting-edge technological advancements. Beginning this year, my budget will invest in artificial intelligence tools such as Microsoft CoPilot to help County employees increase the efficiency of their work.

Consistent with national trends, Cable Fund revenues continue to decline at an accelerated rate due to "cord cutting" and the move to streaming services that do not pay cable franchise fees. This budget reflects a transition year where I have directed partners in our Public, Educational, and Governmental media efforts to consolidate and streamline our efforts as the County reorients for significantly reduced revenues in FY28. Over the next year, the Connect Montgomery Alliance will work with TEBS to wind down operations and develop a strategic plan for our future communications needs.

The County's current procurement system is outdated and inefficient due to its reliance on multiple applications for vendor registration, sourcing, contract management, and compliance management. The Office of Procurement issued a Request for Expression of Interest (REOI) to identify systems capable of consolidating these functions into a single platform for complete lifecycle management of County contracts. My FY26 recommended budget includes $770,000 to fund a new e-procurement system. This system will centralize operations to improve vendor management, simplify reporting, and eliminate challenges linked to maintaining multiple outdated systems, resulting in a more efficient and cost-effective procurement environment.

Community Use of Public Facilities (CUPF) provides community organizations and public agencies with access to public schools and government facilities for community services, programs, and events. After more than 16 years without a fee increase, CUPF is adjusting its fee structure to better meet rising operational costs and ensure continued quality of services. CUPF included equity considerations when determining fee increases and the impact those increases will have on the community. The revised fee structure will allow CUPF to achieve long-term solvency and make improvements that will facilitate improved administration and operations. These fee increases will be phased in over the next three fiscal years.

Community Partners

This budget strengthens and improves the County's relationship with community partners. The services offered by

our partners help us 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. I am recommending a three percent inflationary adjustment for nonprofit contracts across County government.

This budget provides funding for the Office of Grants Management to create a centralized system for tracking, approval, and reporting of grant funding received by the County. It also funds an attorney position within the Office of the County Attorney that will be focused solely on grants issues. With potential changes to Federal grants forthcoming, it is critical that we have a reliable end-to-end grant tracking and reporting system and dedicated legal staff to help us navigate those challenges.

The budget continues to fund multi-year Community Grants Non-Departmental Account (NDA) grant awards ($10.8 million), including $4.8 million to continue the FY25 legacy community grant award renewals. In addition, my recommended budget also provides $1 million for Nonprofit Technical Assistance and Management Support Grants, $1 million for the Nonprofit Incubator program, and a three percent inflationary increase for all continuing grant awards.

Legislative Branch

My FY26 Recommended Budget fully funds the requests of the County Council, Office of Legislative Oversight, Board of Appeals, and Merit System Protection Board. It also increases funds for the Office of Inspector General by $482,000 and provides for one additional investigator position to support MCPS investigations.

For the fourth year, I am recommending funding for the Office of the People's Counsel with two staff members. This office is housed in the Legislative Branch, and this recommendation is in addition to the Council's request. As I have said repeatedly, when 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 FY23, FY24, and FY25 but these recommendations were ultimately not approved by Council. I make this recommendation again this year because the need for this position has only increased due to the added complexity and consequent public uncertainty created by the passage of the new General Plan, Thrive Montgomery 2050.

Outside Agencies and Municipal Partners

My budget fully funds Montgomery College's request. In FY26, the college's budget will increase by $10.8 million, or 3.2 percent, and does not require additional County dollars.

I am recommending a budget increase for the Maryland-National Capital Park and Planning Commission of 4.5 percent for the Administration Fund and 3.2 percent for the Park Fund.

My FY26 Recommended Budget for WSSC Water provides for a 9.8 percent rate increase, consistent with the commission's request and below the spending affordability limit of 10.2 percent approved by the County Council.

My budget increases the Payments to Municipalities budget by $726,000. This increase represents changes negotiated with the municipalities regarding the computation of the police reimbursement component of the formula, as requested by the County Council, and includes a one-time payment to Takoma Park to correct an error in the FY25 budget.

Conclusion

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

This budget balances community needs, economic forecasts, and the growing cost of doing business, and funds our

reserves at 11.2 percent of adjusted governmental revenue ($87.2 million above our policy goal) as a contingency against State and Federal actions.

Because of the fiscal pressures we faced this year, this budget largely reflects a continuing services budget for many departments. It recognizes savings throughout County government, and makes targeted investments in economic development, affordable housing, public safety, and social safety net programs.

The unprecedented funding request by the Board of Education reflects the unprecedented needs of our school system, which is also facing many of the same challenges as the County government, with the added pressure of implementing the State's Blueprint requirements. It is because of these needs and extreme pressures that I am recommending a modest 3.5 cent increase to the education supplemental property tax rate and offsetting that with an increase to our homeowner's property tax credit to help mitigate the impact of that tax rate increase. Even with these changes, our weighted property tax rate is low, when compared to our neighbors.

Looking to the future, we will need to have frank conversations about the structural imbalance between the growing demands for County services and the revenue streams we currently have available. I continue to advocate at the State level for the ability to reform our outdated tax structure to something more progressive and suitable for a 21st-century community.

Despite the challenges we face, including those from Annapolis and Washington, our County remains resilient. Some of these challenges will be resolved in the coming weeks, and I plan to submit budget amendments to the Council following the Maryland General Assembly's conclusion in April.

Our County continues to attract both individuals and businesses thanks to our exceptional assets: a talented workforce, rich diversity, a strong economic foundation, a strategic location, and vital amenities like quality schools and parks.

I remain deeply optimistic about our County's future trajectory because we are making deliberate, critical investments in the policies that maintain our community's appeal, strength, and competitive edge - supporting our people, businesses, and infrastructure.



Marc Elrich
County Executive, Montgomery County

FY26 RECOMMENDED OPERATING BUDGET HIGHLIGHTS

Climate Change...

- Accelerate funding for vehicle replacements to achieve Montgomery County's Climate Action Plan goals and modernize the fleet. Zero emission vehicles will be prioritized wherever there are feasible replacements for fossil fuel vehicles.

- Transition to a zero-emission bus fleet to achieve the County's goal of zero greenhouse gas emissions by 2035, as outlined in the Climate Action Plan. The Montgomery County Department of Transportation has developed a transition plan to develop concrete strategies for emission reduction, evaluate facility needs, determine appropriate fleet composition, and engage the community. By integrating innovative technologies and planning for necessary infrastructure, the County is not only addressing current environmental challenges but also setting a standard for future transit initiatives.

- Increase funding for Clean Water Montgomery Grants, administered by the Department of Environmental Protection, to help property owners manage stormwater runoff on their properties and earn credit toward the County's MS4 Permit. Demand for the program continues to exceed available funding.

- Procure recent model, lightly-used electric vehicles at significantly lower cost than new electric vehicles due to changes in the rental car industry which caused companies to downsize their electric vehicle inventories. This has enabled a leap forward in converting the fleet to zero emissions in support of the County's Climate Action Plan goals.

Highlights

Racial Equity & Social Justice...

- Continue to invest in efforts to normalize, organize, and operationalize racial equity and social justice. The Office of Racial Equity and Social Justice is transitioning all training programs to a self-guided format so that they can be accessed by all staff at any time. The Office is also creating Countywide guidance on equitable community engagement for departments to use in developing community engagement plans.

- Augment funding by $2.9 million for eviction prevention and the Rental Assistance Program (RAP) by offering financial assistance and short-term case management to connect households to needed resources, which may include landlord-tenant affairs, legal services, financial literacy, vocational support, and behavioral healthcare.

- Include $6.9 million in funding for the continuation of the Short-Term Housing and Resolution Program (SHARP) which provides up to 12 months of rental assistance and navigation services to those experiencing homelessness, targeting families currently staying in motels used for overflow shelter and those staying in County family emergency shelters to move them to permanent housing.

- Recommend funding of $2.0 million to maintain Rapid Rehousing (RRH) program due to increased rents and the end of COVID-era funding. Replace American Rescue Plan Act (ARPA) funds with general funds of $1.2 million to continue providing Housing Initiative Program permanent supportive housing services to 39 households where at least one household member has a documented disability.

- Continue funding for the Lighthouse Initiative (formerly Newcomers Initiative) for a total of $7.1 million.

- Enhance supplemental funding for reimbursements to critical providers, including $717,000 for a 3 percent increase to the Developmental Disability Provider Supplement and the Adult Medical Day Care Provider Supplement, while adding $112,000 to the base to annualize funding for the respite care provider reimbursement rate that was approved in FY24.

Thriving Youth and Families...

- Recommend $4.0 million in funding for the Early Care and Education Non-Departmental Account to continue ongoing services and programs that provide childcare subsidies for families with incomes up to 450 percent of the federal poverty level.

Highlights

- Lead the final 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.

- Enhance and expand school health services with $1.7 million in funding. Provide $1.5 million for Blueprint for Maryland's Future-required community health nurse staffing in 11 new community schools, which is expected to be offset by approximately $1.2 million in revenue. Add three nurse managers to support sustainable management staffing ratios and improve the delivery and operations of the School Health Services ($225,400).

- Expand Elementary Excel Beyond the Bell (EBB) Programs to Waters Landing and East Silver Spring Elementary Schools.

- Expand and enhance the implementation of the County's Strategic Plan to End Childhood Hunger recommendations: retail food access strategies including the MC Groceries program, the Food as Medicine and School-Based Food Assistance grant programs, and community partnerships to maximize enrollment in Federal nutrition programs.

- Enhance the Health Care for the Uninsured programs with $2.4 million in funding, including $963,600 to bring the Montgomery Cares reimbursement rate to 45 percent of the cost of care and prevent potential clinic closures; $903,600 to annualize a recommended FY25 supplemental appropriation that recognizes the cost of enrollment growth and expansion to a new clinic at the Islamic Center of Maryland; $333,800 to annualize the cost of Care for Kids (CFK) enrollment growth; and an additional $180,000 to improve reproductive health care access for CFK youth clients.

- Launch the second round of the Community Food Assistance Grant Program, supporting local service providers with direct funding and specialized access to shelf-stable and fresh food for distribution to food insecure residents while further strengthening the capacity and stability of the County's robust network of organizations.

- The Office of Agriculture (OAG) is partnering with the Montgomery County Food Council (who obtained a grant to fund the purchase of the cold storage unit) on the MoCo Microhub. The unit which will be managed and maintained by the OAG will support small County farms with aggregation and storage of their products after harvesting before distribution to food programs for residents, including farm to school, farm to table, and farm to foodbanks.

- Bolster funding for several enhancements to the Linkages to Learning program for

contractual staffing for Linkages to Learning at Greencastle Elementary School and Silver Spring International Middle School ($214,100), a new Linkages to Learning program at Burnt Mills Elementary School ($200,000), and enhancing the Linkages to Learning bilingual therapist contractor salaries to improve recruitment and retention of bilingual therapists ($65,000).

- Allocate $454,200 to enhance the availability and delivery of dental services, including $300,000 to address the lack of affordable and accessible dental services in East County by partnering with community providers to serve 300 residents; and $154,200 to continue the FY24 transition of contractual dental services staff capacity to County permanent staff positions.

- Accommodate increased utilization of domestic violence shelter services ($425,000), and assume abuse intervention services that cannot be procured due to State requirements.

- Recommend $154,000 in funding to increase the World Languages collections, with purchases in Spanish, Chinese, Vietnamese, Korean, French, Amharic, Farsi, Russian, and Bengali, distributed to library branches where those languages are most spoken.

- Meet demand for digital materials through Hoopla platform by adding $121,464 in FY26 for ebooks, eaudiobooks, emagazines, emusic, and evideo.

A Growing Economy...

- Through the leadership of the Small Business Navigator, the Business Center implemented the Multicultural Accelerator in partnership with M&T Bank - hosting two cohorts of entrepreneurs in FY25.

- The Business Center Team assisted more than 1,200 businesses with direct queries and engaged more than 830 businesses with proactive outreach.

- The Business Center Team developed and implemented 29 events to support the County's innovation ecosystem at the Innovation Centers - an increase from three executed during FY24.

A Greener County...

- Build a Composting Education Hub at the Agricultural History Farm Park. This initiative was done in partnership with the Institute for Local Self Reliance and University of Maryland Extension Master Gardeners, with coordination by the Office of Agriculture. The project goals include increased on-farm composting within the County for the purpose of generating compost, increased access to compost for agricultural producers, reduction of reliance on and limiting the use of fertilizers, improvement of soil quality and health, promotion of waste management and permaculture business development, increased rainwater absorption, reduction of municipal food waste and diversion of food waste from landfills.

- Include funding to initiate outreach and communication to residents and affected businesses regarding the County's amended bag fee law. Under the revised law, plastic bags may no longer be offered at most retail establishments as of January 1, 2026, and the fee per non-plastic bag increases from $0.05 to $0.10.

- In support of the County's Climate Action Plan goals, the County has added 26 battery-powered electric buses as replacements for diesel-fueled buses in the Ride On bus fleet. An additional 86 electric buses are planned to be added to expand the fleet to 112 electric buses by the end of FY26.

- Purchase nine medium and heavy-duty electric vehicles and one zero-emission construction vehicle with funds received in a grant by the Department of General Services Division of Fleet Management Services from the Maryland Energy Administration.

- Continue the Single-Family Residential Curbside Food Scraps Recycling Pilot Program led by the Department of Environmental Protection Recycling and Resource Management Division. Through this program, over 1,126,000 pounds of food scraps have been recycled by 1,535 participant households in parts of Silver Spring, Potomac, Bethesda, and Rockville.

- Construct a solar microgrid to support zero emission bus fueling at the Gaithersburg bus depot. The Division of Fleet Management Services is collaborating with the Department of General Services Office of Energy and Sustainability to plan the project, 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.

- Install up to 17 electric vehicle (EV) charging stations with proceeds from a $2.7 million grant from the Maryland Department of Transportation through the Carbon Reduction Program, administered by the Department of Environmental Protection. Funding will support the installation of EV charging stations at 17 County-owned locations, including parking garages, Park-N-Ride lots, libraries, and community centers.

- Initiate the "Em-POWER-Maryland" program funded Pepco and Potomac Edison

Virtual Commissioning (VCx) to ensure future Building Energy Performance Standards (BEPS) compliance and reduction of energy use and improvement of efficiency, by the Department of General Services.

Easier Commutes...

- Prioritize transit in the County by making Ride On bus service a fare-free transit system. By eliminating the cost of travel for passengers, this initiative aims to encourage the use of buses, reduce traffic congestion, and lower carbon emissions by promoting more eco-friendly commuting options. Fare-free transportation increases accessibility, especially for those with limited financial resources, while also supporting environmental and social goals.

- Create a more sustainable and equitable transit system for the County through the Ride On Reimagined Service and Implementation Plan. The first year of the plan focuses on foundational improvements, such as upgrading infrastructure, enhancing existing routes, and introducing new services where there is the highest demand. In later years, the plan will expand service to increase accessibility and accommodate future growth.

- Expand Ride On service through the Great Seneca Transit Network. This will serve vital job sectors, particularly in healthcare, biotech, and education. The network includes the Shady Grove corridor and the Life Sciences Center along I-370. Key features of the network include new and upgraded transit stations, dedicated bus and bike lanes, transit signal priority for efficiency, enhancements to transit centers, and improvements for pedestrians and cyclists.

An Affordable, Welcoming County for a Lifetime...

- Produce and preserve affordable housing units in Montgomery County with $121.3 million in funding administered by the Department of Housing and Community Affairs. This funding commitment includes allocating $12.4 million to the Montgomery Housing Initiative (MHI) Fund, $102.0 million to the Affordable Housing Acquisition and Preservation CIP projects, $5.0 million to the Affordable Housing Opportunity Fund, and $1.9 million to the Revitalization for Troubled and Distressed Common Ownership Communities CIP projects.

- Allocate $59.8 million in the Montgomery Housing Initiative Fund (HIF), administered by the Department of Housing and Community Affairs, 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 down payment assistance, home accessibility rehabilitation, services to Building Neighborhoods to Call Home, services to the Housing First programs, and the creation of mixed-income housing.

- Replace a number of FY25 grant reductions with general funds in FY26: HIV, AIDS, and STI Services Grant Reductions ($721,900); Maryland Family Network Grant Reduction ($175,300); Senior Nutrition Services at the Silver Spring Recreation and Aquatic Center ($147,900); and Infant and Early Childhood Mental Health Grant Reduction ($130,900). The Department of Health and Human Services will ensure continuity of Hepatitis B and Immunization Services ($126,800) and Countywide food costs in Senior Nutrition Services ($101,200).

- Implement a new system of rent stabilization in line with Executive Regulation 2-24 on rent stabilization laws. The Department of Technology Enterprise and Business Solutions, in partnership with the Department of Housing and Community Affairs Rent Stabilization Team, has completed the first two out of three stages to ensure compliance with the new regulations and improvement of the user experience.

- Successfully closed 17 residential real estate loan transactions, administered by the Department of Housing and Community Affairs Multifamily Housing Development Team, thereby providing more than $84.5 million towards these developments to preserve, rehabilitate, or produce 1,133 affordable housing units at an average cost of $74,632 per unit.

- Generate 398 new Moderately Priced Dwelling Units (MPDUs) offered for sale (70 units) or rent (328 units) as new, affordable dwelling units throughout the County, by the Department of Housing and Community Affairs Moderately Priced Dwelling Unit Program.

- Increase funding by $1.5 million, administered by the Department of Housing and Community Affairs, for the homeownership assistance programs, which provide additional resources for first-time homebuyers with down payment assistance and needed counseling services.

- Underwrite affordable housing loans to preserve and produce affordable housing, executed by the Department of Housing and Community Affairs. Fifteen multi-family developments have already been identified for potential funding in FY26. These developments would maintain or create 2,353 units, including 2,018 affordable units.

- Deployed MoCoNet, the County's 300/300 Mbps residential broadband network, to six affordable housing developments and continued efforts to expand MoCoNet to

seven additional Housing Opportunity Commission locations. This program helps close the digital divide and ensures that all residents can participate in the digital world.

- Demonstrate commitment to expand affordable housing with ongoing and future developments in Burtonsville, Clarksburg, Derwood, Rockville, Wheaton, and White Flint.

Safe Neighborhoods...

- Replace uniformed staff with two civilian educators to expand Montgomery County Fire and Rescue Service (MCFRS) recruitment efforts at the Public Safety Training Academy (PSTA), overseeing the High School Cadet training program. This program, which attracts a diverse pool of participants, is undergoing enhancements to serve as a direct hiring pathway for recruit candidates.

- Enhance safety and security at Progress Place by adding County Security Guards to provide a more appropriate level of response to calls for service and increase Police availability in the Silver Spring area by reducing the need for uniform response to service requests at this location.

- Expand the Drone as First Responder pilot program to increase the effectiveness of police response to incidents by improving their decision-making process with data from an aerial perspective. Additionally, by converting contracted positions into merit positions to support this initiative and by adding a new site in Germantown, the number of locations served will increase to five.

- Implement the Speed-on-Green Traffic Camera pilot program to reduce collisions, aggressive driving, and speeding at the intersections of Colesville Road and Georgia Avenue and Colesville Road and University Boulevard.

- Continue to provide a total of $1.2 million for the Non-Profit Security Grants Program in the Office of Emergency Management and Homeland Security.

- Invest in digital forensic software to expedite police investigations, reduce over-time and backlog, and collect critical evidence to resolve crime in our community after a search warrant is granted.

- Enhance real-time coordination across agencies through a Public Safety Joint Operations Center developed by the Office of Emergency Management and Homeland Security (OEMHS). It will house the Fire Operations Center, OEMHS Watch Desk, Montgomery County Police Department (MCPD) Real-Time Intelligence Center, and Drone as a First Responder Program, improving

emergency response and efficiency.

Effective, Sustainable Government...

- Montgomery County received the following National Association of Counties (NACo) Achievement Awards in 2024:

  - 55+ BBQ Bonanza
  - After-School Professional Development Program
  - Augmented Reality at Oakley Cabin
  - Automated Physical Inventory
  - Buckets & Beats
  - Centenarian Celebration
  - Cloud-Based Electronic Hearing Records Application
  - Countywide Facade Improvement Program
  - Dedicated Bus Lanes Project
  - Department of Permitting Services Geographic Information Systems Program
  - Department of Permitting Services Podcast
  - Device Client Management (DCM) - IT Procurement Management Solution
  - Drone as First Responder Program
  - Fostering Accountability and Trust: Maximizing Transparency and Efficiency of the Contract Review Process
  - Innovation Accelerator
  - Local Products
  - Loss Prevention
  - Maximizing Underutilized Public Parking by Partnering with Long-Term Lease
  - Montgomery County MD's Single-Family Residential Food Scraps Recycling Pilot Program
  - Monty 2.0 Generative Artificial Intelligence Chatbot
  - NFL Flag Football with Referee Academy
  - Problem Solving Committees
  - Officer Mental Health and Resiliency
  - Quarterly Procurement Compliance Forum
  - RecFit
  - Rec N Resources
  - Rec Your Way

- Senior Outdoor Adventures in Recreation
- Silver Spring Recreation and Aquatic Center Teen Visioning Event
- Streamlining Emergency Procurement Process in County Government for Improved Goods and Services Acquisition
- Teen Camps
- Teen Mental Health First Aid - VIBE Checkup Program
- Vias de la Salud" Community Health Worker Certification Training Program
- Winter Wellness Campaign

✪ Conduct investigations, reviews, and inspections to detect and deter fraud, waste, abuse, misconduct, and mismanagement of school resources. The Education Oversight Division (EOD) of Montgomery County Public Schools (MCPS) has addresses over 180 complaints and identified over $200,000 in questionable expenditures inconsistent with MCPS policy.

✪ Create, install, and implement a strategic plan over five years for the Department of Permitting Services for continuous improvement of high performance, improvement of technology and data handling, process streamlining, organizational alignment, customer service, and quality and timeliness of communication.

✪ Create a streamlined and trackable end-to-end County hiring process with the launch of NEOGOV by the Office of Human Resources and its online platform GovernmentJobs.com. This significantly reduces the amount of time it takes for candidates to apply for jobs and has resulted in an average 250 percent increase in the number of applications per job posting.

✪ Conduct educational events by the Office of Consumer Protection to educate the public on home improvement, prevention of theft, and identification of scams. There have been 22 in-person and virtual outreach events in FY25.

✪ Expanded the reach of the Translation Unit in the Community Engagement Cluster by completing translation requests from 25 County agencies in Amharic, Chinese, French, Korean, Spanish, and Vietnamese, significantly increasing accessibility of government information and services for limited English proficient residents.

✪ Organize and coordinate eleven operating budget forums by the Office of Management and Budget during the development of the FY26 County Executive's Recommended Operating Budget, providing residents an opportunity to share their input. Two of the forums were conducted in non-English languages (Spanish and Chinese).

✪ Build on the early success of the Department of Technology and Enterprise Business Solutions with the nationally recognized Artificial Intelligence Center of Excellence (AICOE), leveraging advancements in AI across County government.

With a proactive approach, the AICOE actively collaborates with various County departments, effectively addressing their unique needs.

- Partner with the Domestic Violence Coordinating Council, community groups, and the Family Justice Center (FJC) to host RespectFest 2026 to educate 1,200 teens on dating violence, including implementation of a paperless record-keeping system, launch of a Spanish-language intake app, continuation of domestic violence workshops, and support of the Development Services Group to secure Federal funding for a Family Justice Center evaluation study.

- Train over 3,500 County employees on Americans with Disabilities (ADA) Act compliance, policies, disability etiquette, to ensure equal access to County programs and services. The Department of General Services ensures countywide ADA Title II compliance, fulfilling reasonable accommodation requests and achieving zero ADA complaints or related litigation.

- Launch the High Intensity Recruitment Experience, by the Office of Human Resources, featuring targeted promotions of "hard-to-fill" vacancies using online sourcing platforms and elevating the County's profile as a preferred employer. This results in increased connections with job seekers, as well as increased consultancy and hiring support to County departments.

- Launch a pilot program to deploy Microsoft CoPilot 365, by Technology Enterprise and Business Solutions, to help the County evolve and expand its digital capabilities, enhance productivity, streamline workflows, and empower our teams to achieve more.

- Expand the fleet maintenance apprenticeship program by obtaining Maryland State registration for the existing program and adding more apprentice positions. These enhancements enable the Department of General Services Division of Fleet Management Services to standardize the curriculum and apprentice experience and help reduce operating costs by reducing the amount of overflow work assigned to contractors. Further, the program ensures the preservation of internal knowledge and experience, thereby avoiding knowledge gaps when experienced technicians or tradespersons retire.

- Enhance County sourcing of employment prospects with an improved recruiting technical framework, paid advertising, and increase in community engagement. So far, this has resulted in a net gain of 294 permanent employees, the largest net gain in over five years,

- Deploy the Monty 2.0 chatbot, by Technology Enterprise Business Solutions, which facilitated over 22,000 conversations in its first year of operation, giving residents instant access to thousands of knowledge topics in over 100+ global languages. Monty facilitated a similar number of meaningful conversations per day (43-44) as an average MC311 customer service representative (36-55).

Highlights

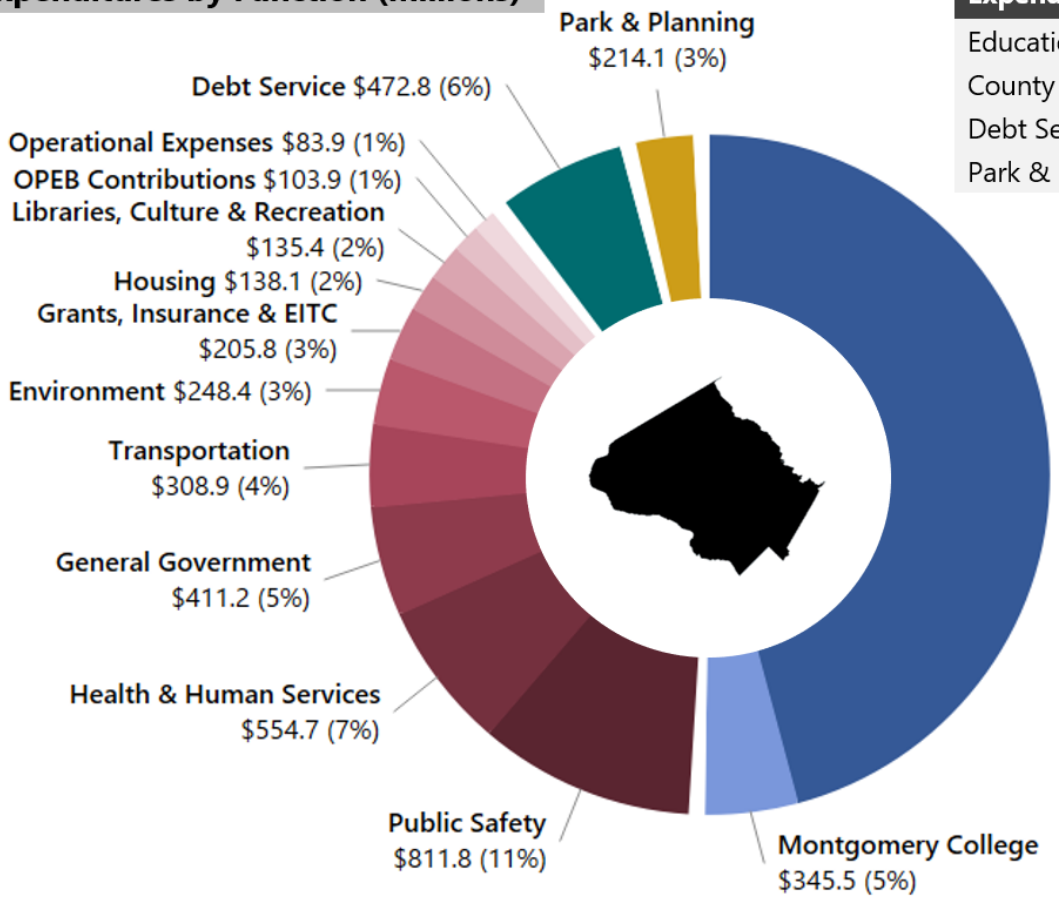
Funding the Budget...

- Recommend a total County budget from all sources for all County agencies of $7,655,711,530 which is $525.2 million or 7.4 percent more than the FY25 budget.
- Recommend tax-supported funding for the Montgomery County Government of $2,783,341,998 (including debt service and OPEB funding).
- Recommend tax-supported funding for the Montgomery County Government of $2,344,765,333 an increase of 6.7% percent (excluding debt service).
- Funding for Montgomery County Public Schools will increase $298.8 million or 9.0 percent. Within this total, the County contribution is $256.0 million over maintenance of effort.
- Funding for Montgomery College's FY26 Recommended Operating Budget totals $345.7 million.
- Recommend tax-supported funding for the Maryland-National Capital Park and Planning Commission (M-NCPPC) increases by $6,269,126 or 3.5 percent from FY25 (including debt service and OPEB funding).
- Fund the WSSC Water's FY26 operating and capital budgets with a 9.8 percent water and sewer rate increase in accordance with the Spending Affordability Guidelines adopted by Council.
- Recommended a property tax rate of $1.0605 per $100 of assessed value. This rate includes a 3.5 cent increase to the supplemental education property tax rate. This proposed increase is coupled with a recommended increase in the County's ITOC (Income Tax Offset Credit) Property Tax Credit to $860, which will completely offset the increase for homeowners whose principal residence is assessed at $495,000 and will represent a small rebate for those homeowners with properties at a lower value. Owners of higher-priced homes will also get the benefit.
- 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 FY25, preserving an important stable and broad-based revenue source that includes Federal institutions that otherwise pay no taxes in exchange for County services.

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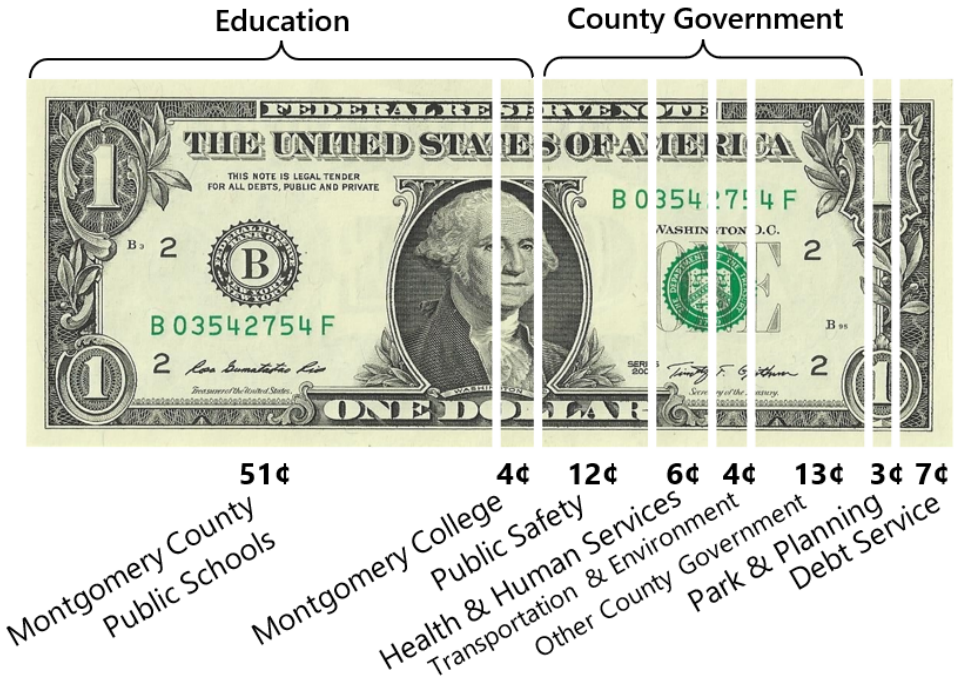
WHERE THE MONEY GOES

Expenditures by Function (millions)



Expenditure Categories	
Education	52%
County Government	39%
Debt Service	6%
Park & Planning	3%

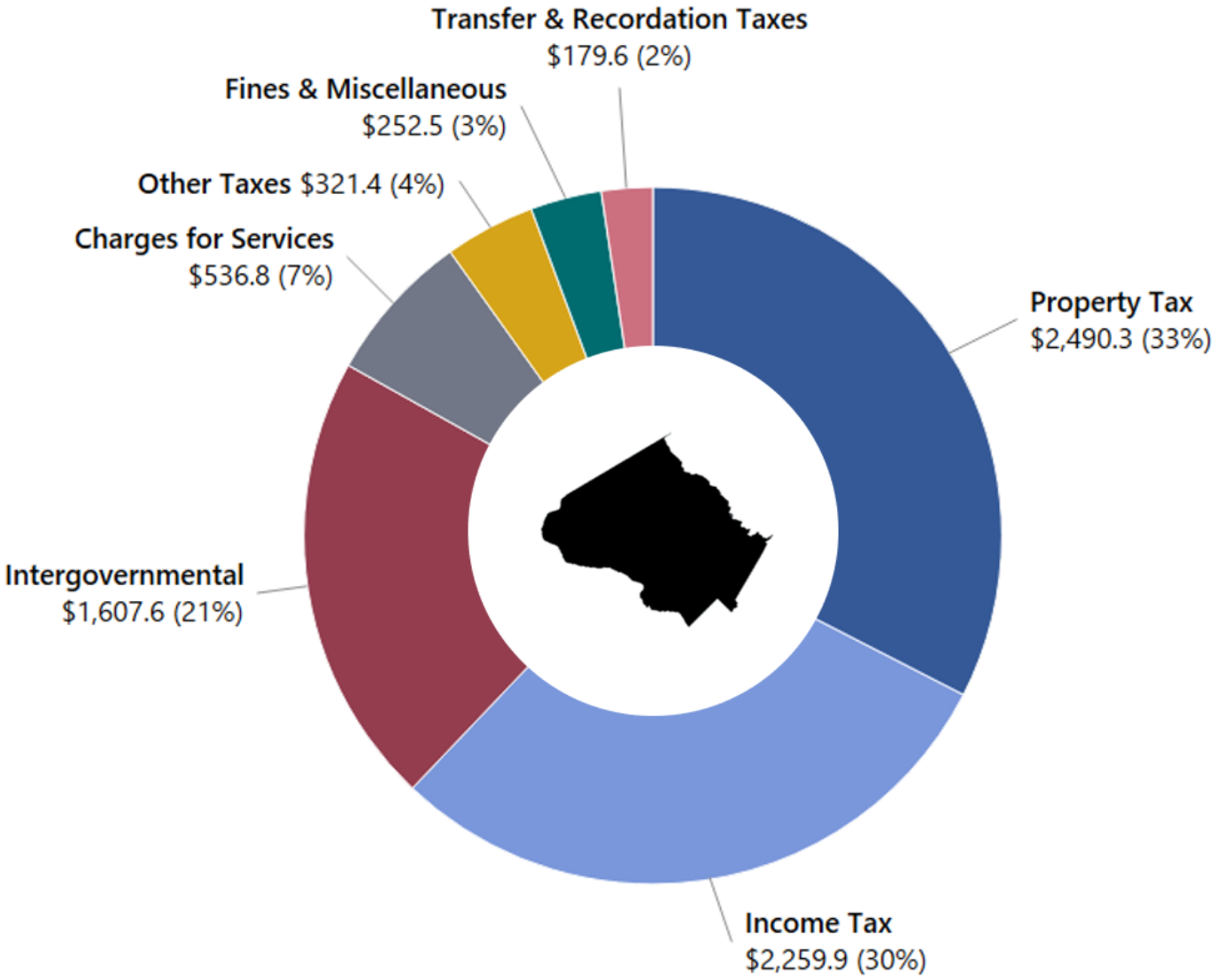
How a Dollar of Taxes is Spent



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 2024
- **Current Year** - Fiscal Year 2025
- **Next Year** - Fiscal Year 2026

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.

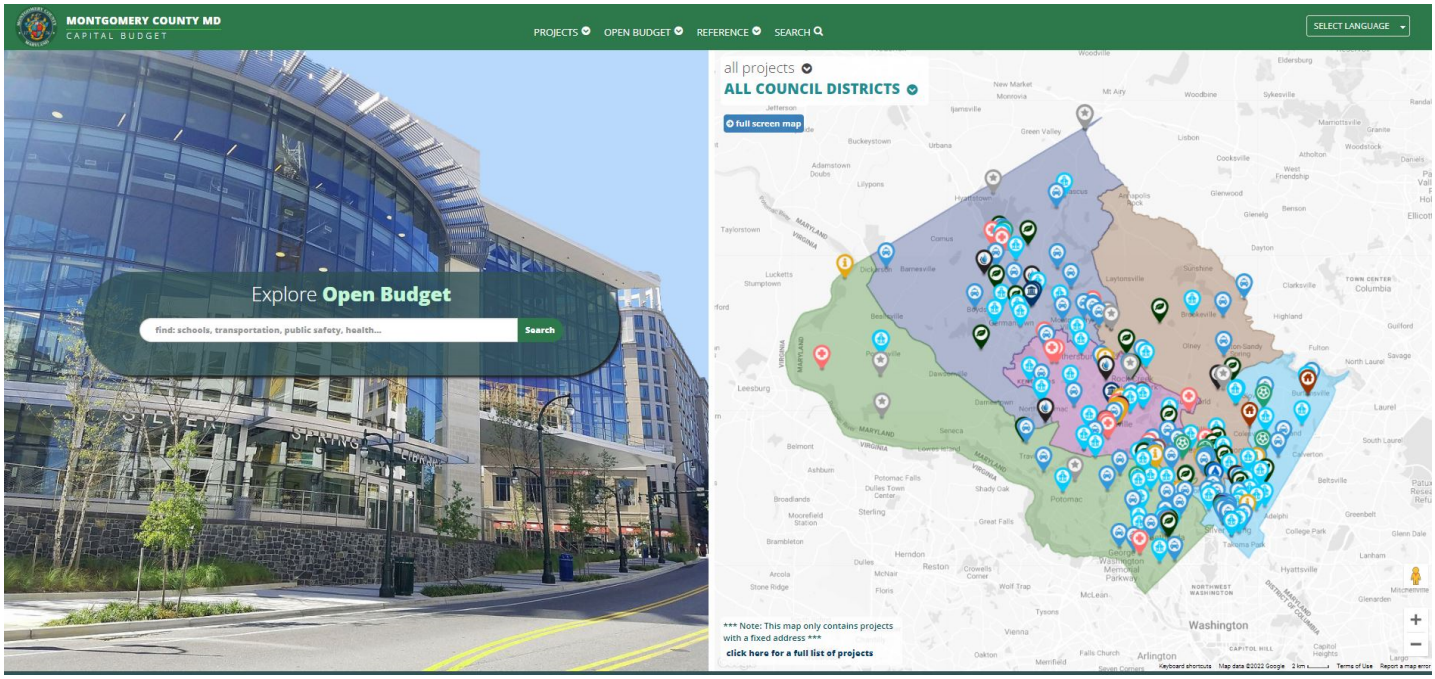
Capital Improvements Program (CIP)**

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:

- A 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. 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 Montgomery County Government are provided for the following:

- Legislative Branch (the County Council and legislative offices and boards);
- Judicial Branch (Circuit Court, Sheriff, 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.

Glossary

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 FY25 figures and some of the FY26 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 County Executive develops and recommends budget proposals; the County 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 Guidelines 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

Montgomery 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 County Executive must also specify how, if necessary, they would reduce the budget request to comply with the County Council adopted budget allocation.

The Charter requires the County Council to approve the operating and capital budgets by June 1. An aggregate operating budget which exceeds the Spending Affordability Guidelines ceiling on the aggregate operating budget then in effect requires the affirmative vote of eight Councilmembers for approval. The County 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 (Community Conversations)

The County 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 FY26 Operating Budget development season, the County Executive conducted a historic number of operating budget forums, including the first forum to specifically focus on topics of interest among the Black/African American community, the third forum conducted in Chinese and the fourth 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 County 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 County Executive during the period January-March. The County Executive recommends a budget which balances all agency expenditures with projected revenues to the Council by March 15.

Racial Equity & Social Justice

During the FY26 Operating Budget development season, 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 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 FY25, the FY26 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 FY26 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 were asked to describe resource allocations 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; and
- 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

Beginning with FY23 Operating Budget development season, the Office of Racial Equity and Social Justice has provided departments and decision-makers with tools and training to embed racial equity and social justice into budget development and decision-making. Specifically, ORESJ's Operating Budget Equity Tool provides:

- A structured approach for identifying, analyzing, and interpreting data about historical and current racial inequities in the County
- Insights into how proposed resource decisions may affect those inequities
- An understanding of how to minimize adverse impacts and unintended consequences of decisions

Each year ORESJ refines its tools and processes to reflect national best practice, the County's expanded knowledge and capacity to conduct racial equity analysis, and feedback from tool users. By engaging in this continuous improvement process, ORESJ is able to increase the effectiveness of its efforts, thus helping the County to reduce racial disparities and inequities throughout the budget process.

Climate Change

During the FY26 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:

- Providing information 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, and
- Dedicating 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 and 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, and 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, and 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 conducted a review of these climate-related budget requests and potential reductions. Next, the Climate Change Officer provided input to the County Executive and OMB on how these potential climate-related reductions or enhancements would either advance or hinder the County's ability to meet its climate change goals and implement the County's Climate Action Plan.

See Chapter 76 for a discussion on the County's climate change goals.

Public Hearings

Resident participation is essential to a fair and effective budget process. Many residents and advisory groups work with specific departments to ensure that their concerns are addressed in departmental requests. The County Charter requires the County 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 newspapers, as required by law. Speakers must register with the Council Office to testify at the public hearings at https://montgomerycountymd.gov/council/calendar.html or call 240-777-7803 to register. If it is not possible to testify in person or virtually at the hearings, written, video or audio testimony is acceptable and encouraged. For further information and dates of the County 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 County Council begins its review of the County Executive's FY26 Recommended Operating Budget. Each department budget is reviewed by a designated Council committee. Representatives from each department and 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 County 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 County 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 County 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 County Executive may disapprove or reduce a supplemental appropriation, and the County 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 County 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 that are 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.

The Open Budget feature on the County's website includes information on revenues, expenditures, and debt management. Open Budget allows County residents to see and understand how actual expenses and revenues compare to the budget. It includes the following features:

- 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 County 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 Government includes several organizational components and joint ventures:

Montgomery County Government (MCG), which includes Executive Branch departments (such as Recreation, Environmental Protection, and Police) and offices (such as County Attorney), the Legislative Branch 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;

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

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 County Executive's recommended operating budget and the various agencies of government in Montgomery County.

GOVERNMENT ACCOUNTING METHODS AND FUNDS

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

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

General Fund

The General Fund is the principal operating fund for the Montgomery 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: 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: accounts 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: accounts 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: accounts 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.

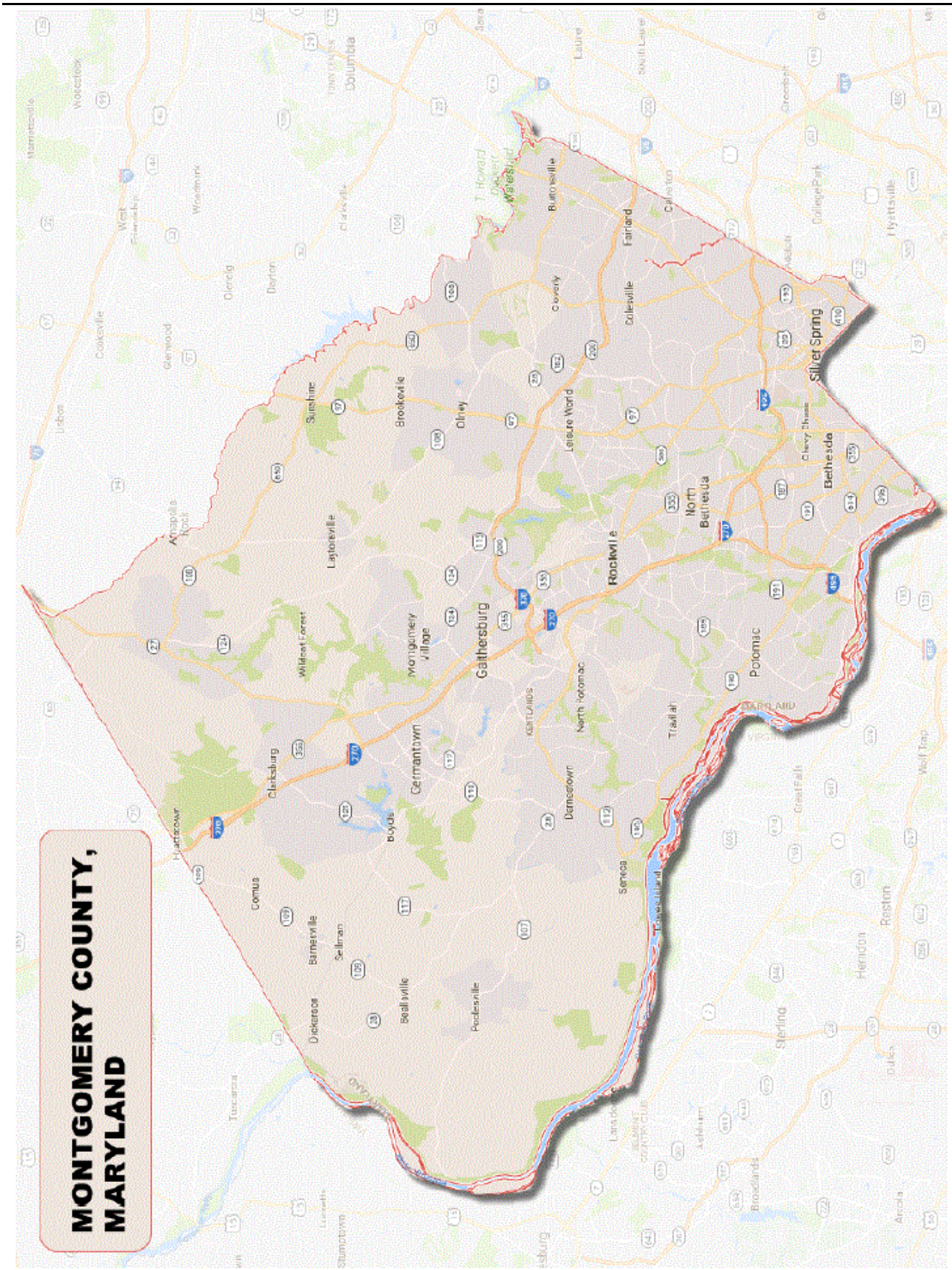
Restricted Donations Fund: accounts for donations and contributions received by the County that are restricted for use in specific County programs.

SPENDING AFFORDABILITY COMPARISON

(Dollars in Millions)

	A CATEGORY	B FY25 CC Approved 5-23-24	C FY25 Estimate	D FY26 CC SAG 2-11-25	E FY26 CE Recommended 3-14-25	F FY26 % Chg App / Rec	G FY26 $ Chg App / Rec
1	Property Tax	2,285.6	2,289.7		2,490.3	9.0%	204.8
2	Income Tax	2,051.1	2,170.1		2,259.9	10.2%	208.8
3	Transfer/Recordation Tax	139.6	146.8		154.2	10.5%	14.6
4	Other Tax	275.4	260.1		265.3	-3.7%	(10.1)
5	General State/Fed/Other Aid	1,173.8	1,168.9		1,211.8	3.2%	38.0
6	All Other Revenue	239.8	270.3		254.8	6.3%	15.1
7	**Revenues**	**6,165.3**	**6,305.9**		**6,636.4**	**7.6%**	**471.1**
8	Net Transfers In (Out)	9.0	8.2		(16.8)	-286.5%	(25.8)
9	Set Aside: Potential Supplementals	-	(6.4)		-	n/a	-
10	Set Aside: Other Claims	0.5	0.5		0.2	-63.3%	(0.3)
11	Beginning Reserve: Total	1,033.9	1,126.5		941.1	-9.0%	(92.8)
11a	Revenue Stabilization Fund	647.0	649.2		684.9	5.8%	37.9
11b	Reserve: Undesignated	386.9	477.2		256.2	-33.8%	(130.7)
12	**TOTAL RESOURCES**	**7,208.7**	**7,434.6**		**7,560.9**	**4.9%**	**352.2**
13	**APPROPRIATIONS**						
14	**Capital Budget:**						
15	CIP Current Revenue	(174.5)	(174.5)	(95.1)	(70.5)	-59.6%	104.0
16	CIP PAYGO	(51.2)	(28.0)	(29.2)	(29.2)	-42.9%	22.0
17	**Operating Budget:**						
18	MCPS	(3,105.9)	(3,117.8)	(3,124.2)	(3,380.2)	8.8%	(274.3)
19	College, Total	(283.8)	(282.0)		(294.3)	3.7%	(10.6)
20	Less College Tuition	61.1	70.0		68.6	12.3%	7.5
21	College, Net	(222.7)	(212.0)	(214.5)	(225.7)	1.4%	(3.0)
22	County Government	(2,138.1)	(2,219.2)	(2,407.4)	(2,286.8)	7.0%	(148.6)
23	M-NCPPC	(171.9)	(171.2)	(193.6)	(178.8)	4.0%	(6.9)
24	Retiree Health Insurance Prefunding	(62.6)	(62.6)	(62.1)	(60.8)	-2.9%	1.8
24	Other: (Unallocated) / GAP	-	-		-	n/a	-
25	**Total Operating Budget:**	**(5,762.3)**	**(5,852.8)**		**(6,200.9)**	**7.6%**	**(438.6)**
26	**Debt Service:**						
27	All County Debt Service	(422.3)	(404.0)	(468.6)	(408.3)	-3.3%	14.0
28	M-NCPPC Debt Service	(8.0)	(8.0)	-	(7.9)	-0.6%	0.0
29	MCG Long Term Leases (b)	(30.0)	(26.3)	-	(30.3)	0.9%	(0.3)
30	**TOTAL APPROPRIATIONS**	**(6,448.3)**	**(6,493.5)**	**(6,594.7)**	**(6,747.2)**	**4.6%**	**(298.9)**
31	(incl. Capital, Operating & Debt Service)						
32	**Aggregate Operating Budget**	**(6,387.2)**	**(6,423.5)**	**(6,594.7)**	**(6,678.6)**	**4.56%**	**(291.3)**
33	(excludes College tuition)						
34	Revenue Stabilization Fund (new $s)	(29.2)	(35.6)		(30.0)	2.9%	(0.8)
35	**Ending Reserve: Total**	**760.4**	**941.1**		**813.7**	**7.0%**	**53.3**
36a	Revenue Stabilization Fund	**676.2**	**684.9**		**714.9**	**5.7%**	**38.7**
36b	Ending Reserve: Designated	-	-		-	**n/a**	-
36c	Ending Reserve: Undesignated	**84.3**	**256.2**		**98.9**	**17.3%**	**14.6**
37	**Maximum AOB without 7 votes**	**(6,117.8)**			**(6,594.8)**		
38	(Prior Year AOB + inflation as shown)	**2.99%**			**3.25%**		

a) Based on latest revenue and expenditure estimates as prepared by Department of Finance and the Office of Management and Budget.
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
Wildwood Forest
Burtonsville
Fairland
Colesville
Cloverly
Takoma Park
College Park
Hyattsville
Greenbelt
Laurel
Columbia
Woodstock
Mount Airy
Westminster
Glenwood
Clarksville
Ellicott City
Dayton
Woodbine
Lisbon
Annapolis Rock
Hyattstown
Comus
Sellman
Beallsville
Tuscarora
Sterling
Herndon
Reston
Great Falls
Wolf Trap
Arcola
Broadlands
Ashburn
Leesburg
Stumptown
Lucketts
MARYLAND
VIRGINIA

MONTGOMERY COUNTY PUBLIC DOCUMENTS

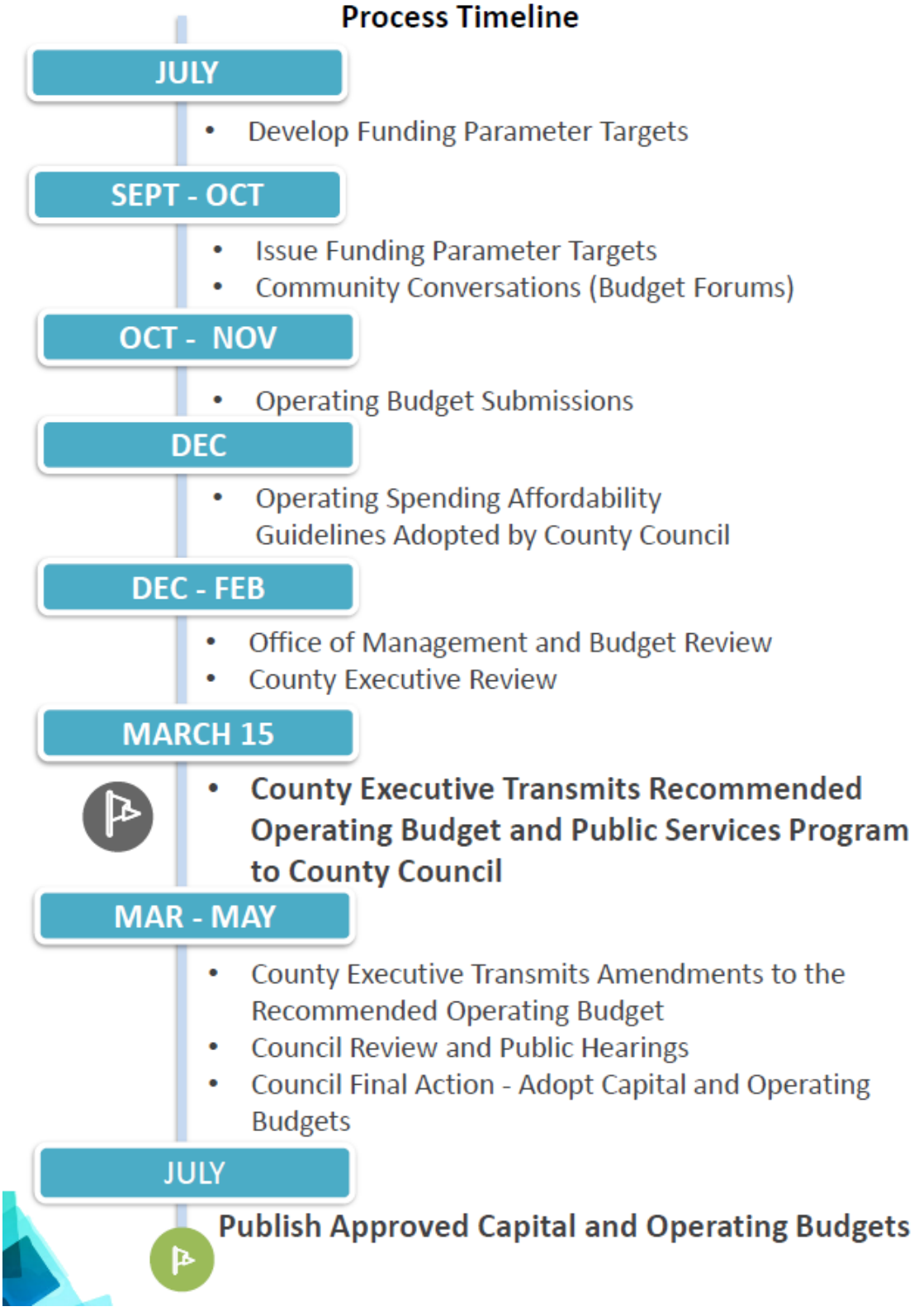
Annual Budgets and Growth Policy Information

DATE	ITEM	AVAILABILITY
January 15th (even calendar years)	**County Executive's Recommended Capital Budget and Capital Improvements Program (CIP)** *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 theCapital 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)

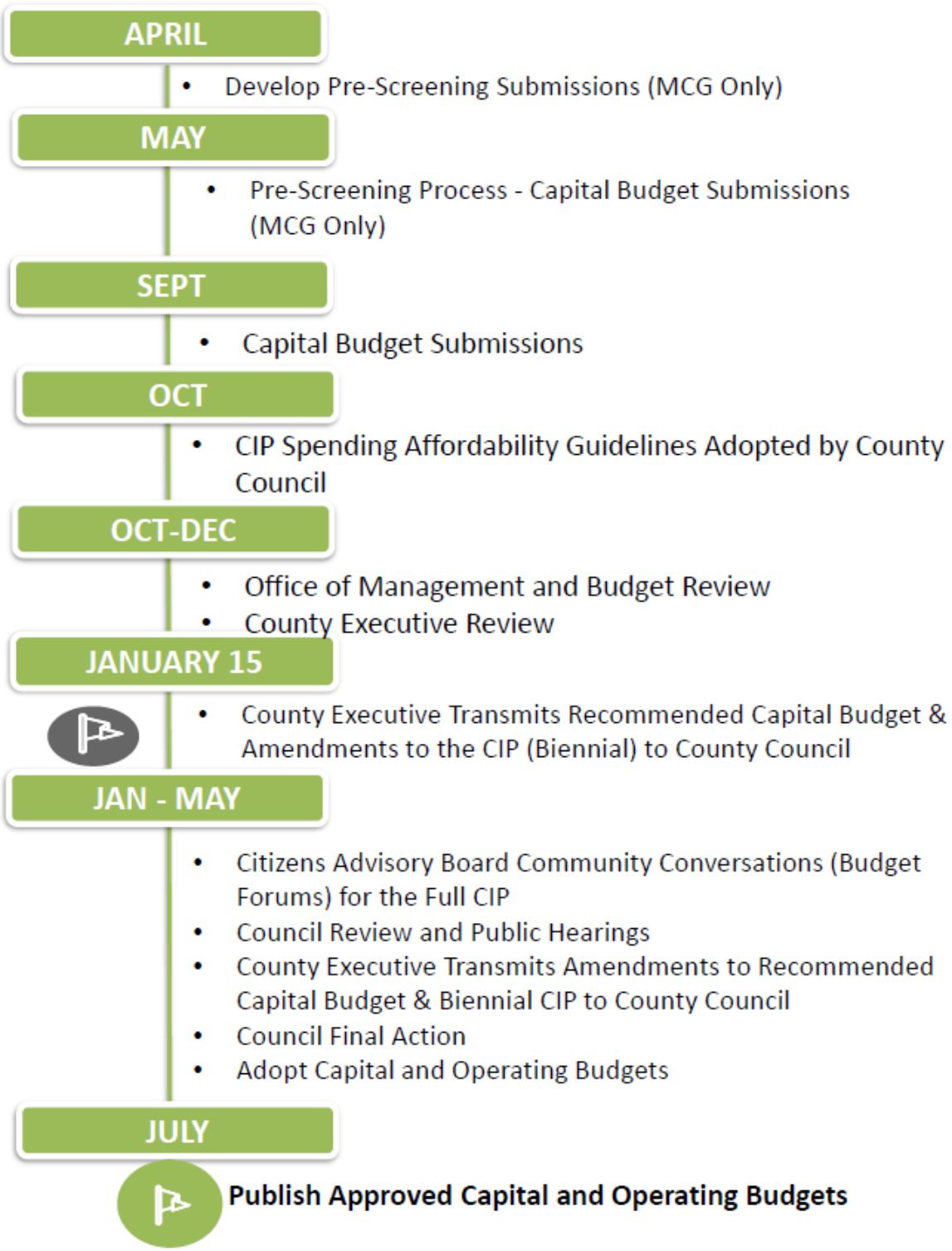
Annual Financial, Economic and Other Sources of Information

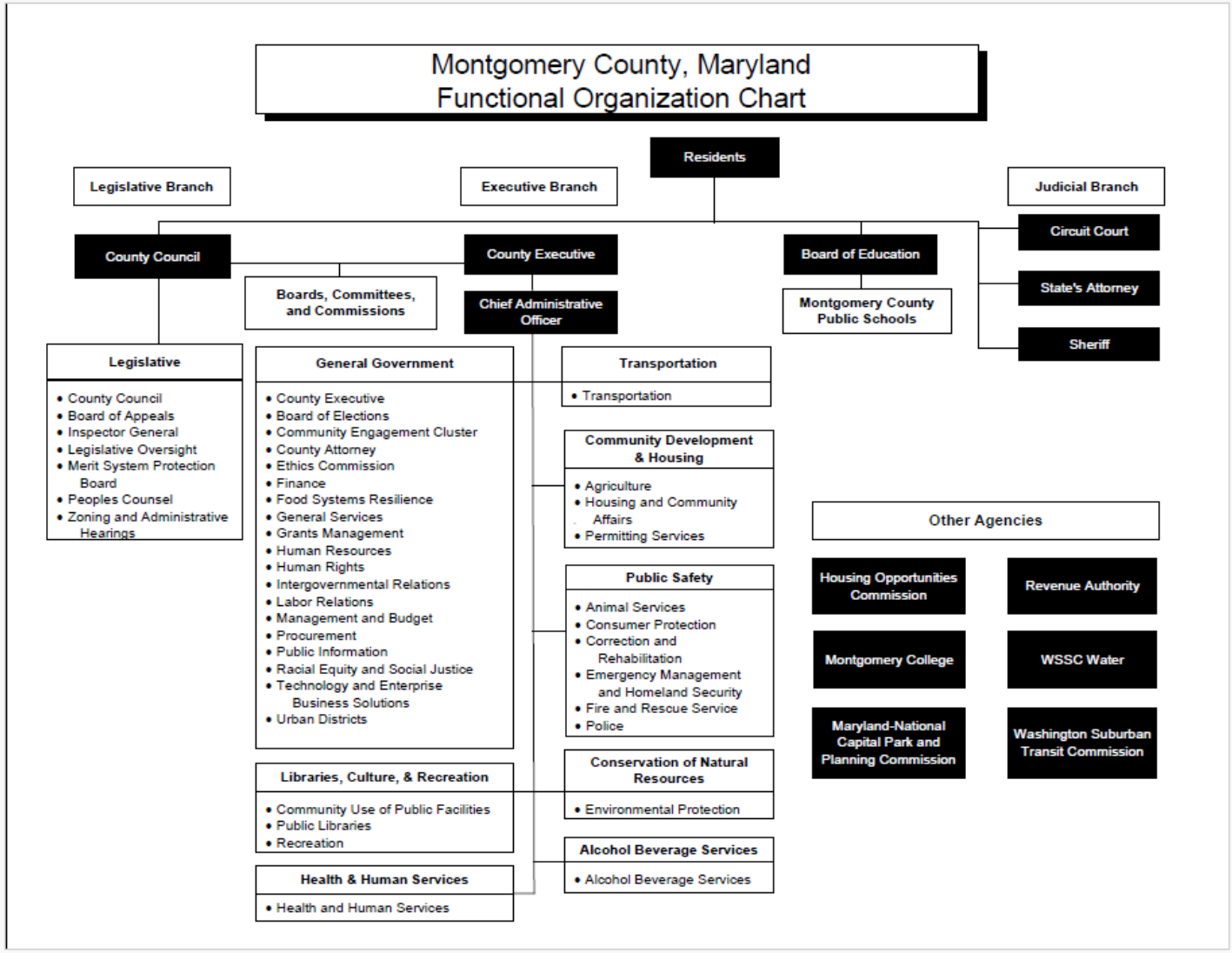
DATE	ITEM	AVAILABILITY
Late December	**Annual Comprehensive Financial Report**	Reference copies at public libraries: Department of Finance (240-777-8822) www.montgomerycountymd.gov/finance (on limited basis)
Quarterly	**Economic Indicators**	Department of Finance (240-777-8866) www.montgomerycountymd.gov/finance
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) (Biennial) Process Timeline




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 Cluster
• 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
WSSC Water
Maryland-National Capital Park and Planning Commission
Washington Suburban Transit Commission

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Fiscal Policy

INTRODUCTION

Definition and Purpose of Fiscal Policy

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

The budget process not only reflects those fiscal policies currently in force but is itself a major vehicle for determining and implementing such policies. The fiscal policy statements presented on the following pages are not static. They evolve as the economy and fiscal environment change and as the County's population and requirements for government programs and services change.

The purposes of 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, S&P Global, 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 WSSC Water 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 10.0 percent target in FY22, FY23, and FY24. Reserves for FY25 were budgeted at 10.8 percent but due to strong tax revenue growth they are projected to further increase in FY25 to 13.5 percent. Reserves are forecast to be 11.2 percent at the end of FY26.

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.

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. In the current year (FY25), PAYGO is at the ten percent policy level. In FY26, PAYGO is recommended to be $1.2 million above the policy level. Further out, FY27 and FY28 are recommended to be $1.0 million above policy level, and FY29 and FY30 are programmed at the ten percent policy level.

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 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 Montgomery 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.

The County is projected to end FY25 with reserves of $906.6 million, $236.8 million more than needed to meet the County's policy of maintaining ten percent of adjusted governmental revenues in reserve.

For FY26, the County faces new uncertainties regarding Federal grants and employment. The budget assumes a cushion of reserves to reduce the impact of new Federal priorities in the event Federal aid is significantly scaled back and local employment falls. Income tax revenues are projected to increase by 10.2 percent in FY26, although changes at the Federal level may impact that number.

Transfer and recordation taxes were flat in FY25, but revenues from these sources are forecasted to grow 10.5 percent in FY26, with stronger growth expected in FY27. 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. Changes to federal employment and spending priorities

Inflationary pressures for utilities, fuel, contracts, and other operating costs are affecting all areas of the County's operations.

Inflation-related increases in 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 the 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. When Federal funding for these programs concluded, the County chose to use its own funds to maintain the availability of many of these services.

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 an 8.2 cent property tax that is dedicated solely to MCPS, an increase of 3.5 cents from FY25.

For FY26, it is estimated that the County will end the year with $791.0 million in reserves, equal to a reserves percentage of 11.2 percent of adjusted gross revenue. This is 1.2 percentage points above the policy level and equates to $87.2 million more than required to meet the County's fund balance 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 ten 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 ten percent reserve target must be made to the RSF. If greater than ten percent total reserve, then 50 percent of certain excess revenues must be transferred to the Fund. RSF funds may not 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 the 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 current circumstances as the County Government strives 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 FY25, the actuarial analysis assumed an

actuarial determined contribution (ADC) that was $8.9 million less than the pay-as-you-go amount, and in accordance with the new policy, the FY25 budget assumed utilization of $8.9 million to pay for a portion of retiree health care benefits costs. In FY26, the actuarial analysis assumed an ADC that was $13.5 million less than the pay-as-you-go amount, and the FY26 budget assumes utilization of $13.5 million to pay for a portion of retiree health care expenses.

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. 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.

Budgeting PAYGO above the ten percent policy level and usage of set aside have helped the County mitigate the impact of construction cost increases and revenue shortfalls in the Impact Tax. Projected revenue shortfalls made it 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 FY26 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 Biennial 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. Transportation Impact Taxes fund capital improvements that expand transportation capacity in the county. 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). In November 2024, the County Council approved the 2024-2028 Growth and Infrastructure Policy. Impact tax rates and policies were set in December 2024 following recommendations in the Growth and Infrastructure Policy. The new policy continues existing impact tax rates but modifies geographic boundaries of transportation policy areas to align with planned transportation infrastructure improvements and County policy goals. The new policy adds a 50 percent discount for single-family residences under 1,800 square feet, exempts office to residential conversions, and adds the existing exemption for bioscience facilities to the County Code. Additionally, the new policy expands eligibility for impact tax credits to infrastructure improvements built on state roadways.

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 (UPP). In addition to the impact tax payment, an applicant for a new residential building permit must pay the Utilization Premium Payment fee as a condition of preliminary plan approval in areas served by schools that exceed adequacy levels of the utilization rate and seat deficit. The fee is calculated by applying the appropriated UPP factor for each school level to the undiscounted and unexempt impact tax rate applicable to the residential unit associated with the permit. The collection of the fee should be allocated to capital projects from MCPS that create capacity in the same school service area that generated the fee. In the Growth and Infrastructure Policy for 2024-2028 approved by the County Council, the allocation of the fee was extended to include capacity projects from MCPS in schools adjacent from where the funds were collected.

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, fullpre-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 FY26 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 FY26 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 property tax, which continued in FY25. In FY26, the recommended budget increases this tax by 3.5 cents, for a total of 8.2 cents. 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 ten 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 FY25 were budgeted at 10.8 percent but due to strong tax revenue growth they are now projected to be 13.5 percent in FY25. Reserves are forecast to be 11.2 percent at the end of FY26.

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.

Criteria

Within these goals, government officials must consider a variety of factors in deciding whether to employ fees and charges and what rates to charge. Each proposal for a new or increased fee is evaluated according to these criteria.

Public benefit. Many programs benefit the public as a whole as well as those who directly use the service. By definition, all programs offered by 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

	FY25 Approved Ending Fund Balance	FY26 Recommended Ending Fund	Change in Fund Balance	% Change
TAX SUPPORTED				
Montgomery County Government				
County General Fund	30,926,874	76,111,083	45,184,209	146.1%
Bethesda Urban District	83,878	103,121	19,243	22.9%
Fire	267,498	197,085	-70,413	-26.3%
Mass Transit	372,085	121,021	-251,064	-67.5%
Recreation	316,115	559,139	243,024	76.9%
Revenue Stabilization Fund	676,177,529	714,868,384	38,690,855	5.7%
Silver Spring Urban District	145,794	124,237	-21,557	-14.8%
Wheaton Urban District	180,181	94,923	-85,258	-47.3%
Montgomery College				
Emergency Repair Fund	602,070	789,738	187,668	31.2%
Current Fund MC	44,488,291	14,385,298	-30,102,993	-67.7%
Maryland-National Capital Park and Planning Commission				
Administration Fund	1,420,310	1,534,343	114,033	8.0%
Park Fund	5,464,482	5,630,512	166,030	3.0%
NON-TAX SUPPORTED				
Montgomery County Government				
Cable Television	1,174,158	1,448,304	274,146	23.3%
Water Quality Protection Fund	4,090,150	9,020,801	4,930,651	120.5%
Bethesda Parking District	7,460,761	6,206,271	-1,254,490	-16.8%
Community Use of Public Facilities	109,585	1,995	-107,590	-98.2%
Liquor Control	5,027,929	5,046,366	18,437	0.4%
Permitting Services	36,451,144	32,703,438	-3,747,706	-10.3%
Silver Spring Parking District	2,572,566	53,720	-2,518,846	-97.9%
Solid Waste Collection	3,674,659	4,460,951	786,292	21.4%
Vacuum Leaf Collection	1,373,673	1,335,339	-38,334	-2.8%
Wheaton Parking District	1,710,181	2,147,777	437,596	25.6%

Explanation of Changes in Fund Balance Greater Than 10%:

- County General Fund — The County's policy is to maximize tax supported reserves in the General Fund, which is limited by the County Charter to five percent of prior year's General Fund revenues. Reserves in the property tax special funds have been minimized as much as possible consistent with this reserve policy. The County met its ten percent reserve target in FY22, FY23, and FY24 and is projected to do so in FY25 and FY26.
- Bethesda Urban District — The change in fund balance is to meet the policy level of 2.5 percent of resources.
- Silver Spring Urban District — The change in fund balance is to meet the policy level of 2.5 percent of resources.
- Wheaton Urban District — The change in fund balance is to meet the policy level of 2.5 percent of resources.
- Mass Transit — The County's policy is to maximize tax supported reserves in the General Fund, which is limited by the County Charter to five percent of the prior year's General Fund revenues. Reserves in the property tax special funds have been minimized as much as possible consistent with this reserve policy.

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

• Recreation	The County's policy is to maximize tax supported reserves in the General Fund, which is limited by the County Charter to five percent of prior year's General Fund revenues. Reserves in the property tax special funds have been minimized as much as possible consistent with this reserve policy.
• Bethesda Parking District	The change in fund balance is due to lower revenue projections and funding the Security Camera Project.
• Current Fund MC	The FY26 fund balance decrease is primarily due to allocating fund balance to capital projects.
• 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 with this reserve policy.
• Emergency Repair Fund MC	The FY26 fund balance increase is primarily a result of reduced demand for emergency expenditures during FY25.
• Water Quality Protection Fund	The change in fund balance is due to rates being adjusted to smooth out the impacts of planned debt issuances that will be used to pay for flood mitigation work. The first debt issuance is programmed for FY28.
• Cable Television	The change in fund balance is due to a higher than expected FY24 actual ending fund balance carrying forward to FY26.
• Community Use of Public Facilities	The FY26 ending fund balance is estimated below the reserve policy level due to increased expenditures.
• Silver Spring Parking District	The change in fund balance is due to lower revenue projections and funding the Security Camera Project.
• Wheaton Parking District	The change in fund balance is due to better revenue projections.
• Permitting Services	The change is fund balance is due to lower revenue projections and higher operating costs.
• Solid Waste Collection	The change in find balance is due to FY25 revenues projected to come in higher than budgeted, resulting in a higher base for growth in FY26.

Revenues

INTRODUCTION

This chapter describes the revenue sources, both tax-supported and non-tax supported, used to fund the County Executive's Recommended FY26 Operating Budget, and the amount of revenue the County anticipates receiving from those sources. The chapter details the demographic and economic assumptions, including discussions of the national, State, and local economies, that were made in the development of the revenue forecast.

REVENUE FORECAST ASSUMPTIONS

Policy Assumptions

Revenue and resource estimates presented are the result of the recommended policies of the County Executive for the FY26 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.

Demographic Assumptions

The revenue projections of the Public Services Program (PSP) incorporate demographic assumptions based on data from Moody's Analytics and the Metropolitan Washington Council of Governments (COG) and are based on fiscal and economic data and analyses used or prepared by the Department of Finance (FIN). A Demographic and Economic Assumptions chart located at the end of this chapter provides several demographic and planning indicators.

- The County population will continue to increase from 1,058,474 in 2023 to 1,129,811 by 2034. This reflects an average annual growth rate of 0.6 percent.
- Current projections estimate the number of households to increase from 392,629 in 2023 to 419,091 by 2034. Household growth over that period is projected to grow at an average annual rate of 0.6 percent.
- County births, which are one indicator of future elementary school populations and childcare demand, are projected to gradually increase from an estimated 12,310 in 2024 to 13,020 by 2031.
- The County expects Montgomery County Public School student enrollment to increase by 3,564 between FY25 and FY31.
- Montgomery College full-time equivalent student enrollments are projected to decrease from 17,147 in FY25 to 16,208 in FY29.

Economic Assumptions

Montgomery County's economy continued to experience mixed economic performance during calendar year (CY) 2024, with growth in resident income levels and mildly improved home sales, but flat resident employment, as well as a notable decrease in the number and value of construction projects. These mixed signals provide support for continued revenue growth in the short term, but possibly warn that in the long term this growth may not be sustainable.

The economic assumptions presume that the United States will not experience a recession in the coming year. Despite considerable uncertainty in Federal policies and actions, economic indicators as yet do not broadly signal a potential slow-down in economic activity, supporting the decision not to incorporate a recession and the accompanying reduced level of revenue growth into the projections.

However, unanticipated and unmeasurable events can affect long-term revenue and expenditure projections. 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.

ECONOMIC OUTLOOK

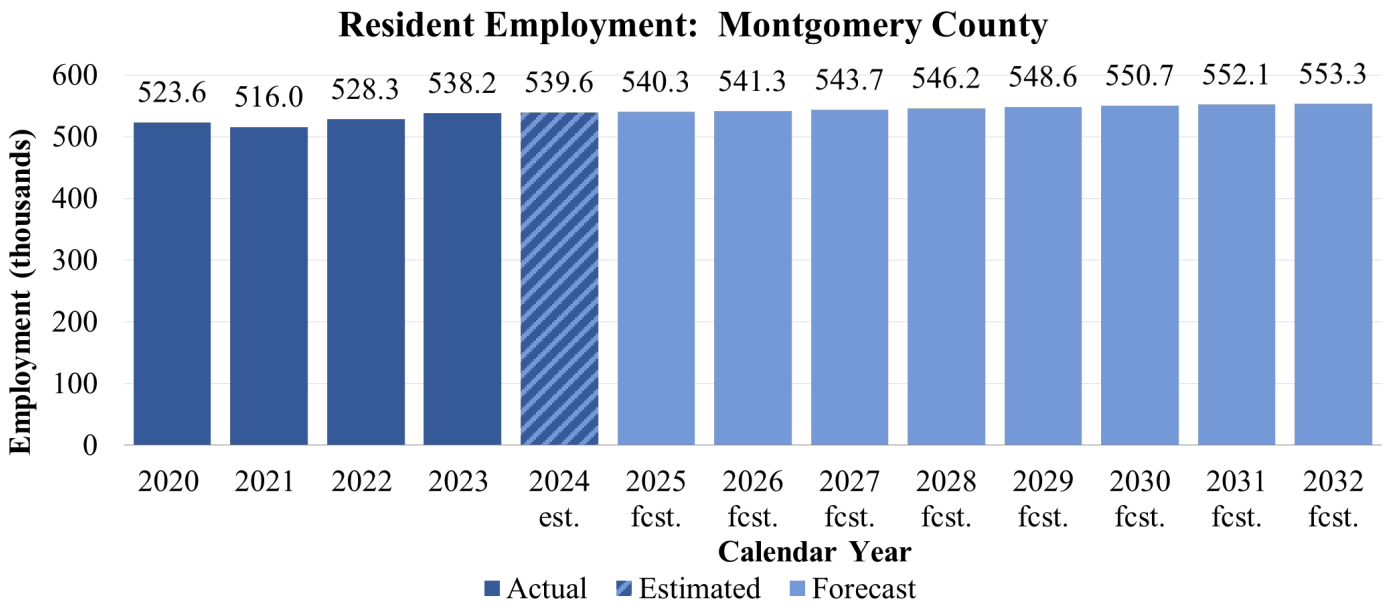
The future forecast for the local Montgomery County economy is mixed. While resident income levels are anticipated to experience positive growth consistent with long term trends, resident employment and jobs located in Montgomery County (payroll employment) are expected to grow slower than past trends, by less than 1 percent each. The slow growth in both resident employment and payroll employment could generate considerable headwinds that limit local economic activity and, ultimately, revenue growth. The Montgomery County economic outlook incorporates the assumption that the economy will experience stable conditions and continue to grow at a moderate pace.

Revenue projections over the six-year horizon 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. Economic indicator projections are dependent on several factors - fiscal and monetary policy, real estate, employment, consumer and business confidence, the stock market, mortgage interest rates, and geopolitical risks.

Employment

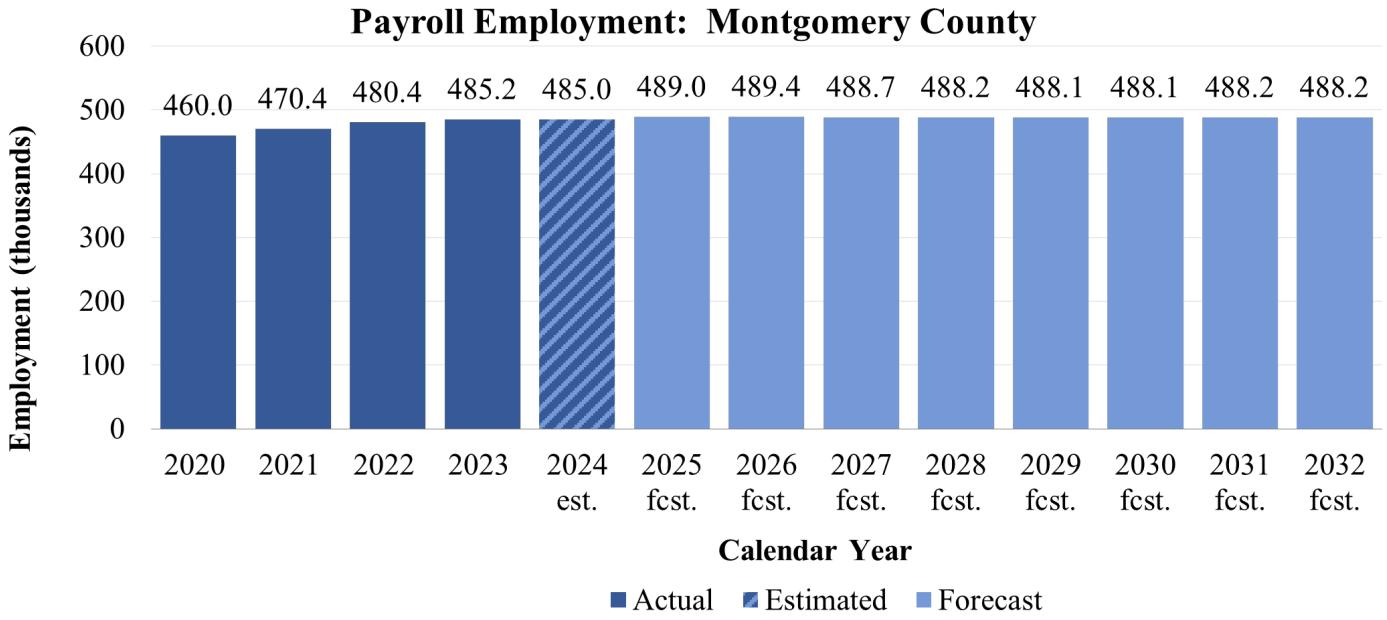
Resident employment refers to the number of residents employed, regardless of whether that job is located in Montgomery County or elsewhere. Montgomery County receives income tax on resident income regardless of where income is earned and thus resident employment is a key indicator for income tax revenues.

Based on data from the Maryland Department of Labor, Licensing and Regulation (DLLR) and the U.S. Department of Labor, Bureau of Labor Statistics, resident employment grew by 0.27 percent from CY2023 to CY2024, a slowdown from the prior two years. FIN forecasts that resident employment will increase at an average annual rate of 0.3 percent from CY2024 to CY2032. Resident employment is expected to attain its pre-pandemic levels by CY2030, a full decade after the pandemic occurred.



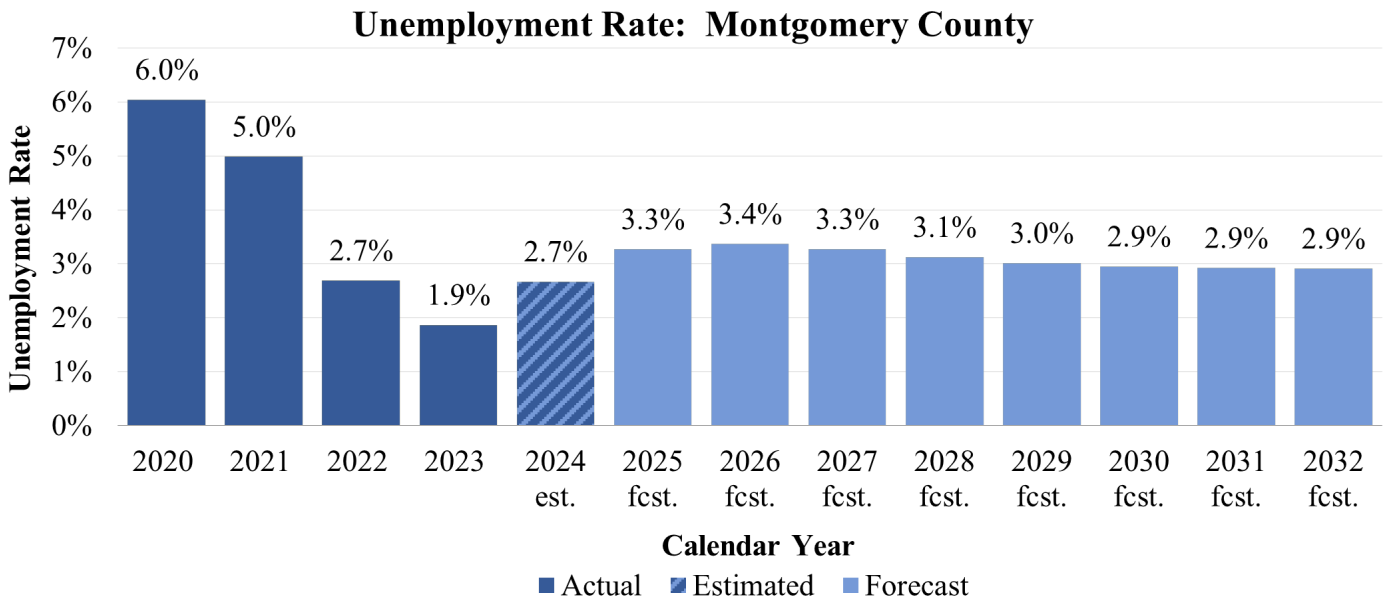
SOURCES: Maryland Department of Labor, Licensing and Regulation; Moody's Analytics; Montgomery County Department of Finance

Payroll employment refers to the number of jobs located in Montgomery County and its growth is a result of business development and job creation locally, which is indicative of the strength of the local economy. FIN assumes that payroll employment will remain essentially unchanged from CY2025 to CY2032.



SOURCES: Bureau of Labor Statistics, U.S. Department of Labor; Moody's Analtyics; Montgomery County Department of Finance

The unemployment rate is an indicator of general economic strength as a lower rate is usually associated with strong employment and with increasing wage income. In CY2024, the County's unemployment rate climbed from 1.9 percent to 2.7 percent, the result of an increase in the labor force by 5,999 people but an increase of 1,428 employed residents. FIN assumes that the economy will remain at or near full employment, with unemployment between 2.9 percent and 3.4 percent, throughout the forecast period.

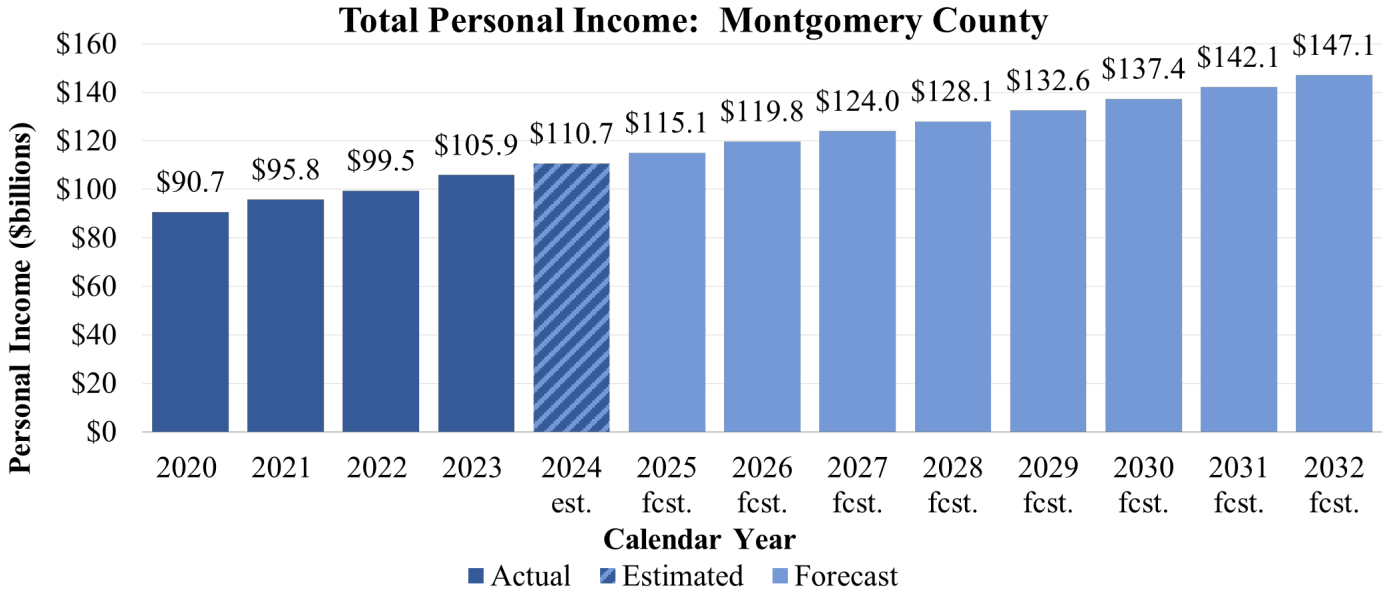


SOURCES: Bureau of Labor Statistics, Local Area Unemployment Statistics; Montgomery County Department of Finance

Resident Income

Total personal income refers to the sum of wage and salary income and non-wage income, which includes transfer payments, proprietor's income, and dividends/interest/rental income, but excludes capital gains. Total personal income and its components are key factors for income tax revenues and the forecast growth in that revenue source.

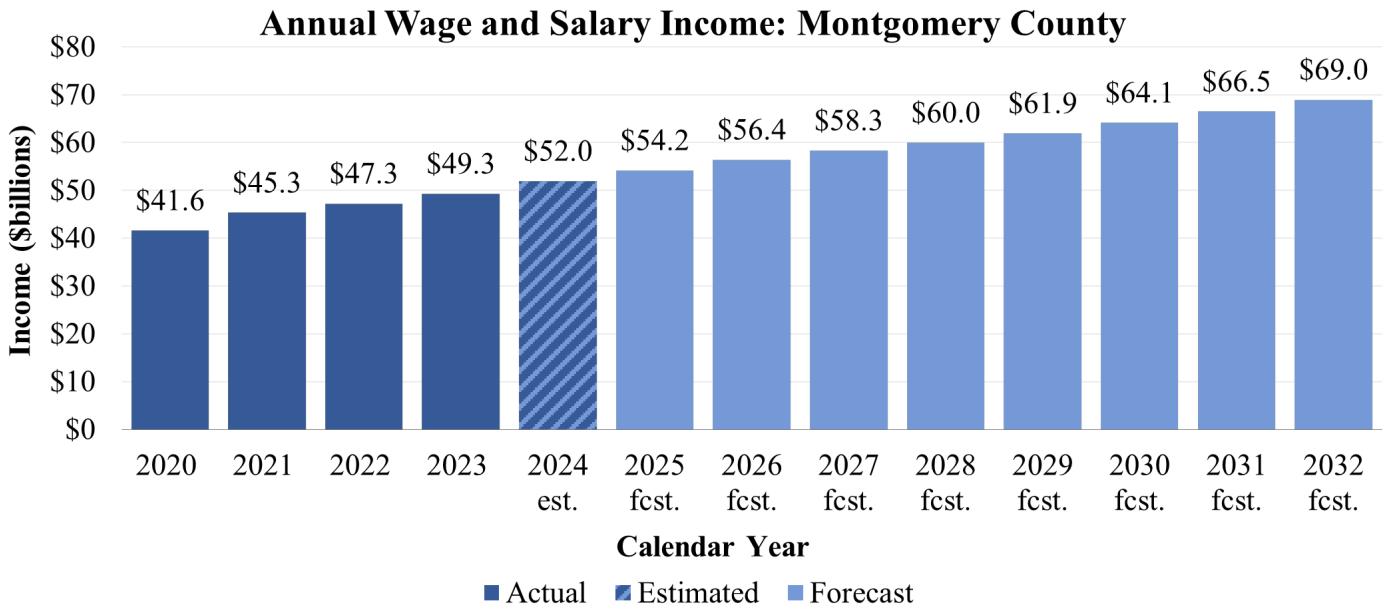
Total personal income grew steadily coming out of the pandemic, at an annualized 4.25 percent pace from CY2019 to CY2024, reflecting the strength in the regional labor market and growth in household finances during this period. FIN assumes that total personal income in Montgomery County will continue to grow, increasing at an average annual rate of 3.6 percent from CY2024 to CY2032, an indication that income tax may continue increasing at a similar pace in nominal terms.



SOURCES: Bureau of Economic Analysis, U.S. Department of Commerce; Moody's Analytics; Montgomery County Department of Finance

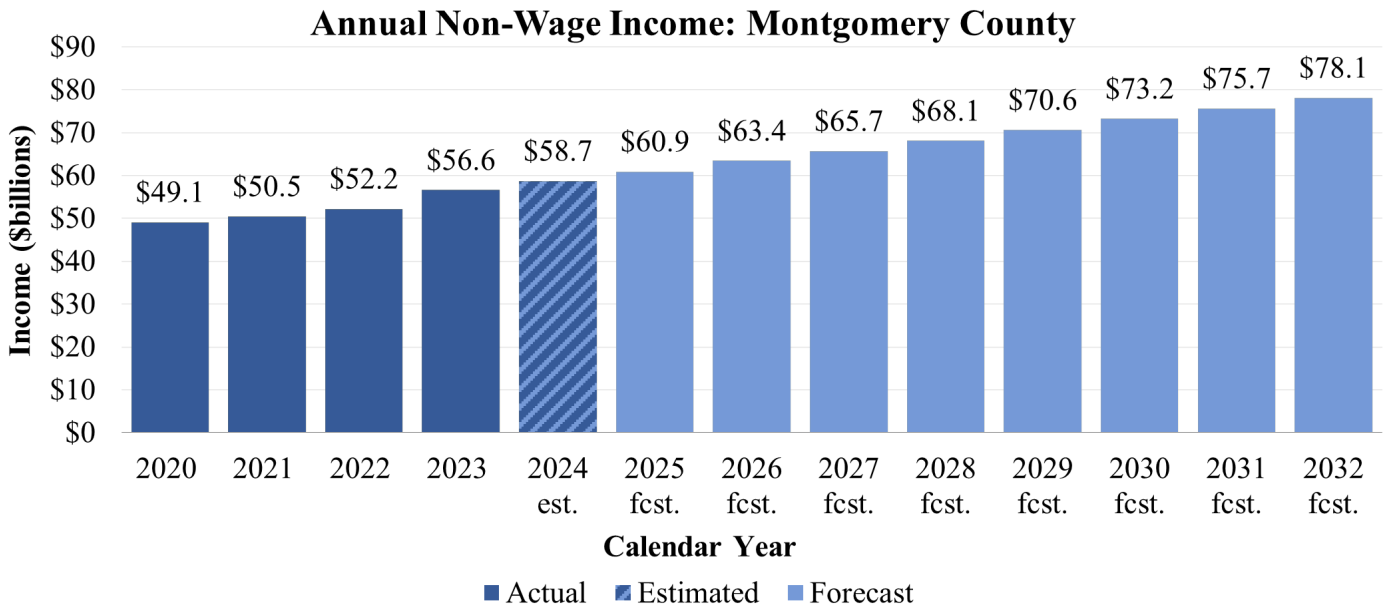
Wage and salary income refers to employment income earned by salaried and waged employees and is impacted by labor market conditions, inflation patterns, and population growth/demographic changes in Montgomery County. FIN assumes

wage and salary income will continue growing but at a slightly reduced pace from the recent past; wage and salary income grew at a 5.0 percent annualized pace from CY2019 to CY2024 and is expected to continue growing at a 3.6 percent annualized pace from CY2024 to CY2032. This growth rate is despite the fact that the number of employed residents is expected to stagnate, and thus reflects an increase in nominal terms in the wage per hour of employee labor.



SOURCES: Bureau of Economic Analysis, U.S. Department of Commerce; Moody's Analytics; Montgomery County Department of Finance

Non-wage income[1] refers to various types of income not obtained through wages and salary, such as retirement and health benefits (see note below for specific components). FIN forecasts that non-wage income in Montgomery County will increase at an average annual rate of 3.6 percent from CY2024 to CY2032, unchanged from the 3.6 percent average annual growth from CY2019 to CY2024.



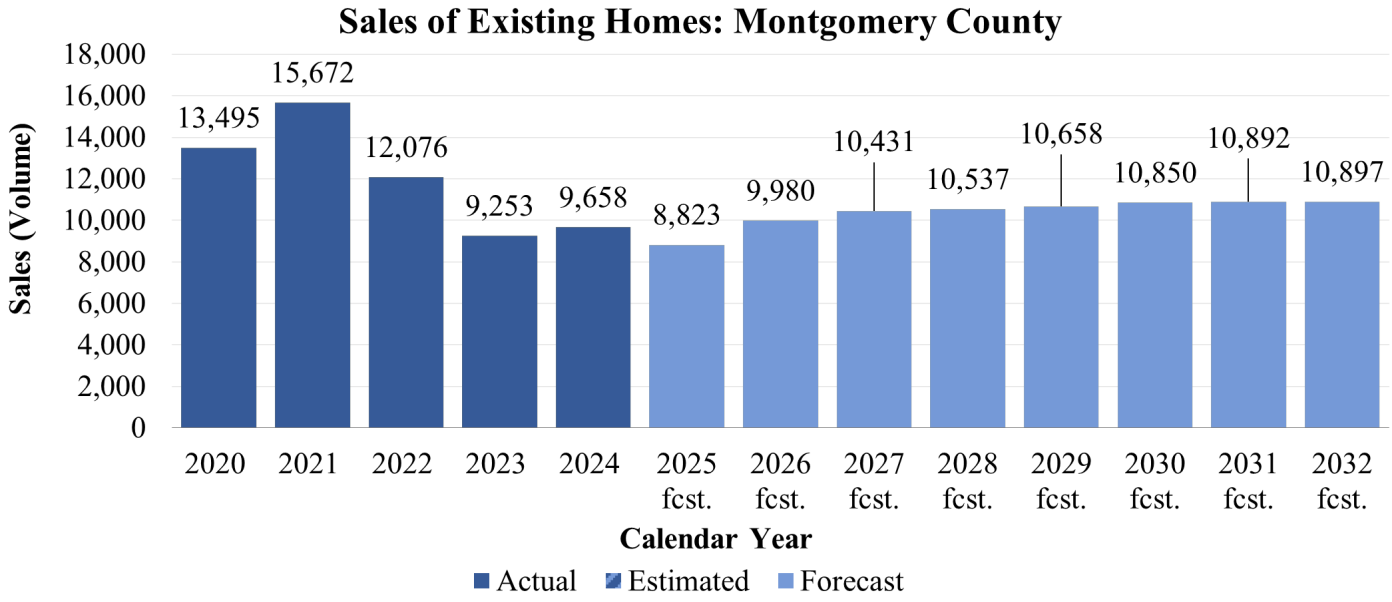
SOURCES: Bureau of Economic Analysis, U.S. Department of Commerce; Moody's Analytics; Montgomery County Department of Finance

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

Residential Real Estate

The sales of existing homes in Montgomery County influences the amount of transfer and recordation tax revenue. The number of homes sold reflects dynamics in the real estate market, the demand and supply of homes for sale, and is highly influenced by the level of interest rates.

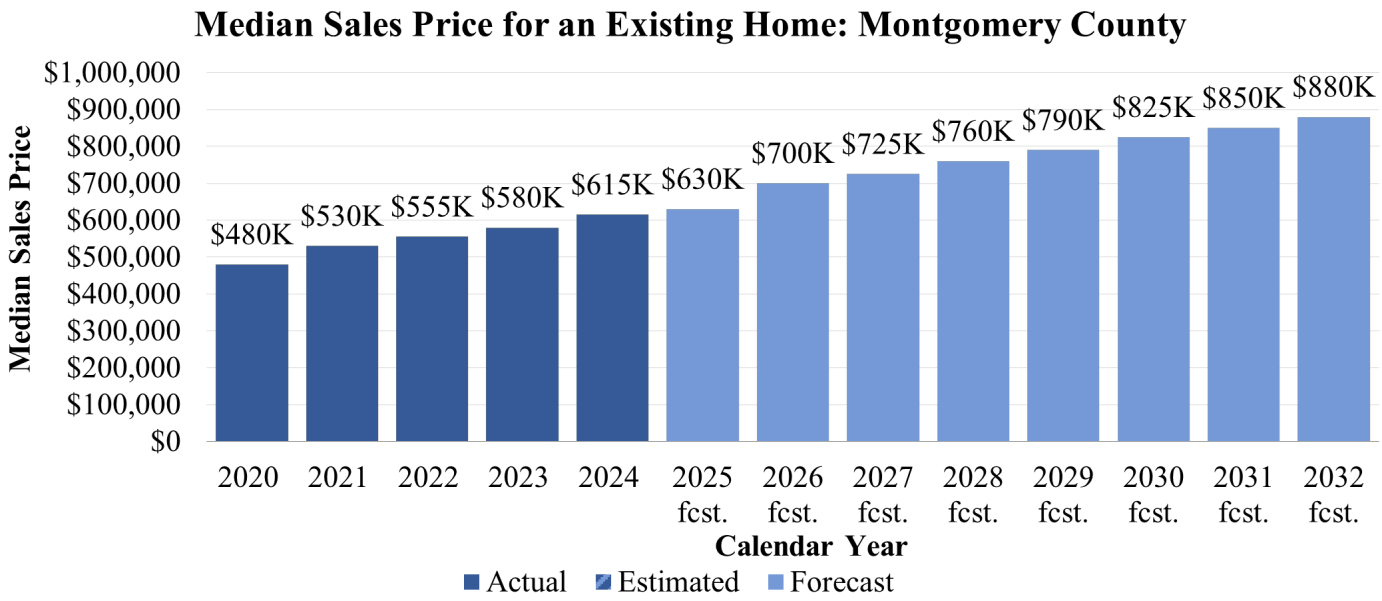
Finance anticipates that sales of existing homes will continue at the reduced pace experienced since CY2023 when the Federal Reserve began raising interest rates, and that during the forecast period sales will not again attain the elevated levels experienced during the pandemic. While interest rates have come down recently, the cost of new mortgages remains high and as a result the supply of homes for sale remains suppressed. FIN anticipates another downturn in home sales in CY2025 as the Federal Reserve pauses its recent downward movement of interest rates, followed by an uptick in home sales in CY2026 and CY2027 to levels similar to CY2024.



SOURCES: Metropolitan Regional Information Systems, Inc.; Moody's Analytics; Montgomery County Department of Finance

The median sales price for housing in Montgomery County reflects the value residents place on living within the County. The price of homes sold directly affects transfer and recordation tax revenues and influences the assessed value of property which in turn determines property tax revenues.

Home prices continue to reflect elevated desire to live in Montgomery County and the relative lack of supply of homes for sale, with prices increasing at a 6.5 percent average annualized pace since CY2019. FIN expects that growth to moderate only slightly to a 4.6 percent average annualized pace of growth from CY2024 to CY2032.

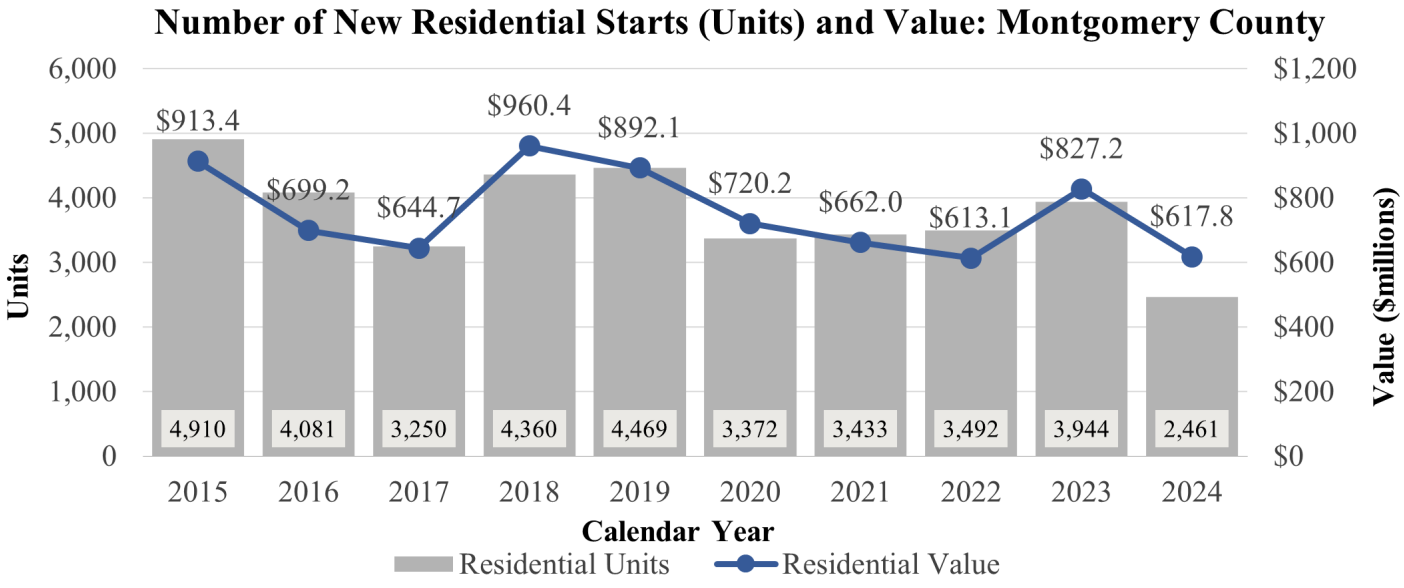


SOURCES: Metropolitan Regional Information Systems, Inc.; Moody's Analytics; Montgomery County Department of Finance

Construction Activity

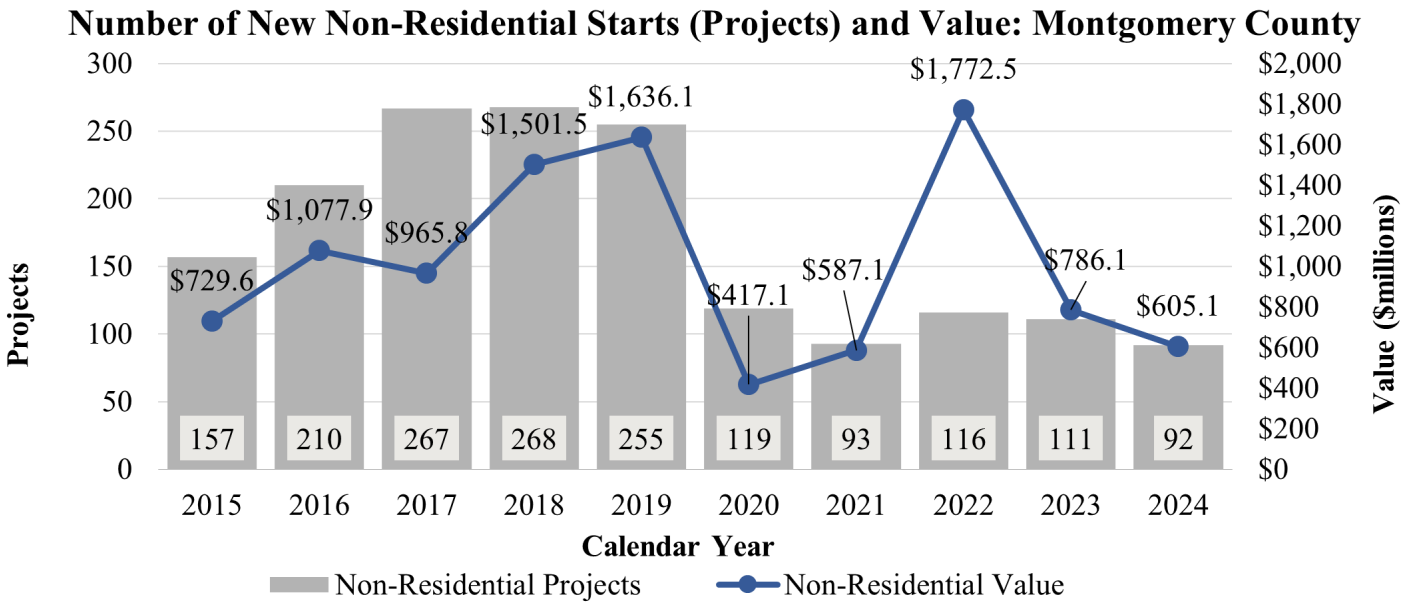
Construction is one of the driving forces of the economy and provides insight into the future trajectory of assessed values of properties and by extension property tax revenues.

The number of new residential units and the total value of those units dropped notably in CY2024, by 37.6 percent and by 25.3 percent respectively. This comes after a 5-year period during which the amount and value of new residential units remained relatively constant, potentially indicating that high interest rates and increased construction costs are affecting the ability to finance new projects. Montgomery County does not forecast future construction activity.



SOURCES: Dodge Data & Analytics and Montgomery County Department of Finance

The number of projects and the value of new non-residential constructions projects in Montgomery County dropped notably after CY2019, a decline FIN attributes to the disruption COVID-19 caused to the use of space and by extension the non-residential real estate market. Non-residential projects continued at this lower rate in CY2024 with little change since CY2019 in number of projects and, except in CY2022, in the value of those projects.

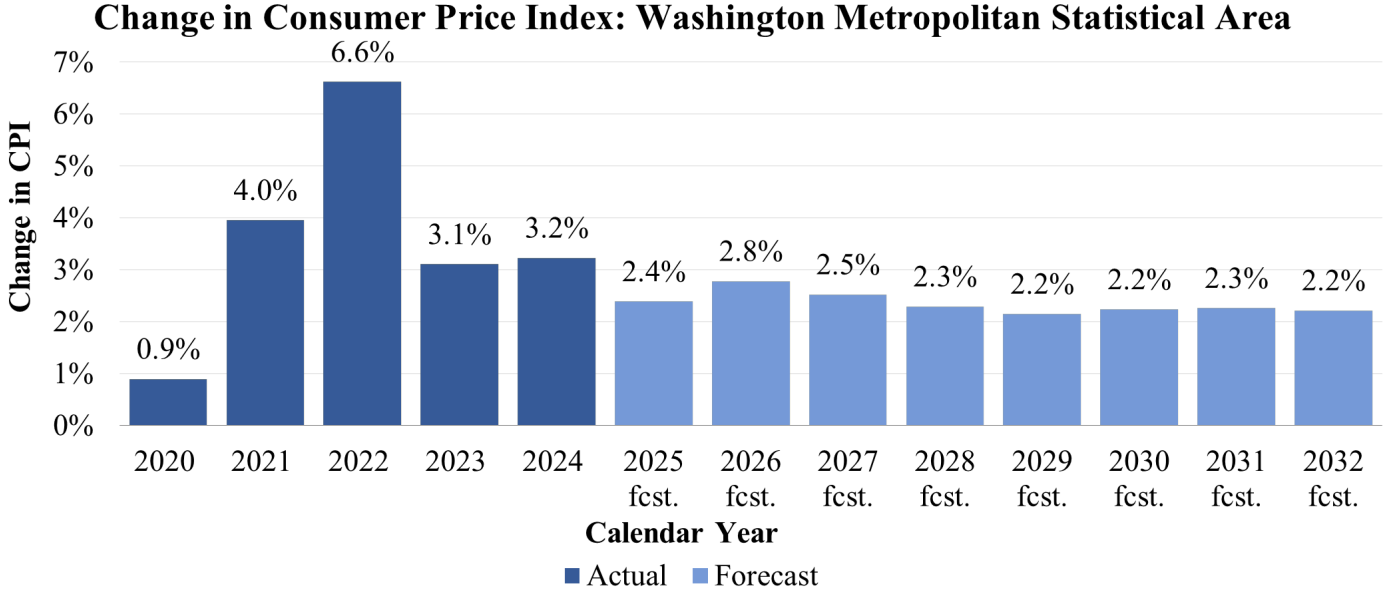


SOURCES: Dodge Data & Analytics and Montgomery County Department of Finance

Inflation

The Consumer Price Index (CPI) is based on the prices of goods and services, both domestic and imported, that consumers purchase. Inflation is influenced by trends in labor costs and simultaneously influences future wage and salary demands, which in turn impacts the County's income tax revenues. The change in home values is also influenced by the pace of inflation, indirectly influencing the County's property tax revenues.

FIN assumes that while inflation in the Washington-Arlington-Alexandria, DC-VA-MD-WV metropolitan statistical area will not return to the heights experienced during the pandemic during the forecast period, Federal policies related to immigration and tariffs will cause a slight bump in inflation in CY2026. FIN expects that inflation will then moderate downward to 2.3 percent in CY2028 and stay at that general level until CY2032.

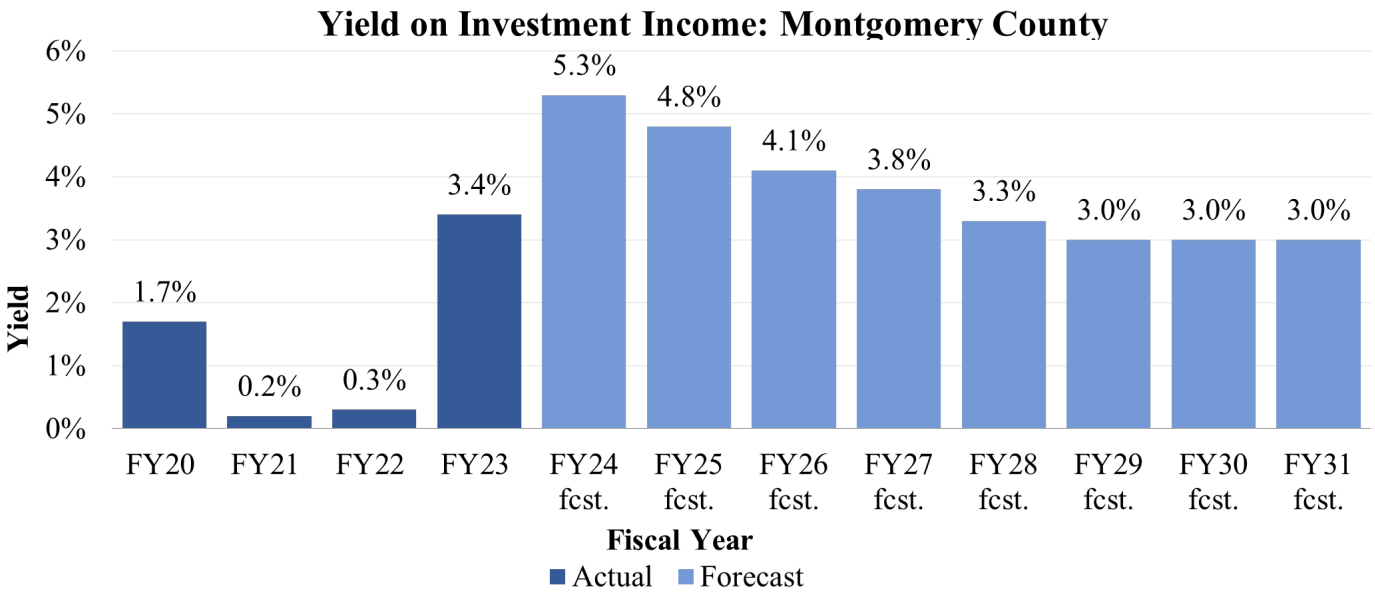


SOURCES: Bureau of Labor Statistics, U.S. Department of Labor; Moody's Analytics; Montgomery County Department of Finance

Interest Rates

Montgomery County invests public funds that are not needed for immediate expenditures in short-term investments whose return is highly correlated with the Federal funds rate. The County's yield on investment income drives the amount of revenue produced from the investment of operating cash and is also conversely an indicator of the rates the County must pay to borrow money.

Increases in the targeted Federal funds rate from FY22 to FY24 increased investment yields, with the County earning a 5.3 percent rate on its short-term portfolio for FY24. The Federal Reserve has since lowered interest rates during 2024 and Montgomery County's investment yield has already begun to fall. FIN expects to receive a yield of 4.8 percent in FY25, falling to 4.1 percent in FY26, and then moderating down further in FY27 and FY28 before reaching an assumed level of 3 percent from FY29 to the end of the forecast period.



SOURCES: Montgomery County Department of Finance

TOTAL REVENUES IN TAX-SUPPORTED FUNDS

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 for all County funds are based on estimates of County income from its own sources such as taxes, user fees, charges, and fines, and State and Federal government assistance. This section displays projections and descriptions of total revenues available for the "tax-supported" portions of the program, which are subject to the Spending Affordability Guideline (SAG) limitations. Total tax-supported revenues consist of both tax revenues (i.e., property tax, income tax, etc.) and non-tax revenues (i.e., intergovernmental revenues, fees, licenses, etc.). Details on non-tax revenues in the tax-supported funds can be found in the "Other Revenues in Tax-Supported Funds" section of this chapter.

Non-tax supported funds represent another type of financial burden on households and businesses and are therefore 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.

Revenue Assumptions

Projections for revenues are included in six-year schedules for County Government Special Funds and for Montgomery College, Maryland-National Capital Park and Planning Commission (M-NCPPC), and WSSC Water (WSSC) in the relevant sections of this document. See the Montgomery County Public Schools (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.

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. 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

This section discusses the tax-specific portion of revenues from the total tax-supported fund. Each tax includes relevant fiscal policy considerations that directly affect the FY26 estimates, while also discussing crucial economic indicators driving the forecasts.

Property Tax

Property taxes are the largest source of revenue for the County and exhibits the least volatility to market conditions due to the reassessment process. The State Department of Assessments and Taxation (SDAT) holds the responsibility of assessing the market taxable value of Maryland properties, which are divided into three groups. Each year, the State reassesses one group, resulting in a complete reassessment of the County triennially (every three years). Increases in value of the assessments are phased over the three-year period, while decreases are effective in the first year. The "levy year" refers to the specific year for which the assessments are analyzed to set the tax rates for the upcoming fiscal year.

In addition to the general Countywide tax rate, there are special district tax rates, such as certain urban areas and recreation. The weighted average tax rate for FY26 includes a $0.0820 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 FY24 approved budget included a $0.0470 general fund property tax for school purposes, and the recommended FY26 budget incorporates an additional $0.0350 property tax for school purposes. The resulting proposed $0.0820 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.

FY26 Estimate	$2,490.3 million	48.2% of the FY26 Total Tax-Supported Revenues
FY25 Revised Estimate	$2,289.7 million	47.0% of the FY25 Total Tax-Supported Revenues
% change	↑8.76%	

Recommended General Fund Rate FY26 (LY25)

Assessed Real Property	$0.7560 per $100
Assessed Personal Property	$1.8900 per $100

Weighted Average Real Property Rate FY25 (LY24)

Charter Limit	$0.9875 per $100
School Purpose Funding	$0.0820 per $100
Total Weighted Average Real Property Tax Rate	**$1.0605 per $100**

SDAT Property Assessment Value Trends (triennial basis – 1/3 of total increase implemented each year)

Group # Year Assessed	**Residential Property**	**Commercial Property**
Group 2 FY24 (LY23)	↑20.2%	↑20.9%
Group 3 FY25 (LY24)	↑22.0%	↑17.7%
Group 1 *FY26 (LY25) Estimate*	↑19.4%	↑14.3%

Income Tax

Income tax revenues are affected by resident employment, as well as wage and salary income trends. 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, and the subtraction of Maryland standard or itemized deductions and personal exemptions. The Maryland Comptroller's Office administers the local income tax as part of the State income tax. The County receives its income tax revenues largely through quarterly distributions from withholding and estimated payments that are sent to the State. Additional distributions reconcile the quarterly distributions from the previous tax year and distribute delinquent payments, interest and penalties and other collections.

On May 8, 2020, the Maryland General Assembly enacted SB523 that amended Article II, Section 17(c), of the Maryland Constitution - Chapter 641. Specifically, the bill authorized a PTE (partnerships, limited liability companies, S-corporations, and business trusts) 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. Because of this option to pay at the entity level, future patterns of estimated and final payments may be impacted.

FY26 Estimate	$2,259.9 million	43.7% of the FY26 Total Tax-Supported Revenues
FY25 Revised Estimate	$2,170.1 million	44.6% of the FY25 Total Tax-Supported Revenues
% change	↑4.1%	

Transfer and Recordation Taxes

Transfer tax revenues are derived from the legal transfer of property; recordation tax is an excise tax imposed as compensation for registering the purchase or sale of property as public record. The revenues received strongly correlate with real estate trends, which are highly volatile. Economic indicators such as growth in personal income, formation of households, and mortgage interest rates can cause significant changes in the number of residential home sales. The volume and value of commercial property sales are affected by business activity and investment, office vacancy rates, property values, and financing costs.

FY26 Estimate	**$154.2 million total**	3.0% of the FY26 Total Tax-Supported Revenues (General Fund)
Transfer Tax	$104.7 million	
Recordation Tax	$49.5 million	
FY25 Revised Estimate	**$146.8 million total**	3.0% of the FY25 Total Tax-Supported Revenues (General Fund)
Transfer Tax	$99.7 million	
Recordation Tax	$47.1 million	
Total % change	**↑5.0%**	

Fuel-Energy Tax

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 fuel-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.

FY26 Estimate	$180.5 million	3.5% of the FY26 Total Tax-Supported Revenues
FY25 Revised Estimate	$177.1 million	3.6% of the FY25 Total Tax-Supported Revenues
% change	↑1.9%	

Telephone Tax

The telephone tax is levied as a fixed amount per landline, wireless communications, and other communication devices. 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, the growth of which has moderated over the past couple of years.

FY26 Estimate	$57.9 million	1.1% of the FY26 Total Tax-Supported Revenues
FY25 Revised Estimate	$56.8 million	1.2% of the FY25 Total Tax-Supported Revenues
% change	↑1.9%	

Traditional Landline	$2.00 per month
Multi Business Lines (Centrex)	$0.20 per month
Wireless Communication	$3.50 per month

Hotel/Motel Tax

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, schools, and organizations visit the nation's capital for various events; many

visitors to Washington, D.C. use hotels in the County, especially those in the southern portion of the County.

FY26 Estimate	$22.9 million	0.4% of the FY26 Total Tax-Supported Revenues
FY25 Revised Estimate	$22.1 million	0.5% of the FY25 Total Tax-Supported Revenues
% change	↑3.5%	

Admissions/Amusement Tax

Admissions and amusement taxes are State-administered local taxes on the gross receipts of various categories of amusement, recreation, and sports activities. Taxpayers are required to file a return and pay the tax monthly while the County receives quarterly distributions of the receipts from the State. Montgomery County levies a 7 percent tax, except for categories subject to State sales and use tax, where the County rate would be lower. Such categories include rentals of athletic equipment, boats, golf carts, skates, skis, horses, and sales related to entertainment. Gross receipts are exempt from the County tax when a municipal admissions and amusement tax is in effect.

FY26 Estimate	$3.5 million	0.1% of the FY26 Total Tax-Supported Revenues
FY25 Revised Estimate	$3.5 million	0.1% of the FY25 Total Tax-Supported Revenues
% change	0.0%	

E-Cigarettes Tax

The electronic cigarette tax is a tax on any product containing or delivering nicotine or any other substance intended for human consumption that can be used by a person to simulate smoking through inhalation of vapor or aerosol from the product. 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 Montgomery County. This has resulted in e-cigarette tax revenues declining each year from the peak of $1.4 million in FY20.

FY26 Estimate	$0.6 million	<0.1% of the FY26 Total Tax-Supported Revenues
FY25 Revised Estimate	$0.6 million	<0.1% of the FY25 Total Tax-Supported Revenues
% change	↓4.8%	

OTHER REVENUES IN TAX-SUPPORTED FUNDS

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 Maryland 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 FY26. 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 FY26 Recommended Budget assumes a $42.9 million, or 3.7 percent, increase in intergovernmental revenues from the revised FY25 estimate, of which 81.8 percent of the $1.212 billion in revenues would be allocated to the Montgomery County Public Schools, 6.7 percent to other intergovernmental, 4.6 percent to Montgomery College, and 3.4 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 FY26 Recommended Budget assumes a 0.5 percent increase over the revised estimates for FY25, resulting in $14.8 million in available resources in FY26.

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 FY26 Recommended Budget assumes a decrease of 16.5 percent as compared to the revised estimates for FY25, resulting in $56.8 million in available resources in FY26.

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 FY26 Recommended Budget assumes that fines and forfeitures will increase 0.0 percent from the revised estimates for FY25, resulting in $30.6 million in available resources in FY26.

College Tuition

Although College tuition is not included in the County Council's Spending Affordability Guidelines (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 FY26 Recommended Budget assumes a 3.7 percent increase in tuition (revenues) from an estimated $70.0 million in FY25 to $72.6 million in FY26.

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 operating 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 that determine pooled investment income are: (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 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 FOMC subsequently made several reductions to the effective rate in the fall of 2024. The forecast incorporates expectations that the FOMC will pause the reduction in the targeted Federal fund rate for 2025, resulting in an effective rate of between 4.25 and 4.5 percent for the remainder of CY2025.

The revised FY25 tax-supported investment income estimate of $67.1 million assumes a yield of 4.75 percent and an average daily portfolio balance of $2.050 billion. The FY26 projected estimate of tax-supported investment income of $56.6 million assumes a yield of 4.10 percent and an average daily portfolio balance of $2.000 billion.

Other Miscellaneous

The County receives miscellaneous revenues from a variety of sources. For the FY26 Recommended Budget, miscellaneous revenues will increase 24.6 percent from the revised estimates for FY25, resulting in $24.8 million in available resources in FY26.

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 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 recommended operating budget and PSP provide the allocations of annual resources to the capital budget as planned for in the County Executive's Amended FY25-30 CIP. Anticipated current revenue adjustments to the County Executive's Amended FY25-30 CIP have been made as part of the recommended operating budget.

Prior Year Fund Balance

The prior year fund balance for the previous fiscal year is the audited FY24 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 County 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 Amended 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 27.0 percent of the CIP is funded with General Obligation

(GO) bonds. Each GO 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 GO 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 GO debt plus short-term commercial paper as of June 30, 2024, is 1.62 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, 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 FY26 Recommended Budget estimates that the Revenue Stabilization Fund balance will be $684.9 million in FY25 and the balance is estimated to increase to $714.9 million in FY26.

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.

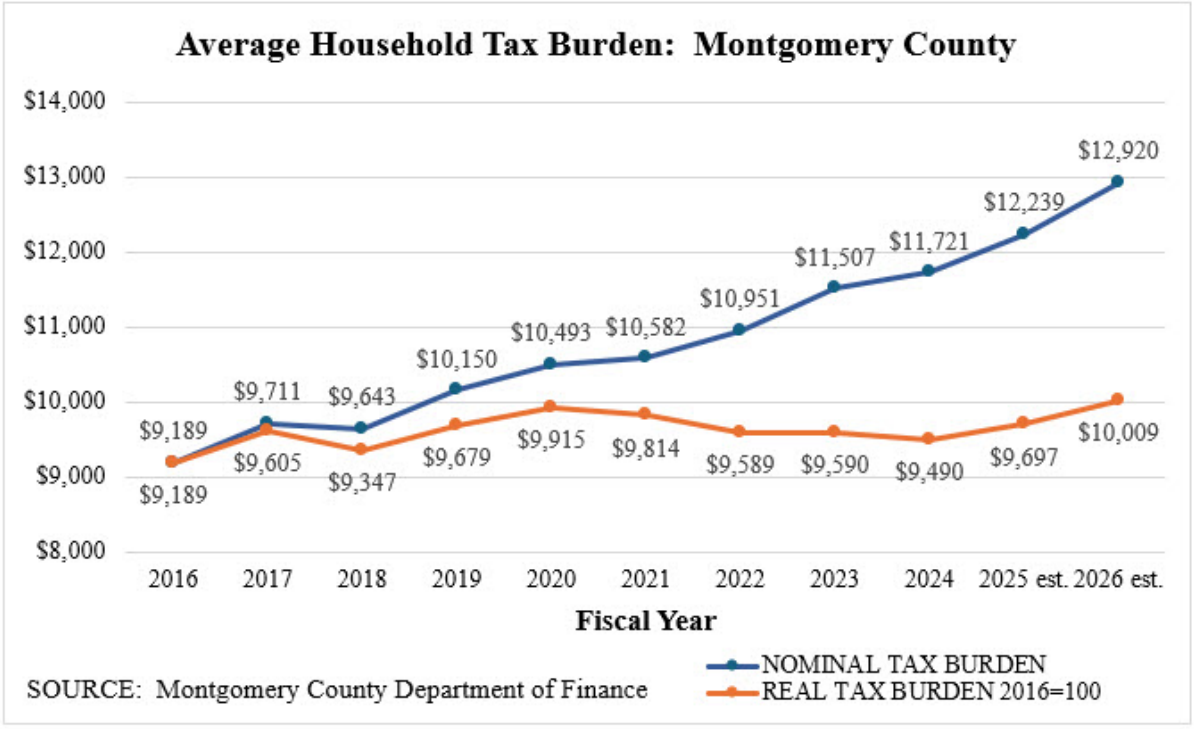
Reserves

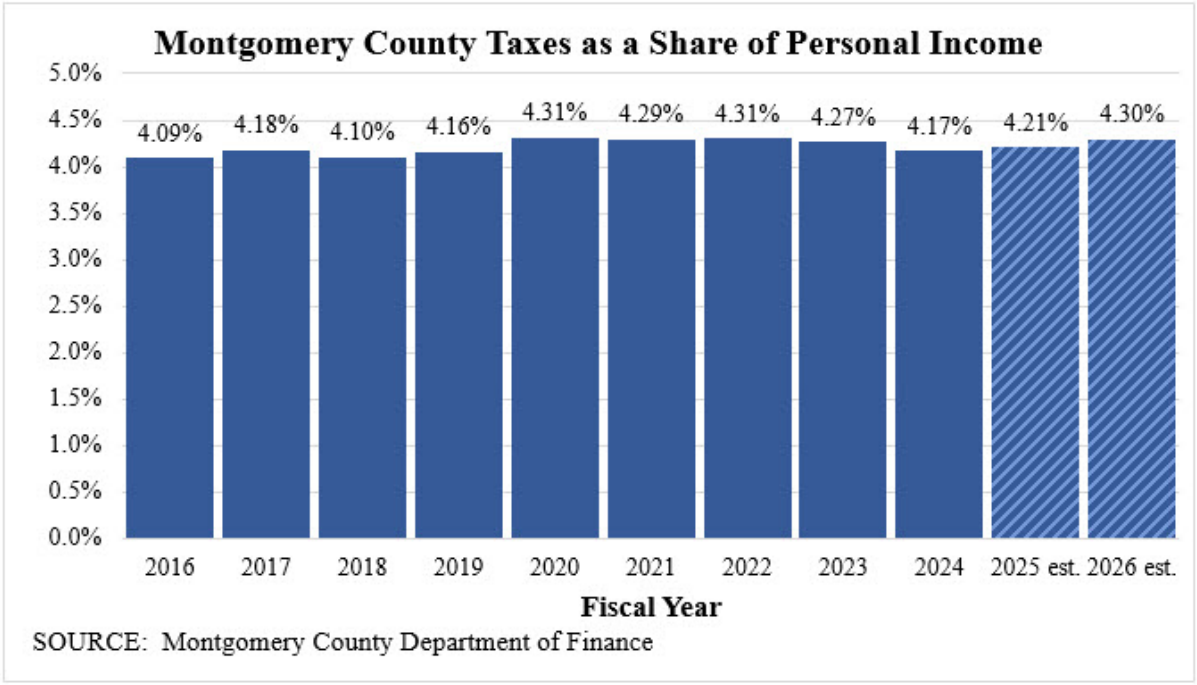
The County may maintain an unrestricted General Fund balance of up to five percent of prior year's General Fund revenues (pursuant to Charter § 310) and a combined unrestricted General Fund balance plus the Revenue Stabilization Fund balance of 10 percent of AGR. This budget more than satisfies the County's policy to maintain the budgeted total reserve of the unrestricted General Fund and Revenue Stabilization Fund at 10 percent of Adjusted Governmental Revenues with a projected combined balance of 11.2 percent. This leaves sufficient capacity in FY26 to address budget issues that may arise from State and Federal budget actions.

TRENDS AND PROJECTIONS

Demographic and Planning Indicators	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
POPULATION	**1,058,474**	**1,062,777**	**1,067,098**	**1,073,918**	**1,080,782**	**1,087,689**	**1,094,641**	**1,101,637**	**1,108,614**
Annual Increase	5,953	4,303	4,321	6,820	6,864	6,907	6,952	6,996	6,977
Population Growth Since 2014	4.0%	4.4%	4.8%	5.5%	6.2%	6.8%	7.5%	8.2%	8.9%
County Resident Births (Prior Calendar Year) (a)	**12,160**	**12,310**	**12,440**	**12,550**	**12,660**	**12,780**	**12,900**	**13,020**	**13,020**
HOUSEHOLDS	**392,629**	**394,225**	**395,828**	**398,358**	**400,904**	**403,466**	**406,045**	**408,640**	**411,228**
Household Annual Growth (%)	0.3%	0.4%	0.4%	0.6%	0.6%	0.6%	0.6%	0.6%	2.6%
Household Growth Since 2014	7.6%	8.1%	8.5%	9.2%	9.9%	10.6%	11.3%	12.0%	13.9%
Household Growth Since 1992	34.8%	35.4%	35.9%	36.8%	37.7%	38.6%	39.4%	40.3%	41.2%
Household Size	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70
RESIDENT EMPLOYMENT (Jan = Calendar Year)	**538,156**	**539,584**	**540,251**	**541,317**	**543,719**	**546,246**	**548,646**	**550,719**	**552,138**
Resident Employment Annual Growth (%)	1.4%	0.3%	0.1%	0.2%	0.4%	0.5%	0.4%	0.4%	1.5%
Resident Employment Growth Since 2014	3.4%	3.7%	3.8%	4.0%	4.5%	5.0%	5.4%	5.8%	12.8%
Resident Employment Per Household	1.37	1.37	1.36	1.36	1.36	1.35	1.35	1.35	1.34
Jobs in County (a)	**513,800**	**518,400**	**522,900**	**527,400**	**532,000**	**536,500**	**541,100**	**545,600**	**545,600**
PERSONAL INCOME ($ Millions)	**$105,890**	**$110,690**	**$115,110**	**$119,830**	**$124,050**	**$128,080**	**$132,560**	**$137,390**	**$142,160**
Per Capita Personal Income	**$100,040**	**$104,150**	**$107,870**	**$111,580**	**$114,780**	**$117,750**	**$121,100**	**$124,710**	**$128,230**
Annual Growth (%)	7.1%	4.1%	3.6%	3.4%	2.9%	2.6%	2.8%	3.0%	11.7%
CONSUMER PRICE INDEX (CPI) - Fiscal Year	**4.83%**	**3.11%**	**2.60%**	**2.65%**	**2.68%**	**2.41%**	**2.19%**	**2.19%**	**2.26%**
CONSUMER PRICE INDEX (CPI) - Calendar Year (%)	**3.11%**	**3.23%**	**2.39%**	**2.78%**	**2.52%**	**2.29%**	**2.15%**	**2.24%**	**2.26%**
ASSESSABLE TAX BASE ($ Millions)	**$214,055**	**$222,621**	**$234,331**	**$248,449**	**$260,816**	**$270,938**	**$278,826**	**$287,235**	**$296,635**
Annual Growth (%)	3.5%	4.0%	5.3%	6.0%	5.0%	3.9%	2.9%	3.0%	3.6%
INVESTMENT INCOME YIELD (%)	**3.43%**	**5.33%**	**4.75%**	**4.10%**	**3.75%**	**3.25%**	**3.00%**	**3.00%**	3.00%
MCPS ENROLLMENT (Sept = Calendar Year)	**160,554**	**160,223**	**159,182**	**160,576**	**160,470**	**161,070**	**161,643**	**161,911**	**162,178**
Annual Growth (%)	-0.3%	-0.2%	-0.6%	0.9%	-0.1%	0.4%	0.4%	0.2%	1.1%
Annual Increase (Decrease)	-548	-331	-1,041	1,394	-106	600	573	268	1,708
MONTGOMERY COLLEGE ENROLLMENTS (B)	**17,137**	**17,781**	**18,835**	**19,494**	**19,693**	**20,026**	**20,223**	**20,411**	**20,411**
Annual Growth (%)	0.0%	3.8%	5.9%	3.5%	1.0%	1.7%	1.0%	0.9%	0.0%
Full Time Equivalents Students (Sept = Calendar Year) (C)	**14,533**	**16,163**	**17,147**	**15,515**	**15,726**	**15,954**	**16,208**	**18,737**	**18,737**
Annual Growth in FTES (%)	16.9%	11.2%	6.1%	-9.5%	1.4%	1.4%	1.6%	15.6%	0.0%

(a) Projections related to County Resident Births and Jobs in the County are provided by M-NCPPC and are as of March 2025.
(b) Projections related to Montgomery College Enrollments are provided by Montgomery College and include projections through FY30. Since no projections are provided for FY31, the projections for FY30 were used.
(c) Projections related to Montgomery College Full Time Equivalents are provided by Montgomery College and include projections through FY30. Since no projections are provided for FY31, the projections for FY30 were used.


Average Household Tax Burden: Montgomery County
$14,000
$13,000
$12,000
$11,000
$10,000
$9,000
$8,000
$9,189
$9,711
$9,643
$10,150
$10,493
$10,582
$10,951
$11,507
$11,721
$12,239
$12,920
$9,189
$9,605
$9,347
$9,679
$9,915
$9,814
$9,589
$9,590
$9,490
$9,697
$10,009
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025 est.
2026 est.
Fiscal Year
NOMINAL TAX BURDEN
REAL TAX BURDEN 2016=100
SOURCE: Montgomery County Department of Finance


Montgomery County Taxes as a Share of Personal Income
5.0%
4.5%
4.0%
3.5%
3.0%
2.5%
2.0%
1.5%
1.0%
0.5%
0.0%
4.09%
4.18%
4.10%
4.16%
4.31%
4.29%
4.31%
4.27%
4.17%
4.21%
4.30%
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025 est.
2026 est.
Fiscal Year
SOURCE: Montgomery County Department of Finance

REVENUE SUMMARY
TAX SUPPORTED BUDGETS
($ Millions)

	KEY REVENUE CATEGORIES	App. FY25	Est. FY25	% Chg. FY25-26	Rec. FY26	% Chg. FY26-27	Projected FY27	% Chg. FY27-28	Projected FY28	% Chg. FY28-29	Projected FY29	% Chg. FY29-30	Projected FY30	% Chg. FY30-31	Projected FY31
	TAXES	5-23-24	5-23-24	Rec/App	3-14-25										
1	Property Tax	2,285.6	2,289.7	9.0%	2,490.3	5.2%	2,619.2	4.1%	2,725.6	3.0%	2,807.7	3.1%	2,895.8	3.4%	2,994.3
2	Income Tax	2,051.1	2,170.1	10.2%	2,259.9	3.6%	2,341.2	2.5%	2,400.1	3.0%	2,472.2	3.2%	2,551.5	3.3%	2,636.3
3	Transfer Tax	94.7	99.7	10.5%	104.7	14.6%	120.0	10.5%	132.6	4.5%	138.5	4.5%	144.7	3.3%	149.4
4	Recordation Tax	44.9	47.1	10.3%	49.5	14.6%	56.7	10.5%	62.7	4.5%	65.5	4.5%	68.4	3.3%	70.6
5	Energy Tax	191.3	177.1	-5.6%	180.5	0.6%	181.6	0.3%	182.1	0.1%	182.3	0.1%	182.5	0.1%	182.6
6	Telephone Tax	55.8	56.8	3.7%	57.9	1.9%	59.0	2.1%	60.2	2.0%	61.4	2.0%	62.6	1.9%	63.8
7	Hotel/Motel Tax	23.1	22.1	-0.9%	22.9	2.8%	23.5	2.6%	24.1	2.5%	24.7	2.4%	25.3	2.3%	25.9
8	Admissions Tax	4.4	3.5	-20.5%	3.5	0.0%	3.5	0.0%	3.5	0.0%	3.5	0.0%	3.5	0.0%	3.5
9	E-Cigarette Tax	0.8	0.6	-27.3%	0.6	0.0%	0.6	0.0%	0.6	0.0%	0.6	0.0%	0.6	0.0%	0.6
10	**Total Local Taxes**	**4,751.7**	**4,866.7**	**8.8%**	**5,169.8**	**4.6%**	**5,405.3**	**3.4%**	**5,591.5**	**3.0%**	**5,756.4**	**3.1%**	**5,934.9**	**3.2%**	**6,127.0**
	INTERGOVERNMENTAL AID														
11	Highway User	12.7	12.7	11.5%	14.2	0.0%	14.2	0.0%	14.2	0.0%	14.2	0.0%	14.2	0.0%	14.2
12	Police Protection	16.4	16.4	0.6%	16.5	0.0%	16.5	0.0%	16.5	0.0%	16.5	0.0%	16.5	0.0%	16.5
13	Libraries	5.2	5.2	10.8%	5.8	0.0%	5.8	0.0%	5.8	0.0%	5.8	0.0%	5.8	0.0%	5.8
14	Health Services Case Formula	5.6	5.0	-5.7%	5.3	0.0%	5.3	0.0%	5.3	0.0%	5.3	0.0%	5.3	0.0%	5.3
15	Mass Transit	41.6	41.7	0.2%	41.7	0.0%	41.7	0.0%	41.7	0.0%	41.7	0.0%	41.7	0.0%	41.7
16	Public Schools	970.5	970.5	2.1%	990.9	0.0%	990.9	0.0%	990.9	0.0%	990.9	0.0%	990.9	0.0%	990.9
17	Community College	56.1	56.1	0.0%	56.1	0.0%	56.1	0.0%	56.1	0.0%	56.1	0.0%	56.1	0.0%	56.1
18	Other	65.7	61.3	23.9%	81.5	0.0%	81.5	0.0%	81.5	0.0%	81.5	0.0%	81.5	0.0%	81.5
19	**Total Intergovemmental Aid**	**1,173.8**	**1,168.9**	**3.2%**	**1,211.8**	**0.0%**	**1,211.8**	**0.0%**	**1,211.8**	**0.0%**	**1,211.8**	**0.0%**	**1,211.8**	**0.0%**	**1,211.8**
	FEES AND FINES														
20	Licenses & Permits	14.8	14.7	-0.3%	14.8	1.5%	15.0	1.5%	15.3	1.5%	15.5	1.5%	15.7	1.5%	16.0
21	Charges for Services	59.2	68.0	-4.1%	56.8	2.1%	58.0	1.9%	59.1	1.8%	60.2	1.8%	61.2	1.8%	62.3
22	Fines & Forfeitures	27.8	30.6	10.1%	30.6	1.6%	31.1	1.6%	31.6	1.6%	32.1	1.6%	32.6	1.6%	33.1
23	Montgomery College Tuition	63.9	70.0	13.6%	72.6	2.1%	74.2	1.9%	75.6	1.8%	76.9	1.8%	78.3	1.8%	79.7
24	**Total Fees and Fines**	**165.8**	**183.3**	**5.4%**	**174.8**	**2.0%**	**178.2**	**1.8%**	**181.5**	**1.7%**	**184.6**	**1.7%**	**187.8**	**1.7%**	**191.0**
	MISCELLANEOUS														
25	Investment Income	52.5	67.1	5.3%	55.3	-10.0%	49.7	-12.3%	43.6	-7.0%	40.6	0.2%	40.6	0.0%	40.6
26	Other Miscellaneous	21.5	19.9	15.4%	24.8	2.7%	25.4	2.4%	26.1	2.2%	26.6	2.2%	27.2	2.3%	27.8
27	**Total Miscellaneous**	**74.0**	**87.0**	**8.2%**	**80.1**	**-6.1%**	**75.2**	**-7.3%**	**69.7**	**-3.5%**	**67.2**	**1.0%**	**67.9**	**0.9%**	**68.5**
28	**TOTAL REVENUES**	**6,165.3**	**6,305.9**	**7.6%**	**6,636.4**	**3.5%**	**6,870.5**	**2.7%**	**7,054.5**	**2.3%**	**7,220.1**	**2.5%**	**7,402.3**	**2.6%**	**7,598.3**
29	**Total Tax Supported Revenues**	**6,165.3**	**6,305.9**	**7.6%**	**6,636.4**	**3.5%**	**6,870.5**	**2.7%**	**7,054.5**	**2.3%**	**7,220.1**	**2.5%**	**7,402.3**	**2.6%**	**7,598.3**
30	**Capital Projects Fund**	**227.4**	**231.1**	**2.3%**	**232.6**	**0.8%**	**234.5**	**-7.3%**	**217.3**	**-15.1%**	**184.5**	**-1.9%**	**181.0**	**0.0%**	**181.0**
31	**Grants**	**160.6**	**160.6**	**4.9%**	**168.5**	**2.7%**	**173.0**	**2.4%**	**177.2**	**2.2%**	**181.1**	**2.2%**	**185.0**	**2.3%**	**189.2**
32	**Total Adjusted Govemmental Revenues**	**6,553.3**	**6,697.7**	**7.4%**	**7,037.6**	**3.4%**	**7,278.0**	**2.3%**	**7,448.9**	**1.8%**	**7,585.7**	**2.4%**	**7,768.4**	**2.6%**	**7,968.6**

County Executive's Recommended FY26-31 Public Services Program

Tax Supported Fiscal Plan Summary

($ in Millions)

		App. FY25	Est. FY25	% Chg. FY25-26	Rec. FY26	% Chg. FY26-27	Projected FY27	% Chg. FY27-28	Projected FY28	% Chg. FY28-29	Projected FY29	% Chg. FY29-30	Projected FY30	% Chg. FY30-31	Projected FY31
		5-23-24	3-14-25	App/Rec	3-14-25										
	Total Revenues														
1	Property Tax	2,285.6	2,289.7	9.0%	2,490.3	5.2%	2,619.2	4.1%	2,725.6	3.0%	2,807.7	3.1%	2,895.8	3.4%	2,994.3
2	Income Tax	2,051.1	2,170.1	10.2%	2,259.9	3.6%	2,341.2	2.5%	2,400.1	3.0%	2,472.2	3.2%	2,551.5	3.3%	2,636.3
3	Transfer/Recordation Tax	139.6	146.8	10.5%	154.2	14.6%	176.7	10.5%	195.3	4.5%	204.0	4.5%	213.1	3.3%	220.0
4	Other Taxes	275.4	260.1	-3.7%	265.3	1.1%	268.2	0.9%	270.5	0.8%	272.5	0.7%	274.5	0.7%	276.4
5	Other Revenues	1,413.6	1,439.2	3.8%	1,466.6	-0.1%	1,465.2	-0.2%	1,463.0	0.0%	1,463.6	0.3%	1,467.4	0.3%	1,471.3
6	**Total Revenues**	**6,165.3**	**6,305.9**	**7.6%**	**6,636.4**	**3.5%**	**6,870.5**	**2.7%**	**7,054.5**	**2.3%**	**7,220.1**	**2.5%**	**7,402.3**	**2.6%**	**7,598.3**
7															
8	**Net Transfers In (Out)**	**9.0**	**8.2**	**-286.5%**	**-16.8**	**98.2%**	**-0.3**	**-2.4%**	**-0.3**	**-2.2%**	**-0.3**	**-2.2%**	**-0.3**	**-2.3%**	**-0.3**
9	**Total Revenues and Transfers Available**	**6,174.3**	**6,314.1**	**7.2%**	**6,619.6**	**3.8%**	**6,870.2**	**2.7%**	**7,054.2**	**2.3%**	**7,219.8**	**2.5%**	**7,402.0**	**2.6%**	**7,598.0**
10															
11	**Non-Operating Budget Use of Revenues**														
12	Debt Service	460.3	438.3	-3.0%	446.5	5.6%	471.5	1.5%	478.6	1.8%	487.4	-0.3%	486.2	0.2%	486.9
13	PAYGO	51.2	28.0	-42.9%	29.2	-0.7%	29.0	0.0%	29.0	-3.4%	28.0	0.0%	28.0	0.0%	28.0
14	CIP Current Revenue	174.5	174.5	-59.6%	70.5	89.8%	133.9	-6.2%	125.5	-2.2%	122.7	9.0%	133.7	0.0%	133.7
15	Change in Other Reserves	-21.0	-64.0	44.2%	-11.7	110.4%	1.2	-71.0%	0.4	-23.2%	0.3	6.0%	0.3	-16.1%	0.2
16	Contribution to General Fund Undesignated Reserves	-281.6	-157.0	48.3%	-145.6	58.3%	-60.7	124.3%	14.7	9.3%	16.1	11.7%	18.0	3.6%	18.6
17	Contribution to Revenue Stabilization Reserves	29.2	35.6	2.9%	30.0	-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)	-0.5	5.9	63.3%	-0.2	11488.0%	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0
19	**Total Other Uses of Resources**	**412.0**	**461.3**	**1.6%**	**418.7**	**42.1%**	**594.8**	**12.3%**	**668.2**	**0.9%**	**674.5**	**1.7%**	**686.2**	**0.2%**	**687.5**
20	**Available to Allocate to Agencies (Total Revenues+Net Transfers-Total Other Uses)**	**5,762.3**	**5,852.8**	**7.6%**	**6,200.9**	**1.2%**	**6,275.4**	**1.8%**	**6,386.0**	**2.5%**	**6,545.3**	**2.6%**	**6,715.8**	**2.9%**	**6,910.5**
21															
22	**Agency Uses**														
23															
24	Montgomery County Public Schools (MCPS)	3,105.9	3,117.8	8.8%	3,380.2										
25	Montgomery College (MC)	283.8	282.0	3.7%	294.3										
26	M-NCPPC (w/o Debt Service)	175.4	174.7	3.5%	181.6										
27	MCG	2,197.3	2,278.3	6.7%	2,344.8										
28	**Agency Uses**	**5,762.3**	**5,852.8**	**7.6%**	**6,200.9**	**1.2%**	**6,275.4**	**1.8%**	**6,386.0**	**2.5%**	**6,545.3**	**2.6%**	**6,715.8**	**2.9%**	**6,910.5**
29	**Total Uses**	**6,174.3**	**6,314.1**	**7.2%**	**6,619.6**	**3.8%**	**6,870.2**	**2.7%**	**7,054.2**	**2.3%**	**7,219.8**	**2.5%**	**7,402.0**	**2.6%**	**7,598.0**
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 $860 credit. Property tax revenues include a 8.2 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 percent of Adjusted Governmental Revenues (AGR). Any reduction in out-year 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 Amended FY25-30 Capital Improvements Program.
4. State Aid, including MCPS and Montgomery College, is not projected to increase from FY26-31.

County Executive's Recommended FY26-31 Public Services Program

Tax Supported Fiscal Plan Summary

($ in Millions)

		App. FY25	Est. FY25	% Chg. FY25-26	Rec. FY26	% Chg. FY26-27	Projected FY27	% Chg. FY27-28	Projected FY28	% Chg. FY28-29	Projected FY29	% Chg. FY29-30	Projected FY30	% Chg. FY30-31	Projected FY31
31	**Beginning Reserves**														
32	Unrestricted General Fund	312.6	378.8	-29.1%	221.7	-65.7%	76.1	-79.8%	15.4	95.7%	30.1	53.4%	46.2	38.9%	64.2
33	Revenue Stabilization Fund	647.0	649.2	5.8%	684.9	4.4%	714.9	0.0%	714.9	0.0%	714.9	0.0%	714.9	0.0%	714.9
34	Total Reserves	959.6	1,028.0	-5.5%	906.6	-12.8%	791.0	-7.7%	730.3	2.0%	745.0	2.2%	761.1	2.4%	779.1
35															
36	**Additions to Reserves**														
37	Unrestricted General Fund	-281.6	-157.0	48.3%	-145.6	58.3%	-60.7	124.3%	14.7	9.3%	16.1	11.7%	18.0	3.6%	18.6
38	Revenue Stabilization Fund	29.2	35.6	2.9%	30.0	-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	-252.5	-121.4	54.2%	-115.6	47.5%	-60.7	124.3%	14.7	9.3%	16.1	11.7%	18.0	3.6%	18.6
40															
41	**Ending Reserves**														
42	Unrestricted General Fund	30.9	221.7	146.1%	76.1	-79.8%	15.4	95.7%	30.1	53.4%	46.2	38.9%	64.2	29.0%	82.8
43	Revenue Stabilization Fund	676.2	684.9	5.7%	714.9	0.0%	714.9	0.0%	714.9	0.0%	714.9	0.0%	714.9	0.0%	714.9
44	Total Reserves	707.1	906.6	11.9%	791.0	-7.7%	730.3	2.0%	745.0	2.2%	761.1	2.4%	779.1	2.4%	797.7
45	**Reserves as a % of Adjusted Governmental Revenues**	**10.8%**	**13.5%**		**11.2%**		**10.0%**		**10.0%**		**10.0%**		**10.0%**		**10.0%**
46	**Other Reserves**														
47	Montgomery College	45.1	44.5	-66.3%	15.2	0.0%	15.2	0.0%	15.2	0.0%	15.2	0.0%	15.2	0.0%	15.2
48	M-NCPPC	6.9	15.8	4.1%	7.2	5.0%	7.5	4.0%	7.8	2.9%	8.1	3.1%	8.3	2.4%	8.5
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	1.4	-25.7	-68.7%	0.4	202.1%	1.3	4.2%	1.3	3.2%	1.4	2.8%	1.4	3.0%	1.5
51	**MCG + Agency Reserves as a % of Adjusted Govt Revenues**	**11.6%**	**14.1%**		**11.6%**		**10.4%**		**10.3%**		**10.4%**		**10.3%**		**10.3%**
52	**Retiree Health Insurance Pre-Funding**														
53	Montgomery County Public Schools (MCPS)	**59.1**	**59.1**		**58.0**		**58.0**		**58.0**		**58.0**		**58.0**		**58.0**
54	Montgomery College (MC)	**0.0**	**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**
55	MNCPPC	**3.5**	**3.5**		**2.8**		**2.7**		**2.8**		**2.9**		**3.0**		**3.0**
56	MCG	**0.0**	**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**
57	**Subtotal Retiree Health Insurance Pre-Funding**	**62.6**	**62.6**		**60.8**		**60.7**		**60.7**		**60.8**		**60.9**		**61.0**
58	**Adjusted Governmental Revenues**														
59	**Total Tax Supported Revenues**	**6,165.3**	**6,305.9**	**0.1**	**6,636.4**	**3.5%**	**6,870.5**	**2.7%**	**7,054.5**	**2.3%**	**7,220.1**	**2.5%**	**7,402.3**	**2.6%**	**7,598.3**
60	**Capital Projects Fund**	**227.4**	**231.1**	**0.0**	**232.6**	**0.8%**	**234.5**	**-7.3%**	**217.3**	**-15.1%**	**184.5**	**-1.9%**	**181.0**	**0.0%**	**181.0**
61	**Grants**	**160.6**	**160.6**	**0.0**	**168.5**	**2.7%**	**173.0**	**2.4%**	**177.2**	**2.2%**	**181.1**	**2.2%**	**185.0**	**2.3%**	**189.2**
62	**Total Adjusted Governmental Revenues**	**6,553.3**	**6,697.7**	**0.1**	**7,037.6**	**3.4%**	**7,278.0**	**2.3%**	**7,448.9**	**1.8%**	**7,585.7**	**2.4%**	**7,768.4**	**2.6%**	**7,968.6**

FY26 Fee and Fine Changes*

Department	Revenue	FY26 Revenue Change	Method of Change	Note
Community Use of Public Facilities	Facility Rental Fees	1,000,000	Interagency Coordinating Board	Facility rental fees are increasing 10 percent over the current fiscal year.
Transit Services	Ride On Bus Fares	(4,820,798)	Council Resolution	Reduce Ride-On fare from $1.00 to $0. The revenue change is due to the amount previously budgeted for FY25. The actual change is less because FY25 fare collections are significantly lower than budgeted--FY25 actual fare revenue is estimated to be about $1.6 million.
Parking Lot Districts	Parking Permit Fees for Certain Service Providers.	(375,000)	Council Resolution	Bill 29-24 created a discounted parking permit for childcare providers and organizations providing social services to the unhoused population in certain areas of the County. The amount here shows the revenue reduction for Silver Spring, Bethesda, and Wheaton Parking Lot Districts.
Environmental Protection	Water Quality Protection Charge	3,842,247	Council Resolution	Increase the rate per-equivalent residential unit (ERU) from $136.50 to $147.00.
Environmental Protection	Solid Waste Disposal Charge	54,173,599	Council Resolution	Increase the single-family per-household rate from $310.89 to $407.39, the multi-family per-household rate from $19.19 to $39.11, and the non-residential properties rate from $631.31 to $1,293.56.
Police	Enhanced 911 Telephone System Fee	13,526,020	Executive Regulation	Increase in the County Emergency 911 rate from $0.75 to $1.47.
	Grand Total	67,346,068		

*All changes are assumed to be effective July 1, 2025.

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 and Chinese, remote and in-person public input opportunities, and targeted outreach to underrepresented communities.

Maryland Economic Growth, Resource Protection and Planning Act

The Maryland Economic Growth, Resource Protection and Planning Act requires local governments to review all construction projects that involve the use of State funds, grants, loans, loan guarantees, or insurance for consistency with existing local plans. The County Executive or the requesting agency affirms that all projects which are expected to receive State financial participation conform to relevant local plans. This language appears in the "Disclosures" portion of the relevant project description forms.

County Council and Planning Board Review

During the Council review process, the Planning Board provides comments to the Council regarding conformance with local plans, and a final determination as to consistency of projects with adopted County plans is made by the County Council. The Council adopts the CIP and approves a list of applicable State participation projects.

Fiscal Policies

Prior to considering specific projects for inclusion in the CIP, Montgomery County develops projections of total resources available to the County as a whole, and to the CIP as a subset of the whole. A variety of assumptions underpin these projections.

Economic Assumptions

Revenue projections depend largely on assumptions regarding economic activity, including employment, income, inflation, interest rates, construction, home sales, and other economic conditions.

Demographic Assumptions

The CIP is based on demographic assumptions based on data from Moody's Analytics and Woods & Poole Economics and are based on fiscal and economic data and analyses used or prepared by the Department of Finance. This forecast predicts that the County will continue to experience steady population growth. Besides general population changes, demographic forecasts anticipate the greatest enrollment growth shifting from the elementary school to the middle and high school levels.

Debt Capacity

To maintain its AAA bond rating, the County considers the following guidelines in deciding how much additional County general obligation debt may be issued in the six-year CIP period.

- Total debt, both existing and proposed, should be kept at about 1.5 percent of full market value (substantially the same as assessed value) of taxable real property in the County.
- Required annual debt service expenditures should be kept at about 10 percent of the County's total tax supported operating budget. The tax supported operating budget excludes proprietary funds and grants.
- Total debt outstanding and annual amounts issued, when adjusted for inflation, should not cause real debt per capita (i.e., after eliminating the effects of inflation) to rise significantly.
- The rate of repayment of bond principal should be kept at existing high levels and in the 60-75 percent range during any 10-year period.
- Total debt outstanding and annual amounts proposed should not cause the ratio of per capita debt to per capita

income to rise significantly above its current level of about 3.5 percent.

The debt capacity schedule is displayed later in the Debt Service section.

Spending Affordability Assumptions

The County Charter (Section 305) requires that the Council adopt spending affordability guidelines for the capital and operating budgets. Spending affordability guidelines for the CIP have been interpreted in County law to be limits on the amount of general obligation debt and Park and Planning debt that may be approved for expenditure in the CIP. Spending affordability guidelines are adopted in odd-numbered calendar years and limit the amount of general obligation debt that may be approved for the first year, the second year, and for the entire six years of the CIP. Similar provisions cover the bonds issued by M-NCPPC.

The Montgomery and Prince George's County Councils adopt one-year spending limits for 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 FY26 tax-supported debt service, as displayed later in the Debt Service section, is approximately $438.6 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 FY26 tax-supported Current Revenue and PAYGO are approximately $99.7 million and are displayed in the Schedule A-3.

Operating Budget Impacts (OBI)

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

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

The CIP includes analysis of these operating budget impacts to aid in review and decisions on the timing of public facilities and to more clearly show what a new building or road will cost in addition to its construction costs and any required debt service. The project description forms published in the Recommended Amended FY25-30 CIP in January, display operating budget impacts of individual projects where applicable. The following chart summarizes the impact of the Recommended Amended 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	2,530	2,539	4,558	3,752	3,868	4,037
Health and Human Services	5,427	7,332	7,332	8,452	9,664	10,876
Police	-	683	683	683	683	683
Public Libraries	954	1,459	1,309	3,931	3,031	3,031
Mass Transit						
Transit Services	4,155	4,555	8,311	8,419	48,031	49,345
Fire						
Fire and Rescue Service	148	162	162	162	363	430
Recreation						
Recreation	3,589	3,589	3,536	3,535	3,534	3,532
Water Quality Protection Fund						
Environmental Protection	90	180	270	360	450	540
Total	**16,893**	**20,499**	**26,161**	**29,294**	**69,624**	**72,474**

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.
- Extend the U.S. 29 Flash line into Howard County to Columbia fully funded by Federal aid and intergovernmental contributions from Howard County.

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.
- 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.
- 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 the 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.
- Add funds for a new Material Recycling and Biological Treatment facility to support the pre-construction services phase of an advanced waste processing facility needed to sort solid waste into recoverable recyclable materials, recoverable organic waste and residual waste for disposal.

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

- 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)

- Funds completion of Phase III of the Charles W. Woodward High School to include the interior of the auditorium and other associated spaces.
- Provides for Phase II of Crown High School to support the interior of the auditorium, shelled classrooms, and labs, and constructs the stadium as originally designed.
- Provides acceleration of funding into FY26 and FY27 to maintain projects with significant cost increases on schedule, despite meaningful revenue shortfalls in the early years of the CIP.
- Prevents deferrals and reductions in projects such as Crown High School, Northwood High School, Charles W. Woodward High School Reopening as well as in level of effort projects like the Heating, Ventilation and Air Conditioning by releasing funds held unprogrammed to address an anticipated State aid shortfall in the Charles W. Woodward project.

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.
- Addition of major construction costs for the Germantown Student Services Center in FY29.
- Increase in funding for the following projects to take advantage of State allowed escalation and mitigate inflationary costs: Germantown Student Affairs Building Renovation and Addition, Collegewide Library Renovation, Germantown Student Services Center, and Rockville Theater Arts Building Renovation.
- Increase in funding for the following projects: Roof Replacement, Capital Renewal: College, and Planned Lifecycle Asset Replacement: College.

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, Gregg 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.
- 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.

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.

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

- Provides for lead and copper reduction regulatory compliance.
- Funding for master and facilities planning and infrastructure investments.
- Supports comprehensive PFAS management strategy, including mitigation in drinking water, wastewater effluent, and

biosolids.

- Upgrades the water filtration and water resource recovery facilities to drive operational cost savings and maintain compliance.
- Upgrades aging pumping stations and force mains.
- Modernizes meter infrastructure and maintenance depots to improve health and safe.

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.
- Provides for replacement of elevator equipment at Progress Place to address frequent elevator outages that prevent residents using walkers and wheelchairs from safely accessing their living spaces.
- Leverages State aid to support the acquisition and renovation of an Olney community building to provide meeting space for the greater Olney community.
- Adds funds for the systemic replacement of heating, ventilation, air conditioning, and automated temperature controls at the Brookville Maintenance Facility Transit Shop to address improper air circulation and provide proper working conditions.

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 Amended FY25-30 CIP, as recommended in January, is included after the chapter narrative. The County Executive's Recommended Amended 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 Amended FY25-30 CIP, as recommended in January, is included after the Expenditure Summary by Category and Subcategory report. The County Executive's Recommended Amended 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 FY24	Rem FY24	6 Yr Total	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Beyond 6 Yrs	FY 26 Approp.
GENERAL GOVERNMENT												
County Offices and Other Improvements	488,775	260,825	43,381	180,122	31,127	30,715	20,920	23,520	38,420	35,420	4,447	31,437
Economic Development	266,346	192,077	19,653	54,616	15,616	30,000	-	9,000	-	-	-	(1,000)
Fleet Management	750	-	-	750	750	-	-	-	-	-	-	-
Other General Government	44,525	3,319	19,095	22,111	11,750	4,450	1,654	1,158	1,823	1,276	-	2,350
Technology Services	334,228	233,289	9,974	90,676	31,235	17,153	14,201	10,407	6,192	11,488	289	14,277
GENERAL GOVERNMENT TOTAL	**1,134,624**	**689,510**	**92,103**	**348,275**	**90,478**	**82,318**	**36,775**	**44,085**	**46,435**	**48,184**	**4,736**	**47,064**
PUBLIC SAFETY												
Correction and Rehabilitation	100,935	5,881	2,186	92,868	3,279	3,353	34,868	49,160	2,208	-	-	2,278
Fire/Rescue Service	291,530	124,822	32,663	134,045	16,172	13,582	27,796	34,661	24,009	17,825	-	11,169
Other Public Safety	145,329	141,415	326	3,588	2,296	1,292	-	-	-	-	-	1,292
Police	89,974	47,214	2,462	34,378	20,422	10,301	3,505	150	-	-	5,920	214
PUBLIC SAFETY TOTAL	**627,768**	**319,332**	**37,637**	**264,879**	**42,169**	**28,528**	**66,169**	**83,971**	**26,217**	**17,825**	**5,920**	**14,953**
TRANSPORTATION												
Bridges	240,322	92,651	19,316	92,535	26,659	28,811	16,131	7,985	6,533	6,416	35,820	12,958
Highway Maintenance	780,621	524,075	4,837	251,709	39,414	42,459	42,459	42,459	42,459	42,459	-	42,473
Mass Transit (MCG)	1,707,772	552,928	199,305	944,403	78,298	154,110	287,824	236,487	122,019	65,665	11,136	8,773
Parking	134,381	46,077	10,569	77,735	15,823	16,942	10,466	11,093	11,373	12,038	-	16,942
Pedestrian Facilities/Bikeways	754,100	270,052	60,572	244,223	48,512	47,477	25,010	55,092	42,266	25,866	179,253	11,915
Roads	593,507	322,186	21,719	24,476	8,135	5,048	1,646	2,045	1,695	5,907	225,126	1,637
Traffic Improvements	480,246	251,718	8,324	119,004	21,024	21,351	19,718	18,842	18,969	19,100	101,200	19,918
TRANSPORTATION TOTAL	**4,690,949**	**2,059,687**	**324,642**	**1,754,085**	**237,865**	**316,198**	**403,254**	**374,003**	**245,314**	**177,451**	**552,535**	**114,616**
RECYCLING AND RESOURCE MANAGEMENT												
Recycling and Resource Management	122,954	37,756	7,290	77,908	21,516	30,954	20,478	4,960	-	-	-	14,688
RECYCLING AND RESOURCE MANAGEMENT TOTAL	**122,954**	**37,756**	**7,290**	**77,908**	**21,516**	**30,954**	**20,478**	**4,960**	**-**	**-**	**-**	**14,688**
HEALTH AND HUMAN SERVICES												
Health and Human Services	167,093	45,009	29,416	75,500	8,417	19,863	22,541	7,850	8,205	8,624	17,168	13,519
HEALTH AND HUMAN SERVICES TOTAL	**167,093**	**45,009**	**29,416**	**75,500**	**8,417**	**19,863**	**22,541**	**7,850**	**8,205**	**8,624**	**17,168**	**13,519**
CULTURE AND RECREATION												
Libraries	181,431	97,353	3,355	75,758	10,276	21,936	20,578	5,337	11,093	6,538	4,965	24,222
Recreation	317,578	128,279	17,955	158,564	31,215	30,341	17,438	22,083	30,590	26,897	12,780	12,456
CULTURE AND RECREATION TOTAL	**499,009**	**225,632**	**21,310**	**234,322**	**41,491**	**52,277**	**38,016**	**27,420**	**41,683**	**33,435**	**17,745**	**36,678**

Expenditure Summary by Category and Subcategory ($000s)

	Total	Thru FY24	Rem FY24	6 Yr Total	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Beyond 6 Yrs	FY 26 Approp.
CONSERVATION OF NATURAL RESOURCES												
Ag Land Preservation	24,613	16,802	2,898	4,913	2,212	1,261	360	360	360	360	-	330
Storm Drains	96,727	57,089	4,854	34,784	5,753	6,315	5,679	5,679	5,679	5,679	-	2,425
Stormwater Management	441,799	118,235	14,575	308,989	31,108	25,871	89,034	48,811	57,885	56,280	-	17,970
CONSERVATION OF NATURAL RESOURCES TOTAL	**563,139**	**192,126**	**22,327**	**348,686**	**39,073**	**33,447**	**95,073**	**54,850**	**63,924**	**62,319**	**-**	**20,725**
COMMUNITY DEVELOPMENT AND HOUSING												
Community Development	13,317	4,018	1,308	7,991	1,372	1,663	1,852	1,718	693	693	-	1,663
Housing (MCG)	741,854	427,704	57,150	257,000	113,230	33,850	39,100	24,050	23,570	23,200	-	33,850
COMMUNITY DEVELOPMENT AND HOUSING TOTAL	**755,171**	**431,722**	**58,458**	**264,991**	**114,602**	**35,513**	**40,952**	**25,768**	**24,263**	**23,893**	**-**	**35,513**
HOUSING OPPORTUNITIES COMMISSION												
Housing (HOC)	89,377	70,978	10,899	7,500	1,250	1,250	1,250	1,250	1,250	1,250	-	1,250
HOUSING OPPORTUNITIES COMMISSION TOTAL	**89,377**	**70,978**	**10,899**	**7,500**	**1,250**	**1,250**	**1,250**	**1,250**	**1,250**	**1,250**	**-**	**1,250**
REVENUE AUTHORITY												
Miscellaneous Projects (Revenue Authority)	14,085	1,900	370	11,815	1,645	2,252	443	1,975	5,500	-	-	6,167
REVENUE AUTHORITY TOTAL	**14,085**	**1,900**	**370**	**11,815**	**1,645**	**2,252**	**443**	**1,975**	**5,500**	**-**	**-**	**6,167**
MONTGOMERY COUNTY PUBLIC SCHOOLS												
Countywide	3,133,098	1,547,062	195,185	1,136,516	203,125	179,908	130,645	131,645	199,912	291,281	254,335	23,156
Individual Schools	1,201,093	506,517	74,500	620,076	129,606	148,045	202,653	118,577	20,650	545	-	42,300
Miscellaneous Projects	(16,597)	-	-	(16,597)	1,525	7,002	(13,275)	(20,349)	-	8,500	-	(16,597)
MONTGOMERY COUNTY PUBLIC SCHOOLS TOTAL	**4,317,594**	**2,053,579**	**269,685**	**1,739,995**	**334,256**	**334,955**	**320,023**	**229,873**	**220,562**	**300,326**	**254,335**	**48,859**
MONTGOMERY COLLEGE												
Higher Education	1,220,447	638,940	58,186	410,579	33,331	74,697	73,647	96,334	98,241	34,329	112,742	184,941
MONTGOMERY COLLEGE TOTAL	**1,220,447**	**638,940**	**58,186**	**410,579**	**33,331**	**74,697**	**73,647**	**96,334**	**98,241**	**34,329**	**112,742**	**184,941**
M-NCPPC												
Acquisition	355,755	141,754	36,374	56,195	11,274	12,000	8,326	8,215	8,190	8,190	121,432	12,000
Development	627,534	215,466	114,325	256,977	58,598	44,439	40,869	39,425	37,206	36,440	40,766	35,388
M-NCPPC TOTAL	**983,289**	**357,220**	**150,699**	**313,172**	**69,872**	**56,439**	**49,195**	**47,640**	**45,396**	**44,630**	**162,198**	**47,388**

Total	Thru FY24	Rem FY24	6 Yr Total	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Beyond 6 Yrs	FY 26

Expenditure Summary by Category and Subcategory ($000s)

	Total	Thru FY24	Rem FY24	6 Yr Total	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Beyond 6 Yrs	FY 26 Approp.
												Approp.
15,185,499	7,123,391	1,083,022	5,851,707	1,035,965	1,068,691	1,167,816	999,979	826,990	752,266	1,127,379	586,361	

All Agency Funding Summary ($000s)

	Total	Thru FY24	Rem FY24	6 Yr Total	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Beyond 6 Yrs
Impact Tax	235,781	134,717	17,257	83,807	20,857	12,590	12,590	12,590	12,590	12,590	-
Intergovernmental	20,884	11,096	2,465	7,323	1,772	3,251	2,300	-	-	-	-
Investment Income	1,099	609	10	480	220	220	10	10	10	10	-
Land Sale	58,449	45,466	3,398	9,585	7,615	-	1,970	-	-	-	-
Land Sale (M-NCPPC Only)	513	513	-	-	-	-	-	-	-	-	-
Loan Repayment Proceeds	252,322	152,982	34,849	64,491	19,645	10,669	21,260	5,044	4,630	3,243	-
Local Area Transportation Impr Program (LATIP)	101,200	-	-	-	-	-	-	-	-	-	101,200
Long-Term Financing	166,264	83,479	7,798	74,987	14,256	1,661	39,070	8,000	6,000	6,000	-
M-NCPPC Bonds	122,894	57,703	17,664	45,789	7,935	7,915	7,612	7,561	7,466	7,300	1,738
Major Facilities Capital Projects Fund (College)	17,500	10,637	5,363	1,500	-	-	-	-	-	1,500	-
Op Lanes Maryland Transit Funding	169,679	-	-	169,679	-	28,091	54,617	69,116	17,855	-	-
PAYGO	252,924	252,924	-	-	-	-	-	-	-	-	-
POS-Stateside (M-NCPPC Only)	200	200	-	-	-	-	-	-	-	-	-
Program Open Space	252,200	59,475	28,896	52,130	5,600	10,173	9,357	9,000	9,000	9,000	111,699
Qualified Zone Academy Funds	4,142	3,939	203	-	-	-	-	-	-	-	-
Recordation Tax	949,172	539,345	2,616	407,211	56,283	61,992	67,616	70,826	73,889	76,605	-
Recordation Tax Premium (MCG)	330,952	162,803	1,322	166,827	23,058	25,397	27,701	29,016	30,271	31,384	-
Recordation Tax Premium (MCPS)	183,039	16,212	-	166,827	23,058	25,397	27,701	29,016	30,271	31,384	-
Revenue Authority	5,486	1,900	217	3,369	254	422	443	1,975	275	-	-
Revenue Bonds	106,804	14,463	7,290	65,051	14,637	26,026	19,488	4,900	-	-	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	12,005	13,575	-	-	-	-	-	-	-	-
School Facilities Payment	950	852	98	-	-	-	-	-	-	-	-
Schools Impact Tax	216,243	98,833	3,876	113,534	16,943	20,331	20,331	19,493	19,493	16,943	-
Short-Term Financing	343,238	211,460	16,873	114,616	21,070	7,713	38,381	15,828	1,489	30,135	289
Short-Term Lease Financing	3,817	3,122	695	-	-	-	-	-	-	-	-
State Aid	1,621,220	553,158	143,108	748,252	145,813	159,807	181,929	119,951	78,463	62,289	176,702
State Bonds (M-NCPPC Only)	1,025	775	250	-	-	-	-	-	-	-	-
State Bus Rapid Transit Fund	14,637	560	2,760	11,317	10,689	-	628	-	-	-	-
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 FY24	Rem FY24	6 Yr Total	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Beyond 6 Yrs
Impact Tax	235,781	134,717	17,257	83,807	20,857	12,590	12,590	12,590	12,590	12,590	-
Intergovernmental	20,884	11,096	2,465	7,323	1,772	3,251	2,300	-	-	-	-
Investment Income	1,099	609	10	480	220	220	10	10	10	10	-
Land Sale	58,449	45,466	3,398	9,585	7,615	-	1,970	-	-	-	-
Land Sale (M-NCPPC Only)	513	513	-	-	-	-	-	-	-	-	-
Loan Repayment Proceeds	252,322	152,982	34,849	64,491	19,645	10,669	21,260	5,044	4,630	3,243	-
Local Area Transportation Impr Program (LATIP)	101,200	-	-	-	-	-	-	-	-	-	101,200
Long-Term Financing	166,264	83,479	7,798	74,987	14,256	1,661	39,070	8,000	6,000	6,000	-
M-NCPPC Bonds	122,894	57,703	17,664	45,789	7,935	7,915	7,612	7,561	7,466	7,300	1,738
Major Facilities Capital Projects Fund (College)	17,500	10,637	5,363	1,500	-	-	-	-	-	1,500	-
Op Lanes Maryland Transit Funding	169,679	-	-	169,679	-	28,091	54,617	69,116	17,855	-	-
PAYGO	252,924	252,924	-	-	-	-	-	-	-	-	-
POS-Stateside (M-NCPPC Only)	200	200	-	-	-	-	-	-	-	-	-
Program Open Space	252,200	59,475	28,896	52,130	5,600	10,173	9,357	9,000	9,000	9,000	111,699
Qualified Zone Academy Funds	4,142	3,939	203	-	-	-	-	-	-	-	-
Recordation Tax	949,172	539,345	2,616	407,211	56,283	61,992	67,616	70,826	73,889	76,605	-
Recordation Tax Premium (MCG)	330,952	162,803	1,322	166,827	23,058	25,397	27,701	29,016	30,271	31,384	-
Recordation Tax Premium (MCPS)	183,039	16,212	-	166,827	23,058	25,397	27,701	29,016	30,271	31,384	-
Revenue Authority	5,486	1,900	217	3,369	254	422	443	1,975	275	-	-
Revenue Bonds	106,804	14,463	7,290	65,051	14,637	26,026	19,488	4,900	-	-	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	12,005	13,575	-	-	-	-	-	-	-	-
School Facilities Payment	950	852	98	-	-	-	-	-	-	-	-
Schools Impact Tax	216,243	98,833	3,876	113,534	16,943	20,331	20,331	19,493	19,493	16,943	-
Short-Term Financing	343,238	211,460	16,873	114,616	21,070	7,713	38,381	15,828	1,489	30,135	289
Short-Term Lease Financing	3,817	3,122	695	-	-	-	-	-	-	-	-
State Aid	1,621,220	553,158	143,108	748,252	145,813	159,807	181,929	119,951	78,463	62,289	176,702
State Bonds (M-NCPPC Only)	1,025	775	250	-	-	-	-	-	-	-	-
State Bus Rapid Transit Fund	14,637	560	2,760	11,317	10,689	-	628	-	-	-	-
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 FY24	Rem FY24	6 Yr Total	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Beyond 6 Yrs
Utility Incentives	8,518	6,243	890	1,385	1,385	-	-	-	-	-	-
Utility Merger Funds	14,545	7,146	7,196	203	203	-	-	-	-	-	-
Water Quality Protection Bonds	278,854	53,623	6,552	218,679	8,500	22,163	42,237	42,107	51,905	51,767	-
White Flint Special Tax District	160,774	64,122	2,554	-	-	-	-	-	-	-	94,098

Total	Thru FY24	Rem FY24	6 Yr Total	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Beyond 6 Yrs
15,185,499	7,123,391	1,083,022	5,851,707	1,035,965	1,068,691	1,167,816	999,979	826,990	752,266	1,127,379

Debt Service

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$472,836,355	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 FY26 Operating Budget for Debt Service is $472,836,355 a decrease of $7,251,355 or 1.51 percent from the FY25 approved budget of $480,087,710.

General Obligation Bonds

General Obligation (GO) 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, GO bonds are anticipated to fund approximately 29.9 percent of the County's capital expenditures (excluding WSSC Water) 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 GO 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 GO bonds and must specify the total GO 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, May 23, 2024, and February 4, 2025, the County Council confirmed the guidelines set on September 26, 2023.

Debt Service Program

The annual debt service obligation of all outstanding GO 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 FY26. 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 GO 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 GO 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.

FY25 Estimated Debt Service

The FY25 estimated general obligation debt service, lease, and other long-term debt expenditure requirements for tax-supported funds total $430.3 million which is lower than the budget of $452.3 million primarily due to deferrals of some lease and long-term debt financings, in addition to the Series 2024 general obligation bond refunding savings.

FY26 Recommended Debt Service Budget

The FY26 Debt Service budget is predicated on a base of existing debt service requirements from past bond issues plus the following:

• An FY26 issue of $280 million at an interest cost of 5.0 percent for 20 years with even principal payments and annual debt issuance to continue through FY31.

• Interest expense based on an anticipated average BANs commercial paper balance of $200 million during FY26.

• 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 FY26 Debt Service requirement for tax-supported funds of $438.6

million, which is a 3.0 percent decrease from the FY25 budget of $452.3 million. The General Fund appropriation requirement is $382.8million, or 2.5 percent less than the budgeted FY25 amount of $392.5 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 2025(FY26) issue. Projected interest rates for bond issues for FY26 through FY31 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 $438.6 million in FY26 to $479 million by FY31 with the General Fund revenue requirement growing from $382.8 million in FY26 to $408.9 million by FY31.

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 GO 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 GO bond-funded portion of the Recommended Amended 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 Amended FY25-30 Capital Improvements Program meets that requirement. The General Obligation Bond Adjustment chart reflecting the County Executive's January 15, 2025, proposals for the Recommended Amended FY25-30 CIP is included at the end of this section.

Debt Limit

The County's outstanding general obligation debt totals $ 3,250,750,000 as of June 30, 2024. 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, 2024, is $13,743,394,000 based upon the assessed valuation $218,330,244,800 for all real property and $4,290,526,000, for personal property. The County's outstanding general obligation debt of $3,250,750,000, plus outstanding short-term commercial paper of $250,000,000 is 1.57 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 2024. 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 FY26 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.

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 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 in FY25. Interest income of $2.7 million that was earned on unspent bond proceeds from the first tranche has been included as a non-GO Bond funding source.

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, Community Use of Public Facilities, 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, WSSC Water, 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

The County has two active special taxing districts: West Germantown and White Flint. West Germantown was created in accordance with Chapter 14 of the Montgomery County Code, the Montgomery County Development District Act enacted in 1994. The White Flint Taxing District was created in accordance with Chapter 68C of the Montgomery County Code, which was enacted in 2010. The creation of these 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 with high priority for new development or redevelopment.

Pursuant to Chapter 14 and 68C, special taxes or special assessments may be levied to fund the costs of bonds or other obligations issued on behalf of the respective districts. Any bond issued under Chapter 14 and 68C is not an indebtedness of the County within the meaning of Section 312 of the Charter. Additionally, any bond issued must not pledge the full faith and credit of the County and must state that the full faith and credit is not pledged to pay its principal, interest, or premium, if any. Any bonds issued are not considered liabilities of the County and are not reported in the County's financial statements. However, unlike the West Germantown development district, the County may issue financing or provide funding for certain infrastructure projects within the White Flint

Taxing District that are not derived under the authority of 68C.

In April 2002, the County issued two series of special obligation bonds for the West Germantown Development District. The County issued $11.6 million of Senior Series 2002A bonds and $4.3 million of Junior Series 2002B bonds to finance the construction of infrastructure in the development district. Special taxes and assessments were levied beginning in FY03 to repay this debt. On August 13, 2014, the County issued $12,025,000 of Special Obligation Refunding Bonds (Senior Series 2014) to refund West Germantown Development District Series 2002A, 2004A and 2004B bonds. The outstanding principal balance as of June 30, 2024, was $5.145 million.

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 FY24	Budget FY25	Estimate FY25	Recommended FY26	%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 GO Bonds	404,261,965	422,316,560	403,983,219	408,290,190	-3.3 %
Debt Service Other	24,959,375	30,030,540	26,325,640	30,286,475	0.9 %
Debt Service Expenditures	**429,221,340**	**452,347,100**	**430,308,859**	**438,576,665**	**-3.0 %**
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	1,712,185	0	0	0	—
Federal Grants	212,255	202,900	202,900	189,940	-6.4 %
Debt Service Revenues	**1,924,440**	**202,900**	**202,900**	**189,940**	**-6.4 %**
DEBT SERVICE - NON-TAX SUPPORTED					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Debt Service - Non-Tax Supported Personnel Costs	**0**	**0**	**0**	**0**	**—**
Debt Service Other	24,153,283	27,740,620	25,290,620	34,259,690	23.5 %
Debt Service - Non-Tax Supported Expenditures	**24,153,283**	**27,740,620**	**25,290,620**	**34,259,690**	**23.5 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%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					
Debt Service - Non-Tax Supported Revenues	**0**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

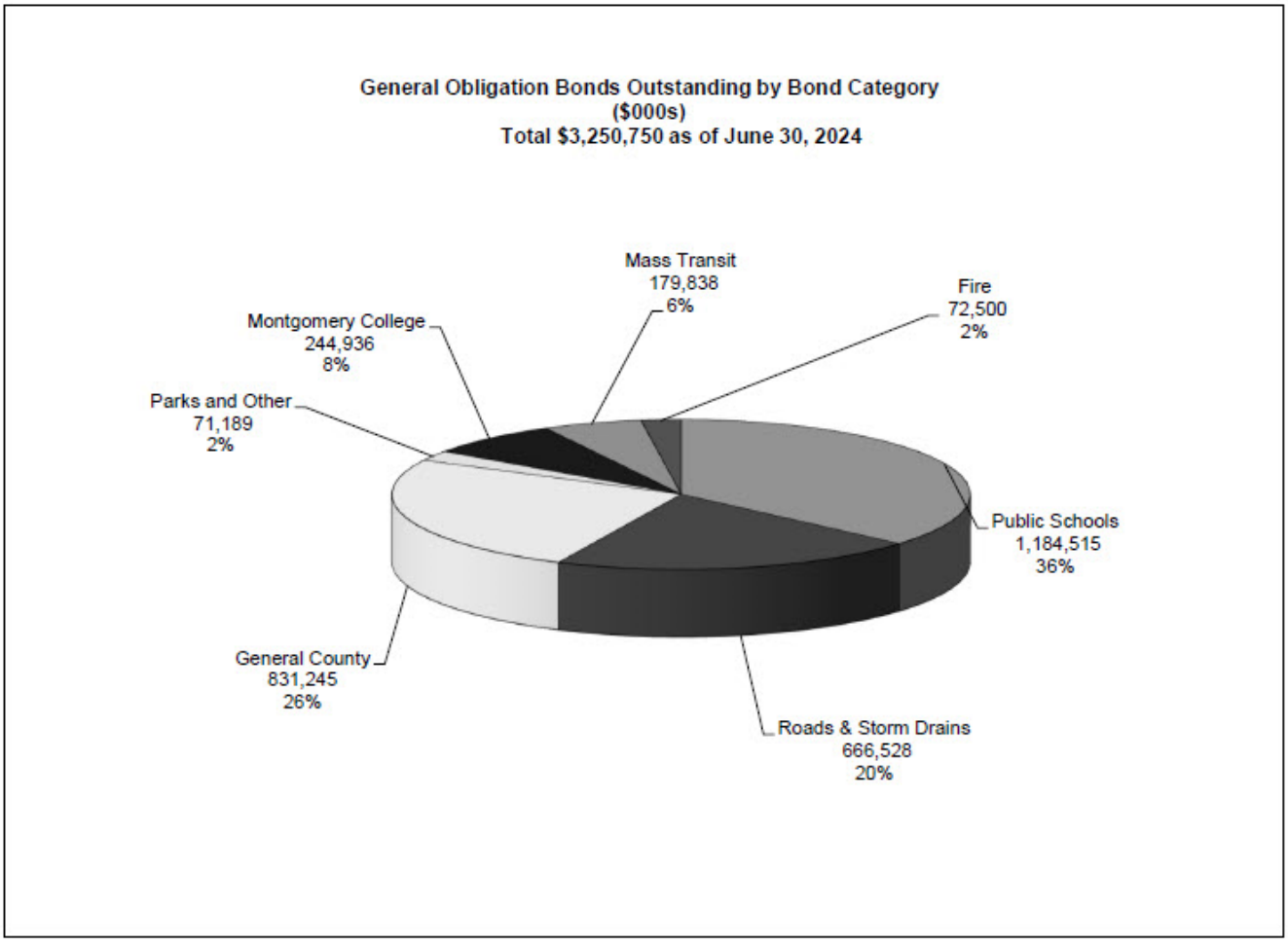
Total Expenditures	**453,374,623**	**480,087,720**	**455,599,479**	**472,836,355**	**-1.5 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**0.00**	**0.00**	**0.00**	**0.00**	**—**
Total Revenues	**1,924,440**	**202,900**	**202,900**	**189,940**	**-6.4 %**

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

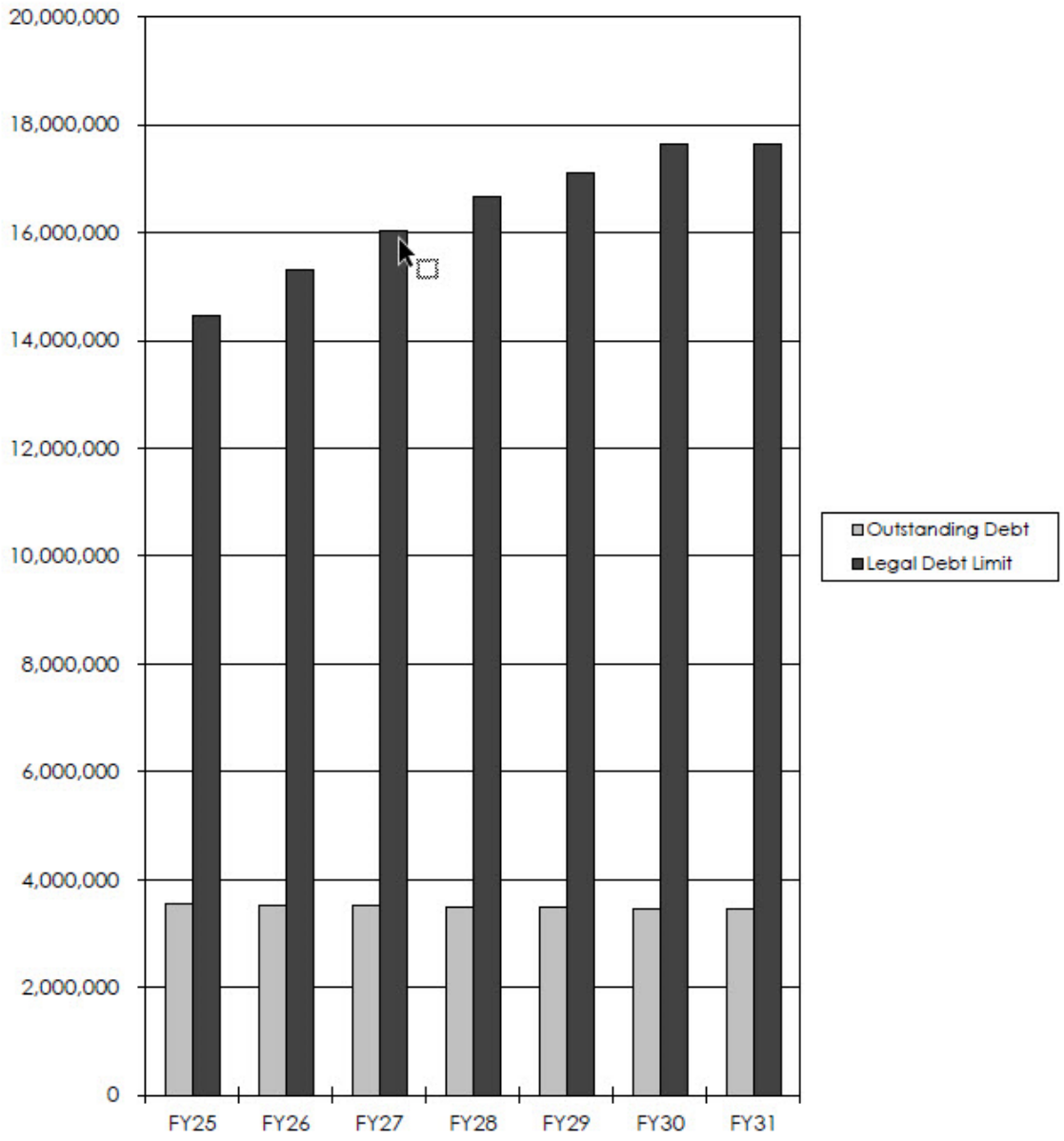
	Actual FY23	Actual FY24	Approved FY25	Estimate FY25	Recommended FY26	% Chg App/App	App % GO Bonds
GO BOND DEBT SERVICE EXPENDITURES							
General County	74,781,378	82,200,133	85,865,870	82,351,580	86,609,600		21.6%
Roads & Storm Drains	81,662,071	83,774,512	85,471,000	81,707,982	80,654,120		20.1%
Public Housing	50,055	46,640	18,070	18,074	33,540		0.0%
Parks	9,549,541	10,074,158	9,589,090	9,454,482	9,225,190		2.3%
Public Schools	156,353,376	149,416,584	158,632,080	154,179,437	154,369,080		38.5%
Montgomery College	28,834,000	29,860,869	30,188,060	29,112,727	29,203,790		7.3%
Bond Anticipation Notes/Commercial Paper	2,017,874	4,198,250	7,640,000	5,400,000	5,000,000		1.2%
Bond Anticipation Notes/Liquidity & Remarketing	2,391,338	1,610,666	2,118,000	2,000,000	2,000,000		0.5%
Cost of Issuance	746,732	717,563	840,000	550,000	750,000		0.2%
Line(s) of Credit	-	-	-	-	-		
Total General Fund	356,386,365	361,899,375	380,362,170	364,774,282	367,845,320	-3.3%	89.9%
Fire Tax District Fund	8,186,303	9,216,826	9,099,340	8,548,401	8,400,060		2.1%
Mass Transit Fund	22,016,635	22,275,818	21,945,870	21,019,267	21,563,940		5.4%
Recreation Fund	10,551,998	10,869,946	10,909,180	9,641,269	10,480,870		2.6%
Total Tax Supported Other Funds	40,754,936	42,362,590	41,954,390	39,208,937	40,444,870	-3.6%	10.1%
TOTAL TAX SUPPORTED	397,141,301	404,261,965	422,316,560	403,983,219	408,290,190	-3.3%	100.0%
TOTAL GO BOND DEBT SERVICE EXPENDITURES	397,141,301	404,261,965	422,316,560	403,983,219	408,290,190	-3.3%	100.0%
LONG-TERM LEASE EXPENDITURES							
Revenue Authority - Conference Center	991,538	-	-		-		
Revenue Authority - Crossvines Project	860,113	859,677	859,200	859,200	862,000		
Fire and Rescue Equipment	35,996	1,092,835	2,098,900	1,797,200	3,113,100		
TOTAL LONG-TERM LEASE EXPENDITURES	1,887,647	1,952,512	2,958,100	2,656,400	3,975,100	34.4%	
SHORT-TERM LEASE EXPENDITURES							
Technology Modernization Project	3,646,948	1,823,474	-		-		
Digital Evidence Data Storage	247,627	247,627	247,800	247,800	93,800		
Ride On Buses	712,394	712,394	919,200	712,400	918,570		
Public Safety System Modernization	26,691	26,691	468,100	26,700	337,900		
Transit System Radios	-	-	626,900	479,600	479,600		
Police Body Armor	-	241,426	241,500	241,500	241,500		
Intelligent Transit System	-	-	2,045,100		2,123,800		
Fire Defibrillators	-	158,454	283,800	282,200	282,200		
Radio Lifecycle Replacement	-	2,204,483	5,413,600	5,344,300	8,543,900		
Business Continuity Plan			491,700		489,600		
TOTAL SHORT-TERM LEASE EXPENDITURES	4,633,660	5,414,549	10,737,700	7,334,500	13,510,870	25.8%	
OTHER LONG-TERM DEBT							
Silver Spring Music Venue	215,700	214,819	293,200	293,200	293,210		
Incubators	4,244,498	-	-		-		
Rockville Core - **Tax Supported**	1,506,838	1,508,338	1,507,900	1,507,900	1,505,400		
Energy Performance Leases QECBs	646,702	687,095	695,550	695,550	681,020		
Energy Performance Leases Other	1,715,984	1,747,211	1,782,290	1,782,290	1,818,100		
Wheaton Redevelopment	2,146,048	2,145,820	2,354,800	2,354,800	2,358,300		
MHI-HUD Loan - **Non-Tax supported**	101,736	-	-		-		
Water Quality Protection Charge Bonds - **Non-Tax supported**	8,543,872	8,897,783	9,446,100	9,446,100	9,921,900		
MHI - Property Acquisition and Preservation Fund - **Non-Tax supported**	12,188,646	12,184,526	13,175,020	12,075,020	17,265,690		
MHI Production Fund - HOC - **Non-Tax supported**	3,073,122	3,070,974	5,119,500	3,769,500	7,072,100		
COP - Wheaton Redevelopment - Non-Tax supported	212,246	212,224	-		-		
COPs - Fire SCBA and Apparatus	5,085,685	5,094,032	4,388,650	4,388,650	2,401,500		
COPs - Fleet Equipment	328,395	328,450	327,300	327,300	325,650		
COPs - Buses	6,022,550	5,317,375	4,640,300	4,640,300	3,343,825		
COPs - Fuel Management	187,400	185,800	189,000	189,000	-		
COPs - PSSM	2,495,580	-	-		-		
COPs - Corrections	151,350	151,150	155,750	155,750	73,500		
TOTAL OTHER LONG-TERM DEBT	48,866,352	41,745,597	44,075,360	41,625,360	47,060,195	6.8%	
DEBT SERVICE EXPENDITURES							
Tax Supported	**431,482,460**	**429,009,116**	**452,347,100**	**430,308,859**	**438,576,665**	**-3.0%**	
Non-Tax Supported - Other Long-term Debt	**21,046,500**	**24,365,507**	**27,740,620**	**25,290,620**	**34,259,690**	**23.5%**	
TOTAL DEBT SERVICE EXPENDITURES	**452,528,960**	**453,374,623**	**480,087,720**	**455,599,479**	**472,836,355**	**-1.5%**	
GO BOND DEBT SERVICE FUNDING SOURCES							
General Funds	352,828,020	360,042,944	380,362,170	364,774,282	367,845,320		
Premium on General Obligation Bonds	3,511,431	1,712,185	-		-		
Total General Fund Sources	356,339,451	361,755,129	380,362,170	364,774,282	367,845,320		
Fire Tax District Funds	8,233,217	9,314,432	9,099,340	8,548,401	8,400,060		
Mass Transit Fund	22,016,635	22,275,818	21,945,870	21,019,267	21,563,940		
Recreation Fund	10,551,998	10,869,946	10,909,180	9,641,269	10,480,870		
Total Other Funding Sources	40,801,850	42,506,836	41,954,390	39,208,937	40,444,870		
TOTAL GO BOND FUNDING SOURCES	397,141,301	404,261,965	422,316,560	403,983,219	408,290,190		
NON GO BOND FUNDING SOURCES							
General Funds	16,848,838	9,711,960	12,165,622	11,163,222	14,962,237		
MHI Fund - HUD Loan	101,736	-	-		-		
Water Quality Protection Fund	9,487,190	9,841,001	9,446,100	9,446,100	9,921,900		
MHI - Property Acquisition Fund	15,261,768	15,255,500	18,294,520	13,133,295	24,337,790		
MHI Fund - Interest Income		-		2,711,225			
Wheaton Redevelopment Contributions	1,202,730	1,202,602	2,142,868	2,142,868	2,146,053		
Motor Pool Fund	515,795	514,250	516,300	516,300	325,650		
Mass Transit Fund	6,734,944	6,029,769	8,231,500	5,832,300	6,865,795		
Fire Tax District Fund	5,121,681	6,345,321	6,771,350	6,468,050	5,796,800		
Federal Subsidy - QECBs	112,977	212,255	202,900	202,900	189,940		
TOTAL NON GO BOND FUNDING SOURCES	55,387,659	49,112,658	57,771,160	51,616,260	64,546,165		
TOTAL FUNDING SOURCES	**452,528,960**	**453,374,623**	**480,087,720**	**455,599,479**	**472,836,355**		
TOTAL GENERAL OBLIGATION BOND SALES							
Actual and Estimated Bond Sales	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		

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

	Recommended FY26	Projected FY27	Projected FY28	Projected FY29	Projected FY30	Projected FY31
GO BOND DEBT SERVICE EXPENDITURES						
General County	86,609,600	94,071,530	96,927,740	102,331,480	102,449,200	104,296,710
Roads & Storm Drains	80,654,120	86,416,170	84,664,010	87,169,270	87,613,570	89,120,220
Public Housing	33,540	22,890	51,980	47,240	45,480	43,840
Parks	9,225,190	10,545,660	11,320,170	12,559,550	13,627,920	14,593,860
Public Schools	154,369,080	158,110,440	153,992,240	149,421,280	145,661,870	143,572,770
Montgomery College	29,203,790	30,840,000	33,575,460	37,575,990	40,043,500	39,262,250
Bond Anticipation Notes/Commercial Paper	5,000,000	5,200,000	5,600,000	5,800,000	5,800,000	5,900,000
Bond Anticipation Notes/Liquidity & Remarketing	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Cost of Issuance	750,000	780,000	790,000	810,000	830,000	850,000
Total General Fund	367,845,320	387,986,690	388,921,600	397,714,810	398,071,540	399,639,650
Fire Tax District Fund	8,400,060	8,716,050	10,370,290	12,380,900	12,762,700	12,508,330
Mass Transit Fund	21,563,940	22,044,870	22,275,070	21,542,740	20,841,240	18,192,790
Recreation Fund	10,480,870	12,580,910	12,803,920	14,914,010	17,192,760	18,903,140
Total Tax Supported Other Funds	40,444,870	43,341,830	45,449,280	48,837,650	50,796,700	49,604,260
TOTAL TAX SUPPORTED	408,290,190	431,328,520	434,370,880	446,552,460	448,868,240	449,243,910
TOTAL GO BOND DEBT SERVICE EXPENDITURES	408,290,190	431,328,520	434,370,880	446,552,460	448,868,240	449,243,910
LONG-TERM LEASE EXPENDITURES						
Fire and Rescue Equipment	3,113,100	4,285,600	4,416,600	4,559,300	4,737,000	4,737,000
Revenue Authority - Crossvines Project	862,000	858,800	859,400	858,800	861,800	858,400
TOTAL LONG-TERM LEASE EXPENDITURES	3,975,100	5,144,400	5,276,000	5,418,100	5,598,800	5,595,400
SHORT-TERM LEASE EXPENDITURES / FINANCING						
Digital Evidence Data Storage	93,800	-	-	-	-	-
Ride On Buses	918,570	1,124,800	4,400,100	5,519,000	5,519,000	8,654,600
Intelligent Transit System	2,123,800	2,123,800	2,123,800	2,123,800	2,123,800	2,123,800
Public Safety System Modernization	337,900	474,500	447,800	447,800	447,800	136,700
Transit System Radios	479,600	479,600	479,600	479,600	-	-
Fire Defibrillators	282,200	282,200	282,200	123,700	-	-
Police Body Armor	241,500	241,500	241,500	-	-	-
Radio Lifecycle Replacement	8,543,900	9,338,100	10,237,000	8,838,000	5,698,200	3,732,800
Business Continuity Plan	489,600	489,600	489,600	489,600	489,600	-
TOTAL SHORT-TERM LEASE EXPENDITURES	13,510,870	14,554,100	18,701,600	18,021,500	14,278,400	14,647,900
OTHER LONG-TERM DEBT						
Silver Spring Music Venue	293,210	292,700	293,300	293,400	293,100	293,100
Rockville Core	1,505,400	1,505,750	1,508,750	1,509,250	1,509,250	1,507,600
Energy Performance Leases QECBs	681,020	680,220	679,320	678,220	801,300	913,100
Energy Performance Leases Other	1,818,100	1,832,950	1,879,280	1,911,915	1,805,200	1,721,000
Wheaton Redevelopment	2,358,300	2,358,300	2,354,800	2,357,600	2,356,300	2,356,000
Water Quality Protection Charge Bonds - **Non-Tax supported**	9,921,900	11,897,300	14,841,900	18,849,400	21,318,300	26,478,200
MHI - Property Acquisition and Preservation Fund - **Non-Tax supported**	17,265,690	23,730,100	24,799,500	26,459,100	27,660,000	27,070,000
MHI Production Fund - HOC - **Non-Tax supported**	7,072,100	7,070,300	7,068,800	7,072,900	7,072,300	7,068,900
COPs - Fire SCBA and Apparatus	2,401,500	2,399,600	2,398,050	2,396,650	2,400,125	2,398,125
COPs - Fleet Equipment	325,650	328,375	325,475	326,950	327,675	322,775
COPs - Buses	3,343,825	3,092,000	2,859,750	-	-	-
COPs - Corrections	73,500	-	-	-	-	-
TOTAL OTHER LONG-TERM DEBT	47,060,195	55,187,595	59,008,925	61,855,385	65,543,550	70,128,800
DEBT SERVICE EXPENDITURES						
Tax Supported	**438,576,665**	**463,516,915**	**470,647,205**	**479,466,045**	**478,238,390**	**478,998,910**
Non-Tax Supported - Other Long-term Debt	**34,259,690**	**42,697,700**	**46,710,200**	**52,381,400**	**56,050,600**	**60,617,100**
TOTAL DEBT SERVICE EXPENDITURES	**472,836,355**	**506,214,615**	**517,357,405**	**531,847,445**	**534,288,990**	**539,616,010**
GO BOND DEBT SERVICE FUNDING SOURCES						
General Funds	367,845,320	387,986,690	388,921,600	397,714,810	398,071,540	399,639,650
Premium on General Obligation Bonds	0	-	-	-	-	-
Total General Fund Sources	367,845,320	387,986,690	388,921,600	397,714,810	398,071,540	399,639,650
Fire Tax District Fund	8,400,060	8,716,050	10,370,290	12,380,900	12,762,700	12,508,330
Mass Transit Fund	21,563,940	22,044,870	22,275,070	21,542,740	20,841,240	18,192,790
Recreation Fund	10,480,870	12,580,910	12,803,920	14,914,010	17,192,760	18,903,140
Total Other Funding Sources	40,444,870	43,341,830	45,449,280	48,837,650	50,796,700	49,604,260
TOTAL GO BOND FUNDING SOURCES	408,290,190	431,328,520	434,370,880	446,552,460	448,868,240	449,243,910
NON GO BOND FUNDING SOURCES						
General Funds	14,962,237	15,749,977	16,685,622	15,091,639	11,986,947	9,263,470
Water Quality Protection Fund	9,921,900	11,897,300	14,841,900	18,849,400	21,318,300	26,478,200
MHI - Property Acquisition Fund	24,337,790	30,800,400	31,868,300	33,532,000	34,732,300	34,138,900
Wheaton Redevelopment Contributions	2,146,053	2,146,053	2,142,868	2,145,416	2,144,233	2,143,960
Motor Pool Fund	325,650	328,375	325,475	326,950	327,675	322,775
Mass Transit Fund	6,865,795	6,820,200	9,863,250	8,122,400	7,642,800	10,778,400
Fire Tax District Fund	5,796,800	6,967,400	7,096,850	7,079,650	7,137,125	7,135,125
Federal Subsidy - QECBs	189,940	176,390	162,260	147,530	131,370	111,270
TOTAL NON GO BOND FUNDING SOURCES	64,546,165	74,886,095	82,986,525	85,294,985	85,420,750	90,372,100
TOTAL FUNDING SOURCES	**472,836,355**	**506,214,615**	**517,357,405**	**531,847,445**	**534,288,990**	**539,616,010**
TOTAL GENERAL OBLIGATION BOND SALES						
Estimated Bond Sales	280,000,000	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 $3,250,750 as of June 30, 2024
Mass Transit
179,838
6%
Fire
72,500
2%
Montgomery College
244,936
8%
Parks and Other
71,189
2%
Public Schools
1,184,515
36%
General County
831,245
26%
Roads & Storm Drains
666,528
20%

Outstanding Debt and Legal Debt Limit ($000s)



Projected Debt Obligations
Schedule of Principal & Interest
FY26 Recommended Budget

FUND	Principal	Interest	Total
Debt Service Fund	317,182,028	155,654,327	472,836,355
Liquor Control (Section 65)	6,832,000	1,834,390	8,666,390
Bethesda Parking Lot District (Section 46)	2,030,000	271,600	2,301,600
Total	**326,044,028**	**157,760,317**	**483,804,345**

GENERAL OBLIGATION BOND ADJUSTMENT CHART

FY25-30 Amended Capital Improvements Program

COUNTY EXECUTIVE RECOMMENDED

January 15, 2025

($ millions)	6 YEARS	FY25	FY26	FY27	FY28	FY29	FY30
BONDS PLANNED FOR ISSUE	1,680.000	280.000	280.000	280.000	280.000	280.000	280.000
Plus PAYGO Funded	171.200	28.000	29.200	29.000	29.000	28.000	28.000
Adjust for Future Inflation *	**(68.668)**	**-**	**-**	**(7.150)**	**(13.988)**	**(20.560)**	**(26.970)**
SUBTOTAL FUNDS AVAILABLE FOR DEBT ELIGIBLE PROJECTS (after adjustments)	1,782.532	308.000	309.200	301.850	295.012	287.440	281.030
Less Set Aside: Future Projects	**168.360**	**9.837**	**29.084**	**25.834**	**26.740**	**37.470**	**39.395**
	9.44%						
TOTAL FUNDS AVAILABLE FOR PROGRAMMING	1,614.172	298.163	280.116	276.016	268.272	249.970	241.635
MCPS	(455.515)	(119.894)	(114.168)	(71.589)	(29.612)	(29.950)	(90.302)
MONTGOMERY COLLEGE	(175.686)	(13.666)	(26.707)	(29.201)	(45.752)	(46.627)	(13.733)
M-NCPPC PARKS	(91.362)	(15.133)	(16.610)	(14.530)	(15.729)	(14.980)	(14.380)
TRANSPORTATION	(406.938)	(76.028)	(103.751)	(52.835)	(66.824)	(62.061)	(45.439)
MCG - OTHER	(588.739)	(75.128)	(121.262)	(107.861)	(110.355)	(96.352)	(77.781)
Programming Adjustment - Unspent Prior Years	104.068	1.686	102.382				
SUBTOTAL PROGRAMMED EXPENDITURES	(1,614.172)	(298.163)	(280.116)	(276.016)	(268.272)	(249.970)	(241.635)
AVAILABLE OR (GAP) TO BE SOLVED	-	-	-	-	-	-	-
NOTES:							
* Adjustments Include:							
Inflation =		2.19%	2.49%	2.37%	2.32%	2.30%	2.28%

DEBT CAPACITY ANALYSIS

FY25-30 AMENDED CAPITAL IMPROVEMENTS PROGRAM

January 15, 2025

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	1.62%	1.50%	1.43%	1.38%	1.34%	1.31%	1.26%
3 Debt Service + LTL + Short-Term Leases/Revenues (GF)	**11.12%**	**10.73%**	**10.75%**	**10.63%**	**10.54%**	**10.51%**	**10.21%**
4 $ Debt/Capita	3,197	3,300	3,248	3,197	3,146	3,103	3,059
5 $ Real Debt/Capita (FY24=100%)	3,197	3,229	3,101	2,982	2,868	2,764	2,665
6 Capita Debt/Capita Income	3.20%	3.27%	3.00%	2.86%	2.74%	2.62%	2.52%
7 Payout Ratio	73.58%	74.36%	74.73%	75.04%	75.26%	75.31%	75.28%
8 Total Debt Outstanding ($000s)	3,486,750	3,515,910	3,488,060	3,455,665	3,422,300	3,396,225	3,369,820
9 Real Debt Outstanding (FY24=100%)	3,486,750	3,440,494	3,330,180	3,222,912	3,119,482	3,026,055	2,935,568
10 Note: OP/PSP Growth Assumption (2)	5.3%	5.8%	2.8%	2.7%	2.4%	2.2%	2.8%

Notes:

(1) This analysis is used to determine the capacity of Montgomery County to pay debt service on long-term GO Bond debt, long-term leases, and substantial short-term financing.

(2) OP/PSP Growth Assumption equals change in revenues from FY24 approved budget to FY25 budget for FY25 and budget to budget for FY26-30.

Workforce/Compensation

SUMMARY OF FY26 RECOMMENDATIONS

A. SUMMARY OF AGENCY REQUESTS

Montgomery County Public Schools (MCPS): The MCPS workforce for FY26, as recommended by the Board of Education (BOE), is 25,387.3207 FTEs, or 939.6972 FTEs greater than the Board of Education adopted FY25 workforce of 24,447.6235 FTEs. In September 2024, MCPS began 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). At this time, tentative agreements regarding compensation and benefits have been reached with the associations to be effective July 1,2025. The Board's requested budget includes $186.2 million in funds to support the tentative agreements. For more information on compensation and workforce changes, please see the Board of Education's FY26 Operating Budget Tentatively Adopted.

Montgomery College (MC): The College and its Board of Trustees adopted a fiscally conservative maintenance-of-effort budget that provides wage increases for the College's dedicated faculty and staff. The FY26 Current Fund increase in personnel costs is roughly $9.2 million. Negotiations with the bargaining units are nearly complete. For more information on compensation and workforce changes, please consult the Adopted FY26 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 FY26, as recommended by the Montgomery County Planning Board, is an increase of 19.08 FTEs. The Commission's requested budget includes an increase in personnel costs of $8.3 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 FY26 Proposed Annual Budget.

Montgomery County Government (MCG): When looking at headcount, the net impact on the County government workforce for FY26, as recommended by the Executive, is an increase of 156 positions. This increase consists of 122 tax supported positions and an increase of 34 non-tax supported positions.

The recommended budget contains an increase in total personnel costs of $123.2 million, or 8.1 percent. The increase in FY26 related only to FY26 compensation and benefits adjustments totaled $94.9 million, or 6.3 percent. The primary factors in these changes are:

Factor	Millions
General Wage Adjustment (GWA)	**$36.5**
Increase in required retirement contribution	**$24.5**
Increase in group insurance	**$20.7**
Service increments and longevity	**$9.4**
Annualization of FY25 Compensation Adjustments	**$22.1**

Other FY26 Compensation Adjustments	**$3.9**
New positions in FY26	**$10.8**
Position eliminations in FY26	**-$1.8**
Other changes in personnel costs, including turnover savings and annualization of positions	**-$2.8**

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 FY26: 4.85 percent effective the first full pay period after July 1, 2025, for all employees in the Police bargaining unit and Police Leadership Service (PLS); 3.25 percent effective the first full pay period after July 1, 2025, for all employees in the Fire and Rescue bargaining unit and Fire and Rescue uniformed management; 3 percent effective the first full pay period after July 1, 2025 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).

FY26 salary schedules can be found on the County's website at:
http://www.montgomerycountymd.gov/HR/compensation/Compensation.html.

(Note: FY26 salary schedules will be available after Council approval of the FY26 budget)

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

Longevity Increments: The Executive recommends longevity increments in FY26 for all eligible employees.

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 2025 and projected changes for 2026. 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 $17,982 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 FY26 and FY31. 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 as of the FY end 2023 GASB 74 Report - approximately 23.1 percent of the total FY26 budget for all agencies.

Proposed FY26 Consolidated Retiree Health Benefits Trust Contributions

Montgomery County Government (MCG)	**FY26**
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**

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 $72.5 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

Consolidated Trust: Montgomery County Public Schools	**$57,970,328**
Consolidated Trust: Montgomery College	**$0**
Park and Planning Commission Trust Fund*	**$2,933,414**
Total Contributions/Assets Held in Trust	**$60,903,742**

* MNCPPC's contribution from tax supported funds is $2,803,978.

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 December 2023, the County Council passed Resolution No. 20-337, establishing an updated OPEB funding policy. In FY25, in accordance with this funding policy, $8.9 million has been utilized to pay for a portion of the County's retiree health insurance claims. The prefunding contributions were budgeted at $59.1 million for the MCPS Consolidated Trust. No prefunding amount was required for Montgomery County Government or the MC Consolidated Trust.

The actuarial valuation used for the FY26 budget resulted in an ADC that was $13.5 million less than the pay-as-you-go amount, and the FY26 budget assumes the utilization of this $13.5 million for payment of a portion of the County's retiree health insurance claims. A detailed breakdown of FY26 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 FY26.

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 6,972 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, 2024, there were 6,972 retirees and survivors and 6,681 active members, including 3,260 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 160 and the number of public safety employees increased by 293, for a combined total active enrollment of 3,421 in FY25. GRIP membership increased by 319 employees to 3,260 in FY25. The RSP saw an increase of 96 active employees enrolled, for a total FY25 enrollment of 3,321. 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.

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, 2024, and expires on June 30, 2026. The agreement's salient economic terms include:

- General Wage Adjustment. A 3.25 percent GWA will be paid in July 2025.
- Service Increments. A service increment of 3.5 percent will be paid in FY26 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 2025.

MCGEO Bargaining Unit: The current agreement became effective July 1, 2023, and expires on June 30, 2026. The agreement's salient economic terms for FY26 include:

- General Wage Adjustment. A 3 percent GWA will be paid in July.
- Service Increments. A service increment of 3.5 percent will be paid in FY26 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 2025.

Police Bargaining Unit: The current agreement became effective July 1, 2023, and expires on June 30, 2025. The negotiated agreement becomes effective July 1, 2025, and expires on June 30, 2027. The agreement's salient economic terms for FY26 include:

- General Wage Adjustment. A 4.85 percent GWA will be paid in July 2025.
- Service Increments. A service increment of 3.5 percent will be paid in FY26 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 2025.
- Canine Officer Pay. Increases shift differential for Canine Officers from .5 hours per day to 1 hour.
- FTO Pay. Increases Field Training Officer differential from $6 to $8 per hour.
- Personal Patrol Vehicle (PPV) Border Expansion. Expands the PPV take-home vehicle program from 10 miles of the County's border to 20 miles.
- Appendix I. Adds and removes items from the equipment list.

Volunteer Fire and Rescue Bargaining Unit: The current agreement became effective on July 1, 2023, and expires on June 30, 2026. MCG is in negotiations with MCVFRA on certain reopener provisions. The potential impact on the FY26 budget is unknown at this time.

- Nominal Fee. A nominal fee increase will be paid in FY26. The nominal fee for eligible volunteers increases in July 2025 to $650 and to $1,400, depending on level of service.
- Association Funding. Funding for the Association will increase to $24,564 on July 1, 2025.
- Length of Service Award Program (LOSAP). An increase in LOSAP of 4 percent will be made for certain active members, on July 1, 2025. MCG is in negotiations with MCVFRA and the potential impact on the FY26 budget is unknown at this time

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 FY26 Operating Budget for Montgomery County Government.

Overall changes are calculated in comparison to the Approved Personnel Complement for FY25, which began on July 1, 2024. 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 FY26 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 10,527 full-time positions, a net increase of 165 from the approved FY25 Personnel Complement of 10,362 full-time positions. Funding for 899 part-time positions is also included, a net decrease of 9 positions from the approved FY25 Personnel Complement of 908 positions. The net impact on FTEs is an increase of 154.91 to 11,295.57.

MONTGOMERY COUNTY GOVERNMENT WORKFORCE CHANGE SUMMARY
COUNTY EXECUTIVE RECOMMENDED: FY26

	POSITIONS		FULL-TIME EQUIVALENTS		
	Full Time	Part Time	Tax Supported	Non-Tax Supp.	TOTAL
FY25 APPROVED COMPLEMENT	10,362	908	9,224.3	1,916.4	11,140.7
FY26 RECOMMENDED COMPLEMENT	10,527	899	9,329.4	1,966.2	11,295.6
CHANGE IN WORKFORCE (GROSS)	165	(9)	105.1	49.8	154.9
Percentage Change	1.6%	(1.0%)	1.1%	2.6%	1.4%

Detailed below are the significant net changes in the number of positions in the FY26 Recommended Operating Budget.

Workforce Changes	Position Change
Health and Human Services - Change is related to staff added to support the Lighthouse Initiative, Blueprint for Maryland's Future, abuse intervention services, dental program staff, school health nurse managers, annualization of infrastructure positions from Supplemental Appropriation #25-35, term positions for the Consolidated Local Implementation Grant, and miscellaneous technical adjustments.	55
Police - Change is due to the Drone as a First Responder Program, adding Security Officers at Progress Place, the Real-Time Program, and technical adjustments related to the tracking of Cadets.	54
Transportation - Change is due to expanding Flash BRT Service to Howard County. These positions will be added in mid-FY26, assuming the new service remains on schedule to begin in spring of 2026. Two positions related to Ride On fare collection were abolished as they are no longer needed, and one position was eliminated in FY25 due to consolidation of duties.	14
Fire and Rescue Services - Change is due to adding firefighter positions, and additional support for the Community Action Coordinator and the High School Cadet program.	13

MONTGOMERY COUNTY GOVERNMENT - MEDICAL PLAN ENROLLMENT, ACTIVE EMPLOYEES

	2024					2025					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	1,418	1,033	1,864	4,315	47.4%	1,582	1,136	1,950	4,668	49%	164	103	86	353	1.6%
Carefirst POS Std	625	262	482	1,369	15.0%	684	289	483	1,456	15%	59	27	1	87	0.0%
Kaiser	769	394	536	1,699	18.7%	836	384	536	1,756	18%	67	(10)	-	57	-0.7%
United Healthcare	646	378	699	1,723	18.9%	670	389	664	1,723	18%	24	11	(35)	-	-0.9%
Grand Total				9,106					9,603					497	

RETIREMENT FUNDS: ENROLLMENT & COUNTY CONTRIBUTION RATES

Employee Retirement System Plans	Number Employees (7/1/23)	Fiscal 2025 Contribution Rate %	Number Employees (7/1/24)	Fiscal 2026 Contribution Rate %	Number Employees (7/23 v. 7/24)	Contribution Rate (7/23 v. 7/24)
Public Safety	2,741	22.57%	3,034	23.78%	293	1.21%
Non-Public Safety	547	4.72%	387	5.36%	(160)	0.64%
Guaranteed Retirement Income Plan	2,941	5.94%	3,260	6.82%	319	0.88%
Total ERS System Plans	6,229		6,681		452	
Retirement Savings Plan	3,225	8.00%	3,321	8.00%	96	0.00%

Source: Montgomery County Employees' Retirement System, 2023 and 2024 Actuarial Valuation Reports for Plan Years Beginning July 1, 2023, and July 1, 2024, respectively. RSP data provided by the Montgomery County Employee Retirement Plans.

PROPOSED OPERATING BUDGET DEFERRED COMPENSATION MANAGEMENT							
ITEM	FY24 APPR	FY24 ACT	FY25 APPR	FY25 EST	FY26 REC	$	%
						FY26 Req vs FY25 Appr	
EXPENSES							
Salaries and Benefits	205,000	177,929	213,700	204,100	149,800	(63,900)	(29.9%)
Professional Services	56,100	66,369	70,000	47,500	66,300	(3,700)	(5.3%)
Due Diligence/Education	2,800	-	2,800	2,800	2,800	0	0.0%
Office Management	8,000	3,620	7,000	5,900	8,600	1,600	22.9%
Investment Management Fees	12,000	12,563	12,200	13,400	14,000	1,800	14.8%
TOTAL EXPENSES	**283,900**	**260,481**	**305,700**	**273,700**	**241,500**	**($64,200)**	**(21.0%)**

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	FY24 APPR	FY24 ACT	FY25 APPR	FY25 EST	FY26 REC	$	%
						FY26 Req vs FY25 Appr	
EXPENSES							
County OPEB Withdrawal	-	-	8,886,000	8,886,000	13,538,000	4,652,000	52.4%
Investment Management Fees	8,648,000	6,869,558	5,950,000	4,497,000	3,331,000	(2,619,000)	(44.0%)
SUBTOTAL	8,648,000	6,869,558	14,836,000	13,383,000	16,869,000	**2,033,000**	**13.7%**
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	591,000	554,578	749,000	717,000	1,458,000	709,000	94.7%
Professional Services	203,800	389,239	379,800	490,800	590,500	210,700	55.5%
Due Diligence/Education	50,000	44,863	94,500	153,700	115,800	21,300	22.5%
Office Management	14,600	13,103	15,800	16,700	113,000	97,200	615.2%
SUBTOTAL	859,400	1,001,783	1,239,100	1,378,200	2,277,300	1,038,200	83.8%
TOTAL EXPENSES	**9,507,400**	**7,871,341**	**16,075,100**	**14,761,200**	**19,146,300**	**$3,071,200**	**19.1%**

PROPOSED OPERATING BUDGET EMPLOYEES' RETIREMENT SYSTEM							
ITEM	FY24 APPR	FY24 ACT	FY25 APPR	FY25 EST	FY26 REC	FY26 Req vs FY25 Appr $	%
REVENUE							
Contributions	79,480,000	102,289,227	104,431,000	104,431,000	125,150,642	20,719,642	19.8%
Investment Income/(Loss)	360,357,000	399,649,236	352,565,000	364,157,000	367,373,000	14,808,000	4.2%
Miscellaneous Income	854,000	848,126	1,080,000	721,000	569,000	(511,000)	(47.3%)
TOTAL REVENUE	440,691,000	502,786,589	458,076,000	469,309,000	493,092,642	35,016,642	7.6%
EXPENSES							
Retirement Benefits	336,141,000	338,053,665	353,741,500	353,991,600	361,155,000	7,413,500	2.1%
Investment Management Fees	26,653,000	23,770,132	16,792,000	11,340,000	7,774,000	(9,018,000)	(53.7%)
SUBTOTAL	362,794,000	361,823,797	370,533,500	365,331,600	368,929,000	(1,604,500)	(0.4%)
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	2,954,000	2,615,243	3,352,000	3,388,000	3,250,000	(102,000)	(3.0%)
Professional Services	1,115,800	1,030,617	1,259,000	1,297,300	1,440,600	181,600	14.4%
Benefit Processing	136,400	121,200	142,500	132,800	135,500	(7,000)	(4.9%)
Due Diligence/Education	57,700	60,359	133,800	157,200	142,700	8,900	6.7%
Office Management	90,700	66,174	109,800	100,800	383,700	273,900	249.5%
SUBTOTAL	4,354,600	3,893,593	4,997,100	5,076,100	5,352,500	355,400	7.1%
TOTAL EXPENSES	367,148,600	365,717,390	375,530,600	370,407,700	374,281,500	(1,249,100)	(0.3%)
NET REVENUE	73,542,400	137,069,199	82,545,400	98,901,300	118,811,142	36,265,742	43.9%

PROPOSED OPERATING BUDGET RETIREMENT SAVINGS PLAN							
ITEM	FY24 APPR	FY24 ACT	FY25 APPR	FY25 EST	FY26 REC	Change: FY26 Req vs FY25 Appr $	%
REVENUE							
Investment Income	600	37,986	7,000	9,000	7,000	0	0.0%
Miscellaneous Income	313,000	535,589	331,600	483,000	462,000	130,400	39.3%
TOTAL REVENUE	313,600	573,575	338,600	492,000	469,000	130,400	38.5%
EXPENSES							
Investment Management Fees	12,000	12,563	12,200	13,400	14,000	1,800	14.8%
SUBTOTAL	12,000	12,563	12,200	13,400	14,000	1,800	14.8%
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	234,800	201,135	245,700	235,100	163,800	(81,900)	(33.3%)
Professional Services	77,600	101,791	83,900	83,800	102,500	18,600	22.2%
Due Diligence/Education	2,800	-	2,800	2,800	2,800	0	0.0%
Office Management	7,300	3,620	7,000	5,900	8,600	1,600	22.9%
SUBTOTAL	322,500	306,546	339,400	327,600	277,700	(61,700)	(18.2%)
TOTAL EXPENSES	334,500	319,109	351,600	341,000	291,700	(59,900)	(17.0%)

PROPOSED OPERATING BUDGET Combined (ERS RSP & DCP)							
ITEM	FY24 APPR	FY24 ACT	FY25 APPR	FY25 EST	FY26 REC	FY26 Req vs FY25 Appr $	%
Salaries and Benefits	3,393,800	2,994,307	3,811,400	3,827,200	3,563,600	(247,800)	(6.5%)
Professional Services	1,249,500	1,198,777	1,412,900	1,428,600	1,609,400	196,500	13.9%
Benefit Processing	136,400	121,200	142,500	132,800	135,500	(7,000)	(4.9%)
Due Diligence/Education	63,300	60,359	139,400	162,800	148,300	8,900	6.4%
Office Management	106,000	73,414	123,800	112,600	400,900	277,100	223.8%
TOTAL EXPENSES	4,949,000	4,448,057	5,630,000	5,664,000	5,857,700	227,700	4.0%

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

Article	Item	Description	FY26	Annual Cost Beyond FY26	Estimated # affected***
5A	Canine Pay	Increases shift differential for Canine Officers from .5 hours per day to 1 hour	$390,198	$401,904	
5B	FTO Pay	Increases Field Training Officer differential from $6 to $8 per hour	$85,610	$85,610	
28	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$777,575	$1,164,664	385
28	Longevity	Longevity Step Increase of 3.5 Percent for Eligible Employees	$68,158	$63,315	33
35B	PPV Border Expansion	Expands the Personal Patrol Vehicle (PPV) take-home vehicle program from 10 miles of the County's border to 20 miles	$550,170	$550,170	171
36A	Wages	4.85 Percent General Wage Adjustment in July 2025	$6,195,363	$6,195,363	1,203
Appendix I	Issued Equipment	Adds and removes items from the equipment list	$82,965	$82,965	
		Total	**$8,150,039**	**$8,543,991**	**1,203**

Police Uniformed Management Pass-Through Estimates**

	Item	Description	FY26	Annual Cost Beyond FY26	Estimated # affected***
35B	PPV Border Expansion	Expands the Personal Patrol Vehicle (PPV) take-home vehicle program from 10 miles of the County's border to 20 miles	$42,890	$42,890	24
36A	Wages	4.85 Percent General Wage Adjustment in July 2025	$560,188	$560,188	58
		Total	**$603,078**	**$603,078**	**58**

* 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	FY26	Annual Cost Beyond FY26	Estimated # affected**
19.1	Wages	3.25 Percent General Wage Adjustment in July 2025	$4,362,502	$4,362,502	1,217
19	Longevity	Longevity Step Increases of 3.5 Percent for Eligible Employees	$195,929	$173,677	93
55	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$755,616	$1,165,221	461
		Total	**$5,314,047**	**$5,701,400**	**1,217**

Fire and Rescue Uniformed Management Pass-Through Estimates

Item	Description	FY26	Annual Cost Beyond FY26	Estimated # affected**
Wages	3.25 Percent General Wage Adjustment in July 2025	$278,278	$278,278	44
	Total	**$278,278**	**$278,278**	**44**

* 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	FY26	Annual Cost Beyond FY26	Estimated # affected**
28	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$4,985,326	$8,048,899	3,051
28	Longevity	Longevity Step Increase of 3.25 or 3.5 Percent for Eligible Employees after completion of 16, 20, and 25 years of service	$472,222	$410,680	254
36	Wages	3.0 Percent General Wage Adjustment in July 2025	$16,428,138	$16,428,138	6,226
		Total	**$21,885,686**	**$24,887,717**	**6,226**

Non-Represented Passthrough Estimates

Item	Description	FY26	Annual Cost Beyond FY26	Estimated # affected**
Service Increments	Service Increment of 3.5 Percent for Eligible Employees.	$1,865,930	$3,025,455	851
Longevity	Longevity Increase of 3.25 or 3.5 Percent for Eligible Employees after completion of 16, 20, and 25 years of service.	$271,624	$235,689	108
Wages	3.0 Percent General Wage Adjustment in July 2025	$9,709,849	$9,709,849	2,483
	Total	**$11,847,403**	**$12,970,993**	**2,483**

* 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.

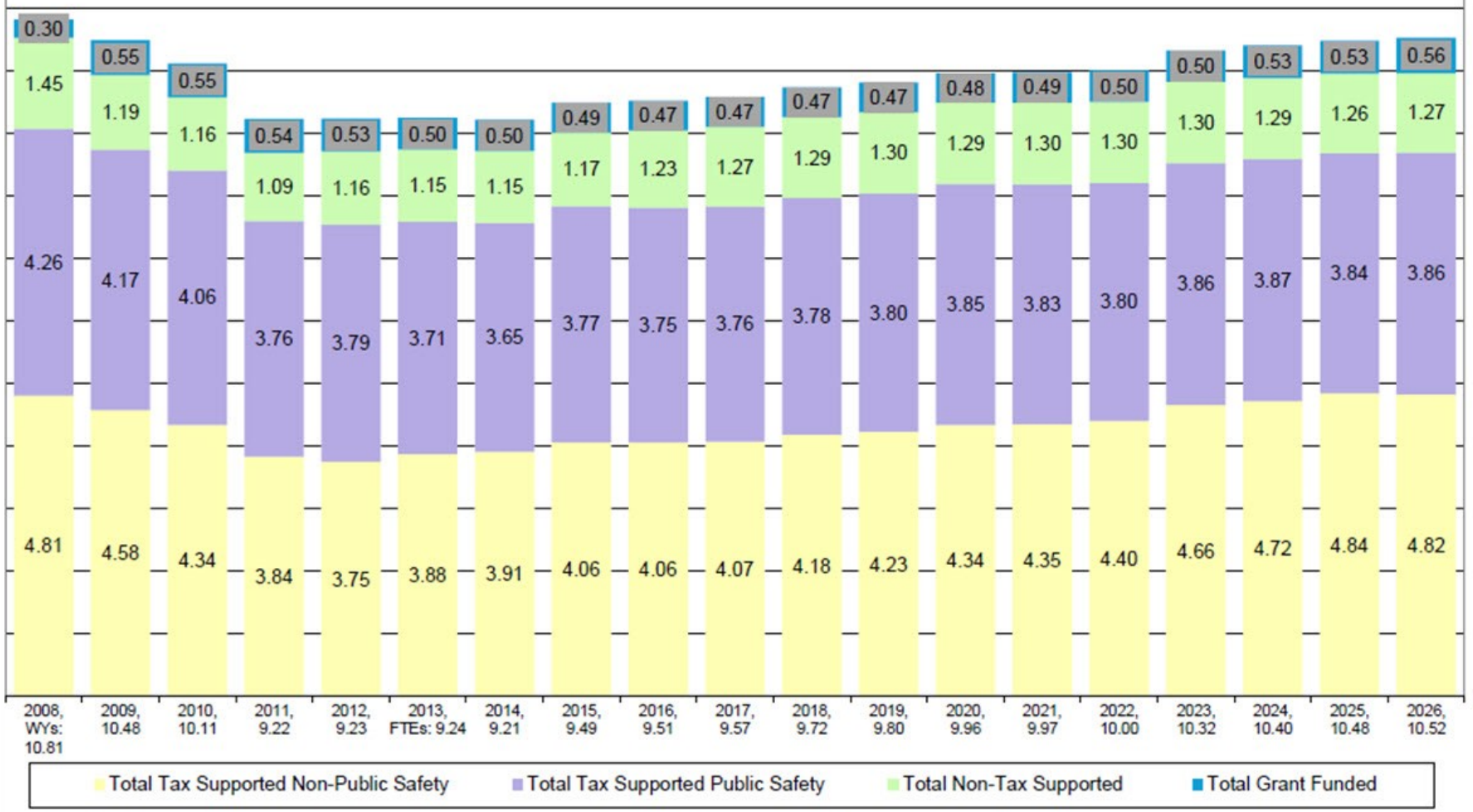
Montgomery County Volunteer Fire and Rescue Association
Fiscal Impact Summary*

Article	Item	Description	FY26	Annual Cost Beyond FY26
12	Nominal Fee	A nominal fee increase will be paid in FY26. The nominal fee for eligible volunteers increases in July 2025 to $650 and to $1,400, depending on level of service	$73,250	$73,250
25	Length of Service Award Program	An increase of 4 percent for certain active members effective July 1, 2025.	$8,970	$8,970
Side Letter	Association Operating Funds	Association funding effective July 1 each year of the agreement	$11,497	$11,497
		Total	**$93,717**	**$93,717**

* 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 FY08-FY25 Approved Workyears and FTEs, FY26 Recommended FTEs[1]



[1] From FY08 through FY12, workyears are used; beginning in FY13, full-time equivalent (FTE) positions will be used.

MONTGOMERY COUNTY PRODUCTION REPORT

FY26 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
County General Fund				
General Government				
Board of Appeals	35,867	53,946	27,401	117,214
Board of Elections	390,525	579,658	216,082	1,186,265
Circuit Court	788,116	1,801,086	793,743	3,382,945
Community Engagement Cluster	401,482	963,849	347,407	1,712,738
County Attorney	573,842	918,618	519,675	2,012,135
County Council	1,039,057	2,022,975	928,712	3,990,744
County Executive	368,091	651,488	365,783	1,385,362
Ethics Commission	19,789	35,964	12,879	68,632
Finance	1,017,937	1,786,437	825,989	3,630,363
Food Systems Resilience	50,224	98,901	42,735	191,860
General Services	1,174,226	2,506,934	944,559	4,625,719
Grants Management	54,902	107,892	45,432	208,226
Human Resources	566,839	1,083,746	441,396	2,091,981
Human Rights	108,836	197,802	87,630	394,268
Inspector General	234,232	391,109	209,125	834,466
Intergovernmental Relations	51,225	89,910	41,463	182,598
Labor Relations	125,410	228,886	105,009	459,305
Legislative Oversight	168,967	267,033	145,491	581,491
Management and Budget	472,187	757,355	411,021	1,640,563
Merit System Protection Board	17,950	35,964	5,686	59,600
People's Counsel	14,670	26,973	7,670	49,313
Procurement	334,598	660,063	279,827	1,274,488
Public Information	174,238	320,229	156,373	650,840
Racial Equity and Social Justice	83,531	161,838	72,672	318,041
State's Attorney	1,427,001	2,876,597	1,366,789	5,670,387
Technology and Enterprise Business Solutions	2,269,612	3,817,218	1,928,763	8,015,593
Zoning and Administrative Hearings	44,007	71,928	43,396	159,331
Total General Government	**12,007,361**	**22,514,399**	**10,372,708**	**44,894,468**
Public Safety				
Animal Services	530,124	1,330,146	406,895	2,267,165

MONTGOMERY COUNTY PRODUCTION REPORT

FY26 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
Consumer Protection	173,201	317,137	142,773	633,111
Correction and Rehabilitation	4,919,865	9,244,797	6,046,342	20,211,004
Emergency Management and Homeland Security	160,267	289,614	145,098	594,979
Police	17,036,441	34,690,046	21,708,276	73,434,763
Sheriff	1,481,139	3,248,795	2,345,654	7,075,588
Total Public Safety	**24,301,037**	**49,120,535**	**30,795,038**	**104,216,610**
Transportation				
Transportation	1,757,529	4,088,072	1,263,264	7,108,865
Health and Human Services				
Health and Human Services	12,153,570	27,791,415	9,876,051	49,821,036
Culture and Recreation				
Public Libraries	2,517,435	7,404,032	1,931,152	11,852,619
Housing and Community Development				
Agriculture	58,203	106,094	48,122	212,419
Housing and Community Affairs	774,103	1,567,104	631,178	2,972,385
Total Housing and Community Developme	**832,306**	**1,673,198**	**679,300**	**3,184,804**
Environment				
Environmental Protection	239,121	443,959	189,637	872,717
Other County Functions				
NDA - Compensation and Employee Benefit Adjustments	7,783	12,408	6,421	26,612
NDA - Conference Center	9,665	17,982	10,107	37,754
NDA - Early Care and Education	110,840	278,721	69,017	458,578
NDA - Incubator Programs	26,890	53,946	24,064	104,900
NDA - Independent Audit	2,072	2,697	1,678	6,447
NDA - Legislative Branch Communications Outreach	118,149	233,766	101,101	453,016
NDA - Police Accountability Board	33,320	35,964	20,080	89,364
NDA - Small Business Support Services	38,433	71,928	37,578	147,939
NDA - Vision Zero	10,601	17,982	11,086	39,669
Total Other County Functions	**357,753**	**725,394**	**281,132**	**1,364,279**
Total County General Fund	**54,166,112**	**113,761,004**	**55,388,282**	**223,315,398**
Special Funds - Tax Supported				
Bethesda Urban District	7,406	17,982	7,744	33,132
Economic Development Fund	11,419	17,982	11,942	41,343

MONTGOMERY COUNTY PRODUCTION REPORT

FY26 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
Fire	13,915,419	24,581,932	40,632,939	79,130,290
Mass Transit	7,294,179	15,905,969	5,219,456	28,419,604
Recreation	2,599,335	3,345,535	1,179,309	7,124,179
Silver Spring Urban District	190,738	596,914	151,050	938,702
Wheaton Urban District	130,985	404,350	106,663	641,998
Total Special Funds - Tax Supported	**24,149,481**	**44,870,664**	**47,309,103**	**116,329,248**
Total Tax Supported Funds	**78,315,593**	**158,631,668**	**102,697,385**	**339,644,646**
Special Funds - NonTax Supported				
Grant Fund	4,704,858	11,409,313	3,928,653	20,042,824
Montgomery Housing Initiative	237,645	430,362	219,080	887,087
Opioid Abatement	27,946	67,433	14,613	109,992
Water Quality Protection	830,417	1,767,908	851,277	3,449,602
Total Special Funds - NonTax Supported	**5,800,866**	**13,675,016**	**5,013,623**	**24,489,505**
Enterprise Funds				
Bethesda Parking	187,278	381,651	157,420	726,349
Community Use of Public Facilities	256,801	559,005	218,302	1,034,108
Leaf Vacuuming	216,772	511,140	155,198	883,110
Liquor	2,797,131	8,235,981	2,173,065	13,206,177
Permitting Services	2,347,628	4,447,365	1,940,397	8,735,390
Silver Spring Parking	203,501	442,021	171,289	816,811
Solid Waste Collection	98,991	174,662	97,328	370,981
Solid Waste Disposal	933,716	1,873,990	795,562	3,603,268
Wheaton Parking	29,826	60,989	25,649	116,464
Total Enterprise Funds	**7,071,644**	**16,686,804**	**5,734,210**	**29,492,658**
Total Non Tax Supported Funds	**12,872,510**	**30,361,820**	**10,747,833**	**53,982,163**
Internal Service Funds				
Central Duplicating (Printing & Mail)	236,205	616,705	186,405	1,039,315
Employee Health Self Insurance	234,637	421,523	225,229	881,389
Motor Pool	1,834,801	3,753,806	1,525,356	7,113,963
Risk Management (Self Insurance - ISF)	360,790	590,373	313,579	1,264,742
Total Internal Service Funds	**2,666,433**	**5,382,407**	**2,250,569**	**10,299,409**
Total Benefits	**93,854,536**	**194,375,895**	**115,695,787**	**403,926,218**

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 FY26 Operating Budget for the County government is $3,002,111,304 an increase of $214,597,352 or 7.7 percent from the FY25 approved budget of $2,787,513,952 (excludes debt service). The total recommended FY26 tax-supported operating budget for the County Government is $2,344,765,333 an increase of $147,509,620 or 6.7 percent from the FY25 approved tax-supported budget of $2,197,255,713.

The Montgomery 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. Montgomery 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 2025, the Council approved FY26 Spending Affordability Guidelines (SAG) of $2,469.5 million for Montgomery County Government tax-supported funds. For FY26, the County Executive recommends $2,344.8 million in tax-supported funds.

Government Functions

The County government organizes 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 FY26 BUDGET	FULL TIME EQUIVALENTS
$3,621,137,820	25,387.32

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 2024-2025 school year (FY25), 158,614 students in pre-kindergarten classes through Grade 12 attend 211 separate public educational facilities. For the 2025-26 school year (FY26), enrollment is estimated to be 159,915 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 FY26 Budget is $3,621.1 million, an increase of $298.8 million, or 9.0 percent over the FY25 Approved Budget of $3,322.3 million. In response to the Board of Education's (BOE) requested budget, an increase of $332.9 million, the County Executive's recommended budget funds 99.1 percent of the Board's request. This recommended budget exceeds the amount required by the State's Maintenance of Effort (MOE) law by $256.0 million.

Separately, in addition to funding MCPS's 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 FY26.

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 is 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 and organizations are provided by the Community Use of Public Facilities; and
- The Maryland-National Capital Park and Planning Commission provides maintenance of MCPS's ballfields.

In addition to the total recommended in the operating budget for public schools, the MCPS Capital Improvements Program (CIP)

requires County funding. Approximately $28.8 million in FY26 Current Revenue: General, $56.4 million in Recordation Tax, and $23.1 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 $154.4 million in FY26.

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

Additional County Support for MCPS in FY26	
MCPS Budget (in millions)	**$3,621.1**
Additional County funding (not included in MCPS budget)	
• Debt service on school construction bonds	$154.4
• Pre-funding retiree health benefits	$58.0
• Support services	$172.5
• Technology modernization	$27.2
Total additional County funding	**$412.1**
Total expenditures for MCPS	**$4,033.3**
Sources: CE Recommended FY26 Operating and Capital Budgets	
Numbers may not sum due to rounding.	

The recommended budget includes the County's contribution of $2,378.6 million (65.7 percent of all recommended funding). There are no carryover funds from prior-year appropriations. State aid and grants total $1,020.9 million (28.2 percent); Federal grants and aid total $107.3 million (3.0 percent); and tuition, fees, and private grants total $22.0 million (0.6 percent). The recommended appropriation for the fee-supported Enterprise Fund is $90.8 million (2.5 percent) and for the Special Revenue Fund is $1.4 million (0.04 percent).

Tax-Supported Funding for the Public Schools

For FY26, the total tax-supported portion of the County Executive's recommended budget (excluding grants, enterprise funds, fund balance, and special revenue funds) is $3,380.2 million, an increase of $274.3 million, or 8.8 percent from the FY25 tax-supported spending, driven by increases in the County contribution and State funding. The tax-supported portion of the recommendation includes the FY26 local contribution of $2,378.6 million. The local contribution represents a $250.0 million increase from the prior-year appropriation.

Maintenance of Effort is a State requirement that local jurisdictions fund their local school systems at the same per-pupil funding level as the prior year at minimum in order to receive additional State Aid. MOE is calculated using the prior-year local appropriation and the greater of either the previous year's actual enrollment or the average actual enrollment of the previous three years. This per-pupil amount is then multiplied by the greater of the current year actual enrollment or the average actual enrollment of the past three years. The MOE-required level of funding increases when enrollment grows and decreases when enrollment declines. For FY26, MOE allows for a reduction of $6.0 million in the County contribution compared to FY25. With a recommended County contribution increase of $250.0 million over FY25, the County Executive's budget exceeds the MOE-required level of funding by $256.0 million.

Fiscal Summary

The County Executive's total recommended budget, from all funding sources, is $3,621.1 million and funds 99.1 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 increasing the County contribution by $250.0 million. Amid the State's projected budget deficit, uncertainty remains surrounding potential cuts to education funding. Once the Maryland General Assembly concludes its actions on the State's budget, the County Executive intends to submit budget amendments to the County Council that will fully fund the Board's FY26 request. The County Executive's ability to do so will ultimately depend on actions taken in Annapolis.

Spending Affordability

In February 2025, the Montgomery County Council approved FY26 Spending Affordability Guidelines (SAG) of $3,124.2 million for the tax-supported funds of MCPS. The BOE requested $3,414.2 million in tax-supported funds, exceeding the SAG guideline by $290.0 million. The County Executive's recommendation is $256.0 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 FY26 Operating Budget tentatively adopted by the BOE in February 2025. 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 Carly Thompson of the Montgomery County Public Schools at 240-740-3158 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 FY24	Budget FY25	Estimate FY25	Recommended FY26	%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	2,977,136,015	3,105,889,411	3,117,782,468	3,380,224,703	8.8 %
Current Fund MCPS Expenditures	**2,977,136,015**	**3,105,889,411**	**3,117,782,468**	**3,380,224,703**	**8.8 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	23,242.56	23,456.63	23,456.63	23,970.81	2.2 %
REVENUES					
Tuition-Other Sources	1,461,651	3,645,622	3,645,622	3,807,933	4.5 %
Basic State Aid	415,772,353	426,200,692	426,200,692	450,226,733	5.6 %
Federal Revenues	479,406	100,000	100,000	200,000	100.0 %
Foster Care/Miscellaneous	80,268	180,000	180,000	180,000	—
Students With Disabilities	88,579,108	98,094,064	98,094,064	104,769,824	6.8 %
Transportation	55,568,313	56,359,656	56,359,656	58,050,549	3.0 %
Blueprint	34,188,921	39,274,278	39,274,278	25,026,491	-36.3 %
Compensatory Education	200,618,950	202,027,881	202,027,881	201,992,717	—
Comparable Wage Index	33,818,923	34,667,164	34,667,164	35,126,690	1.3 %
Limited English Proficiency	104,568,200	113,697,716	113,697,716	115,515,739	1.6 %
Miscellaneous Revenues	3,022,759	3,000,000	3,000,000	6,685,689	122.9 %
Interest Income	8,441,251	0	0	0	—
Current Fund MCPS Revenues	**946,600,103**	**977,247,073**	**977,247,073**	**1,001,582,365**	**2.5 %**

GRANT FUND MCPS

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MCPS Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	230,937,441	125,376,644	125,376,644	148,688,367	18.6 %
Grant Fund MCPS Expenditures	**230,937,441**	**125,376,644**	**125,376,644**	**148,688,367**	**18.6 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	638.70	642.34	642.34	749.06	16.6 %
REVENUES					
Federal Grants	222,853,897	112,733,603	112,733,603	107,126,170	-5.0 %
Private Grants	565,268	11,531,204	11,531,204	11,531,204	—
State Grants	7,518,276	1,111,837	1,111,837	30,030,993	2601.0 %
Grant Fund MCPS Revenues	**230,937,441**	**125,376,644**	**125,376,644**	**148,688,367**	**18.6 %**

FOOD SERVICE FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Food Service Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	73,800,162	72,333,059	72,333,059	73,699,211	1.9 %
Food Service Fund Expenditures	**73,800,162**	**72,333,059**	**72,333,059**	**73,699,211**	**1.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	607.57	627.57	627.57	629.45	0.3 %
REVENUES					
Sale of Meals	16,051,254	28,389,127	28,389,127	28,389,127	—
Federal Food	56,772,498	41,982,540	41,982,540	43,348,692	3.3 %
State Food	3,826,604	1,961,392	1,961,392	1,961,392	—
Food Service Fund Revenues	**76,650,356**	**72,333,059**	**72,333,059**	**73,699,211**	**1.9 %**

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	4,489,789	5,039,226	5,039,226	5,039,226	—
Real Estate Fund Expenditures	**4,489,789**	**5,039,226**	**5,039,226**	**5,039,226**	**—**
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	4,110,364	5,039,226	5,039,226	5,039,226	—
Real Estate Fund Revenues	**4,110,364**	**5,039,226**	**5,039,226**	**5,039,226**	**—**

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	1,673,419	2,979,154	2,979,154	2,972,646	-0.2 %
Field Trip Fund Expenditures	**1,673,419**	**2,979,154**	**2,979,154**	**2,972,646**	**-0.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	5.00	5.00	5.00	5.00	—

BUDGET SUMMARY

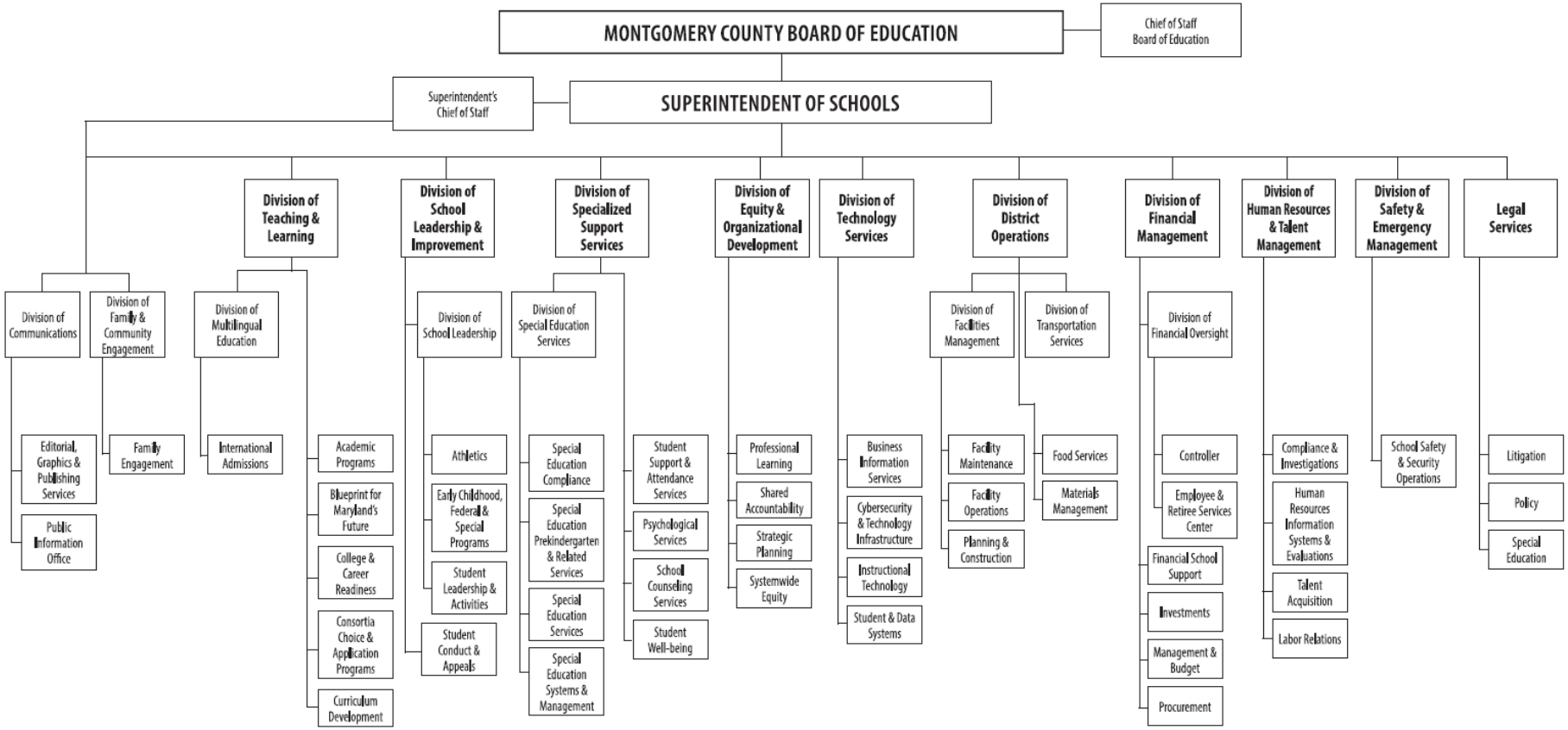
	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
REVENUES					
Field Trip Fees	1,367,252	2,979,154	2,979,154	2,972,646	-0.2 %
Field Trip Fund Revenues	**1,367,252**	**2,979,154**	**2,979,154**	**2,972,646**	**-0.2 %**
ENTREPRENEURIAL ACTIVITIES FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Entrepreneurial Activities Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	9,133,445	9,107,832	9,107,832	9,135,389	0.3 %
Entrepreneurial Activities Fund Expenditures	**9,133,445**	**9,107,832**	**9,107,832**	**9,135,389**	**0.3 %**
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	2,204,520	2,507,832	2,507,832	2,535,389	1.1 %
Entrepreneurial Activities Fund Revenues	**2,204,520**	**2,507,832**	**2,507,832**	**2,535,389**	**1.1 %**
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	1,647,927	1,581,200	1,581,200	1,378,278	-12.8 %
Instructional Television Fund Expenditures	**1,647,927**	**1,581,200**	**1,581,200**	**1,378,278**	**-12.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	13.50	11.00	11.00	11.00	—
REVENUES					
DEPARTMENT TOTALS					
Total Expenditures	**3,298,818,198**	**3,322,306,526**	**3,334,199,583**	**3,621,137,820**	**9.0 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**24,529.33**	**24,764.54**	**24,764.54**	**25,387.32**	**2.5 %**
Total Revenues	**1,261,870,036**	**1,185,482,988**	**1,185,482,988**	**1,234,517,204**	**4.1 %**

MCPS BUDGETS FY85-FY26						
County Fiscal Year	Budgeted Enrollment	Total Budget	Per Pupil	County Funding	Per Pupil	County Funding As Percent of Total
85	91,704	$399,916,181	$4,361	$330,035,065	$3,599	82.5%
86	92,871	$436,875,791	$4,704	$361,788,973	$3,896	82.8%
87	94,460	$475,866,930	$5,038	$398,053,264	$4,214	83.6%
88	96,271	$519,622,140	$5,397	$434,582,576	$4,514	83.6%
89	98,519	$577,957,669	$5,866	$488,062,505	$4,954	84.4%
90	100,259	$642,553,932	$6,409	$545,768,528	$5,444	84.9%
91	103,732	$702,260,084	$6,770	$601,407,797	$5,798	85.6%
92	107,140	$712,896,646	$6,654	$603,939,300	$5,637	84.7%
93	110,037	$738,767,864	$6,714	$622,732,456	$5,659	84.3%
94	113,429	$793,907,907	$6,999	$666,557,884	$5,876	84.0%
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	$3,322,306,526	$20,639	$2,128,642,338	$13,224	64.1%
26	159,915	$3,621,137,820	$22,644	$2,378,642,338	$14,874	65.7%

Sources: Approved Operating Budgets and CE Recommended Budget

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

FY 2026 MONTGOMERY COUNTY PUBLIC SCHOOLS ORGANIZATION



Note: This chart does not include every office or unit. Refer to the FY 2026 Operating Budget for detailed organizational charts.

Montgomery College

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$345,514,889	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 FY26 Operating Budget for the Montgomery College is $345,514,889, an increase of $10,819,471 or 3.23 percent from the FY25 Approved Budget of $334,695,418. 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 1,926.35 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 100.00 percent of the FY26 budget.

Montgomery College's requested budget adopts a fiscally conservative maintenance of effort budget for FY26. 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 $15.084 million in FY26 Current Revenue is assumed in the County Executive's FY26 Capital Budget and Amendments to the FY25-30 Capital Improvements Program (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 FY26 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 3, 2025, the County Council approved FY26 spending affordability guidelines (SAG) of $214.5 million for the tax-supported funds of

Montgomery College.

Enrollment

Enrollment at Montgomery College is up 7.0% over the 2023-2024 academic year. The College projects steady enrollment increases to continue for several years, with an estimated FY26 enrollment of 13,079 FTEs, an increase of 3.4% compared to the FY25 Actual figure of 12,643 FTEs. An FTEs enrollment for one year is calculated as the total number of credit hours divided by 30.

Tuition and Fees

For FY26, 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 2025 meeting.

Tuition & Related Charges and Other Student Fees represent approximately 24.7% of the revenue proposed by the County Executive to fund the FY26 Current Fund budget.

State Funding

The $69.9 million of State funding assumed in the County Executive's Recommended FY26 budget is the amount provided in the governor's FY26 Proposed budget. It is comprised of $56.1 million in the Current Fund and $13.8 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.

County Supported Funds

The County Executive recommends an appropriation of $150.4 million in the four County-supported funds (Current, Emergency Plant Maintenance and Repair, Cable Television, and Grants). The County's contribution to these funds for FY26 is equal to the FY25 level.

Current Fund

For the Current Fund, the County Executive is recommending an appropriation of $293.6 million, an increase of $10.6 million, or 3.7%, from the $283.0 million approved in FY25.

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 FY26, which is equal to the FY25 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 FY26, equal to the FY25 level, to support the College's adult literacy programs.

Cable Television

The County Executive recommends an appropriation of $1.6 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 $327,142, or 17.3%, less than the $1.9 million approved for FY25 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 FY25 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 FY26, the College requests and the County Executive recommends an appropriation of $2.5 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 $18.2 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 FY26 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 FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
CURRENT FUND MC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Current Fund MC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	268,084,842	283,008,780	281,493,033	293,582,393	3.7 %
Current Fund MC Expenditures	**268,084,842**	**283,008,780**	**281,493,033**	**293,582,393**	**3.7 %**
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	3,652,929	2,872,459	0	4,007,640	39.5 %
Tuition and Fees: Current Fund	62,521,832	61,053,605	70,008,687	68,592,727	12.3 %
Fed. State & Priv. Gifts & Grants	583,887	400,000	350,000	300,000	-25.0 %
State Aid	57,514,404	56,114,579	56,114,579	56,114,579	—
Current Fund: Other Revenue	1,635,029	3,258,949	515,000	2,000,000	-38.6 %
Current Fund: Performing Arts Center	32,553	115,000	35,000	0	-100.0 %
Current Fund: Interest	2,382,070	1,700,000	2,000,000	2,235,000	31.5 %

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Current Fund MC Revenues	**128,322,704**	**125,514,592**	**129,023,266**	**133,249,946**	**6.2 %**
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	303,768	350,000	100,000	350,000	—
Emergency Repair Fund Expenditures	**303,768**	**350,000**	**100,000**	**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	30,838	18,000	21,000	21,500	19.4 %
Miscellaneous Revenues	120,620	0	0	0	—
Emergency Repair Fund Revenues	**151,458**	**18,000**	**21,000**	**21,500**	**19.4 %**
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	12,200,000	18,133,500	11,450,000	18,206,500	0.4 %
Grant Fund MC Expenditures	**12,200,000**	**18,133,500**	**11,450,000**	**18,206,500**	**0.4 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal/State/Private Grants	12,200,000	18,133,500	11,450,000	18,206,500	0.4 %
Grant Fund MC Revenues	**12,200,000**	**18,133,500**	**11,450,000**	**18,206,500**	**0.4 %**
AUXILIARY FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Auxiliary Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,599,724	1,959,598	2,032,500	2,459,598	25.5 %
Auxiliary Fund Expenditures	**1,599,724**	**1,959,598**	**2,032,500**	**2,459,598**	**25.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
FTEs	3.00	3.00	3.00	3.00	—
REVENUES					
Sales	736,178	896,000	676,478	978,000	9.2 %
Auxiliary Fund: Interest Income	158,864	75,000	158,864	64,000	-14.7 %
Other Revenues: Miscellaneous	430,692	369,050	300,000	369,050	—
Auxiliary Fund Revenues	**1,325,734**	**1,340,050**	**1,135,342**	**1,411,050**	**5.3 %**

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	16,116,353	22,748,598	18,845,195	22,748,598	—
Workforce Development & Continuing Ed Expenditures	**16,116,353**	**22,748,598**	**18,845,195**	**22,748,598**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	93.50	97.50	97.50	97.50	—
REVENUES					
Tuition and Fees: Continuing Education	6,473,664	7,000,000	8,949,978	7,714,038	10.2 %
State Aid	13,578,568	13,774,560	13,846,253	13,774,560	—
Other Revenues: Interest	489,216	320,000	298,964	500,000	56.3 %
Workforce Development & Continuing Ed Revenues	**20,541,448**	**21,094,560**	**23,095,195**	**21,988,598**	**4.2 %**

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	1,750,649	1,894,942	1,599,107	1,567,800	-17.3 %
Cable Television Fund Expenditures	**1,750,649**	**1,894,942**	**1,599,107**	**1,567,800**	**-17.3 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	11.00	11.00	11.00	11.00	—
REVENUES					
Cable: Other Revenue	23,760	15,000	7,000	12,000	-20.0 %
Cable Television Fund Revenues	**23,760**	**15,000**	**7,000**	**12,000**	**-20.0 %**

ENDOWMENT FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—

BUDGET SUMMARY

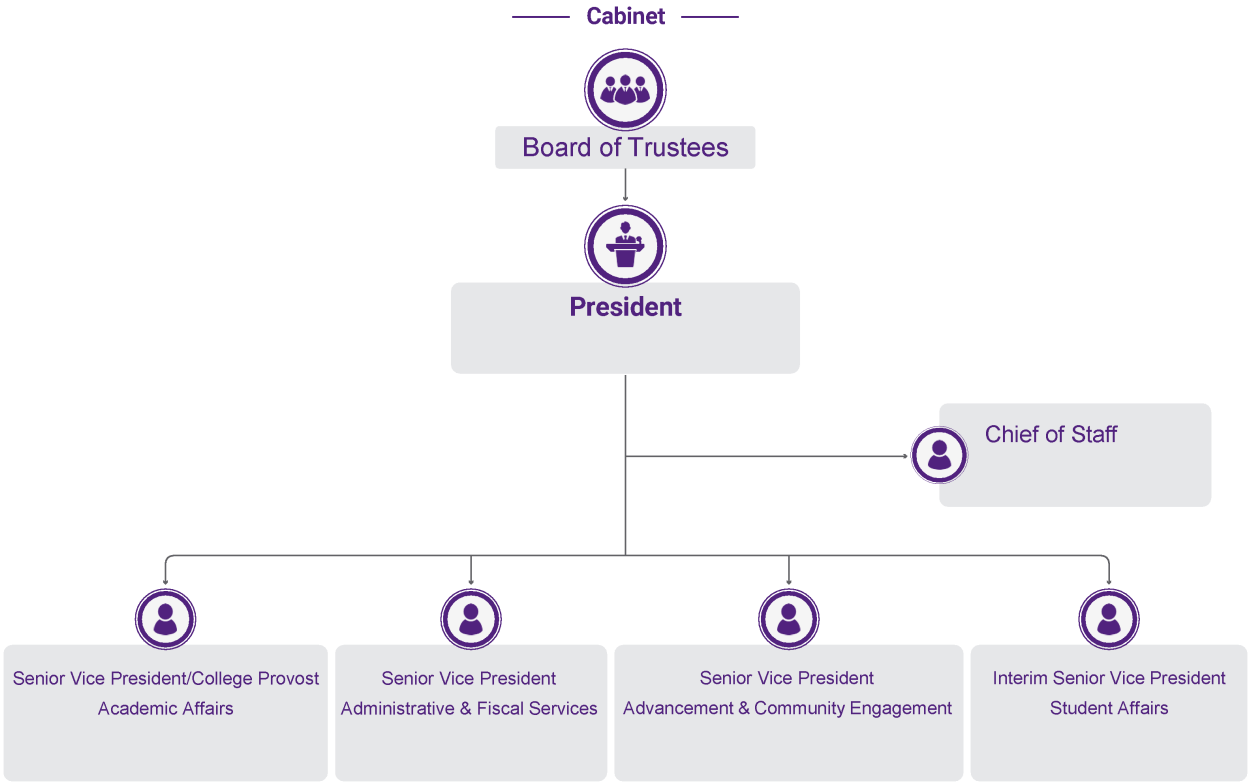
	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Endowment Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Endowment Fund Expenditures	**0**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Interest	28,965	20,000	21,500	20,000	—
Endowment Fund Revenues	**28,965**	**20,000**	**21,500**	**20,000**	**—**
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	1,942,606	2,000,000	1,944,606	2,000,000	—
Major Facilities Reserve Fund Expenditures	**1,942,606**	**2,000,000**	**1,944,606**	**2,000,000**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Student Fees	3,253,392	3,164,540	3,405,858	3,676,362	16.2 %
Interest Income	456,842	350,000	315,000	364,000	4.0 %
Major Facilities Reserve Fund Revenues	**3,710,234**	**3,514,540**	**3,720,858**	**4,040,362**	**15.0 %**
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	—

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Transportation Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	2,436,899	4,200,000	2,434,110	4,200,000	—
Transportation Fund Expenditures	**2,436,899**	**4,200,000**	**2,434,110**	**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	555,585	260,000	377,000	10,000	-96.2 %
Student Fees	3,481,372	3,364,540	3,640,858	3,876,362	15.2 %
Interest	0	0	0	400,000	—
Transportation Fund Revenues	**4,036,957**	**3,624,540**	**4,017,858**	**4,286,362**	**18.3 %**

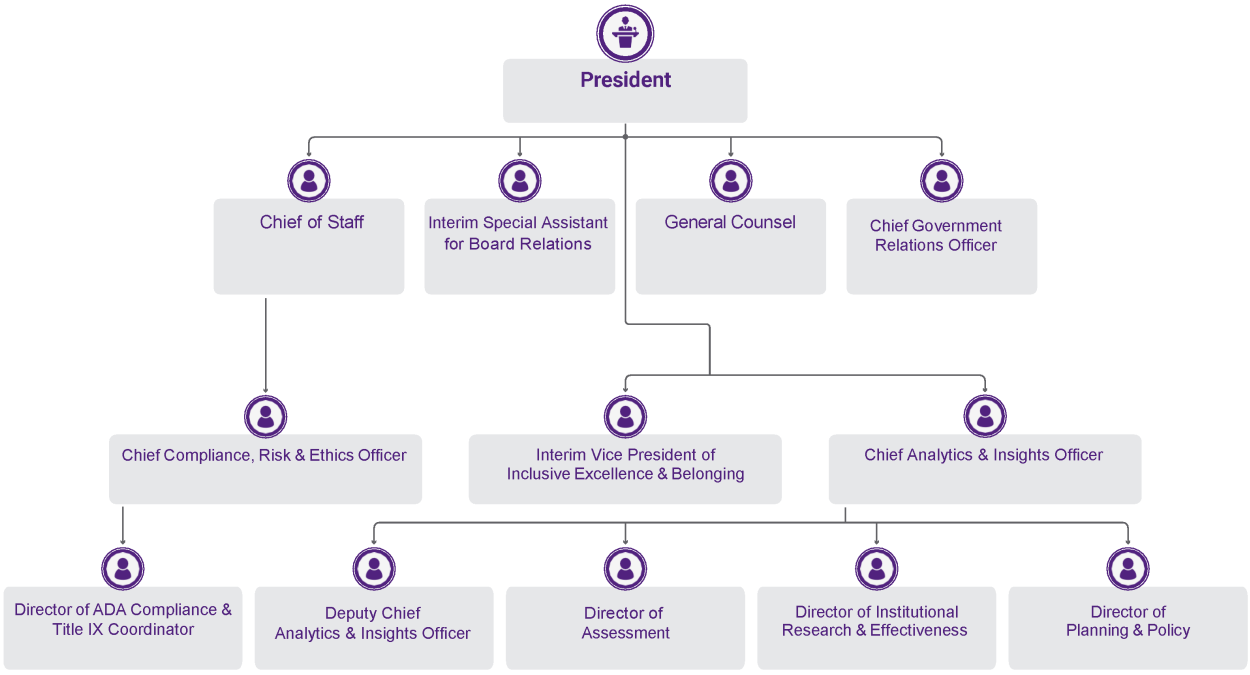
DEPARTMENT TOTALS

Total Expenditures	**304,834,841**	**334,695,418**	**320,298,551**	**345,514,889**	**3.2 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,922.35**	**1,926.35**	**1,926.35**	**1,926.35**	**—**
Total Revenues	**170,341,260**	**173,274,782**	**172,492,019**	**183,236,318**	**5.7 %**


MONTGOMERY COLLEGE
Cabinet
Board of Trustees
President
Chief of Staff
Senior Vice President/College Provost
Academic Affairs
Senior Vice President
Administrative & Fiscal Services
Senior Vice President
Advancement & Community Engagement
Interim Senior Vice President
Student Affairs
Montgomery College Administrators | 02/26/2025
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MONTGOMERY COLLEGE

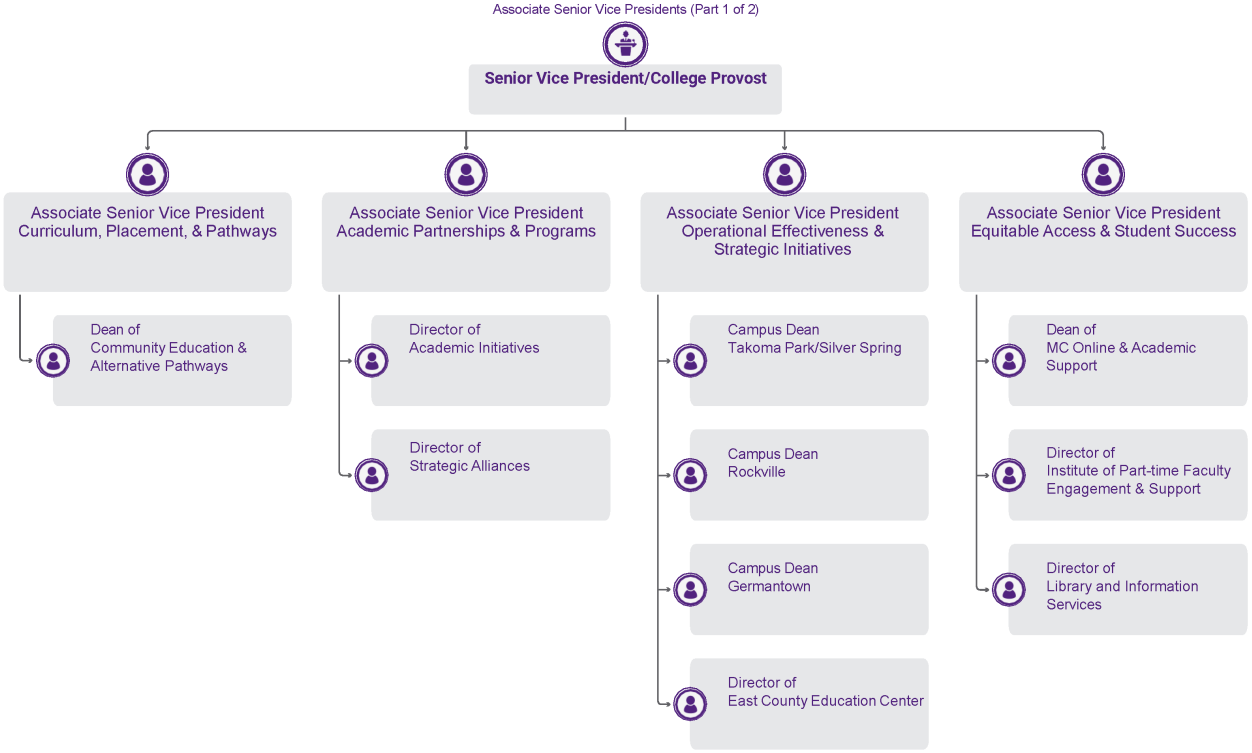
Offices of the President



MONTGOMERY COLLEGE

Division of Academic Affairs

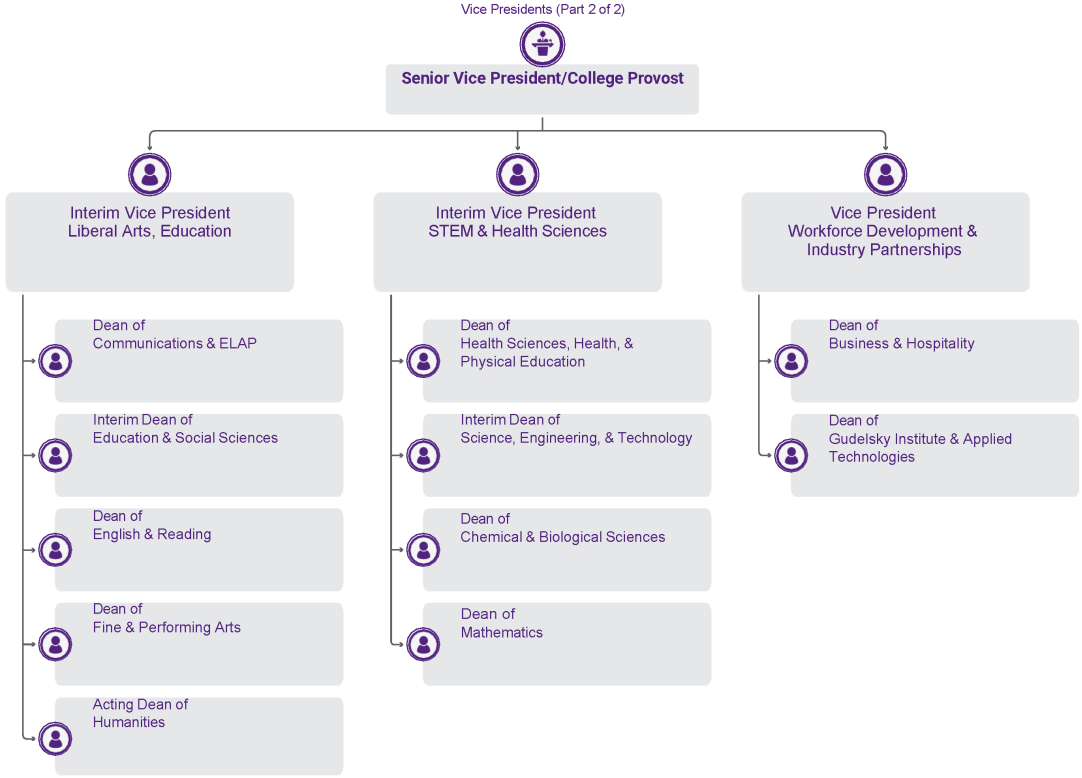
Associate Senior Vice Presidents (Part 1 of 2)



MONTGOMERY COLLEGE

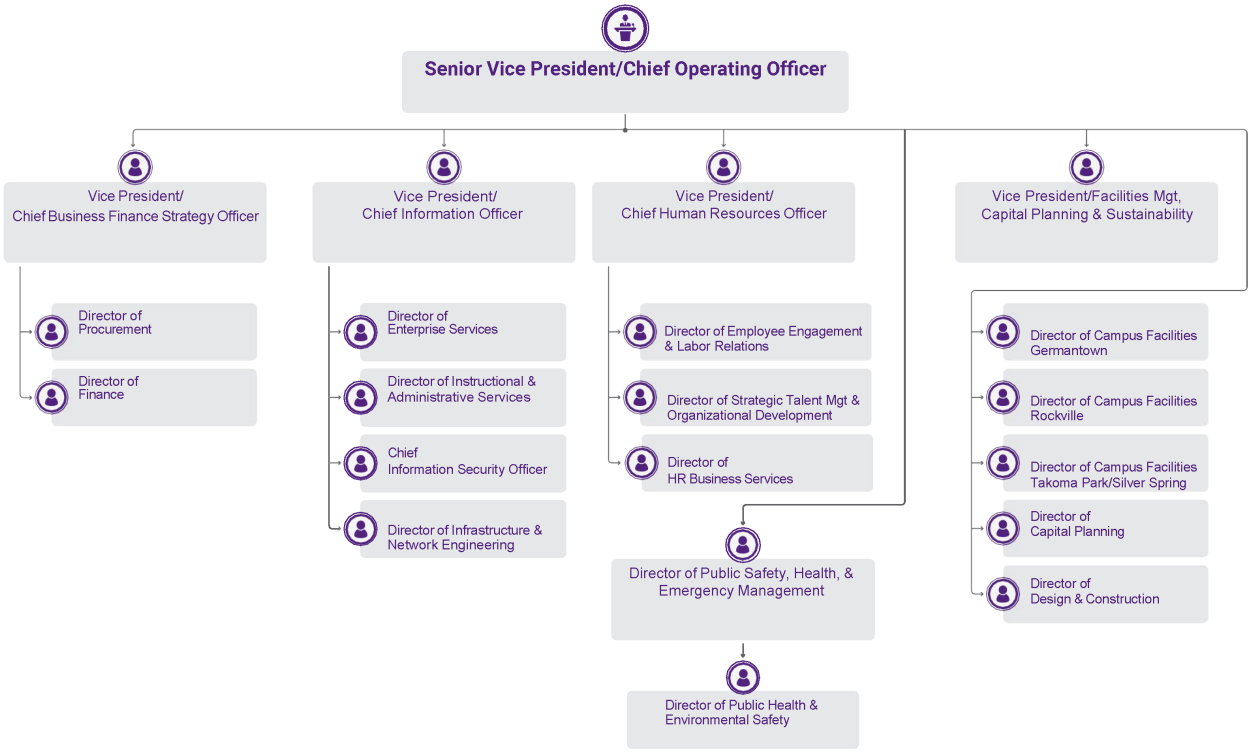
Division of Academic Affairs

Vice Presidents (Part 2 of 2)



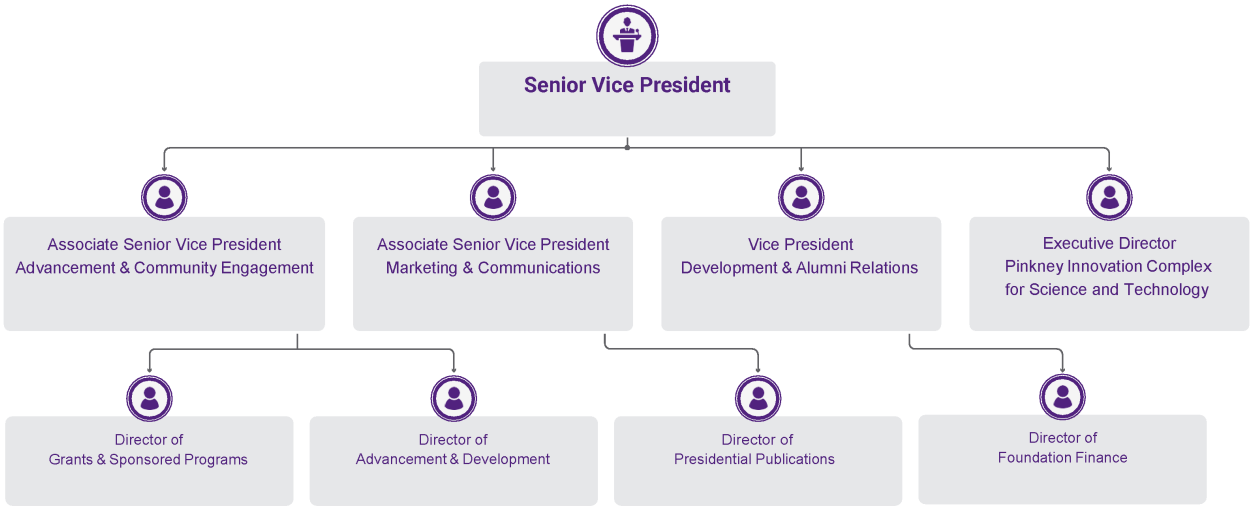
MONTGOMERY COLLEGE

Division of Administrative & Fiscal Services



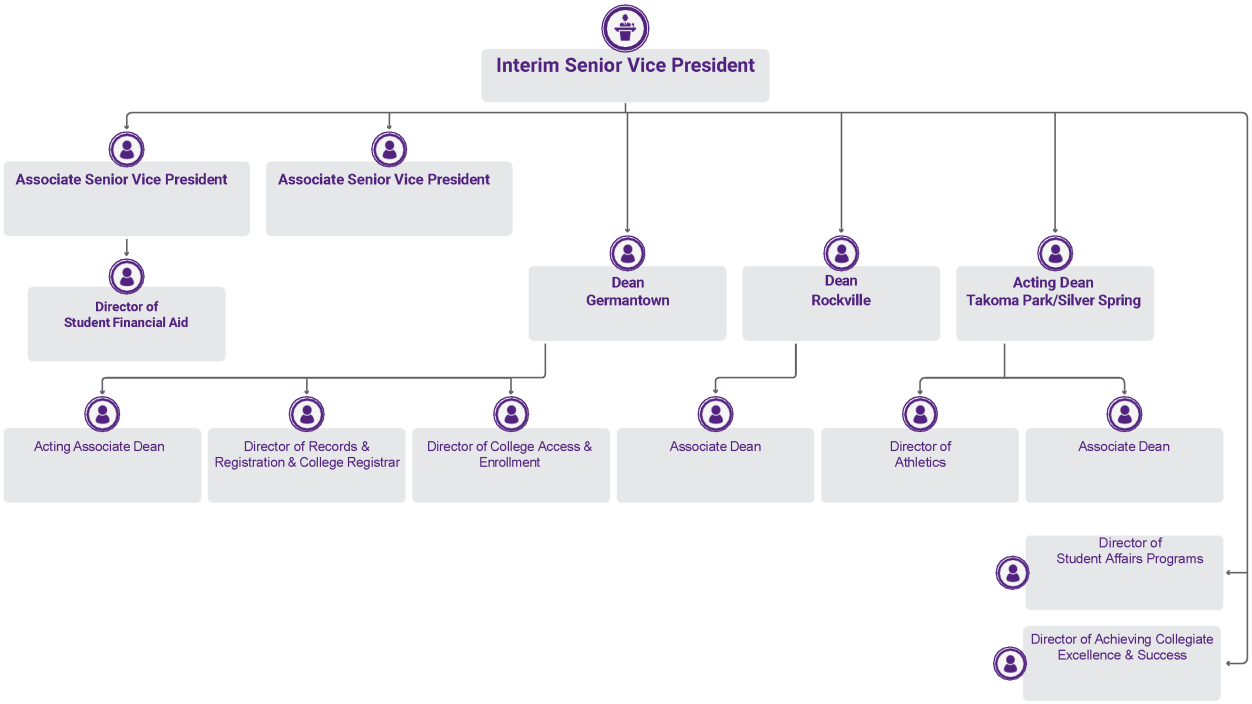
MONTGOMERY COLLEGE

Division of Advancement & Community Engagement



MONTGOMERY COLLEGE

Division of Student Affairs



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	FY20	FY21	FY22	FY23	FY24	YR 5 VS YR 1	YR 5 VS YR 4
Fiscal Year Unduplicated Credit Students	28,945	27,840	24,085	23,916	25,164	-13.1%	5.2%
Fiscal Year Unduplicated Students in WD&CE	21,598	15,944	16,644	17,445	21,624	0.1%	24.0%
FY Unduplicated Credit + WD&CE Students at MC	49,168	42,915	39,757	40,342	45,385	-7.7%	12.5%
Fiscal Year FTEs for Credit Students	13,495	13,021	10,939	10,936	11,748	-12.9%	7.4%
Fiscal Year FTEs for WD&CE Students	4,093	3,432	3,507	3,597	4,415	7.9%	22.7%
FALL SEMESTER CREDIT STUDENTS	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024	YR 5 VS YR 1	YR 5 VS YR 4
Total fall semester enrollment	20,037	17,284	17,137	17,780	18,835	-6.0%	5.9%
New to College	3,588	2,958	3,260	3,566	3,718	3.6%	4.3%
Recent MCPS Graduates	2,490	2,047	2,160	2,393	2,435	-2.2%	1.8%
REASON FOR ATTENDING (recent MCPS grads)	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024	YR 5 VS YR 1	YR 5 VS YR 4
Degree Seeking	1,726	1,451	1,619	1,855	1,900	10.1%	2.4%
Transfer	134	96	114	30	36	-73.1%	20.0%
Early Placement	417	347	321	404	469	12.5%	16.1%
Certificate Seeking	27	0	0	0	0	-100.0%	
Continuing Education	113	103	57	51	0	-100.0%	-100.0%
Personal Interest	2	2	5	0	1	-50.0%	
MD Dream Act	63	30	32	36	29	-54.0%	-19.4%
Other	8	18	12	17	0	-100.0%	-100.0%
Continuing/Returning	14,009	12,158	11,459	11,263	11,734	-16.2%	4.2%
Transfer-In or "Visiting"	908	696	912	986	1,031	13.5%	4.6%
Dual Enrollment - MC and High School	1,532	1,472	1,506	1,965	2,352	53.5%	19.7%
Attending Full-Time	6,902	5,801	5,620	6,123	6,546	-5.2%	6.9%
Average Hours Enrolled	8.94	8.85	8.77	9.00	9.00	0.7%	0.0%
Receiving Pell Grants	5,016	4,304	4,305	4,801	5000*	4.1%	-0.3%
Receiving any Financial Aid	8,754	8,348	7,776	9,337	6651*	-28.8%	-24.0%
New-Needing "Preparatory" Coursework	1,231	1,000	1,217	1,284	1,196	-2.8%	-6.9%
"Foreign" by NCES definitions	1,800	1,668	1,799	1,656	1,990	10.6%	20.2%
Asian	3,020	2,694	2,652	2,859	2,998	-0.7%	4.9%
Black	6,033	5,238	5,038	5,227	5,412	-10.3%	3.5%
Hispanic	5,971	5,245	5,539	5,840	6,398	7.2%	9.6%
White	4,540	3,725	3,529	3,517	3,672	-19.1%	4.4%
Multi-Race, Other, Unknown	473	382	379	337	355	-24.9%	5.3%

** Figures are Preliminary*

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE ^	
CREDIT COURSES AND ENROLLMENTS	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024	YR 5 VS YR 1	YR 5 VS YR 4
Fall Semester Course Enrollments	56,044	48,187	47,571	50,676	53,696	*-4.2%*	*6.0%*
Fall - Number of Separate Courses	682	663	634	623	693	*1.6%*	*11.2%*
Fall - Number of Course Sections	3,011	2,850	2,798	2,752	2,853	*-5.2%*	*3.7%*
EMPLOYEES	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024	YR 5 VS YR 1	YR 5 VS YR 4
Administrators	80	83	86	80	89	*11.3%*	*11.3%*
Instructional Faculty	1,375	1,211	1,362	1,137	1,417	*3.1%*	*24.6%*
Non-Instructional Faculty	82	78	161	137	146	*78.0%*	*6.6%*
Professional, Technical, and Support Staff	1,240	1,139	1,287	1,189	1,149	*-7.3%*	*-3.4%*
TOTAL	**2,777**	**2,511**	**2,896**	**2,543**	**2,801**	*0.9%*	*10.1%*

	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE ^	
WORKFORCE DEVELOPMENT & CONTINUING EDUCATION	FY20	FY21	FY22	FY23	FY24	YR 5 VS YR 1	YR 5 VS YR 4
FY Unduplicated Students							
Workforce Development courses	9,822	5,712	5,938	5,538	7,487	*-23.8%*	*35.2%*
Contract Training courses	4,398	3,075	3,212	2,818	4,158	*-5.5%*	*47.6%*
Industry-Based Certification courses	4,566	3,115	3,396	3,066	3,903	*-14.5%*	*27.3%*
Adult Basic Educ., ESOL, Literacy courses	5,027	4,673	4,384	4,952	6,879	*36.8%*	*38.9%*
All Specifically Grant-Funded programs/courses	5,867	5,046	4,788	5,538	7,503	*27.9%*	*35.5%*
Apprenticeship Programs	1,087	737	884	901	941	*-13.4%*	*4.4%*
Allied Health/Health Careers courses	868	683	804	794	829	*-4.5%*	*4.4%*
Number of Apprenticeship Program Graduates	173	160	156	138	193	*11.6%*	*39.9%*

OUTPUT INDICATORS (CREDIT PROGRAMS)	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE ^	
FALL-TO-FALL NEW STUDENT RETENTION RATES	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	YR 5 VS YR 1	YR 5 VS YR 4
All New Students	64.3%	61.5%	65.9%	65.1%	63.9%	*-0.4%*	*-1.2%*
Developmental Students	58.4%	55.6%	54.7%	57.2%	58.0%	*-0.4%*	*0.8%*
College-Ready Students	70.5%	63.2%	68.9%	67.9%	66.3%	*-4.2%*	*-1.6%*
Pell Grant Recipients	68.7%	69.6%	71.3%	70.3%	69.5%	*0.8%*	*-0.8%*
Began as Full-Time	74.2%	71.6%	74.6%	77.7%	74.8%	*0.6%*	*-3.0%*
Began as Part-Time	50.5%	45.8%	54.1%	49.4%	51.7%	*1.2%*	*2.3%*
Asian	74.4%	72.2%	73.9%	74.7%	72.3%	*-2.1%*	*-2.4%*
Black	63.6%	59.2%	65.6%	63.2%	60.6%	*-3.0%*	*-2.6%*
Hispanic	63.6%	61.3%	66.5%	65.5%	64.6%	*0.9%*	*-0.9%*
White	57.1%	57.3%	59.9%	59.8%	62.0%	*4.9%*	*2.2%*
Multi-Race, Other, Unknown	65.6%	56.8%	52.2%	60.8%	50.0%	*-15.6%*	*-10.8%*

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

FOUR-YEAR GRADUATION-TRANSFER RATES	YR 1 ENTER FALL 2015	YR 2 ENTER FALL 2016	YR 3 ENTER FALL 2017	YR 4 ENTER FALL 2018	YR 5 ENTER FALL 2019	CHANGE ^ YR 5 VS YR 1	CHANGE ^ YR 5 VS YR 4
All New Students	50.7%	49.5%	52.8%	52.4%	53.3%	*2.6%*	*0.9%*
College-Ready	70.3%	70.0%	68.0%	65.0%	61.8%	*-8.5%*	*-3.2%*
Developmental Completers	52.7%	49.1%	51.7%	48.8%	44.9%	*-7.8%*	*-3.9%*
Developmental Non-Completers	21.6%	17.4%	15.4%	16.6%	20.1%	*-1.5%*	*3.5%*
Pell Grant Recipients	48.2%	44.7%	52.3%	50.1%	51.0%	*2.8%*	*0.9%*
Asian	60.4%	62.9%	64.3%	68.2%	69.4%	*9.0%*	*1.2%*
Black	48.5%	45.3%	51.7%	49.1%	49.7%	*1.2%*	*0.6%*
Hispanic	43.7%	41.7%	46.3%	43.1%	47.5%	*3.8%*	*4.4%*
White	59.0%	60.9%	57.8%	60.6%	54.7%	*-4.3%*	*-5.9%*

GRADUATION / AWARDS / TRANSFERS	YR 1 FY20	YR 2 FY21	YR 3 FY22	YR 4 FY23	YR 5 FY24	CHANGE ^ YR 5 VS YR 1	CHANGE ^ YR 5 VS YR 4
Fiscal Year Graduates	2,900	3,018	2,877	2,705	2,580	*-11.0%*	*-4.6%*
Fiscal Year Awards	3,033	3,136	2,992	2,874	2,760	*-9.0%*	*-4.0%*
Associate Degrees	2,804	2,937	2,790	2,599	2,464	*-12.1%*	*-5.2%*
Certificates	224	198	202	275	296	*32.1%*	*7.6%*
TRANSFER TO FOUR-YEAR INSTITUTIONS							
MC Graduate	2,290	2,222	1,913	1,711	1,530	*-33.2%*	*-10.6%*
12+ Credits, but not Graduate	1,967	2,013	1,657	1,626	1,101	*-44.0%*	*-32.3%*

DEVELOPMENTAL METRICS	YR 1 FALL 2015	YR 2 FALL 2016	YR 3 FALL 2017	YR 4 FALL 2018	YR 5 FALL 2019	CHANGE ^ YR 5 VS YR 1	CHANGE ^ YR 5 VS YR 4
New Students Needing Developmental	2,823	2,477	2,165	1,855	1,398	*-50.5%*	*-24.6%*
Asian	276	198	177	157	104	*-62.3%*	*-33.8%*
Black	872	811	690	617	435	*-50.1%*	*-29.5%*
Hispanic	1,068	1,005	856	719	590	*-44.8%*	*-17.9%*
White	526	407	386	304	217	*-58.7%*	*-28.6%*
Completed Developmental in Four Years	1,694	1,525	1,284	1,094	764	*-54.9%*	*-30.2%*
New Students Needing Developmental Math	2,760	2,422	2,044	1,705	2,259	*-18.2%*	*32.5%*
New Students Completing Developmental Math in Year 1	1,150	1,043	851	754	521	*-54.7%*	*-30.9%*

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	FY20	FY21	FY22	FY23	FY24	YR 5 VS YR 1	YR 5 VS YR 4
Workforce Development Certificate Completers Students	2,515	2,041	2,076	1,802	2,813	*11.8%*	*56.1%*
Course enrollments	5,185	3,095	3,276	2,950	4,070	*-21.5%*	*38.0%*
Selected Health Career Program Students Obtaining Certification-Percent Successful	96.8%	97.8%	99.0%	92.4%	95.9%	*-0.9%*	*3.5%*
Percent Selected [Other Programs] Students Obtaining Certification	79.5%	91.6%	89.0%	89.5%	86.4%	*6.9%*	*-3.1%*
Number of WD&CE Students Subsequently Enrolled in Credit Courses	2,928	2,482	1,615	2,089	1,637	*-44.1%*	*-21.6%*
Percent Grant-funded Programs/Courses Students that Complete	*63.8%*	*70.4%*	*72.1%*	*74.6%*	*74.4%*	*10.6%*	*-0.2%*
Percent Apprenticeship Program Course Completers	22.1%	99.1%	98.8%	99.1%	87.3%	*65.2%*	*-11.8%*
~Percent Apprenticeship Program Completers within 4 Years	*	3.6%	20.4%	18.8%	39.0%	*	*20.3%*

~ No apprenticeship program completers in FY2020 due to Covid

^Note on "Change" Columns

Whole numbers: a percent change is calculated. (e.g., (22-20)/20 = 10%)

Percentages: point change (e.g., 98%-92% = 6%)

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

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

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

DEVELOPMENTAL METRICS

New Students Needing Developmental

Completed Developmental in Four Years

New Students Needing Developmental Math

New Students Completing Developmental Math in Year 1

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

OUTPUT INDICATORS - WORKFORCE DEVELOPMENT & CONTINUING EDUCATION

COURSE / STUDENT SUCCESS RATES

Workforce Developmenta Certificate Completers - Students Courses

Selected Health Career Program Students Obtaining Certification-Percent Successful

Percent Selected (Other Programs) Students Obtaining 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

NOTES ON PERFORMANCE MEASURES FOR THE 2018 ACADEMIC YEAR

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

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Maryland-National Capital Park and Planning Commission

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$214,111,162	1,169.51

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. The Commission, as a bi-county agency, operates as a corporate body of the State of Maryland. The Commission operates in each county through a Planning Board and, in Montgomery County, a separate 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.

Every year, on January 15th, M-NCPPC submits the proposed budget for the upcoming fiscal year to the County Council and the County Executive. 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. Only summary data 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 recreation, as well as ensuring the 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.

If True Consider:

The M-NCPPC has three non-tax supported funds that operate similarly to private enterprises: the Enterprise Fund, the Property Management Fund, and the Special Revenue Fund. These self-supporting operations are financed through their own revenue sources. 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.

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.

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 covers various park facilities and services, all of which are fully supported by user fees. These include recreational activities such as ice rinks, indoor tennis, event centers, boating, camping, trains, carousel rides, mini-golf, driving ranges, and sports pavilions. 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.

FY26 Budget Information

Spending Affordability Guidelines

In February 2025, the Council approved the FY26 Spending Affordability Guidelines (SAG) for the tax-supported Administration and Park Funds of M-NCPPC, totaling $193,600,000. This amount reflects an increase of $22,683,415, or 13.2 percent, over the FY25 Approved budget of $171,916,585, excluding debt service and retiree health insurance prefunding, which are not included in the SAG calculation. The Commission proposed a FY26 tax-supported budget of $182,983,996, excluding debt service and retiree health insurance prefunding, $10,616,004 below the FY26 SAG.

County Executive Recommendations

The County Executive recommends a FY26 tax-supported appropriation, excluding debt service, of $181,608,928 for M-NCPPC.

This represents an increase of $6,194,759 or 3.4 percent over the FY25 Approved Budget.

Park Fund

The County Executive recommends funding of $136,476,774, excluding debt service. This represents an increase of $4,267,155 or 3.2 percent, over the FY25 Approved Budget. The Executive concurs with M-NCPPC's request for $7,936,057 in the Park Fund Debt Service Budget, an increase of $74,367, or a 1 percent increase, from the FY25 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 $45,132,154. This represents an increase of $1,927,604, or 4.5 percent, over the FY25 Approved Budget. The County Executive additionally concurs with M-NCPPC's transfer of $1,500,000 from the Administration Fund to the Document Review Special Revenue Fund.

ALA Debt Service Fund

The County Executive concurs with the M-NCPPC request for funding of $0.

Enterprise Fund

The County Executive concurs with the M-NCPPC request for funding of $12,598,355. This represents a $652,549, or 11.7 percent, increase from the FY25 Approved Budget.

Property Management Fund

The County Executive concurs with the M-NCPPC request for funding of $1,962,600. This represents a $273,900, or 16.2 percent, decrease from the FY25 Approved Budget.

Special Revenue Fund

The County Executive concurs with the M-NCPPC request for funding of $9,455,222. This represents a $431,141, or 4.7 percent, increase from the FY25 Approved Budget.

The County Executive concurs with the M-NCPPC request to transfer $2,400,002 from the General Fund to cover costs associated with the maintenance of Montgomery County Public Schools' ballfields. This represents an increase of $287,140, or 13.5 percent, from the FY25 Approved Budget.

The County Executive additionally concurs with the M-NCPPC request to transfer $1,500,000 from the Administration Fund to the Document Review Special Revenue Fund.

Grant Fund

The County Executive concurs with the M-NCPPC request for funding of $550,000. This maintains the level of support in the FY25 Approved Budget.

COUNTY PRIORITY OUTCOMES

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

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

PROGRAM CONTACTS

Contact Karen Warnick of the Maryland-National Capital Park and Planning Commission at (301) 495-4610 or Abdul Rauf of the Office of Management and Budget at 240-777-2766 for more information regarding this agency's operating budget.

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%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	37,201,117	43,204,550	42,814,605	45,132,154	4.5 %
Administration Fund Expenditures	**37,201,117**	**43,204,550**	**42,814,605**	**45,132,154**	**4.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	191.23	208.81	208.81	208.81	—
REVENUES					
Property Tax	40,285,964	41,097,188	41,083,885	41,315,199	0.5 %
User Fees	539,639	221,200	221,200	276,200	24.9 %
Intergovernmental	476,882	480,970	480,970	505,019	5.0 %
Investment Income	691,453	10,000	600,000	175,000	1650.0 %
Miscellaneous	1,057	0	0	0	—
Administration Fund Revenues	**41,994,995**	**41,809,358**	**42,386,055**	**42,271,418**	**1.1 %**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
PARK FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Park Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	122,112,440	132,209,619	131,876,794	136,476,774	3.2 %
Debt Service Other	6,934,404	7,861,690	7,861,690	7,936,057	1.0 %
Park Fund Expenditures	**129,046,844**	**140,071,309**	**139,738,484**	**144,412,831**	**3.1 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	783.20	795.80	795.80	795.80	—
REVENUES					
Property Tax	127,110,567	124,952,056	124,911,608	131,417,493	5.2 %
Facility User Fees	3,731,401	3,613,251	3,613,251	3,653,576	1.1 %
Intergovernmental	4,138,538	4,289,641	4,289,641	4,637,840	8.1 %
Miscellaneous	108,634	47,500	47,500	96,000	102.1 %
Investment Income	1,871,578	100,000	1,750,000	600,000	500.0 %
Investment Income: CIP	266,239	25,000	290,000	175,000	600.0 %
Park Fund Revenues	**137,226,957**	**133,027,448**	**134,902,000**	**140,579,909**	**5.7 %**
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	123,600	121,200	121,200	0	-100.0 %
ALA Debt Service Fund Expenditures	**123,600**	**121,200**	**121,200**	**0**	**-100.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Property Tax	2,257,191	2,398,786	2,393,656	2,534,958	5.7 %
ALA Debt Service Fund Revenues	**2,257,191**	**2,398,786**	**2,393,656**	**2,534,958**	**5.7 %**
GRANT FUND M-NCPPC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Employee Benefits	0	0	0	0	—
Grant Fund M-NCPPC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	145,531	550,000	550,000	550,000	—
Grant Fund M-NCPPC Expenditures	**145,531**	**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	3,046	150,000	150,000	150,000	—
Park Fund Grants	142,485	400,000	400,000	400,000	—
Grant Fund M-NCPPC Revenues	**145,531**	**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	11,016,461	11,283,610	11,945,806	12,598,355	11.7 %
Enterprise Fund Expenditures	**11,016,461**	**11,283,610**	**11,945,806**	**12,598,355**	**11.7 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	117.10	115.80	115.80	115.80	—
REVENUES					
Fees and Charges	8,111,368	7,235,680	7,352,639	7,807,860	7.9 %
Merchandise Sales	695,154	794,200	817,050	829,750	4.5 %
Rentals	4,342,420	3,904,283	4,465,894	4,321,294	10.7 %
Non-Operating Revenues/Interest	1,327,609	148,000	455,295	382,290	158.3 %
Miscellaneous	0	836,747	890,215	905,390	8.2 %
Enterprise Fund Revenues	**14,476,551**	**12,918,910**	**13,981,093**	**14,246,584**	**10.3 %**

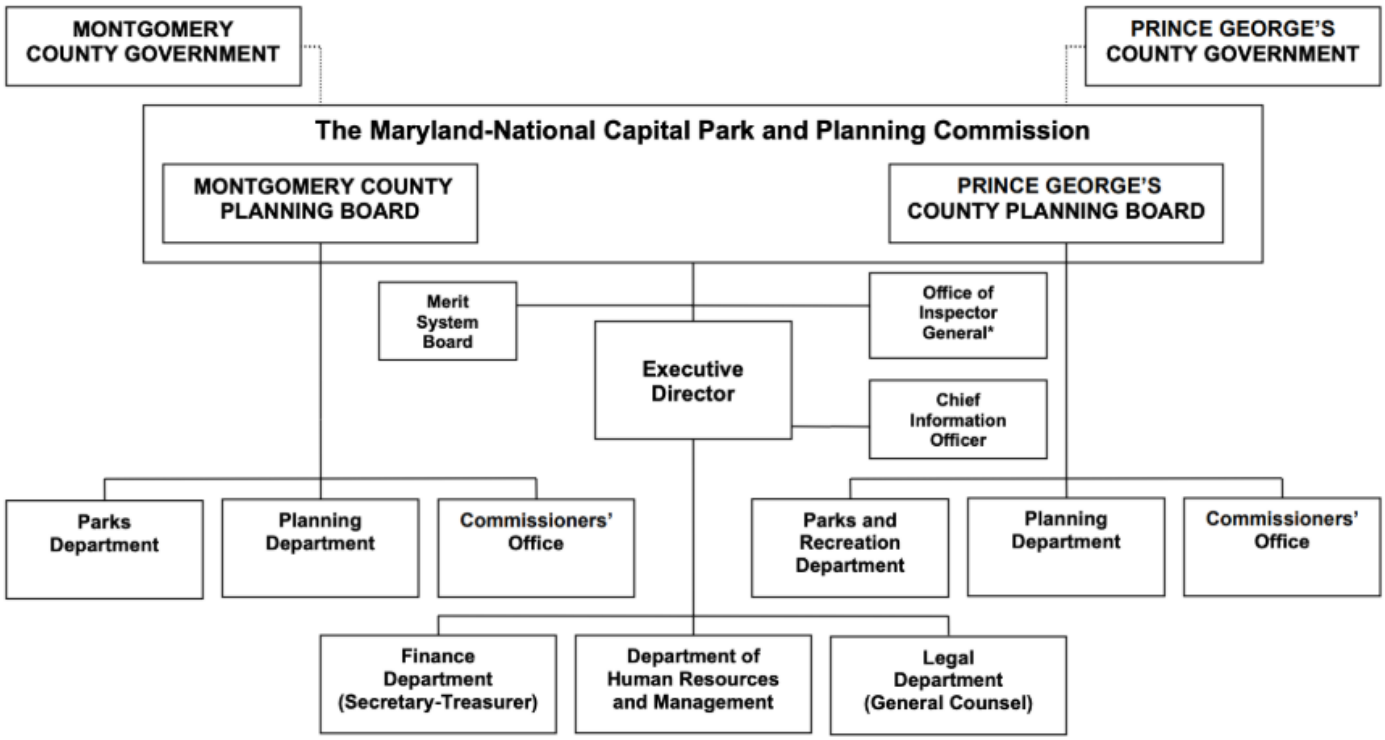
PROP MGMT M-NCPPC

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	1,622,080	1,688,700	1,688,700	1,962,600	16.2 %
Prop Mgmt M-NCPPC Expenditures	**1,622,080**	**1,688,700**	**1,688,700**	**1,962,600**	**16.2 %**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	5.80	5.80	5.80	5.80	—
REVENUES					
Miscellaneous	1,535	0	0	0	—
Rental Income	1,797,119	1,478,700	1,478,700	1,799,600	21.7 %
Investment Income	66,202	10,000	10,000	30,000	200.0 %
Prop Mgmt M-NCPPC Revenues	**1,864,856**	**1,488,700**	**1,488,700**	**1,829,600**	**22.9 %**
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	7,128,805	9,024,081	8,348,306	9,455,222	4.8 %
Special Revenue Funds Expenditures	**7,128,805**	**9,024,081**	**8,348,306**	**9,455,222**	**4.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	37.80	43.30	43.30	43.30	—
REVENUES					
Service Charges	3,089,169	3,461,123	3,389,200	3,494,382	1.0 %
Intergovernmental	202,175	411,118	375,118	316,000	-23.1 %
Miscellaneous	427,557	584,600	574,000	722,500	23.6 %
Investment Income	330,262	19,610	71,730	92,950	374.0 %
Special Revenue Funds Revenues	**4,049,163**	**4,476,451**	**4,410,048**	**4,625,832**	**3.3 %**
DEPARTMENT TOTALS					
Total Expenditures	**186,284,438**	**205,943,450**	**205,207,101**	**214,111,162**	**4.0 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,135.13**	**1,169.51**	**1,169.51**	**1,169.51**	**—**
Total Revenues	**202,015,244**	**196,669,653**	**200,111,552**	**206,638,301**	**5.1 %**

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 FY26 Recommended appropriation in the Non-Departmental Account for services to be provided by the HOC is $9,054,132. The Department of Finance reflects the amount as a transfer in the County's financial statements. This amount represents an increase of $758,817 from the FY25 approved budget of $8,295,315.

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 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 1 of each year.

Budgetary Requirements

The six-year Capital Improvements Program (CIP) of the Revenue Authority is subject to County Executive review and County Council approval, with further County 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 the operating budget recommendations of its staff during April, publishes its budget by May 1, and adopts an operating budget for the forthcoming fiscal year by July 1.

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

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 items 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 limiting 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 6,506

customers at the end of FY24.

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 FY26 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 FY26 budget and under the County Executive's recommended budget for WSSC Water. The Commission's proposed rate increase (9.8 percent) falls between the spending control limits approved by Montgomery County (10.2 percent) and Prince George's County (9.0 percent). In addition, the Total Water and Sewer Operating Expenses are $22.4 million higher than the Spending Affordability (SAG)- approved guidelines. The additional operating costs will be recouped with additional miscellaneous fee and revenue income.

FY26 Spending Control Limits Comparison ($ in Millions)

SPENDING CONTROL LIMITS	Approved Spending Control Limits		Projected Levels Under	
	Montgomery County	Prince George's County	WSSC's Proposed Budget	County Executive Recommended Budget
Maximum Average Water/Sewer Rate Increase	10.2%	9.0%	9.8%	9.8%
New Debt	$489.4	$430.1	$494.4	$494.4
Water and Sewer Debt Service	$373.6	$371.3	$373.8	$373.8
Total Water and Sewer Operating Expenses	$1,122.3	$1,111.0	$1,133.4	$1,133.4

* Covered by offsetting funding sources.

Source: WSSC Water FY26 Proposed Budget

County Executive Recommendations

Operating Budget

The County Executive recommends that WSSC Water's proposed FY26 budget be approved with an average water and sewer rate increase of 9.8 percent in FY26, consistent with Montgomery County's FY26 Spending Affordability Guidelines.

Capital Budget

The County Executive recommended the WSSC Water FY26-31 Capital Improvements Program budget be approved as submitted by the Commission.

Overall Budget

FY26 fiscal projections for all funds and budgets are shown below.

Expenditures by Category - FY26 WSSC Water Proposed and Executive Recommended ($ in Thousands))						
Expenditure Categories	WSSC Water Total Approved FY25	WSSC Water Total Proposed FY26	CE Capital Recommended FY26	CE Operating Recommended FY26	CE Total Recommended FY26	% Change (CE Rec. vs. WSSC Water Proposed)
Salaries and Wages	$191,116,000	$242,590,000	$42,194,000	$200,396,000	$242,590,000	0%
Heat, Light, & Power	$27,593,000	$29,518,000	$303,000	$29,215,000	$29,518,000	0%
Regional Sewage Disposal	$76,908,000	$83,661,000	$0	$83,661,000	$83,661,000	0%
Contract Work	$512,237,000	$383,031,000	$383,031,000	$0	$383,031,000	0%
Consulting Engineers	$83,705,000	$117,541,000	$117,541,000	$0	$117,541,000	0%
All Other	$503,461,000	$509,641,000	$153,746,000	$355,895,000	$509,641,000	0%
PAYGO	$50,601,000	$93,000,000	$0	$93,000,000	$93,000,000	0%
Reserve Contribution	$0	$0	$0	$0	$0	--
Debt Service	$365,449,000	$373,801,000	$0	$373,801,000	$373,801,000	0%
Total Budget	**$1,811,070,000**	**$1,832,783,000**	**$696,815,000**	**$1,135,968,000**	**$1,832,783,000**	**0.0%**
Note: Total expenditures include the water and sewer operating funds and the two capital funds.						

Source: WSSC Water FY26 Proposed Operating Budget

PROGRAM CONTACTS

Contact Letitia Carolina-Powell of the WSSC Water at 301-206-8379 or Richard H. Harris of the Office of Management and Budget at 240-777-2795 for more information regarding this agency's operating budget.

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

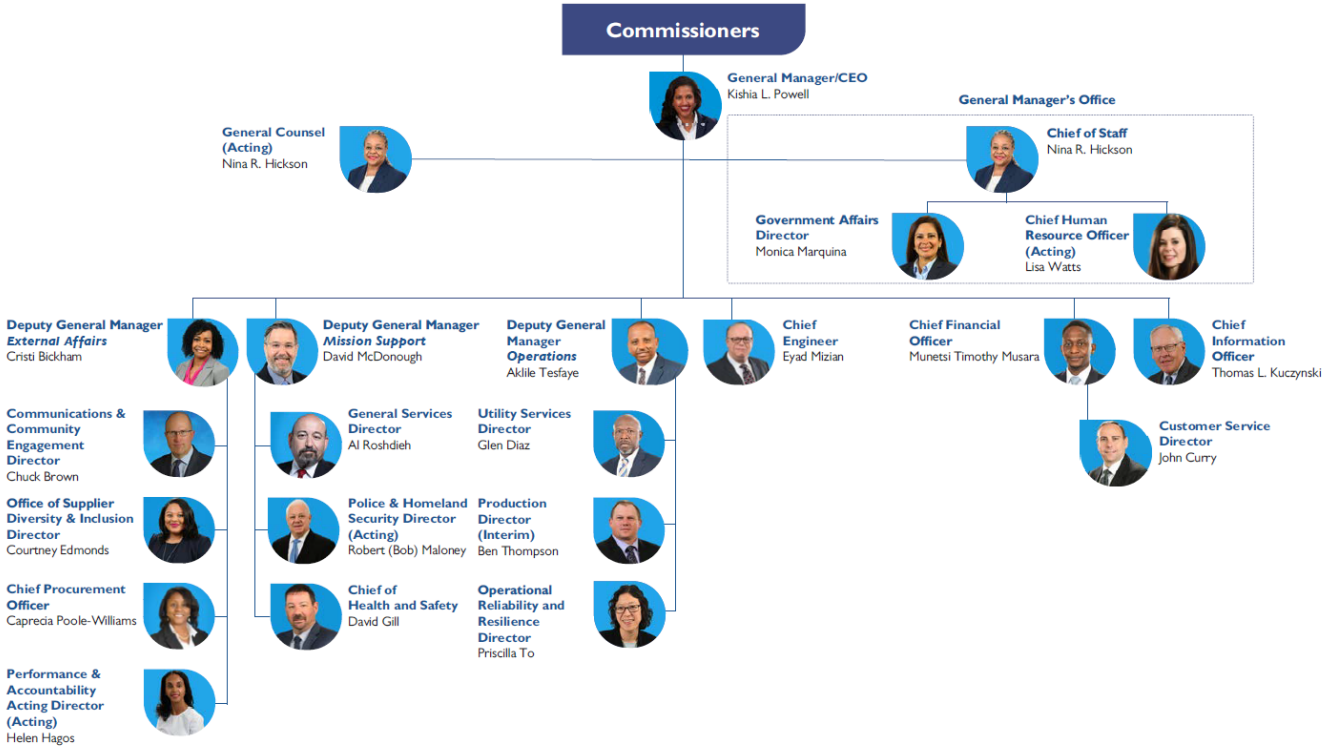
($ IN THOUSANDS)

FISCAL PROJECTIONS SPENDING AFFORDABILITY RESULTS	FY25 APPROVED	FY26 CE REC	FY27 PROJECTION	FY28 PROJECTION	FY29 PROJECTION	FY30 PROJECTION	FY31 PROJECTION
New Water and Sewer Debt	$390,262	**$494,441**	$611,109	$532,360	$588,064	$556,029	$554,797
Total Water and Sewer Operating Expenses	$1,014,059	**$1,133,372**	$1,235,171	$1,329,028	$1,418,169	$1,503,118	$1,586,444
Debt Service	$361,968	**$373,801**	$398,364	$436,564	$463,586	$494,108	$522,115
Average Water and Sewer Rate Increase	8.5%	**9.8%**	9.7%	8.2%	7.5%	6.3%	5.8%
BEGINNING FUND BALANCE	**$368,922**	**$395,088**	**$395,088**	**$395,088**	**$395,088**	**$395,088**	**$395,088**
REVENUES							
Water and Sewer Rate Revenue	$809,105	**$894,985**	$981,799	$1,062,306	$1,141,979	$1,213,924	$1,284,332
Interest Income	$8,860	**$14,000**	$8,000	$8,000	$8,000	$8,000	$8,000
Account Maintenance Fee	$59,964	**$69,684**	$76,443	$82,712	$88,915	$94,516	$99,998
Infrastructure Investment Fee	$74,839	**$86,016**	$94,360	$102,098	$109,755	$116,670	$123,435
Plumbing and Inspection Fees	$21,356	**$22,610**	$23,289	$23,988	$24,708	$25,449	$26,213
Rockville Sewer Use	$3,300	**$4,500**	$4,500	$4,500	$4,500	$4,500	$4,500
Grants Revenue	$2,500	**$3,171**	$2,500	$2,500	$2,500	$2,500	$2,500
Miscellaneous	$27,251	**$27,800**	$29,000	$29,309	$29,618	$29,933	$30,253
Uncollectable	-$7,901	**-$4,961**	-$5,763	-$6,236	-$6,703	-$7,126	-$7,539
Cost Sharing Reimbursement	$7,013	**$7,795**	$13,295	$12,103	$7,149	$7,004	$7,004
Miscellaneous	$53,519	**$60,915**	$66,821	$66,164	$61,772	$62,260	$62,931
Total Revenues	**$1,006,287**	**$1,125,600**	**$1,227,423**	**$1,321,280**	**$1,410,421**	**$1,495,370**	**$1,578,696**
SDC Debt Service Offset	$5,772	**$5,772**	$5,748	$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
TOTAL FUNDS AVAILABLE	**$1,014,059**	**$1,133,372**	**$1,235,171**	**$1,329,028**	**$1,418,169**	**$1,503,118**	**$1,586,444**
EXPENDITURES							
Salaries and Wages	$158,146	**$199,283**	$208,250	$217,622	$227,415	$237,648	$248,342
Heat, Light, and Power	$27,278	**$29,200**	$30,079	$30,985	$31,914	$34,620	$35,832
Regional Sewage Disposal	$76,908	**$83,661**	$85,334	$87,041	$88,782	$90,558	$92,369
Debt Service	$361,968	**$373,801**	$398,364	$436,564	$463,586	$494,108	$522,115
PAYGO	$50,601	**$93,000**	$147,686	$162,592	$172,366	$183,080	$182,233
All Other	$339,158	**$354,427**	$365,458	$394,224	$434,106	$463,104	$505,553
TOTAL USE OF RESOURCES	**$1,014,059**	**$1,133,372**	**$1,235,171**	**$1,329,028**	**$1,418,169**	**$1,503,118**	**$1,586,444**
REVENUE/EXPENDITURE SURPLUS/(GAP)	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
YEAR END FUND BALANCE w/o additional reserve contribution	**$368,922**	**$395,088**	**$395,088**	**$395,088**	**$395,088**	**$395,088**	**$395,088**
Additional Reserve Contribution	**$26,166**						
TOTAL YEAR END FUND BALANCE	**$395,088**	**$395,088**	**$395,088**	**$395,088**	**$395,088**	**$395,088**	**$395,088**
Debt Service as a Percent of Water and Sewer Operating Budget	35.7%	**33.0%**	32.3%	32.8%	32.7%	32.9%	32.9%
Total End of Fiscal Year Operating Reserve	$395,088	**$395,088**	$395,088	$395,088	$395,088	$395,088	$395,088
End of Fiscal Year Fund Balance as Percent of Operating Revenue	39.3%	**35.1%**	32.2%	29.9%	28.0%	26.4%	25.0%
Total Workyears (all funds)	1,963	**2,040**	2,040	2,040	2,040	2,040	2,040

Assumptions:

1. The CE recommended operating budget is for FY26 only and incorporates the CE's revenue and expenditure assumptions for that budget.
2. The FY27-31 projections reflect WSSC Water's multi-year forecast and assumptions. 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 FY26 Recommended water and sewer operating budget for WSSC Water.
3. The FY26 estimated spending affordability results are the values for the four spending affordability parameters implied by the FY26 budget approved by Montgomery and Prince George's counties, though Montgomery approved a 10.2% average rate increase and Prince George's County approved a 9.0% increase, and WSSC Water proposed a 9.8% increase, in the middle of Montgomery and Prince George's Counties. The FY26 proposed spending affordability results are the values of the spending affordability parameters associated with WSSC Water's proposed FY26 budget. The FY26 recommended spending affordability results are the spending affordability parameters associated with the County Executive's recommended WSSC Water budget for FY26. The FY27-31 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 FY26 estimated workyears shown correspond to the actual workyears as of December 2024.
5. Estimates of revenue in FY27-31 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 FY26 Proposed Long-Range Fiscal Plan for Water and Sewer Operating Funds may not match due to rounding.

Source: WSSC Water FY26 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 (Acting)
Nina R. Hickson
Chief of Staff
Nina R. Hickson
Government Affairs Director
Monica Marquina
Chief Human Resource Officer (Acting)
Lisa Watts
Deputy General Manager External Affairs
Cristi Bickham
Deputy General Manager Mission Support
David McDonough
Deputy General Manager Operations
Aklile Tesfaye
Chief Engineer
Eyad Mizian
Chief Financial Officer
Munetsi Timothy Musara
Chief Information Officer
Thomas L. Kuczynski
Customer Service Director
John Curry
Communications & Community Engagement Director
Chuck Brown
General Services Director
Al Roshdieh
Utility Services Director
Glen Diaz
Office of Supplier Diversity & Inclusion Director
Courtney Edmonds
Police & Homeland Security Director (Acting)
Robert (Bob) Maloney
Production Director (Interim)
Ben Thompson
Chief Procurement Officer
Caprecia Poole-Williams
Chief of Health and Safety
David Gill
Operational Reliability and Resilience Director
Priscilla To
Performance & Accountability Acting Director (Acting)
Helen Hagos

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County Council

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$19,911,977	112.05

CRAIG HOWARD, 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 FY26 Operating Budget for the County Council is $19,911,977, an increase of $685,785 or 3.57 percent from the FY25 Approved Budget of $19,226,192. Personnel Costs comprise 90.11 percent of the budget for 124 full-time position(s) and two part-time position(s), and a total of 112.05 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 9.89 percent of the FY26 budget.

PROGRAM CONTACTS

Contact Sandra Marin of the County Council at 240-777-7923 or Hamza Ahmed of the Office of Management and Budget at 240-777-2783 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**8,959,824**	**49.35**
Enhance: Audiovisual Production Specialist Position Change PT to FT	20,796	0.20
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	373,507	0.00
FY26 Recommended	**9,354,127**	**49.55**

Councilmember Offices

The eleven elected County Councilmembers enact all local laws, oversee zoning and planning, appropriate funding for the budgets of public agencies, establish spending affordability guidelines, set property tax rates, and meet as the County Board of Health. The Council holds regular weekly sessions, and conducts public hearings and work sessions throughout the year. Each Councilmember serves on two of the following seven Council Committees: Education and Culture; Economic Development; Government Operations and Fiscal Policy; Health and Human Services; Planning, Housing, and Parks; Public Safety; and Transportation and Environment. Seven Councilmembers are elected by district, and four are elected Countywide. Councilmembers have staffs which are responsible for carrying out their work programs. The County Charter provides for a Confidential Aide for each Councilmember. Staff may consist of interns, analysts, legislative services coordinators, legislative senior aides, and other administrative personnel.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**10,266,368**	**62.25**
Enhance: Legislative Sr Aide FTE Adjustment	29,551	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.	261,931	0.00
FY26 Recommended	**10,557,850**	**62.50**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	11,096,815	13,604,787	13,682,509	13,952,509	2.6 %
Employee Benefits	2,927,969	3,657,448	3,657,448	3,990,744	9.1 %
County General Fund Personnel Costs	**14,024,784**	**17,262,235**	**17,339,957**	**17,943,253**	**3.9 %**
Operating Expenses	927,581	1,963,957	1,963,957	1,968,724	0.2 %
County General Fund Expenditures	**14,952,365**	**19,226,192**	**19,303,914**	**19,911,977**	**3.6 %**
PERSONNEL					
Full-Time	124	122	122	124	1.6 %
Part-Time	1	4	4	2	-50.0 %
FTEs	106.55	111.60	111.60	112.05	0.4 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**19,226,192**	**111.60**
Changes (with service impacts)		
Enhance: Legislative Sr Aide FTE Adjustment [Councilmember Offices]	29,551	0.25
Enhance: Audiovisual Production Specialist Position Change PT to FT [Council Staff Operations]	20,796	0.20
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	487,370	0.00
Increase Cost: Annualization of FY25 Compensation Increases	272,502	0.00
Increase Cost: Retirement Adjustment	27,506	0.00
Increase Cost: Printing and Mail Adjustment	4,767	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(156,707)	0.00
FY26 RECOMMENDED	**19,911,977**	**112.05**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Council Staff Operations	8,959,824	49.35	9,354,127	49.55
Councilmember Offices	10,266,368	62.25	10,557,850	62.50
Total	**19,226,192**	**111.60**	**19,911,977**	**112.05**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND					
NDA - Legislative Branch Communications Outreach	General Fund	1,895,527	13.00	1,997,456	13.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**19,912**	**19,912**	**19,912**	**19,912**	**19,912**	**19,912**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**40**	**40**	**40**	**40**	**40**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**19,912**	**19,952**	**19,952**	**19,952**	**19,952**	**19,952**

Board of Appeals

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$608,334	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 FY26 Operating Budget for the Board of Appeals is $608,334, an increase of $19,692 or 3.35 percent from the FY25 Approved Budget of $588,642. Personnel Costs comprise 95.74 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 4.26 percent of the FY26 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 Hamza Ahmed of the Office of Management and Budget at 240-777-2783 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

Measure	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27

Measure	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Program Measures					
Number of administrative appeals decided	11	9	9	9	9
Average days to issue written administrative appeals decisions (within 45 days of close of record unless extended) [1]	25	19	19	19	19
Number of variances decided [2]	52	44	44	44	44
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	3	3	3	3
Average days to issue conditional use decision (must issue within 30 days of voting on the matter unless extended)	15	18	18	18	18
Number of Circuit Court appeals processed	4	5	5	5	5
Number of administrative actions taken [5]	86	85	85	85	85

[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 FY24 actuals.*

[5] *Matters considered and/or decided at work sessions 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 FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	495,507	444,849	451,273	465,204	4.6 %
Employee Benefits	118,609	107,413	108,506	117,214	9.1 %
County General Fund Personnel Costs	**614,116**	**552,262**	**559,779**	**582,418**	**5.5 %**
Operating Expenses	21,782	36,380	21,818	25,916	-28.8 %

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
County General Fund Expenditures	**635,898**	**588,642**	**581,597**	**608,334**	**3.3 %**
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.50	3.00	3.00	3.00	—
REVENUES					
Board of Appeals Fees	189,710	158,064	158,064	158,064	—
Other Charges/Fees	4,380	0	0	0	—
County General Fund Revenues	**194,090**	**158,064**	**158,064**	**158,064**	**—**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**588,642**	**3.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	20,439	0.00
Increase Cost: Annualization of FY25 Compensation Increases	10,312	0.00
Increase Cost: Board Member Stipend Adjustments [Zoning Related Hearings and Administrative Appeals]	1,752	0.00
Increase Cost: Retirement Adjustment	855	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(3,202)	0.00
Decrease Cost: Printing and Mail Adjustment	(10,464)	0.00
FY26 RECOMMENDED	**608,334**	**3.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**608**	**608**	**608**	**608**	**608**	**608**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**1**	**1**	**1**	**1**	**1**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**608**	**609**	**609**	**609**	**609**	**609**

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Inspector General

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$4,094,443	22.00

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 FY26 Operating Budget for the Office of Inspector General is $4,094,443, an increase of $482,243 or 13.35 percent from the FY25 Approved Budget of $3,612,200. Personnel Costs comprise 96.34 percent of the budget for 22 full-time position(s) and no part-time position(s), and a total of 22.00 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 3.66 percent of the FY26 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

- The Education Oversight Division (EOD) was established in FY24 and is charged with bringing transparency and accountability to MCPS' operations by conducting investigations, reviews, and inspections aimed at detecting and deterring fraud, waste, abuse, misconduct, and mismanagement of school resources. In FY24, EOD addressed over 180 complaints, and identified $200,000+ in questionable expenditures inconsistent with MCPS policy.
- In FY25, EOD hired two new staff and began the first proactive engagement related to procurement practices at MCPS.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- OIG formalized a process for tracking the status of corrective actions to ensure departments are held accountable and

appropriately addressing the findings and recommendations in reports.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

Measure	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Program Measures					
Percent of initial inquiries (with no reports or memo) completed within 20 business days [1]	100%	97%	97%	98%	98%
Percent of audit/inspection/investigation reports completed within 8 months	92%	87%	88%	90%	90%
Percent of complaints reviewed and action initiated within 5 business days	96%	92%	95%	95%	95%
Number of audits or reviews of Principal Departments completed in current cycle (24 total to be completed in FY25-29 cycle)	3	3	3	3	3
Number of evaluations, inspections, or reviews of County programs and operations completed annually (the goal is two per year)	3	3	3	3	3

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

PROGRAM DESCRIPTIONS

Inspector General

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

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,112,519	2,756,714	2,774,010	3,110,101	12.8 %
Employee Benefits	521,737	706,075	678,771	834,466	18.2 %
County General Fund Personnel Costs	**2,634,256**	**3,462,789**	**3,452,781**	**3,944,567**	**13.9 %**
Operating Expenses	163,246	149,411	149,373	149,876	0.3 %

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
County General Fund Expenditures	**2,797,502**	**3,612,200**	**3,602,154**	**4,094,443**	**13.4 %**
PERSONNEL					
Full-Time	19	21	21	22	4.8 %
Part-Time	0	0	0	0	—
FTEs	19.00	21.00	21.00	22.00	4.8 %

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**3,612,200**	**21.00**
Changes (with service impacts)		
Enhance: Add One Investigator to the Education Oversight Division [Inspector General]	115,417	1.00
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	144,739	0.00
Increase Cost: Annualization of FY25 Personnel Costs	91,493	0.00
Increase Cost: Annualization of FY25 Lapsed Positions	72,500	0.00
Increase Cost: Annualization of FY25 Compensation Increases	58,389	0.00
Increase Cost: Retirement Adjustment	6,205	0.00
Increase Cost: Printing and Mail Adjustment	3,320	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(9,820)	0.00
FY26 RECOMMENDED	**4,094,443**	**22.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**4,094**	**4,094**	**4,094**	**4,094**	**4,094**	**4,094**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY26	**0**	**36**	**36**	**36**	**36**	**36**
New positions in the FY26 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.						
Elimination of One-Time Items Recommended in FY26	**0**	**(5)**	**(5)**	**(5)**	**(5)**	**(5)**
Items recommended for one-time funding in FY26, including one-time costs associated with the new position, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**26**	**26**	**26**	**26**	**26**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**4,094**	**4,151**	**4,151**	**4,151**	**4,151**	**4,151**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY26 Recommended		FY27 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Add One Investigator to the Education Oversight Division	108,452	1.00	144,603	1.00
Total	**108,452**	**1.00**	**144,603**	**1.00**

Legislative Oversight

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$2,984,114	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 FY26 Operating Budget for the Office of Legislative Oversight is $2,984,114, an increase of $338,379 or 12.79 percent from the FY25 Approved Budget of $2,645,735. Personnel Costs comprise 96.37 percent of the budget for 15 full-time position(s) and no part-time position(s), 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 3.63 percent of the FY26 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 Hamza Ahmed of the Office of Management and Budget at 240-777-2783 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. 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. OLO is also responsible for preparing racial equity and social justice impact statements for zoning text amendments.

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,900,631	2,054,588	2,113,563	2,294,205	11.7 %
Employee Benefits	459,812	485,651	490,332	581,491	19.7 %
County General Fund Personnel Costs	**2,360,443**	**2,540,239**	**2,603,895**	**2,875,696**	**13.2 %**
Operating Expenses	24,357	105,496	79,131	108,418	2.8 %
County General Fund Expenditures	**2,384,800**	**2,645,735**	**2,683,026**	**2,984,114**	**12.8 %**
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 %

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**2,645,735**	**13.85**
Changes (with service impacts)		
Enhance: Legislative Analyst III Position [Legislative Oversight]	150,339	1.00
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	103,031	0.00
Increase Cost: Annualization of FY25 Compensation Increases	63,051	0.00
Increase Cost: Annualization of FY25 Personnel Costs	9,827	0.00
Increase Cost: Retirement Adjustment	9,209	0.00
Increase Cost: Printing and Mail Adjustment	2,922	0.00
FY26 RECOMMENDED	**2,984,114**	**14.85**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND					
NDA - Independent Audit	General Fund	33,361	0.15	36,363	0.15

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**2,984**	**2,984**	**2,984**	**2,984**	**2,984**	**2,984**
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	**2,984**	**2,994**	**2,994**	**2,994**	**2,994**	**2,994**

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Merit System Protection Board

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$373,383	1.75

EDWARD E. HAENFTLING, JR., EXECUTIVE DIRECTOR

MISSION STATEMENT

The mission of the Merit System Protection Board is to oversee the merit system and protect employee and job applicant rights guaranteed under the merit system law.

BUDGET OVERVIEW

The total recommended FY26 Operating Budget for the Merit System Protection Board is $373,383, an increase of $65,938 or 21.45 percent from the FY25 Approved Budget of $307,445. Personnel Costs comprise 96.69 percent of the budget for one full-time position(s) and one part-time position(s), and a total of 1.75 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 3.31 percent of the FY26 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 Edward E. Haenftling, Jr. of the Merit System Protection Board at 240-777-6620 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 FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	221,661	231,499	218,582	301,439	30.2 %
Employee Benefits	47,663	61,442	55,257	59,600	-3.0 %
County General Fund Personnel Costs	**269,324**	**292,941**	**273,839**	**361,039**	**23.2 %**
Operating Expenses	402,912	14,504	14,504	12,344	-14.9 %
County General Fund Expenditures	**672,236**	**307,445**	**288,343**	**373,383**	**21.4 %**
PERSONNEL					
Full-Time	0	0	0	1	—
Part-Time	2	2	2	1	-50.0 %
FTEs	1.50	1.50	1.50	1.75	16.7 %

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**307,445**	**1.50**
Changes (with service impacts)		
Enhance: Convert Executive Director from Part-Time to Full-Time [Merit System Oversight]	56,450	0.25
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	8,083	0.00
Increase Cost: Annualization of FY25 Compensation Increases	3,639	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(74)	0.00
Decrease Cost: Printing and Mail Adjustment	(2,160)	0.00
FY26 RECOMMENDED	**373,383**	**1.75**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**373**	**373**	**373**	**373**	**373**	**373**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**0**	**0**	**0**	**0**	**0**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**373**	**373**	**373**	**373**	**373**	**373**

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People's Counsel

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$261,783	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 FY26 Operating Budget for the Office of the People's Counsel is $261,783, a new appropriation in FY26. Personnel Costs comprise 87.39 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 12.61 percent of the FY26 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 Hamza Ahmed of the Office of Management and Budget at 240-777-2783 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 FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	179,470	—
Employee Benefits	0	0	0	49,313	—
County General Fund Personnel Costs	**0**	**0**	**0**	**228,783**	**—**
Operating Expenses	0	0	0	33,000	—
County General Fund Expenditures	**0**	**0**	**0**	**261,783**	**—**
PERSONNEL					
Full-Time	0	0	0	2	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	2.00	—

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**0**	**0.00**
Changes (with service impacts)		
Add: Staff including One People's Counsel and Administrative Specialist [Director's Office]	228,783	2.00
Add: Operating Expenditures [Director's Office]	33,000	0.00
FY26 RECOMMENDED	**261,783**	**2.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**262**	**262**	**262**	**262**	**262**	**262**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY26	**0**	**76**	**76**	**76**	**76**	**76**
New positions in the FY26 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.						
Elimination of One-Time Items Recommended in FY26	**0**	**(25)**	**(25)**	**(25)**	**(25)**	**(25)**
Items recommended for one-time funding in FY26 will be eliminated from the base in the outyears.						
Subtotal Expenditures	**262**	**313**	**313**	**313**	**313**	**313**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY26 Recommended		FY27 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Staff including One People's Counsel and Administrative Specialist	228,783	2.00	305,044	2.00
Total	**228,783**	**2.00**	**305,044**	**2.00**

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Zoning and Administrative Hearings

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$883,196	4.00

KATHLEEN BYRNE, 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 FY26 Operating Budget for the Office of Zoning and Administrative Hearings is $883,196, an increase of $63,719 or 7.78 percent from the FY25 Approved Budget of $819,477. Personnel Costs comprise 85.19 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 14.81 percent of the FY26 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 Kathleen Byrne of the Office of Zoning and Administrative Hearings at 240-777-6667 or Hamza Ahmed of the Office of Management and Budget at 240-777-2783 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 FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	615,148	586,443	580,314	593,086	1.1 %
Employee Benefits	141,569	147,090	141,825	159,331	8.3 %
County General Fund Personnel Costs	**756,717**	**733,533**	**722,139**	**752,417**	**2.6 %**
Operating Expenses	66,034	85,944	85,944	130,779	52.2 %
County General Fund Expenditures	**822,751**	**819,477**	**808,083**	**883,196**	**7.8 %**
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	3,006	0	0	0	—
Zoning Fees	142,669	65,000	125,000	110,000	69.2 %
County General Fund Revenues	**145,675**	**65,000**	**125,000**	**110,000**	**69.2 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**819,477**	**4.00**
Changes (with service impacts)		
Add: Technical Assistance - Hybrid Hearings [Zoning and Administrative Hearings]	30,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	15,782	0.00
Increase Cost: Temporary/Clerical Staff [Zoning and Administrative Hearings]	14,000	0.00
Increase Cost: Annualization of FY25 Compensation Increases	6,945	0.00
Increase Cost: Retirement Adjustment	1,451	0.00
Increase Cost: Printing and Mail Adjustment	835	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(5,294)	0.00
FY26 RECOMMENDED	**883,196**	**4.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**883**	**883**	**883**	**883**	**883**	**883**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY26	**0**	**(14)**	**(14)**	**(14)**	**(14)**	**(14)**
Items recommended for one-time funding in FY26, including Temporary/Clerical Staff, will be eliminated from the base in the outyears.						
Subtotal Expenditures	**883**	**869**	**869**	**869**	**869**	**869**

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Circuit Court

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$20,548,763	129.00

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 FY26 Operating Budget for the Circuit Court is $20,548,763, an increase of $1,158,997 or 5.98 percent from the FY25 Approved Budget of $19,389,766. Personnel Costs comprise 85.87 percent of the budget for 127 full-time position(s) and four part-time position(s), and a total of 129.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 14.13 percent of the FY26 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**

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Initiated Expanded Voir Dire, a pilot program running from January 1, 2025, through June 2025, which studies the impact of expanded jury selection effectiveness, case management, and public perception of the trial process.
- Expanded the Problem Solving Court, including Montgomery County Driving Under the Influence (DUI) Court which began in October 2023.
- Augmented the Family Law grant to include a new Case Manger to address an uptick in special juvenile immigration status case matters over the last two years.
- Instituted a Justice/Diversity, Equity, Inclusion, and Accessibility (DEIA) Coordinator to develop and execute outreach and marketing strategies about Court proceedings at local schools.

PROGRAM CONTACTS

Contact Timothy H. Sheridan of the Circuit Court at 240-777-9102 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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,538,183**	**35.50**
Increase Cost: Adjustment to Compensation for Judicial Support	28,596	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	557,087	0.50
FY26 Recommended	**5,123,866**	**36.00**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Case Clearance Rate (includes re-opened cases) - Civil	96.0%	96.5%	91.2%	92.0%	91.2%
Case Filings (includes re-opened cases) - Civil	8,082	7,938	9,301	9,832	10,528
Case Terminations (includes re-opened cases) - Civil (including District Court appeals)	7,761	7,662	8,478	9,046	9,598
Case Clearance Rate (includes re-opened cases) - Criminal	100.4%	99.5%	93.5%	92.5%	90.4%
Case Filings (includes re-opened cases) - Criminal	4,061	4,479	4,830	5,171	5,518
Case Terminations (includes re-opened cases) - Criminal (including District Court appeals)	4,078	4,455	4,514	4,783	4,991
Case Clearance Rate (includes re-opened cases) - Domestic Relations	97.4%	101.4%	99.2%	101.2%	101.9%
Case Filings (includes re-opened cases) - Domestic Relations	10,854	11,477	12,397	13,243	14,080
Case Terminations (includes re-opened cases) - Domestic Relations	10,576	11,632	12,292	13,402	14,345
Case Clearance Rate (includes re-opened cases) - Juvenile	99.8%	90.6%	95.8%	94.0%	93.9%
Case Filings (includes re-opened cases) - Juvenile	1,255	1,952	2,431	3,023	3,588
Case Terminations (includes re-opened cases) - Juvenile (including Delinquency, CINA, and TPR)	1,253	1,769	2,330	2,843	3,368
Case Clearance Rate	97.6%	98.7%	95.4%	96.2%	95.8%
Number of Case Filings	24,252	25,846	28,960	31,269	33,712
Number of Case Terminations	23,668	25,518	27,614	30,073	32,301
Number of Trials	1,828	1,993	2,109	2,267	2,407

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,050,574**	**9.28**
Add: Maryland Department of Transportation (MDOT) Grant to Support the Problem Solving Court	72,440	0.00
Shift: Rebalance Positions Charged to the Grant and General Fund to Align with Available Grant Allocation	65,059	0.50
Increase Cost: Change in Position Status from Part-time to Full-time to Support the Senior Judge's Coordinator	62,136	0.50
Shift: Rebalance Expenditures Charged to the Grant and General Fund to Align With Available Grant Allocation	(6,729)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(82,759)	(1.00)
FY26 Recommended	**3,160,721**	**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 Differentiated Case Management (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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,554,646**	**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.	119,367	0.00
FY26 Recommended	**1,674,013**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,921,763**	**15.00**
Shift: Rebalance Positions Charged to the Grant and General Fund to Align with Available Grant Allocation	66,004	0.50
Shift: State Positions Supplement Non-Departmental Account	60,756	0.00
Shift: Move Custody Evaluator Position from the General Fund to the Family Law Grant Fund	(124,334)	(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.	30,695	(0.50)
FY26 Recommended	**1,954,884**	**14.00**

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**618,418**	**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.	37,758	0.00
FY26 Recommended	**656,176**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,168,167**	**27.22**
Increase Cost: Mediation Training - Alternative Dispute Resolution Grant	10,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	49,038	1.00
FY26 Recommended	**4,227,205**	**28.22**

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**995,393**	**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.	31,814	0.00
FY26 Recommended	**1,027,207**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**527,695**	**3.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	32,929	0.00
FY26 Recommended	**560,624**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,687,522**	**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.	112,844	0.00
FY26 Recommended	**1,800,366**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**327,405**	**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.	36,296	0.00
FY26 Recommended	**363,701**	**2.50**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	8,966,588	9,608,457	9,732,036	10,431,167	8.6 %
Employee Benefits	2,924,660	3,061,130	3,102,211	3,382,945	10.5 %
County General Fund Personnel Costs	**11,891,248**	**12,669,587**	**12,834,247**	**13,814,112**	**9.0 %**
Operating Expenses	2,263,885	2,552,012	2,691,276	2,507,446	-1.8 %
County General Fund Expenditures	**14,155,133**	**15,221,599**	**15,525,523**	**16,321,558**	**7.2 %**
PERSONNEL					
Full-Time	99	99	99	99	—
Part-Time	4	4	4	3	-25.0 %
FTEs	101.60	101.28	101.28	100.78	-0.5 %
REVENUES					
State Jury Fee Reimbursement	744,570	1,165,570	1,165,570	1,165,570	—
Miscellaneous Revenues	54,286	55,230	55,230	55,230	—
County General Fund Revenues	**798,856**	**1,220,800**	**1,220,800**	**1,220,800**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	2,290,329	2,926,106	2,926,106	2,865,349	-2.1 %
Employee Benefits	771,566	929,002	929,002	966,357	4.0 %
Grant Fund - MCG Personnel Costs	**3,061,895**	**3,855,108**	**3,855,108**	**3,831,706**	**-0.6 %**
Operating Expenses	196,298	313,059	313,059	395,499	26.3 %
Grant Fund - MCG Expenditures	**3,258,193**	**4,168,167**	**4,168,167**	**4,227,205**	**1.4 %**
PERSONNEL					
Full-Time	25	27	27	28	3.7 %
Part-Time	1	1	1	1	—
FTEs	24.90	27.22	27.22	28.22	3.7 %
REVENUES					
State Grants	3,241,383	4,168,167	4,168,167	4,227,205	1.4 %
Grant Fund - MCG Revenues	**3,241,383**	**4,168,167**	**4,168,167**	**4,227,205**	**1.4 %**
DEPARTMENT TOTALS					

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Total Expenditures	**17,413,326**	**19,389,766**	**19,693,690**	**20,548,763**	**6.0 %**
Total Full-Time Positions	**124**	**126**	**126**	**127**	**0.8 %**
Total Part-Time Positions	**5**	**5**	**5**	**4**	**-20.0 %**
Total FTEs	**126.50**	**128.50**	**128.50**	**129.00**	**0.4 %**
Total Revenues	**4,040,239**	**5,388,967**	**5,388,967**	**5,448,005**	**1.1 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**15,221,599**	**101.28**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	720,124	0.00
Increase Cost: Annualization of FY25 Compensation Increases	304,222	0.00
Increase Cost: Annualization of FY25 Personnel Costs	90,283	0.00
Increase Cost: Change in Position Status from Part-time to Full-time to Support the Senior Judge's Coordinator [Administration]	62,136	0.50
Shift: State Positions Supplement Non-Departmental Account [Family Division Services]	60,756	0.00
Increase Cost: Adjustment to Compensation for Judicial Support [Adjudication]	28,596	0.00
Increase Cost: Retirement Adjustment	9,471	0.00
Increase Cost: Motor Pool Adjustment	2,565	0.00
Shift: Rebalance Expenditures Charged to the Grant and General Fund to Align With Available Grant Allocation [Administration]	(6,729)	0.00
Decrease Cost: Printing and Mail Adjustment	(47,131)	0.00
Shift: Move Custody Evaluator Position from the General Fund to the Family Law Grant Fund [Family Division Services]	(124,334)	(1.00)
FY26 RECOMMENDED	**16,321,558**	**100.78**
GRANT FUND - MCG		
FY25 ORIGINAL APPROPRIATION	**4,168,167**	**27.22**
Federal/State Programs		
Add: Maryland Department of Transportation (MDOT) Grant to Support the Problem Solving Court	72,440	0.00
Other Adjustments (with no service impacts)		
Shift: Rebalance Positions Charged to the Grant and General Fund to Align with Available Grant Allocation [Family Division Services]	66,004	0.50
Shift: Rebalance Positions Charged to the Grant and General Fund to Align with Available Grant Allocation [Administration]	65,059	0.50
Increase Cost: Mediation Training - Alternative Dispute Resolution Grant [Grants]	10,000	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(154,465)	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
FY26 RECOMMENDED	**4,227,205**	**28.22**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Adjudication	4,538,183	35.50	5,123,866	36.00
Administration	3,050,574	9.28	3,160,721	9.28
Case Assignment	1,554,646	14.00	1,674,013	14.00
Family Division Services	1,921,763	15.00	1,954,884	14.00
Family Magistrates	618,418	6.00	656,176	6.00
Grants	4,168,167	27.22	4,227,205	28.22
Jury	995,393	4.00	1,027,207	4.00
Law Library	527,695	3.00	560,624	3.00
Technical Services	1,687,522	12.00	1,800,366	12.00
Trust and Guardianships	327,405	2.50	363,701	2.50
Total	**19,389,766**	**128.50**	**20,548,763**	**129.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**16,322**	**16,322**	**16,322**	**16,322**	**16,322**	**16,322**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**153**	**153**	**153**	**153**	**153**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**16,322**	**16,475**	**16,475**	**16,475**	**16,475**	**16,475**

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State's Attorney

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$27,378,730	170.25

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 FY26 Operating Budget for the State's Attorney's Office is $27,378,730, an increase of $2,273,732 or 9.06 percent from the FY25 Approved Budget of $25,104,998. Personnel Costs comprise 95.22 percent of the budget for 165 full-time position(s) and eight part-time position(s), and a total of 170.25 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 4.78 percent of the FY26 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

- In FY25, the State's Attorney's Office launched a successful attorney retention program to address attrition.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,867,519**	**16.91**
Enhance: Victims of Crime Act (VOCA) Grant Award to Provide Victim/Witness Coordinators and an Office Services Coordinator	278,365	3.00
Technical Adj: Grant FTE and Expenditure Adjustment - VOCA Grant	42,117	0.34
Increase Cost: Annual Case Management System (CMS) Maintenance	39,000	0.00
Increase Cost: CMS Interface Fees to Access Case Files	6,000	0.00
Technical Adj: Grant FTE and Expenditure Adjustment - Gun Violence Reduction Grant	5,626	0.03
Technical Adj: Grant FTE Adjustment - Bureau of Justice Assistance Body-Worn Camera	0	(0.82)
Technical Adj: Grant FTE Adjustment - Victims of Crime Act (VOCA) Grant	0	(0.34)
Technical Adj: Grant FTE Adjustment - Bureau of Justice Assistance Body-Worn Camera	0	0.82
Technical Adj: Grant FTE Adjustment - Gun Violence Reduction Grant	0	(0.03)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(8,086)	0.37
FY26 Recommended	**3,230,541**	**20.28**

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 felonies, drug distribution cases, 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.

FY26 Recommended Changes	Expenditures	FTEs

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**10,778,367**	**64.75**
Increase Cost: Annualization of Attorney Retention Plan	585,000	0.00
Technical Adj: Grant FTE Adjustment - Violence Against Women Act (VAWA) Grant	0	(0.09)
Technical Adj: Grant FTE Adjustment - Drug Court	0	0.09
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	183,375	0.00
FY26 Recommended	**11,546,742**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,574,417**	**27.17**
Technical Adj: Grant FTE and Expenditure Adjustment - Services Training Officers Prosecutors (STOP) Violence Against Women (VAWA) Grant	10,070	0.07
Technical Adj: Grant FTE Adjustment - Services Training Officers Prosecutors (STOP) Violence Against Women Act (VAWA) Grant	0	(0.07)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	349,404	(0.03)
FY26 Recommended	**3,933,891**	**27.14**

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 come to an agreement by which all sides will abide.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,036,804**	**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.	141,689	0.00
FY26 Recommended	**2,178,493**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,555,764**	**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.	265,798	0.00
FY26 Recommended	**2,821,562**	**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 provide guidance to police officers and investigators from other agencies in situations where financial crimes may be suspected.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**623,786**	**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.	39,165	0.00
FY26 Recommended	**662,951**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,005,778**	**17.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	368,924	0.00
FY26 Recommended	**2,374,702**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**662,563**	**5.42**

FY26 Recommended Changes	Expenditures	FTEs
Technical Adj: Grant FTE Adjustment - Victims of Crime Act (VOCA) Grant	0	(0.01)
Technical Adj: Grant FTE Adjustment - Victims of Crime Act (VOCA) Grant	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.	(32,715)	(0.34)
FY26 Recommended	**629,848**	**5.08**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	16,451,680	18,119,452	18,226,414	19,516,319	7.7 %
Employee Benefits	4,500,473	5,171,459	5,024,242	5,670,387	9.7 %
County General Fund Personnel Costs	**20,952,153**	**23,290,911**	**23,250,656**	**25,186,706**	**8.1 %**
Operating Expenses	995,976	1,266,320	1,363,226	1,308,079	3.3 %
Capital Outlay	4,409	0	0	0	—
County General Fund Expenditures	**21,952,538**	**24,557,231**	**24,613,882**	**26,494,785**	**7.9 %**
PERSONNEL					
Full-Time	147	154	154	154	—
Part-Time	7	7	7	7	—
FTEs	153.70	160.96	160.96	161.44	0.3 %
REVENUES					
Miscellaneous Revenues	1,117	0	0	0	—
County General Fund Revenues	**1,117**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	272,188	402,107	402,107	619,808	54.1 %
Employee Benefits	75,973	145,660	145,660	264,137	81.3 %
Grant Fund - MCG Personnel Costs	**348,161**	**547,767**	**547,767**	**883,945**	**61.4 %**
Operating Expenses	138,769	0	0	0	—
Grant Fund - MCG Expenditures	**486,930**	**547,767**	**547,767**	**883,945**	**61.4 %**
PERSONNEL					
Full-Time	4	8	8	11	37.5 %
Part-Time	1	1	1	1	—
FTEs	2.55	6.29	6.29	8.81	40.1 %
REVENUES					
Federal Grants	247,593	0	290,761	290,761	—
State Grants	284,390	547,767	257,006	593,184	8.3 %
Grant Fund - MCG Revenues	**531,983**	**547,767**	**547,767**	**883,945**	**61.4 %**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	**22,439,468**	**25,104,998**	**25,161,649**	**27,378,730**	**9.1 %**
Total Full-Time Positions	**151**	**162**	**162**	**165**	**1.9 %**
Total Part-Time Positions	**8**	**8**	**8**	**8**	**—**
Total FTEs	**156.25**	**167.25**	**167.25**	**170.25**	**1.8 %**
Total Revenues	**533,100**	**547,767**	**547,767**	**883,945**	**61.4 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**24,557,231**	**160.96**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	1,143,863	0.00
Increase Cost: Annualization of Attorney Retention Plan [Circuit Court Prosecution]	585,000	0.00
Increase Cost: Annualization of FY25 Compensation Increases	565,033	0.00
Increase Cost: Annualization of FY25 Lapsed Positions	167,797	0.00
Increase Cost: Annual Case Management System (CMS) Maintenance [Administration]	39,000	0.00
Increase Cost: Retirement Adjustment	19,059	0.00
Increase Cost: CMS Interface Fees to Access Case Files [Administration]	6,000	0.00
Increase Cost: Motor Pool Adjustment	5,632	0.00
Technical Adj: Grant FTE Adjustment - Victims of Crime Act (VOCA) Grant [Administration]	0	(0.34)
Technical Adj: Grant FTE Adjustment - Bureau of Justice Assistance Body-Worn Camera [Administration]	0	0.82
Technical Adj: Grant FTE Adjustment - Gun Violence Reduction Grant [Administration]	0	(0.03)
Technical Adj: Grant FTE Adjustment - Services Training Officers Prosecutors (STOP) Violence Against Women Act (VAWA) Grant [District Court Prosecution]	0	(0.07)
Technical Adj: Grant FTE Adjustment - Drug Court [Circuit Court Prosecution]	0	0.09
Technical Adj: Grant FTE Adjustment - Victims of Crime Act (VOCA) Grant [Victim/Witness Court Assistance]	0	0.01
Decrease Cost: Printing and Mail Adjustment	(8,873)	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(584,957)	0.00
FY26 RECOMMENDED	**26,494,785**	**161.44**
GRANT FUND - MCG		
FY25 ORIGINAL APPROPRIATION	**547,767**	**6.29**
Federal/State Programs		
Enhance: Victims of Crime Act (VOCA) Grant Award to Provide Victim/Witness Coordinators and an Office Services Coordinator	278,365	3.00
Other Adjustments (with no service impacts)		

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Technical Adj: Grant FTE and Expenditure Adjustment - VOCA Grant [Administration]	42,117	0.34
Technical Adj: Grant FTE and Expenditure Adjustment - Services Training Officers Prosecutors (STOP) Violence Against Women (VAWA) Grant [District Court Prosecution]	10,070	0.07
Technical Adj: Grant FTE and Expenditure Adjustment - Gun Violence Reduction Grant [Administration]	5,626	0.03
Technical Adj: Grant FTE Adjustment - Bureau of Justice Assistance Body-Worn Camera [Administration]	0	(0.82)
Technical Adj: Grant FTE Adjustment - Violence Against Women Act (VAWA) Grant [Circuit Court Prosecution]	0	(0.09)
Technical Adj: Grant FTE Adjustment - Victims of Crime Act (VOCA) Grant [Victim/Witness Court Assistance]	0	(0.01)
FY26 RECOMMENDED	**883,945**	**8.81**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration	2,867,519	16.91	3,230,541	20.28
Circuit Court Prosecution	10,778,367	64.75	11,546,742	64.75
District Court Prosecution	3,574,417	27.17	3,933,891	27.14
District Court Screening and Mediation	2,036,804	13.50	2,178,493	13.50
Juvenile Court Prosecution	2,555,764	17.50	2,821,562	17.50
Major Fraud and Special Investigations	623,786	5.00	662,951	5.00
Prosecution Management	2,005,778	17.00	2,374,702	17.00
Victim/Witness Court Assistance	662,563	5.42	629,848	5.08
Total	**25,104,998**	**167.25**	**27,378,730**	**170.25**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND					
Police	General Fund	230,357	1.00	241,991	1.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**26,495**	**26,495**	**26,495**	**26,495**	**26,495**	**26,495**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**244**	**244**	**244**	**244**	**244**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
Subtotal Expenditures	**26,495**	**26,739**	**26,739**	**26,739**	**26,739**	**26,739**

County Executive

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$7,948,787	34.83

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 FY26 Operating Budget for the Office of the County Executive is $7,948,787, an increase of $988,677 or 14.20 percent from the FY25 Approved Budget of $6,960,110. Personnel Costs comprise 84.07 percent of the budget for 45 full-time position(s) and five part-time position(s), and a total of 34.83 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 15.93 percent of the FY26 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

- Through the leadership of the Small Business Navigator, the Business Center implemented the Multicultural Accelerator in partnership with M&T Bank - hosting two cohorts of entrepreneurs in FY25.

- The Business Center Team fully implemented the Client Relationship Management system, allowing for better customer service to businesses and tracking of data to refine future programs and services and continues proactive outreach two days a week and in all service regions in the County, ensuring businesses don't need to travel to County offices for help and resources.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Internal Audit completed eight audit reports in FY24 and FY25, including the following audits: Cash Management Reviews in the Police Department and Alcohol Beverage Services; Marriott Conference Center Management Agreement Audit; Information Technology Governance; Information Technology Data Security and Governance; and Purchasing Card Administration in Department of General Services, the Community Engagement Cluster, and the Department of Health and Human Services. The audits are expected to be published in FY25.
- The Innovation Accelerator built significant new momentum this past year. Projects from new Accelerators ranged from improving HR transactions to making it easier for members of the public to use public facilities. We also partnered with the Maryland-National Capital Park and Planning Commission and the Department of Environmental Protection to launch the first Climate Accelerator as part of the Climate Action Plan. This Accelerator created cross-departmental links between employees working on climate change issues ranging from emergency management to transportation demand management. The Innovation Team was also awarded the 2024 National Association of Counties (NaCo) Achievement Award for its work with the Accelerator and Ride On Problem Solving Committees.
- The Business Center Team assisted more than 1,200 businesses with direct queries and engaged more than 830 businesses with proactive outreach.
- The Business Center Team developed and implemented 29 events to support the County's innovation ecosystem at the Innovation Centers - an increase from three executed during FY24.

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 240-777-2760 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**422,308**	**1.05**
Shift: Contract Funding from Business Center Team Budget to Administration Budget	80,414	0.00
Increase Cost: CoStar Contract	3,498	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	2,849	0.00
Decrease Cost: Newspapers	(100)	0.00
Decrease Cost: Professional Memberships	(150)	0.00
Decrease Cost: Magazine/Periodical	(200)	0.00
Decrease Cost: Office Supplies	(500)	0.00

FY26 Recommended Changes	Expenditures	FTEs
Decrease Cost: Computer Equipment	(680)	0.00
Shift: Funding from Administration Budget to Internal Audit Budget	(1,160)	0.00
Decrease Cost: Computer Equipment Repair	(3,750)	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.	40,288	0.00
FY26 Recommended	**542,817**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**661,744**	**3.00**
Shift: Contract Funding from Business Center Team Budget to Administration Budget	(80,414)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	16,927	0.00
FY26 Recommended	**598,257**	**3.00**

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,355,673**	**20.28**
Technical Adj: Office Services Coordinator Position from Part-Time to Full-Time	0	0.50
Shift: Funds from CAO Budget to CE Budget for Printing Expenses	(14,488)	0.00
Shift: Funds from CAO Budget to CE Budget for Motorpool Expenses	(16,976)	0.00

FY26 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.	756,011	0.00
FY26 Recommended	**4,080,220**	**20.78**

County Executive - Policy Planning and Development

The County Executive oversees the enforcement of the laws of Montgomery County and provides executive direction to all departments and offices of the County government. The County Executive develops policies; proposes services, programs, budgets, and legislation to the County Council; adopts Executive Orders and Regulations; and appoints citizens to boards, committees, and commissions.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,327,318**	**6.00**
Shift: Funds from CAO Budget to CE Budget for Motorpool Expenses	16,976	0.00
Shift: Funds from CAO Budget to CE Budget for Printing Expenses	14,488	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.	124,698	0.00
FY26 Recommended	**1,483,480**	**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 Innovation Team uses a human-centered design approach to build a government where those closest to the challenges shape the solutions leading to services that seamlessly meet user needs. The Innovation Team anticipates the future needs of the County and proactively builds the capacity to deliver better services internally and externally.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**583,650**	**3.00**
Reduce: Operating Expense for Other Professional Services	(20,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	30,066	0.00
FY26 Recommended	**593,716**	**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.

FY26 Recommended Changes	Expenditures	FTEs

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**609,417**	**1.00**
Increase Cost: SC&H Group Consulting Contract	47,657	0.00
Shift: Funding from Administration Budget to Internal Audit Budget	1,160	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.	(7,937)	0.00
FY26 Recommended	**650,297**	**1.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,638,556	4,453,964	5,159,040	5,297,310	18.9 %
Employee Benefits	1,169,931	1,244,456	1,193,151	1,385,362	11.3 %
County General Fund Personnel Costs	**5,808,487**	**5,698,420**	**6,352,191**	**6,682,672**	**17.3 %**
Operating Expenses	771,051	1,261,690	661,690	1,266,115	0.4 %
County General Fund Expenditures	**6,579,538**	**6,960,110**	**7,013,881**	**7,948,787**	**14.2 %**
PERSONNEL					
Full-Time	44	44	44	45	2.3 %
Part-Time	6	6	6	5	-16.7 %
FTEs	36.33	34.33	34.33	34.83	1.5 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	7,102,572	0	0	0	—
Grant Fund - MCG Expenditures	**7,102,572**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	8,694	0	0	0	—
State Grants	1,500,000	0	0	0	—
Grant Fund - MCG Revenues	**1,508,694**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**13,682,110**	**6,960,110**	**7,013,881**	**7,948,787**	**14.2 %**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Total Full-Time Positions	**44**	**44**	**44**	**45**	**2.3 %**
Total Part-Time Positions	**6**	**6**	**6**	**5**	**-16.7 %**
Total FTEs	**36.33**	**34.33**	**34.33**	**34.83**	**1.5 %**
Total Revenues	**1,508,694**	**0**	**0**	**0**	**—**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**6,960,110**	**34.33**
Changes (with service impacts)		
Reduce: Operating Expense for Other Professional Services [Innovation]	(20,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY25 Personnel Costs	666,365	0.00
Increase Cost: FY26 Compensation Adjustment	190,094	0.00
Increase Cost: Annualization of FY25 Compensation Increases	117,252	0.00
Shift: Contract Funding from Business Center Team Budget to Administration Budget [Administration]	80,414	0.00
Increase Cost: SC&H Group Consulting Contract [Internal Audit]	47,657	0.00
Increase Cost: Motor Pool Adjustment	20,974	0.00
Shift: Funds from CAO Budget to CE Budget for Motorpool Expenses [County Executive - Policy Planning and Development]	16,976	0.00
Shift: Funds from CAO Budget to CE Budget for Printing Expenses [County Executive - Policy Planning and Development]	14,488	0.00
Increase Cost: Retirement Adjustment	10,541	0.00
Increase Cost: Printing and Mail Adjustment	4,827	0.00
Increase Cost: CoStar Contract [Administration]	3,498	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	2,849	0.00
Shift: Funding from Administration Budget to Internal Audit Budget [Internal Audit]	1,160	0.00
Technical Adj: Office Services Coordinator Position from Part-Time to Full-Time [CAO - Supervision & Management of Executive Branch Departments]	0	0.50
Decrease Cost: Newspapers [Administration]	(100)	0.00
Decrease Cost: Professional Memberships [Administration]	(150)	0.00
Decrease Cost: Magazine/Periodical [Administration]	(200)	0.00
Decrease Cost: Office Supplies [Administration]	(500)	0.00
Decrease Cost: Computer Equipment [Administration]	(680)	0.00
Shift: Funding from Administration Budget to Internal Audit Budget [Administration]	(1,160)	0.00
Decrease Cost: Computer Equipment Repair [Administration]	(3,750)	0.00
Shift: Funds from CAO Budget to CE Budget for Printing Expenses [CAO - Supervision & Management of Executive Branch Departments]	(14,488)	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Shift: Funds from CAO Budget to CE Budget for Motorpool Expenses [CAO - Supervision & Management of Executive Branch Departments]	(16,976)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(50,000)	0.00
Shift: Contract Funding from Business Center Team Budget to Administration Budget [Business Center Team]	(80,414)	0.00
FY26 RECOMMENDED	**7,948,787**	**34.83**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration	422,308	1.05	542,817	1.05
Business Center Team	661,744	3.00	598,257	3.00
CAO - Supervision & Management of Executive Branch Departments	3,355,673	20.28	4,080,220	20.78
County Executive - Policy Planning and Development	1,327,318	6.00	1,483,480	6.00
Innovation	583,650	3.00	593,716	3.00
Internal Audit	609,417	1.00	650,297	1.00
Total	**6,960,110**	**34.33**	**7,948,787**	**34.83**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND					
Transit Services	Mass Transit	124,238	0.74	182,312	0.74
Permitting Services	Permitting Services	234,857	1.03	261,943	1.03
NDA - Conference Center	General Fund	151,235	1.00	164,092	1.00
NDA - Incubator Programs	General Fund	431,904	3.00	456,408	3.00
NDA - Vision Zero	General Fund	164,414	1.00	178,247	1.00
NDA - Police Accountability Board	General Fund	307,836	2.00	326,243	2.00
NDA - Small Business Support Services	General Fund	595,430	4.00	650,320	4.00
	Total	**2,009,914**	**12.77**	**2,219,565**	**12.77**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**7,949**	**7,949**	**7,949**	**7,949**	**7,949**	**7,949**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
No inflation or compensation change is included in outyear projections.						
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	**7,949**	**7,990**	**7,990**	**7,990**	**7,990**	**7,990**

Board of Elections

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$14,234,830	56.68

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 FY26 Operating Budget for the Montgomery County Board of Elections is $14,234,830, a decrease of $2,906,307 or 16.96 percent from the FY25 Approved Budget of $17,141,137. Personnel Costs comprise 44.12 percent of the budget for 34 full-time position(s) and no part-time position(s), and a total of 56.68 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 55.88 percent of the FY26 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

- The Board of Elections will provide on-site training of election judges and canvassing of mail-in ballots, accommodating the changing voters' preferences that result in the highest number of vote by mail ballots in Maryland.
- The office expansion will improve operational efficiency and reduce use of outside facilities.
- Building on the initial efforts made in 2024 elections, Board of Elections will further utilize technological solutions to improve efficiency of election administration at polling places (use of tablets to replace paper forms and streamline real-time communication) and further improve communication with the voters.

PROGRAM CONTACTS

Contact Lisa Merino of the Montgomery County Board of Elections at 240-777-8562 or Hamza Ahmed of the Office of Management and Budget at 240-777-2783 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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Total ballots cast (000s)	347	172	533	200	350
Percent of precincts reporting election results by 11:00 p.m.	96.50%	99.22%	96.50%	96.50%	96.50%
Average voter wait time on Election Day (minutes)	1	0	10	0	0
Number of public outreach events	149	303	300	220	250

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**7,740,710**	**3.00**
Increase Cost: Overtime Adjustment	463,786	0.00
Increase Cost: Seasonal Temps	300,119	0.00
Increase Cost: Restore One-Time Lapse Increase	207,333	0.00
Increase Cost: Restore Election Judge Stipend	200,000	0.00
Increase Cost: Printing	91,000	0.00
Increase Cost: Legal/Attorney Services	47,500	0.00
Increase Cost: Restore Election Board Members' Stipend	30,896	0.00
Increase Cost: Outside Postage (Sample Ballot)	25,000	0.00
Increase Cost: Two Office Services Coordinator Positions moved from PT to FT	21,867	0.33
Increase Cost: Background Checks for Temporary Part-Time Employees	2,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	340	0.00
Decrease Cost: Lapse Adjustment	(158,694)	0.00
Decrease Cost: State Board of Elections Expenses	(708,598)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,444,187)	0.67
FY26 Recommended	**5,819,072**	**4.00**

Election Operations

The Election Operations program consists of three independent sections that ensure that both early voting and Election Day are 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. 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of designated polling place equivalents per election [1]	343	344	344	344	344
Percent of polling places opening on time	100%	99.7%	100%	100%	100%
Percent of voters rating Election Day polling place as well organized	95%	98%	95%	95%	95%

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of in-person training sessions for election workers	247	248	250	240	250
Tax dollars saved by leveraging Future Vote students earning Student Learning (SSL) hours [2]	$29,072	$44,008	$60,408	$41,046	$56,460
Recruitment and Training: Number of election workers who served at polling places during early voting and Election Day	2,791	3,190	4,100	3,900	4,000
Number of election judges trained per Trainer FTE	400	438	563	540	549
Percent of no-show election workers on Election Day	3.0%	7.6%	3.0%	3.0%	3.0%

[1] *Figures include both polling places and each day of voting at an early voting site, which is listed separately as a "polling place equivalent" for purposes of staffing.*

[2] *This performance measure is based on the number of Future Vote students who assist at the polling places without monetary compensation. The data is captured through the internal tracking of Future Vote assignments. The increase in reported and projected tax dollars saved reflects the increase in the election workers' stipend, the increased number of Future Vote Students, and a more comprehensive calculation that also includes students' assistance throughout the polling place setup and operation on Election Day.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**5,504,322**	**22.53**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,232,140)	(2.00)
FY26 Recommended	**4,272,182**	**20.53**

Information Technology

The Information and Technology (IT) program supports the year-round security of all data and the efficient performance of voting equipment for thousands of voters during an election cycle. The IT program is responsible for network infrastructure; the production of data reports; the maintenance of systems related to election operations; the maintenance, storage and security of equipment; and the maintenance of website and database applications mandated for use by the State Board of Elections. The program coordinates with the Maryland State Board of Elections to organize and integrate voter registration information, modify polling place precincts and district boundaries, and 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of pieces of election equipment (scanners, ballot marking devices, and pollbooks) prepared for an election	2,348	2,152	2,342	2,100	2,300
Average response time to resolve equipment and/or maintenance concerns during voting hours (hours)	1	1	1	1	1

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,505,197**	**12.45**
Increase Cost: Rebuild Election Worker Management System	300,000	0.00
Increase Cost: Electronic Pollbooks Transportation	30,000	0.00

FY26 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.	(271,682)	1.00
FY26 Recommended	**1,563,515**	**13.45**

Voter Services

Accurate voter registration records are the foundation for fair and equitable elections and are the basis of effective election planning. The Voter Services program administers voter registration and mail-in voting under procedures established by the State Board 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of active registered voters (000s)	678	684	685	675	680
Number of registered voters served per program FTE	35,190	35,025	35,385	35,000	35,000
Number of mail-in ballots requested (000s)	142	134	170	130	150
Number of mail-in ballots returned (000s)	119	80	130	90	110
Number of provisional ballots issued on election day(s)	13,879	6,563	8,000	6,000	8,000
Number of Nursing Homes and Assisted Living Facilities Served	29	43	53	53	53

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,390,908**	**18.37**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	189,153	0.33
FY26 Recommended	**2,580,061**	**18.70**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,253,502	4,806,919	4,809,934	5,093,824	6.0 %
Employee Benefits	966,817	1,055,837	1,208,984	1,186,265	12.4 %
County General Fund Personnel Costs	**5,220,319**	**5,862,756**	**6,018,918**	**6,280,089**	**7.1 %**
Operating Expenses	7,202,939	11,278,381	11,122,186	7,954,741	-29.5 %
Capital Outlay	2,007	0	0	0	—
County General Fund Expenditures	**12,425,265**	**17,141,137**	**17,141,104**	**14,234,830**	**-17.0 %**
PERSONNEL					
Full-Time	32	32	32	34	6.3 %
Part-Time	2	2	2	0	-100.0 %
FTEs	56.35	56.35	56.35	56.68	0.6 %
REVENUES					
Other Charges/Fees	762	1,300	1,300	1,300	—
Miscellaneous Revenues	749	0	0	0	—
County General Fund Revenues	**1,511**	**1,300**	**1,300**	**1,300**	**—**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**17,141,137**	**56.35**
Other Adjustments (with no service impacts)		
Increase Cost: Overtime Adjustment [Administration]	463,786	0.00
Increase Cost: Seasonal Temps [Administration]	300,119	0.00
Increase Cost: Rebuild Election Worker Management System [Information Technology]	300,000	0.00
Increase Cost: Restore One-Time Lapse Increase [Administration]	207,333	0.00
Increase Cost: Restore Election Judge Stipend [Administration]	200,000	0.00
Increase Cost: FY26 Compensation Adjustment	192,137	0.00
Increase Cost: Printing [Administration]	91,000	0.00
Increase Cost: Annualization of FY25 Compensation Increases	88,624	0.00
Increase Cost: Legal/Attorney Services [Administration]	47,500	0.00
Increase Cost: Motor Pool Adjustment	33,055	0.00
Increase Cost: Restore Election Board Members' Stipend [Administration]	30,896	0.00
Increase Cost: Electronic Pollbooks Transportation [Information Technology]	30,000	0.00
Increase Cost: Outside Postage (Sample Ballot) [Administration]	25,000	0.00
Increase Cost: Two Office Services Coordinator Positions moved from PT to FT [Administration]	21,867	0.33
Increase Cost: Retirement Adjustment	8,893	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Background Checks for Temporary Part-Time Employees [Administration]	2,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	340	0.00
Decrease Cost: Printing and Mail Adjustment	(12,082)	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(142,827)	0.00
Decrease Cost: Lapse Adjustment [Administration]	(158,694)	0.00
Decrease Cost: State Board of Elections Expenses [Administration]	(708,598)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(3,926,656)	0.00
FY26 RECOMMENDED	**14,234,830**	**56.68**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration	7,740,710	3.00	5,819,072	4.00
Election Operations	5,504,322	22.53	4,272,182	20.53
Information Technology	1,505,197	12.45	1,563,515	13.45
Voter Services	2,390,908	18.37	2,580,061	18.70
Total	**17,141,137**	**56.35**	**14,234,830**	**56.68**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**14,235**	**14,235**	**14,235**	**14,235**	**14,235**	**14,235**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**36**	**36**	**36**	**36**	**36**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**14,235**	**14,271**	**14,271**	**14,271**	**14,271**	**14,271**

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Community Engagement Cluster

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$10,245,038	45.25

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, the 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 its own focus and expertise. The CEC receives administrative support from an internal business management team as well as from the Office of Management and Budget (OMB).

BUDGET OVERVIEW

The total recommended FY26 Operating Budget for the Community Engagement Cluster is $10,245,038, an increase of $172,119 or 1.71 percent from the FY25 Approved Budget of $10,072,919. Personnel Costs comprise 69.96 percent of the budget for 35 full-time position(s) and 21 part-time position(s), and a total of 45.25 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 30.04 percent of the FY26 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

- Enhance engagement with multilingual communities through structured community forums and advisory group conversations, establishing regular two-way communication channels that elevate community input while creating streamlined pathways to connect vulnerable immigrant community members with vital legal, health, education, and economic resources in languages other than English.
- Strengthen the Gilchrist Immigrant Resource Center's immigrant service referral system through the identification, verification, and cataloging of additional immigrant-serving organizations and resources, expanding access to comprehensive support services for immigrant communities throughout the County.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Office of Community Partnerships strengthened multilingual engagement through ongoing in-language community forums, including the Operating Budget forums in Chinese and Spanish with simultaneous interpretation to ensure broader participation and input from diverse linguistic communities.
- The Translation Unit expanded its reach by completing translation requests from 25 County agencies in Amharic, Chinese, French, Korean, Spanish, and Vietnamese, significantly increasing accessibility of government information and services for limited English proficient residents.
- The Caribbean Community Liaison, in partnership with the East County Regional Service Office and other County and non-county government organizations, developed and implemented a comprehensive support system for the increased influx of migrants. Over the last 18 months, this collaborative effort delivered 25 resettlement workgroup conversations and 38 in-language community resource and engagement activities including: Community Group Learning English Classes, Legal Immigration Clinics, Workshops against Sexual Violence, Mental Health Screenings, Continuing Education resources, Workforce Development sessions, laptop distribution events, or food and clothing distribution events.
- The Commission for Women provided leadership to the Montgomery County Human Trafficking Prevention Committee (HTPC). During 2024, the Committee trained members of the community about human trafficking, including members of the Montgomery County Public School system, fellow government entities, non-profit organizations, and supported local legislation that supported human trafficking victims.
- The HTPC created and implemented an inaugural education and outreach campaign about human trafficking. Anti-trafficking information was placed on Ride On buses, recreation centers, and libraries, along with other prominent public areas.
- The Commission for Women organized the 44th Annual Women's Legislative Briefing in January 2024, with over 500 participants. It was the first in-person briefing since the pandemic.
- The Commission for Women provided 27 seminars to several hundred residents in 2024. The focus of the seminars is to enrich the lives of women and families by informing, educating, empowering, and supporting residents of the County.

PROGRAM CONTACTS

Contact Jacob Newman of the Community Engagement Cluster at 401-487-8996 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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for

comparable service levels in FY27.

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,024,856**	**5.00**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	30,120	0.00
Decrease Cost: Miscellaneous Operating Expenses	(53,268)	0.00
Decrease Cost: Lapse Adjustment	(157,342)	0.00
Shift: Transfer of Two Positions to OMB for Shared Services	(299,927)	(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.	208,984	1.00
FY26 Recommended	**753,423**	**4.00**

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**406,770**	**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.	25,978	0.00
FY26 Recommended	**432,748**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,996,478**	**21.75**
Increase Cost: Restore One-Time Lapse Increase	183,855	0.00
Technical Adj: Realign Personnel Costs from General Fund to Grant Fund	74,604	0.50
Technical Adj: Realign Personnel Costs from General Fund to Grant Fund	(74,604)	(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.	125,423	(0.50)
FY26 Recommended	**5,305,756**	**21.25**

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**892,854**	**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.	(11,864)	(0.50)
FY26 Recommended	**880,990**	**7.00**

Regional Services Centers

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

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,751,961**	**11.00**
Decrease Cost: Miscellaneous Operating Expenses	(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.	170,160	0.00
FY26 Recommended	**2,872,121**	**11.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,862,518	5,256,448	5,046,669	5,310,290	1.0 %
Employee Benefits	1,360,543	1,612,610	1,464,340	1,712,738	6.2 %
County General Fund Personnel Costs	**6,223,061**	**6,869,058**	**6,511,009**	**7,023,028**	**2.2 %**
Operating Expenses	2,175,138	3,128,861	3,299,637	3,066,600	-2.0 %
Capital Outlay	35	0	0	0	—
County General Fund Expenditures	**8,398,234**	**9,997,919**	**9,810,646**	**10,089,628**	**0.9 %**
PERSONNEL					
Full-Time	35	36	36	34	-5.6 %
Part-Time	21	21	21	21	—
FTEs	45.75	46.75	46.75	44.25	-5.4 %
REVENUES					
Commission for Women Fees	1,763	0	0	0	—
Facility Rental Fees	6,445	10,500	10,500	10,500	—
Miscellaneous Revenues	40	0	0	0	—
County General Fund Revenues	**8,248**	**10,500**	**10,500**	**10,500**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	72,741	49,156	49,156	109,653	123.1 %
Employee Benefits	21,207	15,231	15,231	35,144	130.7 %
Grant Fund - MCG Personnel Costs	**93,948**	**64,387**	**64,387**	**144,797**	**124.9 %**
Operating Expenses	199,752	10,613	10,613	10,613	—
Grant Fund - MCG Expenditures	**293,700**	**75,000**	**75,000**	**155,410**	**107.2 %**
PERSONNEL					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	0.50	0.50	0.50	1.00	100.0 %
REVENUES					
Federal Grants	226,503	75,000	75,000	155,410	107.2 %
State Grants	54,600	0	0	0	—
Grant Fund - MCG Revenues	**281,103**	**75,000**	**75,000**	**155,410**	**107.2 %**
DEPARTMENT TOTALS					
Total Expenditures	**8,691,934**	**10,072,919**	**9,885,646**	**10,245,038**	**1.7 %**
Total Full-Time Positions	**36**	**37**	**37**	**35**	**-5.4 %**
Total Part-Time Positions	**21**	**21**	**21**	**21**	**—**
Total FTEs	**46.25**	**47.25**	**47.25**	**45.25**	**-4.2 %**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Total Revenues	**289,351**	**85,500**	**85,500**	**165,910**	**94.0 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**9,997,919**	**46.75**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	298,088	0.00
Increase Cost: Restore One-Time Lapse Increase [Community Partnership]	183,855	0.00
Increase Cost: Annualization of FY25 Compensation Increases	145,062	0.00
Increase Cost: Annualization of FY25 Personnel Costs	42,206	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	30,120	0.00
Increase Cost: Retirement Adjustment	16,632	0.00
Increase Cost: Printing and Mail Adjustment	7,722	0.00
Increase Cost: Motor Pool Adjustment	3,165	0.00
Decrease Cost: Miscellaneous Operating Expenses [Regional Services Centers]	(50,000)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Administration]	(53,268)	0.00
Technical Adj: Realign Personnel Costs from General Fund to Grant Fund [Community Partnership]	(74,604)	(0.50)
Decrease Cost: Lapse Adjustment [Administration]	(157,342)	0.00
Shift: Transfer of Two Positions to OMB for Shared Services [Administration]	(299,927)	(2.00)
FY26 RECOMMENDED	**10,089,628**	**44.25**
GRANT FUND - MCG		
FY25 ORIGINAL APPROPRIATION	**75,000**	**0.50**
Other Adjustments (with no service impacts)		
Technical Adj: Realign Personnel Costs from General Fund to Grant Fund [Community Partnership]	74,604	0.50
Increase Cost: Annualization of FY25 Personnel Costs	5,806	0.00
FY26 RECOMMENDED	**155,410**	**1.00**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration	1,024,856	5.00	753,423	4.00
Commission for Women	406,770	2.00	432,748	2.00
Community Partnership	4,996,478	21.75	5,305,756	21.25

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Gilchrist Center	892,854	7.50	880,990	7.00
Regional Services Centers	2,751,961	11.00	2,872,121	11.00
Total	**10,072,919**	**47.25**	**10,245,038**	**45.25**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**10,090**	**10,090**	**10,090**	**10,090**	**10,090**	**10,090**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**69**	**69**	**69**	**69**	**69**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**10,090**	**10,159**	**10,159**	**10,159**	**10,159**	**10,159**

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County Attorney

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$10,665,669	51.75

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 FY26 Operating Budget for the Office of the County Attorney is $10,665,669, an increase of $175,983 or 1.68 percent from the FY25 Approved Budget of $10,489,686. Personnel Costs comprise 91.14 percent of the budget for 81 full-time position(s) and one part-time position(s), and a total of 51.75 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 8.86 percent of the FY26 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

- Implement Legal Files, a new case management cloud-based application with a technological advanced platform that offers a highly integrable case management to enhance OCA's ability to meet the daily demanding and challenging workload of Montgomery County Government.
- Provide dedicated legal counsel to the Office of Grants Management entailing all aspects of finance, procurement, and budgeting for all grants made and received by Montgomery County Government.
- Enhance legal counsel support to the Self-Insurance Fund, Workers-Compensation Division, to accomplish the substantially growth in workload experienced after the Maryland's Worker's Compensation Commission converted all notifications to electronic form.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Collaborate with the Office of Human Resources and the Office of Labor Relations to accomplish the drafting, approval, and

publishing of updated Montgomery County Personnel Regulations.

- Continue providing training to Montgomery County's Management Leadership Services (MLS) workforce on significant topics such as the supervision and management of represented and unrepresented employees.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Average quality of service rating from department customers responding to Internal Customer Satisfaction Survey (1-4 scale)	3.33	3.38	3.42	3.42	3.42

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,969,595**	**12.00**
Increase Cost: Lapse Adjustment	121,877	0.00
Enhance: Legal Files - Case Management Software to Support OCA's Workload	36,000	0.00
Increase Cost: Miscellaneous Expenditures - Self Insurance Fund/Workers' Compensation	6,800	0.00
Technical Adj: Reverse one time lapse increase	(121,877)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(750,661)	(2.00)
FY26 Recommended	**2,261,734**	**10.00**

General Counsel

This program provides general counsel services to the County, its agencies, and instrumentalities. These general counsel services include providing legal advice to the Executive and Legislative Branches of County government on a wide variety of government

operations; drafting and reviewing legislation, contracts, and real estate transactions for legal sufficiency; collecting debts owed to the County; and representing the County before administrative, trial, and appellate tribunals in matters involving child welfare and adult protective services, tax and procurement, labor and personnel, zoning, land use and economic development, and civil enforcement of the County Code.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of new adoption petitions filed	38	28	31	31	31
Number of new termination of parental rights (TPR) petitions filed	34	33	35	35	35
Number of new children in need of assistance (CINA) petitions filed [1]	101	108	103	103	103
Number of children in need of assistance (CINA) or guardianship hearings	2,228	2,023	2,153	2,153	2,153
Number of adoptions granted	29	33	27	27	27
Number of termination of parental rights (TPR) granted	9	38	35	35	35
Ratio of total number of termination of parental rights (TPR) filed and adoption petitions filed and total granted	100.0%	100.0%	100.0%	100.0%	100.0%
Number of children in need of assistance (CINA) cases closed [2]	90	102	98	98	98
Percent of appeals in the Appellate Court won	85%	100%	80%	80%	80%
Code citations processed	3,580	5,801	4,769	4,769	4,769
Ratio of debt collected to amount referred to the department for collection	97%	81%	83%	83%	83%
Ratio of cost of debt collection to revenue	4%	5%	5%	5%	5%
Code enforcement collected ($000)	$431	$461	$461	$461	$461
Ratio of wins to total code enforcement cases	99.8%	99.6%	99.7%	99.7%	99.7%
Debt collection ($000)	$14,213	$10,684	$10,000	$10,000	$10,000
Forfeitures collected ($000)	$135	$49	$136	$88	$88

[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] *The number of CINA cases closed is outside the 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.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**7,384,606**	**37.75**
Add: Assistant County Attorney III for Grants Management Support	136,032	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.	883,297	3.00
FY26 Recommended	**8,403,935**	**41.75**

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. All attorneys and staff in this program are fully charged to the Self-Insurance Fund (SIF).

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of workers' compensation hearings	1,653	1,647	1,752	1,752	1,752
Total prayer amount demanded by plaintiff (Self-Insurance Fund only) ($000) [1]	$55,204	$40,811	$48,000	$48,000	$48,000
Total number of settlements (Self-Insurance Fund only)	24	22	22	22	22

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Total judgment amount paid to plaintiff by the County (Self-Insurance Fund only) ($000)	$953.64	$31.22	$40.00	$40.00	$40.00
Percent of wins in Self-Insurance Fund litigation [2]	86%	100%	95%	95%	95%
Number of judgments in the County's favor (Self-Insurance Fund only)	30	33	30	30	30
Number of judgments against the County (Self-Insurance Fund only) [3]	7	5	5	5	5
Total net gain to the County in worker's compensation cases ($000) [4]	$4,798	$6,439	$5,658	$5,658	$5,658

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

[3] *Five judgments paid in FY24 were below last demand, which is still in the County's favor.*

[4] *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.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**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.	(135,485)	(1.00)
FY26 Recommended	**0**	**0.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	5,975,828	7,341,820	7,144,157	7,708,939	5.0 %
Employee Benefits	1,517,648	1,800,649	1,761,062	2,012,135	11.7 %
County General Fund Personnel Costs	**7,493,476**	**9,142,469**	**8,905,219**	**9,721,074**	**6.3 %**
Operating Expenses	862,331	1,347,217	1,148,500	944,595	-29.9 %
County General Fund Expenditures	**8,355,807**	**10,489,686**	**10,053,719**	**10,665,669**	**1.7 %**
PERSONNEL					
Full-Time	78	78	78	81	3.9 %
Part-Time	1	1	1	1	—
FTEs	43.60	50.75	50.75	51.75	2.0 %
REVENUES					
Other Charges/Fees	1,996	0	0	0	—
Federal Financial Participation Reimbursements	173,752	250,000	250,000	250,000	—
Other Intergovernmental	45,630	45,630	45,630	45,630	—
County General Fund Revenues	**221,378**	**295,630**	**295,630**	**295,630**	**—**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**10,489,686**	**50.75**
Changes (with service impacts)		
Add: Assistant County Attorney III for Grants Management Support [General Counsel]	136,032	1.00
Enhance: Legal Files - Case Management Software to Support OCA's Workload [Administration]	36,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	409,586	0.00
Increase Cost: Annualization of FY25 Compensation Increases	185,249	0.00
Increase Cost: Lapse Adjustment [Administration]	121,877	0.00
Increase Cost: Retirement Adjustment	21,655	0.00
Increase Cost: Miscellaneous Expenditures - Self Insurance Fund/Workers' Compensation [Administration]	6,800	0.00
Decrease Cost: Printing and Mail Adjustment	(4,022)	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(111,317)	0.00
Technical Adj: Reverse one time lapse increase [Administration]	(121,877)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(504,000)	0.00
FY26 RECOMMENDED	**10,665,669**	**51.75**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration	2,969,595	12.00	2,261,734	10.00
General Counsel	7,384,606	37.75	8,403,935	41.75
Litigation	135,485	1.00	0	0.00
Total	**10,489,686**	**50.75**	**10,665,669**	**51.75**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND					
Finance	Risk Management (Self Insurance - ISF)	3,641,924	20.00	4,111,632	22.00
Human Resources	Employee Health Self Insurance	17,945	0.10	19,580	0.10
Parking District Services	Bethesda Parking	60,447	0.30	65,100	0.30
Parking District Services	Silver Spring Parking	39,565	0.20	40,795	0.20
Health and Human Services	General Fund	60,360	1.00	60,360	1.00
Health and Human Services	Grant Fund	194,294	2.40	194,294	2.40
Permitting Services	Permitting Services	173,979	1.00	189,781	1.00
Housing and Community Affairs	Montgomery Housing Initiative	165,530	1.00	214,394	1.00
Recycling and Resource Management	Solid Waste Disposal	166,909	0.75	180,353	0.75

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
Recycling and Resource Management	Solid Waste Collection	55,636	0.25	60,118	0.25
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	17,945	0.10	19,580	0.10
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	75,368	0.42	82,237	0.42
NDA - Montgomery County Employee Retirement Plans	Retiree Health Benefits Trust Fund	30,506	0.17	33,286	0.17
NDA - Montgomery County Employee Retirement Plans	RSP-Disability Benefits (LTD2)	10,767	0.06	11,748	0.06
	Total	**4,711,175**	**27.75**	**5,283,258**	**29.75**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**10,666**	**10,666**	**10,666**	**10,666**	**10,666**	**10,666**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY26	**0**	**44**	**44**	**44**	**44**	**44**
New positions in the FY26 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.						
Elimination of One-Time Items Recommended in FY26	**0**	**(227)**	**(227)**	**(227)**	**(227)**	**(227)**
Items recommended for one-time funding in FY26, including (Knowledge Transfer Contract, Legal Files - Case Management Software, and miscellaneous expenditures), will be eliminated from the base in the outyears.						
Restore One-Time Lapse Decrease	**0**	**20**	**20**	**20**	**20**	**20**
Restores in FY27 the one-time lapse decrease made in the FY26 budget.						
Labor Contracts	**0**	**56**	**56**	**56**	**56**	**56**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**10,666**	**10,559**	**10,559**	**10,559**	**10,559**	**10,559**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY26 Recommended		FY27 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Assistant County Attorney III for Grants Management Support	131,032	1.00	175,103	1.00
Total	**131,032**	**1.00**	**175,103**	**1.00**

Ethics Commission

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$365,818	2.00

ERIN O'CONNOR, 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 FY26 Operating Budget for the Ethics Commission is $365,818, a decrease of $50,655 or 12.16 percent from the FY25 Approved Budget of $416,473. Personnel Costs comprise 89.47 percent of the budget for two full-time position(s) and no part-time position(s), and a total of 2.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 10.53 percent of the FY26 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

INITIATIVES

- Enhance the Commission's training program by creating a process by which all County employees will receive one hour of ethics training in accordance with the training mandate contained within the Public Ethics Law. The process will include both live virtual training and an alternative video training for those unable to attend the live sessions.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Enhanced the Commission's ability to offer increased training opportunities for County employees.
- Implemented a training video to support the mandatory one-hour online ethics training program for new employees. This video is available for those unable to attend the live on-line training provided by Commission staff.
- Implemented an improvement to the lobbying activity reporting system to require reporting of the specific matters on which lobbying has occurred. When activity reports were filed in July 2024, lobbyists were required to list each matter on which lobbying occurred during the reporting period, using bill numbers, formal designations, or other specific references or details to

describe the matter.

PROGRAM CONTACTS

Contact Hiwote Yohannes of the Ethics Commission at 240-777-6674 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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

Measure	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Program Measures					
Number of financial disclosure statements required (calendar year)	1,892	1,964	1,964	1,964	1,964
Number of formal opinions, waivers, and guidance (calendar year)	21	15	15	15	15
Number of lobbyist activity reports (calendar year)	255	261	261	261	261
Number of lobbyists registered (calendar year)	156	162	162	162	162
Number of outside employment requests processed (calendar year)	1,852	1,506	1,506	1,506	1,506
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 FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	251,577	308,825	225,088	258,675	-16.2 %
Employee Benefits	57,703	69,294	58,333	68,632	-1.0 %
County General Fund Personnel Costs	**309,280**	**378,119**	**283,421**	**327,307**	**-13.4 %**
Operating Expenses	38,208	38,354	38,354	38,511	0.4 %
County General Fund Expenditures	**347,488**	**416,473**	**321,775**	**365,818**	**-12.2 %**
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	20,875	20,000	20,000	20,000	—
County General Fund Revenues	**20,875**	**20,000**	**20,000**	**20,000**	**—**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**416,473**	**2.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	8,944	0.00
Increase Cost: Annualization of FY25 Compensation Increases	5,076	0.00
Increase Cost: Retirement Adjustment	1,207	0.00
Increase Cost: Printing and Mail Adjustment	157	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(66,039)	0.00
FY26 RECOMMENDED	**365,818**	**2.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**366**	**366**	**366**	**366**	**366**	**366**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**366**	**366**	**366**	**366**	**366**	**366**

Finance

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$137,983,008	131.24

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 FY26 Operating Budget for the Department of Finance is $137,983,008, an increase of $5,784,433 or 4.38 percent from the FY25 Approved Budget of $132,198,575. Personnel Costs comprise 16.87 percent of the budget for 125 full-time position(s) and no part-time position(s), and a total of 131.24 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 83.13 percent of the FY26 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 FY26 Operating Budget for the General Fund component is $20,784,167 an increase of $1,415,149 or 7.3 percent over the FY25 Approved Budget of $19,369,018. Personnel Costs comprise approximately 83 percent of the General Fund budget for 117 full-time positions. A total of 100.87 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 17 percent of the budget.

The total FY26 Operating Budget for the Self-Insurance Fund component of Finance (Risk Management) is $117,198,841, an increase of $4,369,284 or 3.9 percent over the FY25 Approved Budget of $112,829,557. Personnel Costs comprise approximately 5 percent of the Self-Insurance Fund budget for 11 full-time positions. A total of 33.37 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.

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

- Preliminary review to integrate artificial intelligence applications into the modeling of the tax revenue forecasts.
- Transition point of sales and online payment systems from current vendor to JPMorgan Chase Merchant Services and Digital Bill Pay.
- Upgrade the County's enterprise timekeeping and scheduling systems to the vendor's new software as a service platform before the vendor's end-of-life date for these products.
- Upgrade the property tax billing system to the vendor's newer software as a service platform.
- Launch an improved driver's license program to ensure compliance with County policies.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Replaced the Central Vendor Registration System with a new system built in-house that provides more functions and capabilities than the previous system.
- Completed negotiations for a new contract for the claims administration services and broker services contract selected from a competitive request for proposal process.
- Successfully executed a new contract for merchant card services selected from a competitive request for proposal process.
- Develop an automated system for Debt Service budget preparation and publication integrating Debt Service estimates with actuals and linking those estimates to the Office of Management and Budgets budget preparation and publication system.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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 E-Business Suite 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Procurement Card transactions processed	30,779	31,689	30,000	30,000	30,000
Vendor payments issued [1]	118,248	126,881	125,000	125,000	125,000
Journal entries prepared	1,500	1,580	1,600	1,600	1,600
Journal entries reviewed and posted	4,220	3,565	3,610	3,610	3,610
Grant reports produced	1,281	1,105	1,000	1,000	1,000
Paychecks and payroll advices issued for employees [2]	303,359	300,802	301,000	302,000	303,000
Pension and long-term disability (LTD2) payroll payments processed [3]	79,862	80,638	81,000	82,000	83,000
Procurement Card rebate revenue generated	$741,563	$749,297	$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

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Percent of non-compliant payments - Direct purchase orders created the same day as invoice date and duplicate dollars per total invoices	0.04%	0.04%	0.04%	0.04%	0.03%
Percent of payroll errors per sum of dollars under and overpaid	0.18%	0.21%	0.20%	0.20%	0.20%

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

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

[3] *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 (FY23 = 54 times).*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**7,616,936**	**50.87**
Re-align: Shift Position between Finance Programs	185,718	1.00
Increase Cost: UKG Contract - Ongoing Annual License and Maintenance Support	120,810	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	814,108	0.00
FY26 Recommended	**8,737,572**	**51.87**

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 Improvements Program and manage cash flow; provide accurate revenue and economic forecasting and publishing reports on economic and revenue analysis on a quarterly basis for dissemination to the County Council, County Executive, and the public. One of the program's primary goals is to maintain the County's AAA General Obligation Bond debt rating and to actively invest the County's working capital to safely preserve principal, provide sufficient liquidity to meet cash flow requirements, and maximize investment returns while conforming to all State of Maryland laws and County statutes governing the investment of public funds.

Program objectives related to debt and cash management include: managing the timely and economic issuance of short and long-term financial obligations; developing and maintaining strong rating agency and investors relations; preparing accurate and timely financing documents, including the County's Annual Information Statement; ensuring strict compliance with disclosure requirements; coordinating bond counsel review; providing high-quality consulting services for County agencies, managers, staff, elected officials, and residents on issues related to debt and cash management; investing the County's working capital; and managing the County's relationship with the banking and investment community.

Program objectives related to policy and fiscal projects include the proactive development of intergovernmental policy alternatives and recommendations including: necessary local and State legislation and regulations; fiscal impact analysis for local and State legislation; fiscal impact analysis and effective management associated with the financing and implementation aspects of Master and Sector Plans; implementing and managing County initiatives such as the Public Election Fund and Commercial Property Assessed Clean Energy (C-PACE) programs; managing the administration of economic development initiatives that support growth and/or expansion of economic opportunities in the County; and high-quality financial consulting services for County agencies, managers, staff, elected officials, and residents.

Program Performance Measures	Actual	Actual	Estimated	Target	Target

	FY23	FY24	FY25	FY26	FY27
Make Office Vacancies Extinct (MOVE) Program: Square feet of office space leased	55,521	78,905	80,188	82,000	83,116
Interest Rate Benchmarking - County General Obligation (GO) vs. Municipal Market Data Index (basis point spread)	0	3	0	0	0
Investment Return Benchmarking - County Return vs. S&P Local Government Investment Pool Index (basis point spread)	-4	10	10	10	10
Revenue Forecasting - Percent variance between actual revenue and projected revenue	5.11%	3.60%	0.00%	0.00%	0.00%
Investment Return - Rate of return on Montgomery County's investments [1]	3.43%	5.34%	4.30%	3.25%	3.00%
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] *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.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,671,812**	**11.00**
Re-align: Shift Position between Finance Programs	(185,718)	(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.	237,993	1.00
FY26 Recommended	**2,724,087**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Electronic payments (credit card and ACH) transactions processed by the County's credit card processor and bank (000's)	5,155	5,230	5,282	5,335	5,388
Workflows, tasks, and processes streamlined utilizing existing or new technologies	19	20	20	20	20

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,318,360**	**4.00**
Increase Cost: Annual PCI and ACH Industry Compliance Audits	7,030	0.00
Increase Cost: Dunn and Bradstreet - Annual License Renewal	3,300	0.00
Decrease Cost: IT Financial Systems Applications - Ongoing Software Maintenance	(236,140)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	100,795	0.00
FY26 Recommended	**2,193,345**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**11,202,471**	**15.37**
Increase Cost: Restore One-Time Lapse Increase	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.	783,453	0.00
FY26 Recommended	**12,226,700**	**15.37**

Risk Management

The Montgomery County Self-Insurance Program, established under County Code Section 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Computer based/onsite training classes provided by the Safety Section	2,361	5,926	3,000	3,000	3,000
Workers Compensation - Cost per $100 of payroll	$3.08	$3.21	$3.09	$3.13	$3.13
Workers Compensation - Number of Montgomery County Government cases resulting in lost work time	372	362	420	435	435

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**105,506,963**	**27.00**
Increase Cost: Claims Expense Change	3,338,000	0.00
Increase Cost: Return of Contribution	545,983	0.00
Increase Cost: Commercial Insurance Premiums	504,848	0.00
Increase Cost: Legal Secretary II- Office of County Attorney/Self Insurance Fund	73,962	1.00
Increase Cost: Principal Administrative Aide- Office of County Attorney/Self Insurance Fund	67,774	1.00
Increase Cost: Other Insurance Costs	36,494	0.00
Increase Cost: Insurance Broker Services	10,667	0.00
Increase Cost: Rent	4,176	0.00

FY26 Recommended Changes	Expenditures	FTEs
Decrease Cost: Claims Service Contract Administrative Costs	(615,002)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(507,716)	(1.00)
FY26 Recommended	**108,966,149**	**28.00**

Treasury

This program is responsible for providing coordination and oversight of treasury operations and customer services through the cashiering function. All money received by the County directly through the Treasury cashiering operation, from other County agencies, or through the internet and bank lockbox operation is processed, administered, and recorded in a timely fashion in the County's accounting system. This program handles property, transfer and recordation, excise taxes, fines, and fees. It also offers specific employee services, such as the fare media pass. Functioning as a banking operation, the tellers are the primary provider of person-to-person contact with County residents.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Tax related number of service request tickets transferred from MC311 Call Center to Treasury	3,804	4,170	4,500	4,750	5,000
Property tax accounts billed	361,190	368,076	370,000	375,000	375,000
Transfer tax transactions processed [1]	12,749	18,211	20,000	22,500	25,000
Cashier transactions processed	40,686	40,126	42,500	45,000	47,500

[1] *Transfer Tax transactions includes taxable and non-taxable transactions.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,882,033**	**21.00**
Increase Cost: Tax Sale Advertisement	74,000	0.00
Decrease Cost: Change in Netgross Charges	(100,750)	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.	279,872	0.00
FY26 Recommended	**3,135,155**	**21.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	10,503,429	12,405,523	12,299,764	13,533,094	9.1 %
Employee Benefits	3,345,403	3,241,231	3,411,031	3,630,363	12.0 %
County General Fund Personnel Costs	**13,848,832**	**15,646,754**	**15,710,795**	**17,163,457**	**9.7 %**
Operating Expenses	4,266,625	3,722,264	5,726,452	3,620,710	-2.7 %
County General Fund Expenditures	**18,115,457**	**19,369,018**	**21,437,247**	**20,784,167**	**7.3 %**
PERSONNEL					
Full-Time	115	114	114	114	—

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Part-Time	0	0	0	0	—
FTEs	99.92	97.87	97.87	97.87	—
REVENUES					
Other Charges/Fees	531,745	512,100	517,100	513,700	0.3 %
Other Fines/Forfeitures	5,083	0	0	0	—
Other Intergovernmental	476,128	457,440	457,440	469,910	2.7 %
Miscellaneous Revenues	756,982	730,000	730,000	730,000	—
County General Fund Revenues	**1,769,938**	**1,699,540**	**1,704,540**	**1,713,610**	**0.8 %**

SELF INSURANCE INTERNAL SERVICE FUND

EXPENDITURES					
Salaries and Wages	3,903,713	4,493,381	4,292,990	4,854,915	8.1 %
Employee Benefits	952,430	1,094,259	1,050,848	1,264,742	15.6 %
Self Insurance Internal Service Fund Personnel Costs	**4,856,143**	**5,587,640**	**5,343,838**	**6,119,657**	**9.5 %**
Operating Expenses	87,515,641	107,241,917	107,241,917	111,079,184	3.6 %
Self Insurance Internal Service Fund Expenditures	**92,371,784**	**112,829,557**	**112,585,755**	**117,198,841**	**3.9 %**
PERSONNEL					
Full-Time	11	11	11	11	—
Part-Time	0	0	0	0	—
FTEs	32.37	31.37	31.37	33.37	6.4 %
REVENUES					
Self Insurance Revenues	93,220,729	92,796,252	92,796,252	92,796,252	—
Miscellaneous Revenues	7,382,913	1,500,000	1,500,000	2,000,000	33.3 %
Investment Income	16,029,957	12,598,640	12,598,640	12,248,780	-2.8 %
Self Insurance Internal Service Fund Revenues	**116,633,599**	**106,894,892**	**106,894,892**	**107,045,032**	**0.1 %**

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	(2,663,276)	0	0	0	—
Grant Fund - MCG Expenditures	**(2,663,276)**	**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**	**—**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	**107,823,965**	**132,198,575**	**134,023,002**	**137,983,008**	**4.4 %**
Total Full-Time Positions	**126**	**125**	**125**	**125**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**132.29**	**129.24**	**129.24**	**131.24**	**1.5 %**
Total Revenues	**118,403,537**	**108,594,432**	**108,599,432**	**108,758,642**	**0.2 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**19,369,018**	**97.87**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	771,943	0.00
Increase Cost: Annualization of FY25 Compensation Increases	337,230	0.00
Increase Cost: Restore One-Time Lapse Increase [Operations and Administration]	240,776	0.00
Re-align: Shift Position between Finance Programs [Controller]	185,718	1.00
Increase Cost: Annualization of FY25 Personnel Costs	152,726	0.00
Increase Cost: UKG Contract - Ongoing Annual License and Maintenance Support [Controller]	120,810	0.00
Increase Cost: Tax Sale Advertisement [Treasury]	74,000	0.00
Increase Cost: Retirement Adjustment	53,353	0.00
Increase Cost: Annual PCI and ACH Industry Compliance Audits [Information Technology]	7,030	0.00
Increase Cost: Dunn and Bradstreet - Annual License Renewal [Information Technology]	3,300	0.00
Decrease Cost: Printing and Mail Adjustment	(9,129)	0.00
Decrease Cost: Change in Netgross Charges [Treasury]	(100,750)	0.00
Re-align: Shift Position between Finance Programs [Fiscal Management]	(185,718)	(1.00)
Decrease Cost: IT Financial Systems Applications - Ongoing Software Maintenance [Information Technology]	(236,140)	0.00
FY26 RECOMMENDED	**20,784,167**	**97.87**
SELF INSURANCE INTERNAL SERVICE FUND		
FY25 ORIGINAL APPROPRIATION	**112,829,557**	**31.37**
Other Adjustments (with no service impacts)		
Increase Cost: Claims Expense Change [Risk Management]	3,338,000	0.00
Increase Cost: Return of Contribution [Risk Management]	545,983	0.00
Increase Cost: Commercial Insurance Premiums [Risk Management]	504,848	0.00
Increase Cost: FY26 Compensation Adjustment	228,689	0.00
Increase Cost: Annualization of FY25 Compensation Increases	113,440	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Legal Secretary II- Office of County Attorney/Self Insurance Fund [Risk Management]	73,962	1.00
Increase Cost: Principal Administrative Aide- Office of County Attorney/Self Insurance Fund [Risk Management]	67,774	1.00
Increase Cost: Other Insurance Costs [Risk Management]	36,494	0.00
Increase Cost: Annualization of FY25 Personnel Costs	30,903	0.00
Increase Cost: Retirement Adjustment	17,249	0.00
Increase Cost: Insurance Broker Services [Risk Management]	10,667	0.00
Increase Cost: Motor Pool Adjustment	9,805	0.00
Increase Cost: Rent [Risk Management]	4,176	0.00
Increase Cost: Printing and Mail Adjustment	2,296	0.00
Decrease Cost: Claims Service Contract Administrative Costs [Risk Management]	(615,002)	0.00
FY26 RECOMMENDED	**117,198,841**	**33.37**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Controller	7,616,936	50.87	8,737,572	51.87
Fiscal Management	2,671,812	11.00	2,724,087	11.00
Information Technology	2,318,360	4.00	2,193,345	4.00
Operations and Administration	11,202,471	15.37	12,226,700	15.37
Risk Management	105,506,963	27.00	108,966,149	28.00
Treasury	2,882,033	21.00	3,135,155	21.00
Total	**132,198,575**	**129.24**	**137,983,008**	**131.24**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	116,690	0.75	122,450	0.75
Human Resources	Retiree Health Benefits Trust Fund	48,610	0.30	51,000	0.30
General Services	Central Duplicating (Printing & Mail)	7,820	0.05	8,200	0.05
Transportation	Leaf Vacuuming	238,340	0.43	247,430	0.43
Parking District Services	Bethesda Parking	37,560	0.24	39,410	0.24
Parking District Services	Silver Spring Parking	42,540	0.27	44,630	0.27
Parking District Services	Wheaton Parking	14,310	0.09	15,020	0.09
Community Use of Public Facilities	Community Use of Public Facilities	57,700	0.37	60,550	0.37
Recreation	Recreation	50,810	0.33	53,330	0.33
Permitting Services	Permitting Services	15,240	0.10	16,000	0.10

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
Environmental Protection	Water Quality Protection	886,751	6.00	926,912	6.00
Recycling and Resource Management	Solid Waste Disposal	583,930	4.38	607,230	4.38
Recycling and Resource Management	Solid Waste Collection	224,780	0.64	233,690	0.64
Alcohol Beverage Services	Liquor	86,060	0.50	90,290	0.50
CIP	Capital Fund	0	0.00	0	0.00
Non-Departmental Accounts	Retirement Fund (ERS)	46,380	0.30	48,660	0.30
Non-Departmental Accounts	RSP-Disability Benefits (LTD2)	1,720	0.01	1,800	0.01
Economic Development Fund	Economic Development Fund	197,203	1.00	190,616	1.00
	Total	**2,656,444**	**15.76**	**2,757,218**	**15.76**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**20,784**	**20,784**	**20,784**	**20,784**	**20,784**	**20,784**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**51**	**51**	**51**	**51**	**51**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**20,784**	**20,835**	**20,835**	**20,835**	**20,835**	**20,835**
SELF INSURANCE INTERNAL SERVICE FUND						
EXPENDITURES						
FY26 Recommended	**117,199**	**117,199**	**117,199**	**117,199**	**117,199**	**117,199**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**30**	**30**	**30**	**30**	**30**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**117,199**	**117,229**	**117,229**	**117,229**	**117,229**	**117,229**

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Fleet Management Services

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$116,014,212	215.10

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 four shop locations and thirteen fuel sites, and operates out of six depots Countywide.

BUDGET OVERVIEW

The total recommended FY26 Operating Budget for the Division of Fleet Management Services is $116,014,212, an increase of $13,692,454 or 13.38 percent from the FY25 Approved Budget of $102,321,758. Personnel Costs comprise 26.35 percent of the budget for 209 full-time position(s) and no part-time position(s), and a total of 215.10 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 73.65 percent of the FY26 budget.

In addition, this department's Capital Improvements Program 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**
- **Easier Commutes**
- **Effective, Sustainable Government**

INITIATIVES

- Expand the fleet maintenance apprenticeship program by obtaining Maryland state registration for the existing program and adding more apprentice positions. These enhancements will enable DFMS to standardize the curriculum and apprentice experience and help reduce operating costs by reducing the amount of overflow work assigned to contractors. Further, the program will ensure the preservation of internal knowledge and experience, thereby avoiding knowledge gaps when an experienced technician or tradesperson retires.

- Increase funding for vehicle replacements to achieve Montgomery County's Climate Action Plan goals and modernize the fleet. Zero emission vehicles will be prioritized wherever there are feasible replacements for fossil fuel vehicles.
- Construct a solar microgrid to support zero emission bus fueling at the Gaithersburg bus depot. DFMS is collaborating with the DGS Office of Energy and Sustainability to plan the project, 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.
- Collaborate with the DGS Office of Energy and Sustainability to build additional electric vehicle charging infrastructure at County facilities and fueling sites to support the transition to a zero emission fleet.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Received a grant from the Maryland Energy Administration for medium and heavy-duty zero emission vehicles following a successful application by DFMS. The grant funds will be used to purchase nine medium and heavy-duty electric vehicles and one zero emission construction vehicle.
- Procured a 38-foot Mobile Medical Unit for the Department of Health and Human Services to provide health services to disadvantaged and rural communities.
- Received and delivered over 200 electric vehicles to County departments to date.
- Partnered with the Montgomery County Department of Transportation to procure approximately 100 electric Ride On buses through FY27. The buses will operate at the Silver Spring and Gaithersburg Ride On bus depots to fully utilize the solar microgrids at these locations.
- Procured recent model, lightly-used electric vehicles at significantly lower cost than new electric vehicles due to changes in the rental car industry causing companies to downsize their electric vehicle inventories. This has enabled a leap forward in converting the fleet to zero emissions in support of the County's Climate Action Plan goals.

PROGRAM CONTACTS

Contact Luis Solis of the Division of Fleet Management Services at 240-777-5759 or Gary Nalven of the Office of Management and Budget at 240-777-2779 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of administrative vehicle work orders completed	2,832	2,181	2,532	2,515	2,409
Fleet Maintenance and Operations: Mean distance between failure: Administrative light equipment (in miles)	31,478	22,890	32,356	28,908	28,051
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days)	1.19	1.18	1.12	1.16	1.15

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,343,891**	**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.	(100,638)	(1.00)
FY26 Recommended	**4,243,253**	**1.50**

Business Support Services

Business Support Services prepares and monitors the budget, oversees financial management of the Motor Pool (MP) Internal Service Fund, and processes payments, solicitations, requisitions, and purchase orders. Fleet prepares MP Fund financial statements for the Annual Comprehensive Financial Report (ACFR) including Balance Sheet, Statement of Revenues, Expenses, Changes in Fund Equity, and Statement of Cash Flow. Fleet's Parts Team provides tools, equipment, and parts for the repair and maintenance of the Fleet via an end-to-end process flow including trained supervisors and technicians, stockroom policies and procedures, safety regulations, contracts, and a computerized inventory system that drives receiving, stocking, issuing, forecasting, reporting, and accountability.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Amount spent on parts (in dollars)	$9,087,584	$13,087,066	$11,608,720	$11,666,482	$12,118,756
Fiscal inventory parts turn rate	1.32	1.21	1.22	1.25	1.23
Percent of work orders completed without delay for parts	79%	81%	80%	80%	80%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**22,777,461**	**36.30**
Enhance: Fleet Replacement	9,700,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(143,500)	1.00
FY26 Recommended	**32,333,961**	**37.30**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of heavy equipment work orders completed	1,012	1,038	1,126	1,059	1,074
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy equipment (in days)	2.88	2.63	2.71	2.74	2.69
Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles)	16,043	12,174	14,125	14,114	13,471
Heavy equipment fleet availability	93.4%	93.1%	93.3%	93.3%	93.2%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**7,864,716**	**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.	382,800	1.00
FY26 Recommended	**8,247,516**	**41.50**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of fleet work orders completed	19,800	26,908	22,936	23,215	24,353
Fleet Maintenance and Operations: Internal customer survey satisfaction rating (scale of 1-4)	2.92	2.76	2.96	2.88	2.87
Clean Air Commitment - Gallons of diesel/unleaded used [1]	4,842,765	4,919,236	5,091,341	4,344,751	3,598,161
Clean Air Commitment - Gallons of alternative fuels used (in gasoline gallon equivalents)	1,278,626	1,395,052	1,268,325	1,574,397	1,967,996

[1] *Estimated future reductions due to the projected purchase of additional electric buses.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**37,011,671**	**17.80**
Increase Cost: Restore One-Time Lapse	449,000	0.00
Increase Cost: Fuel Tank Console Upgrades	250,000	0.00
Shift: FY24 Position Transfers Between Programs	241,026	2.00
Enhance: IT Support Services	120,000	0.00
Increase Cost: IT System Server Upgrades	65,000	0.00
Increase Cost: Oil	50,000	0.00
Decrease Cost: Fuel	(1,000,000)	0.00

FY26 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.	(845,441)	(1.00)
FY26 Recommended	**36,341,256**	**18.80**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of public safety vehicle work orders completed	7,719	6,137	7,130	6,995	6,754
Fleet Maintenance and Operations: Mean distance between failure: Public Safety light equipment (in miles)	33,257	29,342	37,427	33,342	33,370
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days)	3.91	3.67	3.29	3.62	3.53
Police vehicle fleet availability	93%	95%	94%	94%	94%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**8,074,895**	**3.00**
Increase Cost: Light Fleet Maintenance	650,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	45,896	0.00
FY26 Recommended	**8,770,791**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of transit work orders completed	8,237	9,169	8,544	8,650	8,788
Percent of transit preventive maintenance (PM) 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)	15,371	11,391	14.594	13,785	13,257
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days)	2.29	2.17	2.21	2.22	2.2
Average days out of service per bus for parts [1]	11.12	16.38	12.76	13.42	14.19

[1] *Measure calculated via a multi-year rolling average.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**22,249,124**	**111.00**
Increase Cost: Transit Bus Service Lane	2,439,987	0.00
Enhance: Apprentice Program	285,302	4.00
Increase Cost: Electric Bus Telematics	103,625	0.00
Shift: FY24 Position Transfers Between Programs	(241,026)	(2.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,240,423	0.00
FY26 Recommended	**26,077,435**	**113.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
MOTOR POOL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	20,694,989	22,035,645	21,982,347	23,457,020	6.5 %
Employee Benefits	5,825,945	6,247,043	6,366,210	7,113,963	13.9 %
Motor Pool Internal Service Fund Personnel Costs	**26,520,934**	**28,282,688**	**28,348,557**	**30,570,983**	**8.1 %**
Operating Expenses	63,777,664	57,633,388	63,433,804	60,143,979	4.4 %
Capital Outlay	9,870,369	16,405,682	16,405,682	25,299,250	54.2 %
Motor Pool Internal Service Fund Expenditures	**100,168,967**	**102,321,758**	**108,188,043**	**116,014,212**	**13.4 %**
PERSONNEL					
Full-Time	206	206	206	209	1.5 %
Part-Time	0	0	0	0	—
FTEs	211.10	211.10	211.10	215.10	1.9 %
REVENUES					
Motor Pool Charges/Fees	103,312,907	90,897,066	98,808,000	102,771,678	13.1 %
Other Charges/Fees	0	69,000	0	69,000	—
Miscellaneous Revenues	578,666	203,000	425,000	203,000	—
Investment Income	3,266,700	1,609,260	2,964,170	2,233,651	38.8 %
Insurance Recoveries	2,041,380	2,238,070	2,170,000	2,238,070	—
Other Intergovernmental	80,000	0	0	1,650,000	—
Motor Pool Internal Service Fund Revenues	**109,279,653**	**95,016,396**	**104,367,170**	**109,165,399**	**14.9 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
MOTOR POOL INTERNAL SERVICE FUND		
FY25 ORIGINAL APPROPRIATION	**102,321,758**	**211.10**
Changes (with service impacts)		
Enhance: Fleet Replacement [Business Support Services]	9,700,000	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Enhance: Apprentice Program [Transit Equipment Services]	285,302	4.00
Enhance: IT Support Services [Operational Management]	120,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Transit Bus Service Lane [Transit Equipment Services]	2,439,987	0.00
Increase Cost: FY26 Compensation Adjustment	1,208,244	0.00
Increase Cost: Light Fleet Maintenance [Public Safety Automotive Services]	650,000	0.00
Increase Cost: Annualization of FY25 Compensation Increases	490,844	0.00
Increase Cost: Restore One-Time Lapse [Operational Management]	449,000	0.00
Increase Cost: Fuel Tank Console Upgrades [Operational Management]	250,000	0.00
Shift: FY24 Position Transfers Between Programs [Operational Management]	241,026	2.00
Increase Cost: Electric Bus Telematics [Transit Equipment Services]	103,625	0.00
Increase Cost: IT System Server Upgrades [Operational Management]	65,000	0.00
Increase Cost: Retirement Adjustment	62,873	0.00
Increase Cost: Motor Pool Adjustment	53,290	0.00
Increase Cost: Oil [Operational Management]	50,000	0.00
Increase Cost: Printing and Mail Adjustment	41,791	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	382	0.00
Decrease Cost: Risk Management Adjustment	(13,484)	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(207,970)	0.00
Shift: FY24 Position Transfers Between Programs [Transit Equipment Services]	(241,026)	(2.00)
Decrease Cost: Fuel [Operational Management]	(1,000,000)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(1,056,432)	0.00
FY26 RECOMMENDED	**116,014,210**	**215.10**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administrative Automotive Services	4,343,891	2.50	4,243,253	1.50
Business Support Services	22,777,461	36.30	32,333,961	37.30
Heavy Equipment Services	7,864,716	40.50	8,247,516	41.50
Operational Management	37,011,671	17.80	36,341,256	18.80
Public Safety Automotive Services	8,074,895	3.00	8,770,791	3.00
Transit Equipment Services	22,249,124	111.00	26,077,435	113.00
Total	**102,321,758**	**211.10**	**116,014,212**	**215.10**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
MOTOR POOL INTERNAL SERVICE FUND						
EXPENDITURES						
FY26 Recommended	**116,014**	**116,014**	**116,014**	**116,014**	**116,014**	**116,014**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY26	**0**	**94**	**94**	**94**	**94**	**94**
New positions in the FY26 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.						
Elimination of One-Time Items Recommended in FY26	**0**	**(1,635)**	**(1,635)**	**(1,635)**	**(1,635)**	**(1,635)**
Items recommended for one-time funding in FY26, including a temporary increase in bus service lane costs and various equipment upgrades, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**106**	**106**	**106**	**106**	**106**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**116,014**	**114,579**	**114,579**	**114,579**	**114,579**	**114,579**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY26 Recommended		FY27 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Apprentice Program	285,302	4.00	379,440	4.00
Total	**285,302**	**4.00**	**379,440**	**4.00**

Food Systems Resilience

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$13,946,720	6.00

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 FY26 Operating Budget for the Office of Food Systems Resilience is $13,946,720, a decrease of $253,791 or 1.79 percent from the FY25 Approved Budget of $14,200,511. Personnel Costs comprise 6.00 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 94.00 percent of the FY26 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 final transitions 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.
- Launch the second round of the Community Food Assistance Grant program, supporting local service providers with direct funding and specialized access to shelf-stable and fresh food for distribution to food insecure residents while further strengthening the capacity and stability of the County's robust network of organizations.

- Expand and enhance the implementation of the County's Strategic Plan to End Childhood Hunger recommendations: retail food access strategies including the MC Groceries program, the Food as Medicine and School-Based Food Assistance grant programs, and community partnerships to maximize enrollment in Federal nutrition programs.
- Strengthen local food production and distribution through strategic and creative investments in projects that aggregate, process, and/or distribute food from local producers to increase immediate and long-term food security in the region. Direct purchases from local food farms, grants for Resident and Community Gardening projects, and operating and infrastructure funding for local food aggregation will expand local food production, market demand, and access for residents.
- Engage with statewide, regional, and national partners to share best practices, maximize external resources, and implement collaborative strategies for policymaking that strengthen food system resilience and address the racial inequities and disparities present in all aspects of the food system. Expand interagency coordination mechanisms for local government agencies and facilitate a County emergency response framework planning process for food system disruptions.
- Serve as a liaison between government and food system partners, including residents, businesses, and non-profit organizations to ensure policy development and implementation is directly informed by the insight and expertise of the community.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Implement a centralized grantee and contract vendor performance data reporting platform with core standard metrics to evaluate impact across all programs and data reporting requirements appropriately scaled to organizational capacity. The data collected and analyzed will afford a greater ability to identify level of need and service trends in real time, evaluate program performance, and inform future funding decisions.
- Conduct geographic and demographic gap analyses of County food system financial investments and assets. Implement strategy to visualize and communicate available food systems data collected both internally and externally to inform policymaking, budgetary decisions, and intersectional collaboration.
- Launch resident and program participant direct feedback and communications mechanisms across programs through year-round client satisfaction surveys, community surveys, resource referral distribution lists, and proactive engagement with community boards, committees, and organizations.
- Strategically transform the funding strategy for the coordination of County-based Food Recovery initiative through a new competitive grant program supporting collaboration, resource and data sharing, organics recycling capacity, and an increased edible food supply for the local network of food recovery organizations.
- Increase alignment and interconnectivity of OFSR programs to amplify impact of investments, connect residents with assistance best suited to their unique needs, and streamline the resource referral process for increased efficiency and effectiveness.

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 FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	327,165	474,542	485,989	644,583	35.8 %
Employee Benefits	81,651	133,670	136,541	191,860	43.5 %
County General Fund Personnel Costs	**408,816**	**608,212**	**622,530**	**836,443**	**37.5 %**
Operating Expenses	4,629,724	13,592,299	13,592,299	13,110,277	-3.6 %
County General Fund Expenditures	**5,038,540**	**14,200,511**	**14,214,829**	**13,946,720**	**-1.8 %**
PERSONNEL					
Full-Time	3	4	4	6	50.0 %
Part-Time	0	0	0	0	—
FTEs	3.00	4.00	4.00	6.00	50.0 %

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**14,200,511**	**4.00**
Changes (with service impacts)		
Enhance: Transfer Funding from the Department of Health and Human Services (DHHS) to the OFSR School-Based Food Assistance Program and Expand Services to 20 Additional Schools that Require Assistance [Food Systems Resilience]	1,053,775	0.00
Enhance: Provide On-Cycle Funding for Community Gardening Grants [Food Systems Resilience]	200,000	0.00
Other Adjustments (with no service impacts)		
Restore: Capital Area Food Bank Funding for Bulk Food Purchases to Ensure Product Availability Amidst Supply Chain Disruptions [Food Systems Resilience]	750,000	0.00
Restore: Core Funding for Manna Food Center, Inc. to Ensure Continued Availability of Culturally Appropriate Food Assistance [Food Systems Resilience]	350,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Food Systems Resilience]	131,331	0.00
Shift: Transfer a Noncompetitive Contract for Pop-Up Pantry Services from DHHS to OFSR [Food Systems Resilience]	53,107	0.00
Increase Cost: FY26 Compensation Adjustment	34,643	0.00
Increase Cost: Annualization of FY25 Compensation Increases	17,837	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Printing and Mail Adjustment	3,609	0.00
Increase Cost: Retirement Adjustment	1,315	0.00
Increase Cost: Annualization of FY25 Personnel Costs	592	0.00
Shift: Transition Administrative Support Staff from Contractual to County Term Position, Fully Offset by Reduction in Contractual Expenditures [Food Systems Resilience]	0	1.00
Shift: Transition Community Partnerships Coordination Staff from Contractual to County Term Position, Fully Offset by Reduction in Contractual Expenditures [Food Systems Resilience]	0	1.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(2,850,000)	0.00
FY26 RECOMMENDED	**13,946,720**	**6.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**13,947**	**13,947**	**13,947**	**13,947**	**13,947**	**13,947**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY26	**0**	**58**	**58**	**58**	**58**	**58**
New positions in the FY26 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.						
Elimination of One-Time Items Recommended in FY26	**0**	**(58)**	**(58)**	**(58)**	**(58)**	**(58)**
Items recommended for one-time funding in FY26, including the reduction of contractual staffing that will now be performed by merit staff, will be eliminated from the base in the outyears.						
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	**13,947**	**13,950**	**13,950**	**13,950**	**13,950**	**13,950**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY26 Recommended		FY27 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Transition Administrative Support Staff from Contractual to County Term Position, Fully Offset by Reduction in Contractual Expenditures	83,779	1.00	111,705	1.00
Transition Community Partnerships Coordination Staff from Contractual to County Term Position, Fully Offset by Reduction in Contractual Expenditures	90,065	1.00	120,086	1.00
Total	**173,844**	**2.00**	**231,791**	**2.00**

General Services

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$55,587,939	175.30

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 FY26 Operating Budget for the Department of General Services is $55,587,939, an increase of $4,989,057 or 9.86 percent from the FY25 Approved Budget of $50,598,882. Personnel Costs comprise 43.07 percent of the budget for 240 full-time position(s) and no part-time position(s), and a total of 175.30 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 56.93 percent of the FY26 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**

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Department of General Services (DGS) remains committed to expanding affordable housing, with ongoing and future developments in Burtonsville, Clarksburg, Derwood, Rockville, Wheaton, and White Flint.
- Implemented the Asset Works inventory management system to track and manage County facility components, enabling better predictive maintenance and reducing unforeseen service disruptions.
- DGS transformed the Executive Office Building's terrace and lobby in preparation of its renaming to the Isiah "Ike" Leggett Executive Office Building on February 24, 2025.

- The HVAC Renovation and Upgrade Project for the Executive Office Building and Judicial Center is set for completion by May 2025, replacing outdated equipment to improve energy efficiency, airflow, and comfort.
- Initiated the "Em-POWER-Maryland" program funded Pepco and Potomac Edison Virtual Commissioning (VCx) to ensure future Building Energy Performance Standards (BEPS) compliance and reduce energy use and improve efficiency.
- Completed $3.65 million in capital repairs to ensure County facilities meet ADA Title II requirements.
- Department staff trained over 3,500 County employees on Americans with Disabilities (ADA) compliance, policies, disability etiquette, and ensuring equal access to County programs and services. DGS ensured countywide ADA Title II compliance, fulfilling reasonable accommodation requests and achieving zero ADA complaints or related litigation.
- Over the past year, Facilities responded to 31,350 service requests, repairs, maintenance, and emergencies across 400+ buildings and properties.
- DGS plays a critical role in the County's agreement with United Therapeutics, supporting the company's growth at its urban campus in downtown Silver Spring and providing substantial public benefits. DGS is also building a new state-of-the-art fiber hub for the Montgomery County Department of Technology and Enterprise Business Solutions, marking the first phase of a multi-phase transaction.
- Completed a comprehensive community outreach and land planning effort for a new net-zero bus operations and maintenance facility serving the Department of Transportation and Montgomery County Public Schools, along with mixed-use development on Jeremiah Park in Derwood. The new depot is central to the County's goal of achieving 100% reduction in greenhouse gas emissions by 2035. DGS is working on selecting a development partner to design, build, finance, operate, and maintain the new depot.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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 budget 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,237,359**	**18.03**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	27,714	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	526,127	1.00
FY26 Recommended	**4,791,200**	**19.03**

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**0**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	8,695	0.05
FY26 Recommended	**8,695**	**0.05**

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, Countywide Novelty Contract, 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of printing orders completed [1]	7,078	16,582	9,975	9,975	9,975
Print/Mail/Archives: Internal customer survey satisfaction rating (scale of 1-4)	3.41	3.42	3.42	3.42	3.42

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

FY26 Recommended Changes	Expenditures	FTEs

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**9,184,291**	**34.57**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	235,296	0.00
FY26 Recommended	**9,419,587**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Amount of grants and incentives received for Energy and Sustainability initiatives (in dollars)	$1,310,925	$1,429,697	$1,150,000	$1,150,000	$1,150,000
Utility savings delivered by Energy and Sustainability initiatives (in dollars)	$892,723	$1,007,309	$972,849	$972,849	$972,849
Reduction in greenhouse gas emissions delivered by Energy and Sustainability initiatives (metric tons of carbon dioxide equivalent)	3,536	4,517	4,376	4,376	4,376
County facility, fleet, and streetlight greenhouse gas emissions (metric tons of carbon dioxide equivalent)	113,886	116,381	113,134	109,985	106,930

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**794,159**	**3.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	52,766	0.00
FY26 Recommended	**846,925**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties ($000)	$9,598	$9,966	$10,552	$11,654	$11,654
Average percent of work orders completed in quarter	80.8%	84.6%	85.0%	85.0%	85.0%
Facilities Maintenance: Internal customer survey satisfaction rating (scale of 1-4)	3.03	2.93	3.00	3.00	3.00

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**35,271,617**	**110.20**
Add: Operating Budget Impact (OBI) - Silver Spring Recreation and Aquatic Center	961,581	0.00
Add: OBI - 6th District Police Station in Gaithersburg	597,176	0.00
Increase Cost: Overtime Adjustment	491,068	0.00
Increase Cost: Custodial and Groundskeeping Contract-Related CPI Inflationary Adjustment	338,160	0.00
Increase Cost: Restore One-Time Lapse	258,338	0.00
Increase Cost: Countywide Maintenance and Repair Services - Contracts and Additional Services Related Increases	172,574	0.00
Add: OBI - Clarksburg Fire Station	162,724	0.00
Enhance: Support for BlackRock Center for the Arts	125,000	0.00
Increase Cost: Countywide Maintenance and Repair Services - CPI Inflationary Adjustment	107,269	0.00
Shift: LEAP4MCG Resources to DGS from Office of Human Resources	100,505	1.00
Add: Fiscal Assistant for Facilities Management	72,016	1.00
Increase Cost: Holiday Pay and Holiday Premium	52,416	0.00
Add: OBI - 260 East Jefferson	41,970	0.00
Increase Cost: Custodial and Groundskeeping Contract-Related Increases	39,216	0.00
Increase Cost: Uniforms	22,170	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	549,326	(1.05)
FY26 Recommended	**39,363,126**	**111.15**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of square feet of leased space managed	876,698	893,118	932,056	897,083	897,083

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Average amount Montgomery County pays in rent (in dollars per square foot)	$20.40	$21.91	$23.00	$24.00	$25.00
Leased Space Needs: Internal customer survey satisfaction rating (scale of 1-4)	3.11	3.15	3.15	3.15	3.15

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,111,456**	**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.	46,950	0.00
FY26 Recommended	**1,158,406**	**7.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	14,992,660	13,967,667	15,373,404	15,245,040	9.2 %
Employee Benefits	3,900,596	4,027,683	4,185,668	4,625,719	14.9 %
County General Fund Personnel Costs	**18,893,256**	**17,995,350**	**19,559,072**	**19,870,759**	**10.4 %**
Operating Expenses	29,232,329	23,419,241	25,838,160	26,297,593	12.3 %
County General Fund Expenditures	**48,125,585**	**41,414,591**	**45,397,232**	**46,168,352**	**11.5 %**
PERSONNEL					
Full-Time	205	203	203	206	1.5 %
Part-Time	0	0	0	0	—
FTEs	139.73	138.73	138.73	140.73	1.4 %
REVENUES					
Miscellaneous Revenues	121,801	60,000	60,000	0	-100.0 %
County General Fund Revenues	**121,801**	**60,000**	**60,000**	**0**	**-100.0 %**
PRINTING & MAIL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	2,687,754	2,873,588	2,880,307	3,034,096	5.6 %
Employee Benefits	866,067	929,371	946,756	1,039,315	11.8 %
Printing & Mail Internal Service Fund Personnel Costs	**3,553,821**	**3,802,959**	**3,827,063**	**4,073,411**	**7.1 %**
Operating Expenses	7,167,244	4,971,922	6,271,922	4,986,766	0.3 %
Capital Outlay	5,460	409,410	409,410	359,410	-12.2 %
Printing & Mail Internal Service Fund Expenditures	**10,726,525**	**9,184,291**	**10,508,395**	**9,419,587**	**2.6 %**
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	1,858,349	1,963,234	1,963,234	2,052,722	4.6 %

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Mail Revenues	2,537,977	2,500,799	3,510,746	2,616,456	4.6 %
Print Revenues	4,018,025	2,847,788	2,959,354	3,116,515	9.4 %
Investment Income	9,273	46,800	8,410	7,080	-84.9 %
Other Charges/Fees	1,998,878	1,869,320	1,959,447	1,633,894	-12.6 %
Printing & Mail Internal Service Fund Revenues	**10,422,502**	**9,227,941**	**10,401,191**	**9,426,667**	**2.2 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	173	0	0	0	—
Employee Benefits	66	0	0	0	—
Grant Fund - MCG Personnel Costs	**239**	**0**	**0**	**0**	**—**
Grant Fund - MCG Expenditures	**239**	**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	**58,852,349**	**50,598,882**	**55,905,627**	**55,587,939**	**9.9 %**
Total Full-Time Positions	**239**	**237**	**237**	**240**	**1.3 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**174.30**	**173.30**	**173.30**	**175.30**	**1.2 %**
Total Revenues	**10,544,303**	**9,287,941**	**10,461,191**	**9,426,667**	**1.5 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**41,414,591**	**138.73**
Changes (with service impacts)		
Add: Operating Budget Impact (OBI) - Silver Spring Recreation and Aquatic Center [Facilities Management]	961,581	0.00
Add: OBI - 6th District Police Station in Gaithersburg [Facilities Management]	597,176	0.00
Add: OBI - Clarksburg Fire Station [Facilities Management]	162,724	0.00
Enhance: Support for BlackRock Center for the Arts [Facilities Management]	125,000	0.00
Add: Fiscal Assistant for Facilities Management [Facilities Management]	72,016	1.00
Add: OBI - 260 East Jefferson [Facilities Management]	41,970	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	817,843	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Overtime Adjustment [Facilities Management]	491,068	0.00
Increase Cost: Custodial and Groundskeeping Contract-Related CPI Inflationary Adjustment [Facilities Management]	338,160	0.00
Increase Cost: Motor Pool Adjustment	331,167	0.00
Increase Cost: Annualization of FY25 Compensation Increases	328,002	0.00
Increase Cost: Restore One-Time Lapse [Facilities Management]	258,338	0.00
Increase Cost: Countywide Maintenance and Repair Services - Contracts and Additional Services Related Increases [Facilities Management]	172,574	0.00
Increase Cost: Countywide Maintenance and Repair Services - CPI Inflationary Adjustment [Facilities Management]	107,269	0.00
Shift: LEAP4MCG Resources to DGS from Office of Human Resources [Facilities Management]	100,505	1.00
Increase Cost: Retirement Adjustment	53,181	0.00
Increase Cost: Holiday Pay and Holiday Premium [Facilities Management]	52,416	0.00
Increase Cost: Custodial and Groundskeeping Contract-Related Increases [Facilities Management]	39,216	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	27,714	0.00
Increase Cost: Uniforms [Facilities Management]	22,170	0.00
Increase Cost: Printing and Mail Adjustment	21,631	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(39,622)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(328,338)	0.00
FY26 RECOMMENDED	**46,168,352**	**140.73**

PRINTING & MAIL INTERNAL SERVICE FUND

FY25 ORIGINAL APPROPRIATION	**9,184,291**	**34.57**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	175,810	0.00
Increase Cost: Annualization of FY25 Compensation Increases	73,228	0.00
Increase Cost: Retirement Adjustment	14,771	0.00
Increase Cost: Motor Pool Adjustment	10,523	0.00
Increase Cost: Annualization of FY25 Personnel Costs	6,643	0.00
Increase Cost: Printing and Mail Adjustment	4,321	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(50,000)	0.00
FY26 RECOMMENDED	**9,419,587**	**34.57**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration	4,237,359	18.03	4,791,200	19.03
Building Design and Construction	0	0.00	8,695	0.05

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Central Duplicating, Imaging, Archiving, & Mail Services	9,184,291	34.57	9,419,587	34.57
Energy and Sustainability	794,159	3.50	846,925	3.50
Facilities Management	35,271,617	110.20	39,363,126	111.15
Real Estate Program	1,111,456	7.00	1,158,406	7.00
Total	**50,598,882**	**173.30**	**55,587,939**	**175.30**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND					
Recycling and Resource Management	Solid Waste Disposal	33,570	0.10	50,950	0.10
Alcohol Beverage Services	Liquor	864,542	1.20	863,757	1.20
CIP	Capital Fund	9,167,267	54.15	9,857,927	54.15
Administration and Support	General Fund	749,029	3.50	749,029	3.50
	Total	**10,814,408**	**58.95**	**11,521,663**	**58.95**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**46,168**	**46,168**	**46,168**	**46,168**	**46,168**	**46,168**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY26	**0**	**24**	**24**	**24**	**24**	**24**
New positions in the FY26 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.						
Elimination of One-Time Items Recommended in FY26	**0**	**(125)**	**(125)**	**(125)**	**(125)**	**(125)**
Items recommended for one-time funding in FY26, including one-time support for the BlackRock Center for the Arts will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**74**	**74**	**74**	**74**	**74**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**46,168**	**46,141**	**46,141**	**46,141**	**46,141**	**46,141**
PRINTING & MAIL INTERNAL SERVICE FUND						
EXPENDITURES						
FY26 Recommended	**9,420**	**9,420**	**9,420**	**9,420**	**9,420**	**9,420**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**16**	**16**	**16**	**16**	**16**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**9,420**	**9,436**	**9,436**	**9,436**	**9,436**	**9,436**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY26 Recommended		FY27 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Fiscal Assistant for Facilities Management	72,016	1.00	96,021	1.00
Total	**72,016**	**1.00**	**96,021**	**1.00**

Grants Management

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$1,195,203	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 FY26 Operating Budget for the Office of Grants Management is $1,195,203, an increase of $150,695 or 14.43 percent from the FY25 Approved Budget of $1,044,508. Personnel Costs comprise 77.47 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 22.53 percent of the FY26 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

INITIATIVES

- Create a centralized system to establish reliable end-to-end tracking, approval, and reporting of grant funding received by the County.
- Fund an attorney position within the Office of the County Attorney focused on grants issues to assist the Office of Grants Management (OGM) staff navigate potential changes to Federal grants.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Continue to provide outside stakeholders with clear, consistent communication on County grants through the weekly Grants Opportunities Newsletter, Grant Program Forecasts, monthly OGM Forums, and engagement in partner events.

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 County 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 County Executive and County 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 FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	487,758	671,181	601,340	717,682	6.9 %
Employee Benefits	130,552	188,978	156,203	208,226	10.2 %
County General Fund Personnel Costs	**618,310**	**860,159**	**757,543**	**925,908**	**7.6 %**
Operating Expenses	42,082	184,349	270,364	269,295	46.1 %
County General Fund Expenditures	**660,392**	**1,044,508**	**1,027,907**	**1,195,203**	**14.4 %**
PERSONNEL					
Full-Time	5	6	6	6	—
Part-Time	0	0	0	0	—
FTEs	5.00	6.00	6.00	6.00	—

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**1,044,508**	**6.00**
Changes (with service impacts)		
Add: Incoming Grant Data Tracking and Approval System [Grants Management]	100,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	36,504	0.00
Increase Cost: Annualization of FY25 Compensation Increases	17,476	0.00
Increase Cost: Annualization of FY25 Personnel Costs	10,420	0.00
Increase Cost: Printing and Mail Adjustment	1,946	0.00
Increase Cost: Retirement Adjustment	1,349	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(17,000)	0.00
FY26 RECOMMENDED	**1,195,203**	**6.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**1,195**	**1,195**	**1,195**	**1,195**	**1,195**	**1,195**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY26	**0**	**(70)**	**(70)**	**(70)**	**(70)**	**(70)**
Items recommended for one-time funding in FY26, including implementation of Incoming Grant Data Tracking and Approval System, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**6**	**6**	**6**	**6**	**6**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,195**	**1,131**	**1,131**	**1,131**	**1,131**	**1,131**

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Human Resources

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$432,690,648	85.95

TRACI L. ANDERSON, DIRECTOR

MISSION STATEMENT

To build a strong and resilient workforce in service to Montgomery County residents.

BUDGET OVERVIEW

The total recommended FY26 Operating Budget for the Office of Human Resources is $432,690,648, an increase of $46,477,709 or 12.03 percent from the FY25 Approved Budget of $386,212,939. Personnel Costs comprise 3.11 percent of the budget for 84 full-time position(s) and one part-time position(s), and a total of 85.95 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 96.89 percent of the FY26 budget.

The budget of the Office of Human Resources (OHR) is comprised of a General Fund component of $13,501,357 and an Employee Health Benefit Self Insurance Fund component of $419,189,291.

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

- Expanded HR governance and human resources (HR) community engagement by hosting HR community meetings and workshops, increasing targeted correspondence, and launching the HR Liaison Intranet, "One-Stop HR Shop," the first SharePoint site of its kind at Montgomery County Government (MCG), which provides a comprehensive resource for all HR Liaisons.
- Launched the High Intensity Recruitment Experience, featuring targeted promotions of "hard-to-fill" vacancies, using online sourcing platforms and elevating the County's profile as a preferred employer. This resulted in increased connections with job seekers, as well as increased consultancy and hiring support to County departments.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Launched NEOGOV and its associated online platform GovernmentJobs.com, significantly reducing the time and effort for candidates to apply and creating a streamlined and trackable end-to-end process for the County's hiring process, resulting in an average 250 percent increase in applications per job posting.
- Launched an HR Liaison engagement strategy, which includes more frequent communications, new workshops, and a dedicated Intranet site, "One-Stop HR Shop," which consolidated four different sites into one site that serves as a comprehensive resource for all HR Liaisons.
- In FY24 the County had a net gain of 294 permanent employees, the largest net gain in over five years, resulting from enhancements to the County's sourcing and recruitment framework, paid advertising, and increased community engagement.
- In FY24, 66 percent of new hires identified as a racial minority, which is above the 59 percent threshold of the Montgomery County labor force.
- Developed and implemented the Position Description Management system, the first centralized position description database for MCG, and instituted a requirement for updated position descriptions prior to commencement of recruitment activities for all vacancies.
- Developed and implemented automated imaging and benefits updates to manage changes to employee beneficiary records and to provide confirmation messages for changes made using Oracle's employee self-service feature, reducing errors and delays in processing, as well as providing documented records for reference.
- Launched a new supervisor/manager orientation program, to orient new leaders to their administrative and managerial responsibilities, as well as effective leadership practices.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

PROGRAM DESCRIPTIONS

Administrative Services

The Division of Administrative Services leads management and oversight of OHR's procurements and contracts, budget administration and financial management, the Health Insurance and Wellness team, Records Management team, and Occupational Medical Services team.

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 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 Occupational Medical Services team (OMS) (including Fire and Rescue Occupational Medical Services) provides work-related medical and safety-hazard assessments to promote the health and productivity of the County workforce through risk reduction and injury prevention programs. OMS administers the County's drug and alcohol testing, centralized Family and Medical Leave programs, and the County's Americans with Disabilities Act (ADA) program.

The Records Management team manages and maintains HR records information and processes pertaining to the County's official personnel files by ensuring the compliance and protection of confidential employee documents as required by County, State, and/or Federal law. Records Management manually establishes new employee records to ensure accuracy, proper documentation, and on-time completion. Records Management also reviews and approves all assignment actions submitted by the HR Liaisons and ensures records are electronically transmitted to the proper official personnel file.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of mandatory incumbent physical exams performed by Occupational Medical Services	2,549	2,667	2,720	2,775	2,844
Number of candidates processed for medical clearances	2,585	2,666	2,719	2,774	2,843
Average appointment length from sign in to discharge (minutes)	74	66	67	68	70
Number of employees enrolled in Virgin Pulse wellness program	6,322	6,809	6,800	6,800	6,800

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,234,054**	**5.00**
Increase Cost: Claims Expenditures Adjustment	45,601,257	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	2,336	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	372,680,511	21.55
FY26 Recommended	**421,518,158**	**26.55**

Director's Office

The Director's Office provides executive leadership and management, policy direction, strategic workforce and financial planning, communications and public outreach, compliance, and oversight to the County's human capital management program. 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 and maintaining operational fidelity to the County's personnel regulations, working collaboratively with the Merit System Protection Board, and developing and promoting new initiatives and services to promote experiences and outcomes for all stakeholders.

The Policy, Practice, and Strategic Communications Team manages human resources policies and procedures, and drives improvements in HR governance and service delivery models. The team drives OHR's data management and functional

performance analyses. Additionally, the Team develops and implements communications strategies to promote employee awareness and engagement, and implements robust approaches to manage the County's brand and online presence as a preferred employer.

The Police Stress Management program promotes the emotional, mental, and physical well-being of Police employees and their family members through delivery of assessment services, counseling, training, and consultation services.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,823,947**	**23.20**
Shift: Customer Service Resources from Technology and Enterprise Business Solutions to OHR	176,076	2.00
Re-align: Personnel Costs From Employee Group Health Insurance Fund to General Fund	39,145	0.00
Re-align: Personnel Costs From General Fund to Employee Group Health Insurance Fund	30,066	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(545,296)	(4.70)
FY26 Recommended	**3,523,938**	**20.50**

Equal Employment Opportunity & Diversity

The Equal Employment Opportunity (EEO) Division ensures compliance by enforcing local, State, and Federal laws related to workplace discrimination and/or harassment. The division investigates EEO complaints, conducts mediations, and issues findings. The division delivers mandatory and customized training to employees and supervisors concerning equal employment opportunities, rights, and responsibilities, and coordinates a diversity program where County employees share cultural stories to enhance understanding and celebrate their rich and diverse heritage. Further, the division is responsible for mandatory Federal and State EEO-related reporting, certification of EEO-4 reporting, data/statistical analyses, and other compliance reporting associated with grant funding.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of cases/inquiries received by EEO [1]	146	103	140	140	140
Percent of EEO cases/inquiries resolved within 180 days	100%	80%	80%	80%	80%
Percent of employees in compliance with mandatory workplace harassment training schedule	37%	36%	40%	45%	50%

[1] *This measure will be calculated by counting all cases (investigation cases, mediation, and withdrawals) from the case management system. Cases in abeyance are excluded.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**455,751**	**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.	79,109	0.00
FY26 Recommended	**534,860**	**3.00**

Talent Acquisition & Management

The Talent Acquisition and Management Division attends to the full scope of an employee's career, from onboarding to future growth and development. The Recruitment and Selection Team serves as the strategic hub for attracting and securing top talent and is often the first contact jobseekers have with County government. The team proactively sources and engages highly skilled,

competent, and diverse candidates who possess the qualifications necessary to deliver on the County's workforce needs. The team's expertise extends beyond traditional recruitment, as it provides guidance and support to departments and agencies aligned to their specific service needs. Services include strategic workforce planning, advisory services related to sourcing tools and platforms, and comprehensive training on interviewing and selection techniques.

Furthermore, the team plays a pivotal role in facilitating career growth and mobility within County government, through administration of transfers, demotions, promotions, and noncompetitive reappointments. Their commitment to fairness and transparency is evident in their efforts to develop and validate candidate qualifications, ensuring a level playing field for all applicants. By delivering informative community and employee briefings on the County's employment process and interview/resume preparation, the team empowers individuals to navigate the application process successfully. This dedication to fostering a well-informed and engaged applicant pool strengthens the County's ability to attract and retain top talent and promote a high-performing workforce.

The Classification and Compensation Team plays a crucial role in assuring competitive alignment of the County's classification and compensation plan. The team ensures that all positions are accurately classified and graded in accordance with the County's Classification Plan and compensation policies through a rigorous process of evaluation. This work guarantees that employees receive equitable compensation that aligns with their contributions and the market value of their roles.

Further, the team actively monitors and ensures compliance with all applicable Federal, State, and County laws, as well as the County's personnel regulations, collectively bargained agreements, and industry best practices. This proactive approach safeguards the organization from potential legal issues and fosters a positive employee experience.

The Professional Learning and Organizational Development team fosters a successful and full employee life cycle for all County employees, from new employee orientation and onboarding, through emerging and new supervisor development, and culminating in employee offboarding. The team administers employee orientation and onboarding, tuition assistance, performance planning and appraisals, learning and development design and delivery, mandatory and voluntary skills training, and employee engagement and recognition activities.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of job applications	28,836	38,479	40,000	42,000	44,000
Number of people hired	1,004	1,011	1,050	1,100	1,150
Average number of days to fill a vacant County position	99	100	90	80	70
Percent of vacancies filled within target duration	27%	26%	32%	38%	45%
Percent of new hires who are racial minorities	72%	66%	60%	60%	60%
Number of training classes offered	911	740	700	730	760
Percent of employees who participate in at least two non-mandatory training/development programs	8%	8%	8%	8%	8%
Percent of training courses geared toward leadership development	5%	19%	15%	15%	15%
Percentage of training attendees who report that training was helpful to their job	93%	94%	95%	95%	95%
Job classification activities completed	271	226	270	270	270
Number of new hire salary equity analyses completed	192	373	250	300	350
Average days to complete new hire salary equity analyses	45	5	7	7	7
Average workdays to complete non-study job classifications related to hires	12	6	10	10	10
Percent of job classifications reviewed/studied within the past 5 years	10%	7%	13%	15%	15%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,721,963**	**13.00**
Enhance: Countywide Management Training Programs	120,000	0.00
Increase Cost: NEOGOV Applicant Tracking System Subscription Modules	32,075	0.00
Shift: LEAP4MCG Resources from OHR to Department of General Services	(100,505)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,340,159	23.90
FY26 Recommended	**7,113,692**	**35.90**

REALIGNED PROGRAMS

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

Health & Employee Welfare*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**371,632,538**	**15.85**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(371,632,538)	(15.85)
FY26 Recommended	**0**	**0.00**

Recruitment and Selection*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,154,623**	**19.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(3,154,623)	(19.90)
FY26 Recommended	**0**	**0.00**

Training and Organizational Development*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,190,063**	**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.	(1,190,063)	(5.00)
FY26 Recommended	**0**	**0.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	5,349,327	6,992,888	6,257,984	7,496,173	7.2 %

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Employee Benefits	1,378,396	1,843,230	1,581,321	2,091,981	13.5 %
County General Fund Personnel Costs	**6,727,723**	**8,836,118**	**7,839,305**	**9,588,154**	**8.5 %**
Operating Expenses	3,720,966	3,995,703	3,995,702	3,913,203	-2.1 %
County General Fund Expenditures	**10,448,689**	**12,831,821**	**11,835,007**	**13,501,357**	**5.2 %**
PERSONNEL					
Full-Time	81	83	83	84	1.2 %
Part-Time	1	1	1	1	—
FTEs	57.25	61.30	61.30	62.30	1.6 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

EMPLOYEE HEALTH SELF INSURANCE

EXPENDITURES					
Salaries and Wages	2,405,615	2,854,883	2,379,540	2,974,718	4.2 %
Employee Benefits	620,438	794,308	630,442	881,389	11.0 %
Employee Health Self Insurance Personnel Costs	**3,026,053**	**3,649,191**	**3,009,982**	**3,856,107**	**5.7 %**
Operating Expenses	335,050,830	369,731,927	369,617,478	415,333,184	12.3 %
Employee Health Self Insurance Expenditures	**338,076,883**	**373,381,118**	**372,627,460**	**419,189,291**	**12.3 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	25.25	23.65	23.65	23.65	—
REVENUES					
Other Charges/Fees	34,117,183	0	0	0	—
Self Insurance Employee Health Income	67,997,654	314,198,351	326,823,978	348,513,897	10.9 %
Investment Income	(152,795)	128,160	(138,640)	(116,750)	-191.1 %
Medicaid/Medicare Reimbursement	23,621,723	60,039,022	59,554,880	65,824,126	9.6 %
OPEB Trust Utilization	0	8,886,000	8,886,000	13,538,000	52.4 %
Employee Health Self Insurance Revenues	**125,583,765**	**383,251,533**	**395,126,218**	**427,759,273**	**11.6 %**

DEPARTMENT TOTALS

Total Expenditures	**348,525,572**	**386,212,939**	**384,462,467**	**432,690,648**	**12.0 %**
Total Full-Time Positions	**81**	**83**	**83**	**84**	**1.2 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**82.50**	**84.95**	**84.95**	**85.95**	**1.2 %**
Total Revenues	**125,583,765**	**383,251,533**	**395,126,218**	**427,759,273**	**11.6 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
FY25 ORIGINAL APPROPRIATION	**12,831,821**	**61.30**
Changes (with service impacts)		
Enhance: Countywide Management Training Programs [Talent Acquisition & Management]	120,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	434,125	0.00
Increase Cost: Annualization of FY25 Compensation Increases	179,516	0.00
Shift: Customer Service Resources from Technology and Enterprise Business Solutions to OHR [Director's Office]	176,076	2.00
Re-align: Personnel Costs From Employee Group Health Insurance Fund to General Fund [Director's Office]	39,145	0.00
Increase Cost: NEOGOV Applicant Tracking System Subscription Modules [Talent Acquisition & Management]	32,075	0.00
Increase Cost: Retirement Adjustment	24,908	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administrative Services]	2,336	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(1,229)	0.00
Decrease Cost: Printing and Mail Adjustment	(11,911)	0.00
Shift: LEAP4MCG Resources from OHR to Department of General Services [Talent Acquisition & Management]	(100,505)	(1.00)
Decrease Cost: Elimination of One-Time Items Approved in FY25	(225,000)	0.00
FY26 RECOMMENDED	**13,501,357**	**62.30**

EMPLOYEE HEALTH SELF INSURANCE

FY25 ORIGINAL APPROPRIATION	**373,381,118**	**23.65**
Other Adjustments (with no service impacts)		
Increase Cost: Claims Expenditures Adjustment [Administrative Services]	45,601,257	0.00
Increase Cost: FY26 Compensation Adjustment	95,090	0.00
Increase Cost: Annualization of FY25 Compensation Increases	65,856	0.00
Re-align: Personnel Costs From General Fund to Employee Group Health Insurance Fund [Director's Office]	30,066	0.00
Increase Cost: Annualization of FY25 Personnel Costs	8,334	0.00
Increase Cost: Retirement Adjustment	7,570	0.00
FY26 RECOMMENDED	**419,189,291**	**23.65**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administrative Services	3,234,054	5.00	421,518,158	26.55
Director's Office	3,823,947	23.20	3,523,938	20.50
Equal Employment Opportunity & Diversity	455,751	3.00	534,860	3.00
Health & Employee Welfare*	371,632,538	15.85	0	0.00
Recruitment and Selection*	3,154,623	19.90	0	0.00

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Talent Acquisition & Management	2,721,963	13.00	7,113,692	35.90
Training and Organizational Development*	1,190,063	5.00	0	0.00
Total	**386,212,939**	**84.95**	**432,690,648**	**85.95**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	2,369,958	0.00	2,442,675	0.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	20,181	0.15	21,630	0.15
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	20,181	0.15	21,630	0.15
	Total	**2,410,320**	**0.30**	**2,485,935**	**0.30**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**13,501**	**13,501**	**13,501**	**13,501**	**13,501**	**13,501**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**52**	**52**	**52**	**52**	**52**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**13,501**	**13,553**	**13,553**	**13,553**	**13,553**	**13,553**
EMPLOYEE HEALTH SELF INSURANCE						
EXPENDITURES						
FY26 Recommended	**419,189**	**419,189**	**419,189**	**419,189**	**419,189**	**419,189**
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	**419,189**	**419,208**	**419,208**	**419,208**	**419,208**	**419,208**

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Human Rights

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$2,145,485	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 FY26 Operating Budget for the Office of Human Rights is $2,145,485, an increase of $27,532 or 1.30 percent from the FY25 Approved Budget of $2,117,953. Personnel Costs comprise 85.50 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 14.50 percent of the FY26 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

- Increase public outreach by developing a print and social media marketing campaign to boost public engagement on the Housing Justice Act and other County laws.
- Collaborate with the Remembrance and Reconciliation Commission and community partners to create the reconciliation program for the community. The Commission and the Department of General Services are working on the completion of the historical marker site at the County Council Office Building.
- Increase public engagement on illegal lending practices and banking regulation compliance and enforcement of the Community Reinvestment Act (CRA).

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Developed a Standard Operating Procedure (SOP) which established regulations for case processing and investigations.
- Partnered with the U.S. Equal Employment Opportunity Commission on a new case management system to better manage employment cases and improve efficacy in the complaint process.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**535,488**	**1.00**
Decrease Cost: Professional Services	(70,538)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	70,941	0.00
FY26 Recommended	**535,891**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of Human Rights Commission meetings facilitated	10	10	10	10	10
Overall satisfaction of Commissioners with the HRC's advocacy for human and civil rights issues (scale of 1-5)	4.9	4.6	4.6	4.6	4.6

FY26 Recommended Changes	Expenditures	FTEs

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**57,909**	**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.	4,956	0.00
FY26 Recommended	**62,865**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of human rights compliance cases processed	184	197	185	190	190
Percent of cases that have completed their investigation within 15 months [1]	60%	70%	94%	94%	94%
Percent of cases that have a Letter of Determination issued within 30 days of completed investigation by investigator	95%	80%	97%	97%	97%
Percent of cases in backlog status (cases not closed within 15 months) [2]	40%	30%	10%	5%	5%

[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.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,415,570**	**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.	13,708	0.00
FY26 Recommended	**1,429,278**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of fair housing workshops and public education programs hosted	2	1	2	2	2
Number of human rights and fair housing program ads played in movie theater previews	55,542	61,605	75,000	75,000	75,000

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**108,986**	**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.	8,465	0.00
FY26 Recommended	**117,451**	**1.10**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,011,141	1,387,898	1,259,863	1,440,030	3.8 %
Employee Benefits	271,645	358,854	331,661	394,268	9.9 %
County General Fund Personnel Costs	**1,282,786**	**1,746,752**	**1,591,524**	**1,834,298**	**5.0 %**
Operating Expenses	227,531	371,201	321,201	311,187	-16.2 %
County General Fund Expenditures	**1,510,317**	**2,117,953**	**1,912,725**	**2,145,485**	**1.3 %**
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	54,500	54,700	54,700	54,700	—
Miscellaneous Revenues	12,078	0	0	0	—
County General Fund Revenues	**66,578**	**54,700**	**54,700**	**54,700**	**—**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**2,117,953**	**11.60**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	65,637	0.00
Increase Cost: Annualization of FY25 Compensation Increases	37,727	0.00
Increase Cost: Motor Pool Adjustment	8,228	0.00
Increase Cost: Retirement Adjustment	5,764	0.00
Increase Cost: Printing and Mail Adjustment	2,296	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(21,582)	0.00
Decrease Cost: Professional Services [Administration]	(70,538)	0.00
FY26 RECOMMENDED	**2,145,485**	**11.60**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration	535,488	1.00	535,891	1.00
Community Mediation and Public Affairs	57,909	0.50	62,865	0.50
Compliance	1,415,570	9.00	1,429,278	9.00

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Fair Housing	108,986	1.10	117,451	1.10
Total	**2,117,953**	**11.60**	**2,145,485**	**11.60**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**2,145**	**2,145**	**2,145**	**2,145**	**2,145**	**2,145**
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	**2,145**	**2,148**	**2,148**	**2,148**	**2,148**	**2,148**

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Intergovernmental Relations

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$1,036,284	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 the 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 FY26 Operating Budget for the Office of Intergovernmental Relations is $1,036,284, an increase of $25,822 or 2.56 percent from the FY25 Approved Budget of $1,010,462. Personnel Costs comprise 89.87 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 10.13 percent of the FY26 budget.

COUNTY PRIORITY OUTCOMES

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

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

PROGRAM CONTACTS

Contact Wanda Wells of the Office of Intergovernmental Relations at 240-777-6550 or Hamza Ahmed of the Office of Management

and Budget at 240-777-2783 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

Measure	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Program Measures					
Number of bills for which a County fiscal estimate was requested by the State Department of Legislative Services [1]	232	287	330	330	330
Number of formal position statements prepared	213	227	215	215	215
Percent of State legislative package where Intergovernmental Relations position prevailed	100%	81%	100%	100%	100%
Percent of State priorities fully realized	88%	72%	100%	100%	100%
Total direct State aid ($ millions)	$999	$1,065	$1,134	$1,134	$1,134
Total State retirement payments ($ millions)	$166	$169	$203	$203	$203

[1] *Projections are based on the mathematical average of the last three years' actual figures.*

PROGRAM DESCRIPTIONS

Intergovernmental Relations

The Office of Intergovernmental Relations (OIR) advocates on behalf of the County before the Maryland General Assembly, Governor, and State administrative agencies, task forces, and committees. It responds to legislation, regulations, or other policy issues involving nearby counties and states, municipalities within the County, regional agencies, the District of Columbia, and the federal government. Staff analyzes and evaluates legislation before the Maryland General Assembly and prepares written comments and testimony. Staff also analyzes County department requests for legislation and participates in the drafting of legislation or amendments. OIR serves as the liaison to the County's Congressional delegation which is represented by three House members and two Senators serving on key authorization and appropriations committees. Staff works collaboratively with County departments and Council on developing policy priorities and project requests for federal discretionary funding that could be advanced as earmarks by the Congressional delegation in annual appropriations bills. OIR also advocates on federal policies and legislation of interest to the County and pursues opportunities for Congressional delegation support for federal grant funding sought by County departments.

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	731,428	729,103	769,976	748,762	2.7 %
Employee Benefits	145,471	164,309	141,889	182,598	11.1 %
County General Fund Personnel Costs	**876,899**	**893,412**	**911,865**	**931,360**	**4.2 %**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Operating Expenses	(68,900)	117,050	53,000	104,924	-10.4 %
County General Fund Expenditures	**807,999**	**1,010,462**	**964,865**	**1,036,284**	**2.6 %**
PERSONNEL					
Full-Time	5	4	4	4	—
Part-Time	1	1	1	1	—
FTEs	5.30	4.30	4.30	4.30	—
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**1,010,462**	**4.30**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	27,224	0.00
Increase Cost: Annualization of FY25 Compensation Increases	10,393	0.00
Increase Cost: Retirement Adjustment	5,263	0.00
Decrease Cost: Printing and Mail Adjustment	(259)	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(4,932)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Intergovernmental Relations]	(11,867)	0.00
FY26 RECOMMENDED	**1,036,284**	**4.30**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**1,036**	**1,036**	**1,036**	**1,036**	**1,036**	**1,036**
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	**1,036**	**1,041**	**1,041**	**1,041**	**1,041**	**1,041**

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Labor Relations

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$2,523,120	13.00

JENNIFER HARLING, CHIEF LABOR RELATIONS OFFICER

MISSION STATEMENT

The Office of Labor Relations fosters 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 FY26 Operating Budget for the Office of Labor Relations is $2,523,120, an increase of $309,281 or 13.97 percent from the FY25 Approved Budget of $2,213,839. Personnel Costs comprise 85.34 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 14.66 percent of the FY26 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

- Implemented centralization plan reassigning countywide labor and employee relations functions to the Office of Labor Relations.
- Negotiated a new Collective Bargaining Agreement (CBA) with the Fraternal Order of Police 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 OLR intranet site to provide resources to departments.
- 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.

- Continued 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.
- Continued to improve 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.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

Measure	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Program Measures					
Number of trainings on labor relations offered to County employees	8	13	16	19	22
Number of County employees who attend trainings on labor relations	746	774	890	1,024	1,177
Total number of Labor Management Relations Committee (LMRC) meetings held with the three County employee unions (MCGEO, FOP, and IAFF)	29	66	76	87	100
Percent of LMRC meetings attended by an Office of Labor Relations representative [1]	79%	97%	90%	85%	85%
Percent of grievances by a bargaining unit resolved without the intervention of a third party	95%	99%	98%	98%	98%

[1] *Some of the increase in OLR participation in LMRCs may be attributed to the establishing of new LMRCs which requires an OLR staff person to help set up on the front end and facilitate.*

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 FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	985,359	1,530,873	1,407,437	1,693,846	10.7 %
Employee Benefits	241,833	382,388	338,590	459,305	20.1 %
County General Fund Personnel Costs	**1,227,192**	**1,913,261**	**1,746,027**	**2,153,151**	**12.5 %**
Operating Expenses	380,111	300,578	477,078	369,969	23.1 %
County General Fund Expenditures	**1,607,303**	**2,213,839**	**2,223,105**	**2,523,120**	**14.0 %**
PERSONNEL					
Full-Time	8	13	13	13	—
Part-Time	0	0	0	0	—
FTEs	8.00	13.00	13.00	13.00	—

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**2,213,839**	**13.00**
Changes (with service impacts)		
Enhance: Procure Software to Improve Labor and Employee Relations Case Management [Labor Relations]	33,300	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Restore One-Time Lapse Increase [Labor Relations]	144,182	0.00
Increase Cost: FY26 Compensation Adjustment	60,040	0.00
Increase Cost: Annualization of FY25 Compensation Increases	30,928	0.00
Increase Cost: Collective Bargaining Consultant Services Contract Escalation [Labor Relations]	29,910	0.00
Increase Cost: Printing and Mail Adjustment	6,181	0.00
Increase Cost: Retirement Adjustment	3,493	0.00
Increase Cost: Annualization of FY25 Personnel Costs	1,247	0.00
FY26 RECOMMENDED	**2,523,120**	**13.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**2,523**	**2,523**	**2,523**	**2,523**	**2,523**	**2,523**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY26	**0**	**(10)**	**(10)**	**(10)**	**(10)**	**(10)**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
Items recommended for one-time funding in FY26, including LaborSoft (Installation and Training), will be eliminated from the base in the outyears.						
Subtotal Expenditures	**2,523**	**2,513**	**2,513**	**2,513**	**2,513**	**2,513**

Management and Budget

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$8,436,938	44.25

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 FY26 Operating Budget for the Office of Management and Budget is $8,436,938, an increase of $742,979 or 9.66 percent from the FY25 Approved Budget of $7,693,959. Personnel Costs comprise 93.95 percent of the budget for 44 full-time position(s) and one part-time position(s), and a total of 44.25 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 6.05 percent of the FY26 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

- Organized and coordinated eleven operating budget forums during the development of the FY26 County Executive's Recommended Operating Budget, providing residents an opportunity to share their input. Two of the forums were conducted in non-English languages (Spanish and Chinese).
- Collaborated with the Office of Intergovernmental Relations to develop and launch a Microsoft SharePoint workflow, streamlining the submission and review of Federal Earmark Requests.
- Launched the Human Capital Monitoring Initiative to enhance accountability and resource management, equipping department staff with advanced tools to effectively analyze and manage human resource data.

- Partnered with the County Executive's Office to introduce the Telling Our Organizational Success Story initiative, a transformative effort that enhances processes, structures, and culture while valuing the contributions of over 9,000 employees through structural, procedural, training, cultural, and service improvements.
- Welcomed a delegation from the Philippines to showcase Montgomery County's budgeting approach, highlighting the Public Services and Capital Improvements Programs as models of transparent, data-driven governance, and community-centered priorities.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Collaborated with the County Executive's Office to facilitate the Montgomery County Resident Survey, gathering resident feedback on services and priorities to better guide fiscal decision-making.
- Leveraged Microsoft Teams, SharePoint, and Forms functionality to enhance the recruitment process by simplifying evaluation forms, centralizing collaborative documents, and optimizing scheduling for improved efficiency and effectiveness.
- Improved workflows for departments to submit and track requests to OMB, enhancing ease of use and providing greater visibility into request progress.

PROGRAM CONTACTS

Contact K. Samuel Buo 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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

Measure	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Program Measures					
Overall Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award ratings: Percent rated outstanding or proficient [1]	96.6%	96.0%	97.0%	97.0%	97.0%
Percent of the County Executive's Recommended Budget that is included in the Adopted Budget	99.0%	99.6%	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., FY24 GFOA ratings apply to FY25 budget document, which was prepared during FY24).*

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 FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	5,459,927	5,752,247	5,727,686	6,285,661	9.3 %
Employee Benefits	1,382,811	1,411,793	1,418,084	1,640,563	16.2 %
County General Fund Personnel Costs	**6,842,738**	**7,164,040**	**7,145,770**	**7,926,224**	**10.6 %**
Operating Expenses	413,915	529,919	476,927	510,714	-3.6 %
County General Fund Expenditures	**7,256,653**	**7,693,959**	**7,622,697**	**8,436,938**	**9.7 %**
PERSONNEL					
Full-Time	42	42	42	44	4.8 %
Part-Time	1	1	1	1	—
FTEs	42.25	42.25	42.25	44.25	4.7 %

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**7,693,959**	**42.25**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	328,471	0.00
Shift: Transfer of Two Positions from CEC for Shared Services [Fiscal, Policy, and Performance Analysis]	299,927	2.00
Increase Cost: Annualization of FY25 Compensation Increases	150,141	0.00
Increase Cost: Retirement Adjustment	22,412	0.00
Decrease Cost: Printing and Mail Adjustment	(4,205)	0.00
Decrease Cost: General Office Supplies [Fiscal, Policy, and Performance Analysis]	(5,000)	0.00
Decrease Cost: Other Central Duplicating Services - Printing (budget books) [Fiscal, Policy, and Performance Analysis]	(10,000)	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(38,767)	0.00
FY26 RECOMMENDED	**8,436,938**	**44.25**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 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	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**8,437**	**8,437**	**8,437**	**8,437**	**8,437**	**8,437**
No inflation or compensation change is included in outyear projections.						
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	**8,437**	**8,490**	**8,490**	**8,490**	**8,490**	**8,490**

Procurement

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$6,796,756	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 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 FY26 Operating Budget for the Office of Procurement is $6,796,756, an increase of $1,155,668 or 20.49 percent from the FY25 Approved Budget of $5,641,088. Personnel Costs comprise 83.76 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 16.24 percent of the FY26 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

- Initiating the consolidation of various contract lifecycle applications into an e-Procurement solution, integrating sourcing, contact management, vendor management, and compliance management.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Develop strategies to enhance contract efficiency, ensure accountability, and improve the County's procurement process. Provide training and consultative support to departments to ensure compliance with regulations and policies. The Office of Procurement secured a spot in Harvard University's competitive virtual training boot camp to maximize vendor value and improve vendor performance documentation.
- Support minority, female, and disabled-owned (MFD) businesses in transitioning from subcontractors to prime contractors through Pathway to Primes program. This program offers networking, capacity-building, and resource access to promote inclusion, equity, and long-term business growth in public procurement.
- Organize a quarterly regional procurement compliance forum to share best practices, discuss policies, and enhance economic opportunities for disadvantaged businesses, promoting diversity, inclusion, and compliance. Introduced a local veteran business preference program to engage the local veteran business community in Montgomery County's local small business contracting opportunities.
- Increase Minority, Female, Disabled-owned business subcontracting goals based on the FY25 Disparity Study, directing more County funds to traditionally economically disadvantaged businesses.
- Ensure contract compliance with County code and regulations through the Contract Review Committee (CRC), which evaluates actions that fail to meet compliance standards during a weekly public forum. The department has streamlined the CRC meeting process with the CRC Request application and emphasizes accountability and responsible financial management. This approach prioritized cost-effective procurement for essential services while maintaining transparency and due process in both regular and emergency procurement procedures to safeguard public safety and prevent mismanagement of funds.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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 division 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.
- The Local Business Preference Program (LBPP) is intended to bolster the County's economic growth and support the creation and retention of employment opportunities within the County. LBPP is a local preference points program, this means that Montgomery County-based businesses will receive an extra 10% preference points on County contract awards. LBPP requires a 10% price preference for a local business bidding on an IFB or an evaluation factor worth 10% of the total points for a local business submitting a proposal under an RFP for a contract awarded by the County.
- Local Business Subcontracting Program (LBSP): The County established a 10% subcontracting goal for local businesses in procurement contracts with an estimated value to exceed $10 million.
- 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.
- Veteran-Owned Business Preference Program: The Verified Veteran-Owned businesses that are local to Montgomery County will receive additional evaluation points worth 5% of the total available points for proposals submitted under Local Small Business Reserve Program.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Percent of County contract dollars that are awarded to certified minority, female, or disabled-owned (measured against County goals for each category)	22.6%	23.5%	25.0%	25.0%	25.0%
Business Relations and Compliance: Percent of contract dollars awarded to local small businesses	31.3%	32.2%	32.0%	33.0%	34.0%
Enforcement: Dollars returned to workers as result of enforcement actions taken by Procurement	$8,582	$86,920	$55,000	$55,000	$55,000

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,688,198**	**9.50**
Decrease Cost: Reduction for Miscellaneous Operating Expenses	(1,600)	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.	(266,718)	(3.00)
FY26 Recommended	**1,419,880**	**6.50**

Procurement Operations

The core components of this program are to purchase goods, services, and construction required by County departments in the most timely and cost-effective manner possible. Program staff assist departments in the development of procurement strategies and documents to ensure a competitive, transparent, and fair procurement process in accordance with the County Code and the Procurement Regulations. Program staff also educate vendors about the County's procurement process and procedures.

Procurement staff also provides County departments with training, assistance, and guidance of department contract administrators. Procurement Specialists develop contract administration procedures, research vendors, review contracts, and recommend revisions to County procurement policies and regulations to streamline the procurement process. In addition, testimony and other evidence regarding claims and contract disputes with contractors are reviewed to resolve issues.

Procurement staff participates with local, State, and national procurement purchasing associations to promote and teach continuing procurement education and learning credits, latest industry trends, latest source selection methods, and cooperative purchases. Staff also participates in recognized professional purchasing organizations at the local, State, and national levels.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Percent of procurements completed in agreed upon time [1]	85%	89%	90%	90%	90%

[1] *This figure represents the average for the following: Invitation For Bid - 81%; Request For Proposals - 88%; and Construction - 100% for FY24.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,476,317**	**22.90**
Add: E-Procurement System	770,000	0.00
Decrease Cost: Reduction for Miscellaneous Operating Expenses	(50,541)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	641,624	3.00
FY26 Recommended	**4,837,400**	**25.90**

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).

FY26 Recommended Changes	Expenditures	FTEs

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**476,573**	**5.00**
Decrease Cost: Reduction for Miscellaneous Operating Expenses	(731)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	63,634	0.00
FY26 Recommended	**539,476**	**5.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,671,921	4,110,639	4,139,878	4,418,228	7.5 %
Employee Benefits	1,028,358	1,136,774	1,124,167	1,274,488	12.1 %
County General Fund Personnel Costs	**4,700,279**	**5,247,413**	**5,264,045**	**5,692,716**	**8.5 %**
Operating Expenses	399,199	393,675	393,675	1,104,040	180.4 %
County General Fund Expenditures	**5,099,478**	**5,641,088**	**5,657,720**	**6,796,756**	**20.5 %**
PERSONNEL					
Full-Time	39	38	38	38	—
Part-Time	2	1	1	1	—
FTEs	38.90	37.40	37.40	37.40	—
REVENUES					
Other Charges and Fees	(2,405)	0	0	0	—
County General Fund Revenues	**(2,405)**	**0**	**0**	**0**	**—**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**5,641,088**	**37.40**
Changes (with service impacts)		
Add: E-Procurement System [Procurement Operations]	770,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	231,660	0.00
Increase Cost: Annualization of FY25 Compensation Increases	132,931	0.00
Increase Cost: Annualization of FY25 Personnel Costs	63,492	0.00
Increase Cost: Retirement Adjustment	17,220	0.00
Decrease Cost: Reduction for Miscellaneous Operating Expenses [Procurement Services]	(731)	0.00
Decrease Cost: Reduction for Miscellaneous Operating Expenses [Business Relations and Compliance]	(1,600)	0.00
Decrease Cost: Printing and Mail Adjustment	(6,763)	0.00
Decrease Cost: Reduction for Miscellaneous Operating Expenses [Procurement Operations]	(50,541)	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
FY26 RECOMMENDED	**6,796,756**	**37.40**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Business Relations and Compliance	1,688,198	9.50	1,419,880	6.50
Procurement Operations	3,476,317	22.90	4,837,400	25.90
Procurement Services	476,573	5.00	539,476	5.00
Total	**5,641,088**	**37.40**	**6,796,756**	**37.40**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND					
Fleet Management Services	Motor Pool	26,954	0.30	31,937	0.30
Parking District Services	Bethesda Parking	5,895	0.05	6,400	0.05
Parking District Services	Silver Spring Parking	5,895	0.05	6,400	0.05
Transit Services	Mass Transit	17,970	0.20	21,292	0.20
Recycling and Resource Management	Solid Waste Disposal	44,924	0.50	53,229	0.50
	Total	**101,638**	**1.10**	**119,258**	**1.10**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**6,797**	**6,797**	**6,797**	**6,797**	**6,797**	**6,797**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**38**	**38**	**38**	**38**	**38**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
E-Procurement System	**0**	**0**	**(770)**	**(770)**	**(770)**	**(770)**
Items recommended for funding in FY26 and FY27, including implementation of an e-Procurement System, will be eliminated from the base in the outyears.						
Subtotal Expenditures	**6,797**	**6,835**	**6,065**	**6,065**	**6,065**	**6,065**

Public Information

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$3,006,832	17.50

MARY ANDERSON, ACTING 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, electronic newsletters, presentations, publications and graphics, and cable television programming.

BUDGET OVERVIEW

The total recommended FY26 Operating Budget for the Office of Public Information is $3,006,832, an increase of $49,683 or 1.68 percent from the FY25 Approved Budget of $2,957,149. 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 FY26 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

- Currently migrating the homegrown Identity and Access Management System (AccessMCG) to a cloud-based solution. This transition will enable the implementation of robust access controls, including zero trust security principles, multi-factor authentication, and conditional access policies, ensuring strict user verification and least privilege access. These improvements will strengthen the County's security against cyber threats while improving operational efficiency across departments.

PROGRAM CONTACTS

Contact Mary Anderson of the Office of Public Information at 240-777-6534 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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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, X (formerly known as 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of press events	112	97	110	115	120
Total attendance at press conferences and press events [1]	3,125	3,238	3,389	3,490	3,595
Percent of press conferences or press events with American Sign Language (ASL) interpretation	80%	50%	80%	84%	88%

[1] *Virtual attendance is tallied from logged-in accounts, so this total is much lower than actual participants and views.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,500,367**	**14.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(446,779)	(3.00)
FY26 Recommended	**2,053,588**	**11.50**

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, 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, 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of press releases and media advisories posted on website	338	462	475	490	504
Number of subscribers to county communications [1]	776,350	1,009,794	1,029,989	1,050,589	1,071,601
Average open rate for email communications sent via the Office of Public Information	37%	36%	30%	30%	30%
Number of social media engagements (millions) [2]	13.0	14.0	14.4	14.8	15.3

[1] *This number reflects the total number of subscribers to the County email distribution system.*

[2] *This measure was tracked beginning in FY23.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**456,782**	**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.	496,462	3.00
FY26 Recommended	**953,244**	**6.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	5,013,752	2,200,036	2,225,497	2,190,055	-0.5 %
Employee Benefits	1,527,836	593,997	574,336	650,840	9.6 %
County General Fund Personnel Costs	**6,541,588**	**2,794,033**	**2,799,833**	**2,840,895**	**1.7 %**
Operating Expenses	235,481	163,116	163,116	165,937	1.7 %
Capital Outlay	12,146	0	0	0	—
County General Fund Expenditures	**6,789,215**	**2,957,149**	**2,962,949**	**3,006,832**	**1.7 %**
PERSONNEL					
Full-Time	75	17	17	17	—
Part-Time	1	1	1	1	—
FTEs	60.11	17.50	17.50	17.50	—
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**2,957,149**	**17.50**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	115,248	0.00
Increase Cost: Annualization of FY25 Compensation Increases	50,677	0.00
Increase Cost: Retirement Adjustment	7,835	0.00
Increase Cost: Motor Pool Adjustment	2,524	0.00
Increase Cost: Printing and Mail Adjustment	297	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(126,898)	0.00
FY26 RECOMMENDED	**3,006,832**	**17.50**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Public Relations	2,500,367	14.50	2,053,588	11.50
Web Content and Graphic Management	456,782	3.00	953,244	6.00
Total	**2,957,149**	**17.50**	**3,006,832**	**17.50**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND					
Health and Human Services	General Fund	168,114	1.50	0	0.00
Permitting Services	Permitting Services	341,057	2.90	0	0.00
Housing and Community Affairs	Montgomery Housing Initiative	88,808	0.90	0	0.00
Recycling and Resource Management	Solid Waste Disposal	490,582	4.75	0	0.00
Recycling and Resource Management	Solid Waste Collection	126,747	1.25	0	0.00
	Total	**1,215,308**	**11.30**	**0**	**0.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**3,007**	**3,007**	**3,007**	**3,007**	**3,007**	**3,007**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**21**	**21**	**21**	**21**	**21**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,007**	**3,028**	**3,028**	**3,028**	**3,028**	**3,028**

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Racial Equity and Social Justice

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$1,676,448	8.50

TIFFANY WARD, CHIEF EQUITY OFFICER

MISSION STATEMENT

The mission of the Office of Racial Equity and Social Justice is to establish Racial Equity and Social Justice (RESJ) as a core principle in all County decision making. The Office of Racial Equity and Social Justice will work with all County departments to ensure race is not a predictor of outcomes for Montgomery County residents. The office will assist departments to examine their own policies, procedures, and practices as well as to develop their community engagement plans to determine if they are creating or exacerbating current racial disparities in the County. The office will also assist departments in developing more equitable practices and policies by examining and developing data and creating racial equity assessments and racial equity action plans.

BUDGET OVERVIEW

The total recommended FY26 Operating Budget for the Office of Racial Equity and Social Justice is $1,676,448, an increase of $108,766 or 6.94 percent from the FY25 Approved Budget of $1,567,682. Personnel Costs comprise 85.79 percent of the budget for eight full-time position(s) and one part-time position(s), and a total of 8.50 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 14.21 percent of the FY26 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

- The Office of Racial Equity and Social Justice is transitioning all training programs to a self-guided format so that they can be accessed by all staff at any time. The Office is also creating Countywide guidance on equitable community engagement for departments to use in developing community engagement plans.

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 FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	751,513	1,045,032	989,229	1,120,170	7.2 %
Employee Benefits	200,266	286,083	260,746	318,041	11.2 %
County General Fund Personnel Costs	**951,779**	**1,331,115**	**1,249,975**	**1,438,211**	**8.0 %**
Operating Expenses	157,802	236,567	236,567	238,237	0.7 %
County General Fund Expenditures	**1,109,581**	**1,567,682**	**1,486,542**	**1,676,448**	**6.9 %**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	1	1	1	1	—
FTEs	8.50	8.50	8.50	8.50	—

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**1,567,682**	**8.50**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	51,372	0.00
Increase Cost: Annualization of FY25 Compensation Increases	29,038	0.00
Increase Cost: Annualization of FY25 Personnel Costs	23,104	0.00
Increase Cost: Retirement Adjustment	3,582	0.00
Increase Cost: Printing and Mail Adjustment	1,670	0.00
FY26 RECOMMENDED	**1,676,448**	**8.50**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**1,676**	**1,676**	**1,676**	**1,676**	**1,676**	**1,676**
No inflation or compensation change is included in outyear projections.						
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	**1,676**	**1,687**	**1,687**	**1,687**	**1,687**	**1,687**

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Technology and Enterprise Business Solutions

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$72,702,971	226.70

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 workflows 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 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 FY26 Operating Budget for the Department of Technology and Enterprise Business Solutions is $72,702,971, a decrease of $765,285 or 1.04 percent from the FY25 Approved Budget of $73,468,256. Personnel Costs comprise 51.42 percent of the budget for 238 full-time position(s) and no part-time position(s), and a total of 226.70 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 48.58 percent of the FY26 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

- Currently migrating the homegrown Identity and Access Management System (AccessMCG) to a cloud-based solution. This transition will enable the implementation of robust access controls, including zero trust security principles, multi-factor authentication, and conditional access policies, ensuring strict user verification and least privilege access. These improvements will strengthen the County's security against cyber threats while improving operational efficiency across departments.
- Engaged with the Office of Human Resources (OHR) to begin developing an AI chatbot that will serve as an additional resource for staff and County residents in the newly established Communication Center. This AI chatbot will enable the OHR Communication Center staff to better assist current and former County employees and individuals interested in joining the County team when they ask questions.
- Deployed MoCoNet, the County's 300/300 Mbps residential broadband network, to six affordable housing developments and continued efforts to expand MoCoNet to seven additional Housing Opportunity Commission locations. This program helps close the digital divide and ensures that all residents can participate in the digital world.
- Montgomery Connects is leveraging grant opportunities to provide technology training to older adults, especially those who have recently received a free computer through the program. Montgomery Connects will provide more training in senior residential buildings as grant funding becomes available.
- Launched a pilot program to deploy Microsoft CoPilot 365 to help the County evolve and expand its digital capabilities, enhance productivity, streamline workflows, and empower our teams to achieve more.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Partnered with the Department of Housing and Community Affairs Rent Stabilization team to expeditiously implement a new system in line with Executive Regulation 2-24 on rent stabilization laws. TEBS has completed the first two out of three stages to ensure compliance with the new regulations and improve user experience.
- Continued to build on early success with the nationally recognized Artificial Intelligence Center of Excellence (AICOE), leveraging advancements in AI across County government. With a proactive approach, the AICOE actively collaborates with various County departments, effectively addressing their unique needs.
- Deployed the Monty 2.0 chatbot, which facilitated over 22,000 conversations in its first year of operation, giving residents instant access to thousands of knowledge topics in over 100+ global languages. Monty facilitated a similar number of meaningful conversations per day (43-44) as an average MC311 customer service representative (36-55).
- TEBS continues work on the Web Redesign Project, known as Web 2.0, to improve its website and enhance the user experience. The project is in the Discovery Phase, during which TEBS is collaborating with a vendor partner to gather insights from community members and stakeholders. A website redesign and upgrade for the County government will significantly improve the overall experience for residents, promote ADA compliance, enhance operational efficiency, ensure security, and facilitate better communication and engagement.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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, compensation, business intelligence, security and system administration, and financials.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of Enterprise Resource Planning (ERP) work orders completed [1]	3,373	4,953	5,000	5,050	5,100
Number of websites and web applications supported	249	132	132	132	132
Enterprise resource system availability	99.98%	99.95%	99.98%	99.98%	99.98%
Success rate for Business Intelligence data refreshes	99.72%	99.72%	99.72%	99.72%	99.72%
Number of Business Intelligence data models published	126	132	134	136	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.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**17,324,791**	**38.75**
Increase Cost: Web 2.0 Cloud Hosting and Supporting	146,400	0.00
Increase Cost: GIS Esri Enterprise License Agreement	25,000	0.00
Increase Cost: Pictometry Eagleview Imagery	19,502	0.00
Decrease Cost: Abolish Vacant Senior Information Specialist	(114,358)	(0.75)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,227,588)	0.00
FY26 Recommended	**16,173,747**	**38.00**

MC311

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Total number of general information service requests created [1]	304,084	282,463	282,463	282,463	282,463
Total number of fulfillment service requests created [2]	257,746	260,503	260,503	260,503	260,503
Percent of calls classified as general information	67.17%	66.71%	66.71%	66.71%	66.71%
Average rate of fulfillment service requests created on the MC311 website and the mobile enabled portal	37.68%	37.69%	37.69%	37.69%	37.69%
Average percent of callers requesting to speak Spanish	6.20%	6.26%	6.26%	6.26%	6.26%
Average amount of time it takes to reach an MC311 Customer Service Representative after welcome announcement (in seconds)	26	24	24	24	24
Average rate of calls that come into 311 but are not answered by a Customer Service Representative (CSR) [3]	2.4%	3.9%	3.9%	3.9%	3.9%
Cost per customer contact (in dollars) (salary expenditures divided by the total number of customer contacts by phone, web portal, mobile-enabled portal, Twitter)	$5.03	$5.60	$5.60	$5.60	$5.60
Percent of MC311 survey respondents reporting satisfaction	89%	89%	89%	89%	89%

[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%.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**5,092,414**	**43.70**
Shift: Customer Service Resources from TEBS to Office of Human Resources	(176,076)	(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.	287,000	0.00
FY26 Recommended	**5,203,338**	**41.70**

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 data center infrastructure and operations. This office manages data center infrastructure and operations; 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; that communications providers comply with safety and construction codes; enforces cable and broadband customer service requirements; promotes community and civic engagement through Public, Educational, and Government (PEG) programming utilizing multi-media platforms; and manages the County's FiberNet fiber optic network and related broadband services. FiberNet

is the County's critical infrastructure communications network that enables all email, video, Internet access, and Cloud services. It also supports County voice telephony, broadband, and networking for County government, Montgomery County Public Schools, Montgomery College, Housing Opportunities Commission, Maryland National Capital Park and Planning Commission, and WSSC Water.

Infrastructure Modernization: OBP is responsible for modernizing and maintaining the County's infrastructure supporting FiberNet, voice, and broadband services as well as the County's data center infrastructure.

Data Center Operations: Data Center Operations is responsible for operating and monitoring all of our data centers as well as backing up all TEBS-managed data (as well as several other department's data) and preforming data restorations as needed.

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 all cloud telephony services, including Microsoft Teams phone, programming, operating, and maintaining the County's telephone system and related services, such as voicemail and automatic call distribution.

Community Engagement: Community Engagement provides channel management for the County's cable television station, County Cable Montgomery (CCM), and its three cable channels, and a Technical Operations Center to support transmission of 14 local PEG channels over three cable systems. CCM program content is created by the County Council, Office of Public Information, and other County government entities. Community Engagement provides production services to record and transmit programming from the Council Office Building, production support for offsite Council town halls and County Executive forums, closed captioning of programs, dynamic promotion of channel and video programming across multiple media platforms, engineering staff for the Technical Operations Center to monitor the audio and video signals provided to the Comcast, RCN and Verizon cable systems, contract administration, liaison and support services for other municipal and community media PEG Channels in the County.

The Community Engagement team also provides media services support for the Office of Broadband Programs and other County departments including website development and content management, podcast production and distribution, live/hybrid event streaming, as well as creative digital and video asset creation such as Public Service Announcements, flyers, postcards, etc. In addition, Community Engagement plays a critical role in the County's MoCoNet and XR Montgomery initiatives.

Community Technology: Community Technology manages use of public rights-of-way in Montgomery County by cable television providers, negotiates and enforces obligations in cable franchise agreements, provides consumer assistance with cable issues and complaints, and supports County policies addressing compensation for use of public rights-of-way by communications providers. Community Technology manages the Transmission Facility Coordinating Group to provide engineering review of applications to deploy towers and antennas for wireless services in Montgomery County, and coordination for deployment of wireless facilities among department and agencies. The Community Technology team also provides critical support for all of the County's MoCoNet services and assisting customers with installations, testing, and service restoration as well as customer care and post-installation service.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Transmission facility applications processed	231	72	250	250	250

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Percent of fresh County Cable Montgomery content (less than one month old) during peak viewing hours	3%	7%	8%	9%	9%
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	4	6	8	12	17
Number of subscribers to free high-speed broadband through MoCoNet	232	360	500	800	1,200

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**15,223,238**	**46.00**
Increase Cost: Equinix Data Center Colocation Services	52,800	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	21,631	0.00
Increase Cost: Older Adults Technology Services (OATS) CPI Increase	6,136	0.00
Decrease Cost: Wireless Engineer Contractor Conversion	(137,871)	0.00
Decrease Cost: Reorganization within MoCoNet	(227,422)	(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.	(404,069)	0.00
FY26 Recommended	**14,534,443**	**45.00**

Office of the Chief Information Officer

The Office of the Chief Information Officer (OCIO) is dedicated to championing the enterprise agenda for technology strategy. With a strong focus on strategic business outcomes, OCIO ensures alignment with the organization's business goals, IT strategy and planning, IT project portfolio, performance management, organizational change management, the One Face Forward initiative, methodologies and trend decisions, IT vendor management, finance, human capital, and budgeting. The OCIO remains steadfast in managing vendor relationships and exploring innovative ways to conduct business, with a special emphasis on providing consultative services to departments. By proactively engaging with business executives and County elected officials, the OCIO plays a pivotal role in shaping the organization's technological landscape. Furthermore, the OCIO is committed to developing policies that safeguard and define data security, working in close collaboration with the Chief Information Security Officer.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of IT help desk requests	82,055	86,258	90,571	95,099	99,854
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%	95%	90%	90%	90%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**15,907,620**	**57.00**
Enhance: iBoss Enterprise - Additional Cloud Storage and AI Monitoring	114,702	0.00
Increase Cost: Varonis SaaS Cloud Maintenance - File Remediation	108,700	0.00
Decrease Cost: Abolish Vacant Public Services Intern Position	(47,265)	(1.00)
Decrease Cost: Enterprise Information Security Office Contractor Conversion	(172,883)	0.00
Decrease Cost: AI Center of Excellence Data Classification Contractor Reduction	(250,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	320,515	0.00
FY26 Recommended	**15,981,389**	**56.00**

Public Safety Programs and Regional Interoperability

The 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 assists 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.

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 senior management. PSDS manages the CAD system upgrade program and integration of the advance messaging and responder location program.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Percent of time public safety radio system is fully operational	100.00%	99.97%	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%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**8,220,372**	**15.00**
Increase Cost: Motorola Public Safety Data System Computer Aided Dispatch Service Agreement	76,058	0.00
Increase Cost: Motorola Radio System Annual Maintenance Agreement	43,884	0.00
Increase Cost: eJustice Law Enforcement Records Management System	23,117	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.	155,828	0.00
FY26 Recommended	**8,519,259**	**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, 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 solutions to the customer or public end-users.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Average monthly Enterprise Service Bus data transfers [1]	230,114	243,392	256,000	268,000	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.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**11,699,821**	**31.00**
Increase Cost: VPN Replacement	440,000	0.00
Increase Cost: Microsoft Unified Support Service	40,789	0.00
Decrease Cost: Low Code Governance and Administration Contractor Conversion	(125,055)	0.00
Decrease Cost: Microsoft Enterprise Agreement Chargebacks	(635,195)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	870,435	0.00
FY26 Recommended	**12,290,795**	**31.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	19,048,968	28,908,590	27,568,674	29,369,616	1.6 %
Employee Benefits	4,590,133	7,268,279	6,981,319	8,015,593	10.3 %
County General Fund Personnel Costs	**23,639,101**	**36,176,869**	**34,549,993**	**37,385,209**	**3.3 %**
Operating Expenses	28,327,243	37,251,087	38,011,822	35,317,762	-5.2 %
Capital Outlay	0	40,300	40,300	0	-100.0 %
County General Fund Expenditures	**51,966,344**	**73,468,256**	**72,602,115**	**72,702,971**	**-1.0 %**
PERSONNEL					
Full-Time	172	241	241	238	-1.2 %
Part-Time	1	1	1	0	-100.0 %
FTEs	172.75	231.45	231.45	226.70	-2.1 %
REVENUES					
Miscellaneous Revenues	32	0	0	360,000	—
Other Licenses/Permits	(20)	0	0	0	—
County General Fund Revenues	**12**	**0**	**0**	**360,000**	**—**
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	23,392,917	0	0	0	—
Grant Fund - MCG Expenditures	**23,392,917**	**0**	**0**	**0**	**—**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%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					
Federal Grants	140,717	0	0	0	—
Other Intergovernmental	11,962,532	0	0	0	—
State Grants	55,426	0	0	0	—
Miscellaneous Revenues	11,234,228	0	0	0	—
Grant Fund - MCG Revenues	**23,392,903**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**75,359,261**	**73,468,256**	**72,602,115**	**72,702,971**	**-1.0 %**
Total Full-Time Positions	**172**	**241**	**241**	**238**	**-1.2 %**
Total Part-Time Positions	**1**	**1**	**1**	**0**	**-100.0 %**
Total FTEs	**172.75**	**231.45**	**231.45**	**226.70**	**-2.1 %**
Total Revenues	**23,392,915**	**0**	**0**	**360,000**	**—**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**73,468,256**	**231.45**
Changes (with service impacts)		
Enhance: iBoss Enterprise - Additional Cloud Storage and AI Monitoring [Office of the Chief Information Officer]	114,702	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	1,502,823	0.00
Increase Cost: Annualization of FY25 Compensation Increases	685,500	0.00
Increase Cost: VPN Replacement [Strategic Partnerships]	440,000	0.00
Increase Cost: Web 2.0 Cloud Hosting and Supporting [Digital Transformation]	146,400	0.00
Increase Cost: Restore One-Time Lapse Increase	109,642	0.00
Increase Cost: Retirement Adjustment	109,084	0.00
Increase Cost: Varonis SaaS Cloud Maintenance - File Remediation [Office of the Chief Information Officer]	108,700	0.00
Increase Cost: Printing and Mail Adjustment	84,289	0.00
Increase Cost: Motorola Public Safety Data System Computer Aided Dispatch Service Agreement [Public Safety Programs and Regional Interoperability]	76,058	0.00
Increase Cost: Motor Pool Adjustment	64,371	0.00
Increase Cost: Equinix Data Center Colocation Services [Office of Broadband Programs and Infrastructure Modernization]	52,800	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Motorola Radio System Annual Maintenance Agreement [Public Safety Programs and Regional Interoperability]	43,884	0.00
Increase Cost: Microsoft Unified Support Service [Strategic Partnerships]	40,789	0.00
Increase Cost: GIS Esri Enterprise License Agreement [Digital Transformation]	25,000	0.00
Increase Cost: eJustice Law Enforcement Records Management System [Public Safety Programs and Regional Interoperability]	23,117	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Office of Broadband Programs and Infrastructure Modernization]	21,631	0.00
Increase Cost: Pictometry Eagleview Imagery [Digital Transformation]	19,502	0.00
Increase Cost: Older Adults Technology Services (OATS) CPI Increase [Office of Broadband Programs and Infrastructure Modernization]	6,136	0.00
Decrease Cost: Abolish Vacant Public Services Intern Position [Office of the Chief Information Officer]	(47,265)	(1.00)
Decrease Cost: Abolish Vacant Senior Information Specialist [Digital Transformation]	(114,358)	(0.75)
Decrease Cost: Low Code Governance and Administration Contractor Conversion [Strategic Partnerships]	(125,055)	0.00
Decrease Cost: Wireless Engineer Contractor Conversion [Office of Broadband Programs and Infrastructure Modernization]	(137,871)	0.00
Decrease Cost: Enterprise Information Security Office Contractor Conversion [Office of the Chief Information Officer]	(172,883)	0.00
Shift: Customer Service Resources from TEBS to Office of Human Resources [MC311]	(176,076)	(2.00)
Decrease Cost: Annualization of FY25 Personnel Costs	(199,360)	0.00
Decrease Cost: Reorganization within MoCoNet [Office of Broadband Programs and Infrastructure Modernization]	(227,422)	(1.00)
Decrease Cost: AI Center of Excellence Data Classification Contractor Reduction [Office of the Chief Information Officer]	(250,000)	0.00
Decrease Cost: Lapse Adjustment	(434,228)	0.00
Decrease Cost: Microsoft Enterprise Agreement Chargebacks [Strategic Partnerships]	(635,195)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(1,920,000)	0.00
FY26 RECOMMENDED	**72,702,971**	**226.70**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Digital Transformation	17,324,791	38.75	16,173,747	38.00
MC311	5,092,414	43.70	5,203,338	41.70
Office of Broadband Programs and Infrastructure Modernization	15,223,238	46.00	14,534,443	45.00
Office of the Chief Information Officer	15,907,620	57.00	15,981,389	56.00
Public Safety Programs and Regional Interoperability	8,220,372	15.00	8,519,259	15.00
Strategic Partnerships	11,699,821	31.00	12,290,795	31.00
Total	**73,468,256**	**231.45**	**72,702,971**	**226.70**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	296,000	0.00	296,000	0.00
Health and Human Services	General Fund	168,114	1.50	185,615	1.50
Permitting Services	Permitting Services	341,057	2.90	365,286	2.90
Housing and Community Affairs	Montgomery Housing Initiative	88,808	0.90	95,759	0.90
Recycling and Resource Management	Solid Waste Disposal	490,582	4.75	548,013	4.75
Recycling and Resource Management	Solid Waste Collection	126,747	1.25	144,493	1.25
Alcohol Beverage Services	Liquor	1,277,923	0.00	1,277,923	0.00
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	48,000	0.00	288,000	0.00
	Total	**2,837,231**	**11.30**	**3,201,089**	**11.30**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**72,703**	**72,703**	**72,703**	**72,703**	**72,703**	**72,703**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY26	**0**	**(68)**	**(68)**	**(68)**	**(68)**	**(68)**
Items recommended for one-time funding in FY26, including VPN Replacement, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**126**	**126**	**126**	**126**	**126**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**72,703**	**72,761**	**72,761**	**72,761**	**72,761**	**72,761**

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Urban Districts

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$13,198,424	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 FY26 Operating Budget for the Urban Districts is $13,198,424, an increase of $416,381 or 3.26 percent from the FY25 Approved Budget of $12,782,043. Personnel Costs comprise 44.43 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 55.57 percent of the FY26 budget.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Growing Economy**
- **A Greener County**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INITIATIVES

- The Bethesda Urban District will produce a new public street art installation to downtown Bethesda by covering the intersection of Arlington Road and Bethesda Avenue. The art installation will enhance the pedestrian crossing, and the original design will be made by a local artist.

- The Bethesda Urban District will make modifications to the Metro Bus Bay that will include light features and art installations to the columns and a large vinyl wrap around the signal boxes.

- The Friendship Heights Urban District convenes a Youth Advisory Council, engaging high school students in urban design and placemaking initiatives. The group focuses on neighborhood history, creating third spaces, and pedestrian experience.

- The Friendship Heights Urban District installed two bright and colorful murals at the Wisconsin Circle Bus turnaround.

- The Wheaton Urban District is advancing a placemaking initiative to enhance public spaces and foster community engagement. Through strategic activations, including weekend pop-ups, these efforts create a dynamic and inclusive urban environment.

- As part of its commitment to Vision Zero, the Wheaton Urban District is enhancing pedestrian safety through targeted infrastructure upgrades, including the installation of improved LED lighting and accessibility enhancements throughout the district.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Urban Districts created a more efficient process for collecting Optional Method Development (OMD) fees by switching from an invoiced-based payment system to direct inclusion on property tax bills. The resulting action led to an increase in revenue for the County and cut down on man hours by ensuring future collections be processed through the capabilities of the Department of Finance.

- The Bethesda Urban District increased civic engagement by hosting National Night Out and the Drone as a First Responder Townhall. Future engagement efforts will focus on children and families through community partnerships for a summer event.

- The Friendship Heights Urban District convenes a business public safety program with regular cross jurisdictional security meetings for business and community members with Montgomery County Police Department, District of Columbia Metropolitan Police Department, and Metro Transit police.

- The Friendship Heights Urban District enlivened vacant retail with gallery and retail pop ups, including a temporary bookstore at Wisconsin Place.

- The Wheaton Urban District implemented a seven-day-a-week program for litter collection, trash removal, and recycling services, ensuring a cleaner and more sustainable public space.

- The Silver Spring Urban District leads strategic marketing initiatives, including a comprehensive overhaul of the Urban District website, to improve engagement, accessibility, and functionality for diverse audiences. Additionally, integrated messaging across social media platforms and newsletters showcases local businesses and fosters a stronger connection with a broad group of stakeholders.

- The Silver Spring Urban District emphasizes interagency collaboration and coordination on key initiatives, notably leading efforts to update the Silver Spring Urban District's Streetscape Standards. Silver Spring Urban District works across a network of County agencies and service providers to enhance support for the unhoused community accessing resources at Progress Place.

PROGRAM CONTACTS

Contact Merlie Deynes of the Urban Districts at 240-537-8691 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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,067,464**	**5.50**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts (Wheaton)	927	0.00
Re-align: Move Miscellaneous Operating Expenses from Administration to Streetscape Maintenance (Bethesda)	(7,572)	0.00
Re-align: Move Funds from Administration to Promotion of Community and Business Activities to Support Conferences and Community Initiatives (Bethesda)	(18,507)	0.00
Re-align: Move Component Unit Contract Expenses from Administration to Streetscape Maintenance (Bethesda)	(60,847)	0.00
Re-align: Component Unit Contract (Bethesda)	(118,956)	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.	(127,928)	(1.00)
FY26 Recommended	**2,734,581**	**4.50**

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,115,957**	**18.75**
Shift: Inter-Program Personnel Reallocation (Wheaton)	345,701	4.00
Shift: Inter-Program Personnel Reallocation (Silver Spring)	260,706	3.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(5,216)	(1.00)
FY26 Recommended	**2,717,148**	**24.75**

Promotion of Community and Business Activities

This program enhances the quality of life in the Urban Districts and surrounding communities by fostering 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,847,585**	**35.45**
Increase Cost: Bethesda Urban Partnership Contract	196,855	0.00
Re-align: Component Unit Contract (Bethesda)	118,956	0.00
Re-align: Move Funds from Administration to Promotion of Community and Business Activities to Support Conferences and Community Initiatives (Bethesda)	18,507	0.00
Re-align: Move Miscellaneous Operating Expenses from Promotion of Community and Business Activities to Streetscape Maintenance (Bethesda)	(6,428)	0.00
Shift: Inter-Program Personnel Reallocation (Silver Spring)	(260,706)	(3.00)
Shift: Inter-Program Personnel Reallocation (Wheaton)	(345,701)	(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.	379,268	2.00
FY26 Recommended	**4,948,336**	**30.45**

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,751,037**	**0.00**
Re-align: Component Unit Contract (Bethesda)	137,609	0.00
Re-align: Move Component Unit Contract Expenses from Administration to Streetscape Maintenance (Bethesda)	60,847	0.00
Re-align: Move Miscellaneous Operating Expenses from Administration to Streetscape Maintenance (Bethesda)	7,572	0.00
Re-align: Move Maintenance Expenses from Promotion of Community and Business Activities to Streetscape Maintenance (Bethesda)	6,428	0.00
Re-align: Component Unit Contract (Bethesda)	(137,609)	0.00

FY26 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.	(27,525)	0.00
FY26 Recommended	**2,798,359**	**0.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
URBAN DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	59,899	91,746	90,090	96,802	5.5 %
Employee Benefits	17,186	26,792	30,247	33,132	23.7 %
Urban District - Bethesda Personnel Costs	**77,085**	**118,538**	**120,337**	**129,934**	**9.6 %**
Operating Expenses	3,413,406	3,681,479	3,681,083	3,891,317	5.7 %
Urban District - Bethesda Expenditures	**3,490,491**	**3,800,017**	**3,801,420**	**4,021,251**	**5.8 %**
PERSONNEL					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
Property Tax	813,121	981,572	926,703	979,921	-0.2 %
Optional Method Development	209,132	183,975	233,192	183,975	—
Urban District - Bethesda Revenues	**1,022,253**	**1,165,547**	**1,159,895**	**1,163,896**	**-0.1 %**
URBAN DISTRICT - SILVER SPRING					
EXPENDITURES					
Salaries and Wages	2,457,791	2,320,920	2,636,381	2,464,312	6.2 %
Employee Benefits	765,864	839,394	896,940	938,702	11.8 %
Urban District - Silver Spring Personnel Costs	**3,223,655**	**3,160,314**	**3,533,321**	**3,403,014**	**7.7 %**
Operating Expenses	1,165,352	1,446,823	1,446,844	1,477,088	2.1 %
Urban District - Silver Spring Expenditures	**4,389,007**	**4,607,137**	**4,980,165**	**4,880,102**	**5.9 %**
PERSONNEL					
Full-Time	38	37	37	37	—
Part-Time	0	0	0	0	—
FTEs	35.00	34.00	34.00	34.00	—
REVENUES					
Property Tax	991,335	1,112,440	1,062,852	1,125,009	1.1 %
Optional Method Development	139,467	120,000	120,000	120,000	—
Other Charges & Fees	50,000	0	0	0	—
Urban District - Silver Spring Revenues	**1,180,802**	**1,232,440**	**1,182,852**	**1,245,009**	**1.0 %**
URBAN DISTRICT - WHEATON					

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	1,551,852	1,839,351	1,734,295	1,688,515	-8.2 %
Employee Benefits	486,498	587,241	559,195	641,998	9.3 %
Urban District - Wheaton Personnel Costs	**2,038,350**	**2,426,592**	**2,293,490**	**2,330,513**	**-4.0 %**
Operating Expenses	1,091,485	1,330,779	1,230,497	1,349,040	1.4 %
Urban District - Wheaton Expenditures	**3,129,835**	**3,757,371**	**3,523,987**	**3,679,553**	**-2.1 %**
PERSONNEL					
Full-Time	23	23	23	23	—
Part-Time	1	1	1	1	—
FTEs	24.70	24.70	24.70	24.70	—
REVENUES					
Property Tax	273,890	348,056	288,791	305,623	-12.2 %
Optional Method Development	1,641	0	10,401	0	—
Miscellaneous Revenues	15	0	0	0	—
Urban District - Wheaton Revenues	**275,546**	**348,056**	**299,192**	**305,623**	**-12.2 %**

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	771,898	617,518	617,518	617,518	—
Friendship Heights Urban District Expenditures	**771,898**	**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	**11,781,231**	**12,782,043**	**12,923,090**	**13,198,424**	**3.3 %**
Total Full-Time Positions	**62**	**61**	**61**	**61**	**—**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**60.70**	**59.70**	**59.70**	**59.70**	**—**
Total Revenues	**2,478,601**	**3,363,561**	**3,259,457**	**3,332,046**	**-0.9 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
URBAN DISTRICT - BETHESDA		
FY25 ORIGINAL APPROPRIATION	**3,800,017**	**1.00**
Other Adjustments (with no service impacts)		
Increase Cost: Bethesda Urban Partnership Contract [Promotion of Community and Business Activities]	196,855	0.00
Re-align: Component Unit Contract (Bethesda) [Streetscape Maintenance]	137,609	0.00
Re-align: Component Unit Contract (Bethesda) [Promotion of Community and Business Activities]	118,956	0.00
Re-align: Move Component Unit Contract Expenses from Administration to Streetscape Maintenance (Bethesda) [Streetscape Maintenance]	60,847	0.00
Re-align: Move Funds from Administration to Promotion of Community and Business Activities to Support Conferences and Community Initiatives (Bethesda) [Promotion of Community and Business Activities]	18,507	0.00
Increase Cost: Printing and Mail Adjustment	11,387	0.00
Increase Cost: FY26 Compensation Adjustment	7,823	0.00
Re-align: Move Miscellaneous Operating Expenses from Administration to Streetscape Maintenance (Bethesda) [Streetscape Maintenance]	7,572	0.00
Re-align: Move Maintenance Expenses from Promotion of Community and Business Activities to Streetscape Maintenance (Bethesda) [Streetscape Maintenance]	6,428	0.00
Increase Cost: Motor Pool Adjustment	2,128	0.00
Increase Cost: Annualization of FY25 Personnel Costs	1,891	0.00
Increase Cost: Annualization of FY25 Compensation Increases	1,682	0.00
Decrease Cost: Risk Management Adjustment	(532)	0.00
Re-align: Move Miscellaneous Operating Expenses from Promotion of Community and Business Activities to Streetscape Maintenance (Bethesda) [Promotion of Community and Business Activities]	(6,428)	0.00
Re-align: Move Miscellaneous Operating Expenses from Administration to Streetscape Maintenance (Bethesda) [Administration]	(7,572)	0.00
Re-align: Move Funds from Administration to Promotion of Community and Business Activities to Support Conferences and Community Initiatives (Bethesda) [Administration]	(18,507)	0.00
Re-align: Move Component Unit Contract Expenses from Administration to Streetscape Maintenance (Bethesda) [Administration]	(60,847)	0.00
Re-align: Component Unit Contract (Bethesda) [Administration]	(118,956)	0.00
Re-align: Component Unit Contract (Bethesda) [Streetscape Maintenance]	(137,609)	0.00
FY26 RECOMMENDED	**4,021,251**	**1.00**
URBAN DISTRICT - SILVER SPRING		
FY25 ORIGINAL APPROPRIATION	**4,607,137**	**34.00**
Other Adjustments (with no service impacts)		
Shift: Inter-Program Personnel Reallocation (Silver Spring) [Enhanced Security and Ambassadorship]	260,706	3.00
Increase Cost: FY26 Compensation Adjustment	156,958	0.00
Restore: One-Time Lapse Adjustment (Silver Spring)	108,191	0.00
Increase Cost: Annualization of FY25 Compensation Increases	76,908	0.00
Increase Cost: Overtime Adjustment (Silver Spring)	69,920	0.00
Increase Cost: Motor Pool Adjustment	30,875	0.00

Increase Cost: Retirement Adjustment	10,968	0.00
Decrease Cost: Risk Management Adjustment	(610)	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(2,134)	0.00
Decrease Cost: Lapse Adjustment (Silver Spring)	(69,920)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(108,191)	0.00
Shift: Inter-Program Personnel Reallocation (Silver Spring) [Promotion of Community and Business Activities]	(260,706)	(3.00)
FY26 RECOMMENDED	**4,880,102**	**34.00**

URBAN DISTRICT - WHEATON

FY25 ORIGINAL APPROPRIATION	**3,757,371**	**24.70**
Other Adjustments (with no service impacts)		
Shift: Inter-Program Personnel Reallocation (Wheaton) [Enhanced Security and Ambassadorship]	345,701	4.00
Increase Cost: Lapse Adjustment (Wheaton)	117,907	0.00
Increase Cost: FY26 Compensation Adjustment	108,802	0.00
Increase Cost: Annualization of FY25 Compensation Increases	44,731	0.00
Increase Cost: Motor Pool Adjustment	17,811	0.00
Increase Cost: Retirement Adjustment	4,869	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts (Wheaton) [Administration]	927	0.00
Decrease Cost: Risk Management Adjustment	(477)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(165,721)	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(206,667)	0.00
Shift: Inter-Program Personnel Reallocation (Wheaton) [Promotion of Community and Business Activities]	(345,701)	(4.00)
FY26 RECOMMENDED	**3,679,553**	**24.70**

FRIENDSHIP HEIGHTS URBAN DISTRICT

FY25 ORIGINAL APPROPRIATION	**617,518**	**0.00**
FY26 RECOMMENDED	**617,518**	**0.00**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration	3,067,464	5.50	2,734,581	4.50
Enhanced Security and Ambassadorship	2,115,957	18.75	2,717,148	24.75
Promotion of Community and Business Activities	4,847,585	35.45	4,948,336	30.45
Streetscape Maintenance	2,751,037	0.00	2,798,359	0.00
Total	**12,782,043**	**59.70**	**13,198,424**	**59.70**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
URBAN DISTRICT - SILVER SPRING					
Parking District Services	Silver Spring Parking	165,230	3.00	280,193	3.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
URBAN DISTRICT - BETHESDA						
EXPENDITURES						
FY26 Recommended	**4,021**	**4,021**	**4,021**	**4,021**	**4,021**	**4,021**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**1**	**1**	**1**	**1**	**1**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**4,021**	**4,022**	**4,022**	**4,022**	**4,022**	**4,022**
URBAN DISTRICT - SILVER SPRING						
EXPENDITURES						
FY26 Recommended	**4,880**	**4,880**	**4,880**	**4,880**	**4,880**	**4,880**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**28**	**28**	**28**	**28**	**28**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**4,880**	**4,908**	**4,908**	**4,908**	**4,908**	**4,908**
URBAN DISTRICT - WHEATON						
EXPENDITURES						
FY26 Recommended	**3,680**	**3,680**	**3,680**	**3,680**	**3,680**	**3,680**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**16**	**16**	**16**	**16**	**16**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,680**	**3,696**	**3,696**	**3,696**	**3,696**	**3,696**
FRIENDSHIP HEIGHTS URBAN DISTRICT						
EXPENDITURES						
FY26 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 FY26 BUDGET	FULL TIME EQUIVALENTS
$11,003,361	78.00

CAROLINE HAIRFIELD, EXECUTIVE DIRECTOR

MISSION STATEMENT

The Office of Animal Services (OAS) cultivates safe environments for people and pets. OAS provides comprehensive education and resources on animal care and safety to pet owners and ensures the responsible enforcement of laws pertaining to animal welfare and protection. Through collaborative efforts with the community, OAS aims to establish and maintain secure and nurturing spaces for both humans and animals.

BUDGET OVERVIEW

The total recommended FY26 Operating Budget for the Office of Animal Services is $11,003,361, an increase of $502,521 or 4.79 percent from the FY25 Approved Budget of $10,500,840. Personnel Costs comprise 83.77 percent of the budget for 77 full-time position(s) and no part-time position(s), and a total of 78.00 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 16.23 percent of the FY26 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

- Recruit a diverse pool of members to serve on the Animal Services Advisory Committee to ensure the membership mirrors the diversity of our community and includes a wide range of perspectives.
- Provide affordable veterinary care to low- and moderate-income residents to ensure individuals receive quality care for their pets regardless of their financial circumstances.
- Leverage private grant support to improve the technology systems that support the adoption process, including a web-based check-in system, an advanced scheduling/queue management platform, and updates to the facility for full Wi-Fi coverage to promote a faster, more seamless adoption process.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Restructure and realign positions within the department to provide cross training, improve efficiency, and prioritize the most critical needs of the department using existing resources.
- Conduct facility assessments to identify potential issues and proactively respond to repairs and equipment replacement.
- Leverage advanced technologies and systems to streamline processes, reduce operational inefficiencies, enhance problem-solving capabilities, and elevate the overall quality of services and outcomes.

PROGRAM CONTACTS

Contact Bonnie White of the Office of Animal Services at 240-773-5641 or Adrienne Craver of the Office of Management and Budget at 240-777-2785 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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 for 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 common, and 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 platforms 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 community organizations about responsible pet ownership and animal laws and regulations.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of animals vaccinated at Rabies Clinics	1,606	1,583	1,600	1,600	1,600
Average daily population for the fiscal year	311	273	300	300	300
Percent of animals that exit the facility alive (live release rate, excluding animals signed over for owner-requested humane euthanasia)	92%	93%	93%	93%	93%
Number of unique volunteers	624	599	625	625	650
Number of unique Foster Care volunteers	210	322	320	335	350

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,324,994**	**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.	367,229	(1.00)

FY26 Recommended Changes	Expenditures	FTEs
FY26 Recommended	**4,692,223**	**37.00**

Director's Office

The Director's Office provides central services in areas of budget, procurement, human resources, systems management, general office management, and public information. In addition, staff coordinates efforts and initiatives with other departments and agencies.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of pet licenses issued	15,836	14,459	17,000	19,000	21,000
Percent of dogs and cats in the County that are licensed	10.2%	10.1%	11.0%	11.5%	12.0%
Pet license revenue	$329,819	$296,976	$350,000	$390,500	$430,500

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,730,389**	**6.00**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	3,236	0.00
Decrease Cost: Uniform Cleaning Service Contract	(6,165)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(365,692)	0.00
FY26 Recommended	**1,361,768**	**6.00**

Field Services

Field Services is responsible for enforcing State and County animal laws and regulations, including investigating resident complaints and responding to animal emergencies 24 hours a day, 7 days a week. In addition to enforcement efforts, Animal Services Officers distribute humane education informational brochures and materials on a variety of topics including 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 Call Center is responsible for answering and dispatching animal related calls and complaints from residents, identifying problems, and making appropriate referrals. The call center 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of calls received by the Animal Services Call Center	18,356	16,606	18,000	18,000	18,000
Percent of Communications Center calls dispatched	56%	61%	60%	60%	60%
Resource Responses: percent of calls resolved without the physical dispatch of an Animal Services Officer	44%	39%	40%	40%	40%
Number of investigations into alleged cruelty, abuse, neglect, or abandonment	828	763	800	820	840

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,008,742**	**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.	53,733	(2.00)
FY26 Recommended	**3,062,475**	**24.00**

Veterinary Services

Veterinary Services provides medical care and support to shelter animals, particularly animals that are sick and/or injured. Animals that are admitted to the shelter are vaccinated, given flea and worm treatment, and 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 Montgomery County that provide specialized treatments and surgeries beyond the scope of services provided by the shelter's highly professional veterinary staff. Veterinary staff also assist with 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of surgeries	1,798	1,952	2,000	2,050	2,100
Percent of surgeries performed that were a spay or neuter	94%	94%	94%	94%	94%
Number of vaccines and other preventative care administered	15,478	15,449	15,500	15,500	15,500

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,436,715**	**8.00**
Increase Cost: Contract Rate for Veterinary Laboratory Tests and Services	3,139	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	447,041	3.00
FY26 Recommended	**1,886,895**	**11.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	6,128,755	6,676,409	6,346,728	6,950,478	4.1 %
Employee Benefits	1,913,865	2,020,186	1,938,067	2,267,165	12.2 %
County General Fund Personnel Costs	**8,042,620**	**8,696,595**	**8,284,795**	**9,217,643**	**6.0 %**
Operating Expenses	1,671,598	1,804,245	1,743,775	1,785,718	-1.0 %
County General Fund Expenditures	**9,714,218**	**10,500,840**	**10,028,570**	**11,003,361**	**4.8 %**
PERSONNEL					
Full-Time	76	77	77	77	—
Part-Time	0	0	0	0	—
FTEs	77.00	78.00	78.00	78.00	—
REVENUES					
Other Licenses/Permits	3,465	6,300	6,300	3,465	-45.0 %
Pet Licenses	299,686	400,000	300,000	300,000	-25.0 %
Other Charges/Fees	163,239	38,700	38,700	161,535	317.4 %
Other Fines/Forfeitures	36,474	30,000	30,000	35,000	16.7 %
Miscellaneous Revenues	4,529	0	0	0	—
County General Fund Revenues	**507,393**	**475,000**	**375,000**	**500,000**	**5.3 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**10,500,840**	**78.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	448,817	0.00
Increase Cost: Annualization of FY25 Compensation Increases	227,765	0.00
Increase Cost: Retirement Adjustment	30,345	0.00
Increase Cost: Annualization of FY25 Lapsed Positions	24,818	0.00
Increase Cost: Printing and Mail Adjustment	16,763	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Director's Office]	3,236	0.00
Increase Cost: Contract Rate for Veterinary Laboratory Tests and Services [Veterinary Services]	3,139	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(1,500)	0.00
Decrease Cost: Uniform Cleaning Service Contract [Director's Office]	(6,165)	0.00
Decrease Cost: Motor Pool Adjustment	(34,000)	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(210,697)	0.00
FY26 RECOMMENDED	**11,003,361**	**78.00**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Animal Shelter	4,324,994	38.00	4,692,223	37.00
Director's Office	1,730,389	6.00	1,361,768	6.00
Field Services	3,008,742	26.00	3,062,475	24.00
Veterinary Services	1,436,715	8.00	1,886,895	11.00
Total	**10,500,840**	**78.00**	**11,003,361**	**78.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**11,003**	**11,003**	**11,003**	**11,003**	**11,003**	**11,003**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**105**	**105**	**105**	**105**	**105**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**11,003**	**11,108**	**11,108**	**11,108**	**11,108**	**11,108**

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Consumer Protection

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$3,007,804	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 FY26 Operating Budget for the Office of Consumer Protection is $3,007,804, an increase of $168,255 or 5.93 percent from the FY25 Approved Budget of $2,839,549. Personnel Costs comprise 96.57 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 3.43 percent of the FY26 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

- Established the Permit Review and Early Protection (PREP) program to proactively identify unregistered home sellers through permit reviews and provide education to ensure compliance and consumer protection.
- Enhanced the Office's ability to resolve new home construction disputes, strengthen investigations, and ensure builder compliance.
- Launched the *Consumer Connection* podcast to inform residents about scams, consumer rights, and smart purchases through expert discussions.

- Established a Scams Workgroup to enhance consumer education and awareness of emerging fraud tactics. The initiative will equip residents with the knowledge and resources to recognize, prevent, and respond to scams effectively.
- Conducted 22 in-person and virtual outreach and educational events in FY25 including related to home improvement, identify theft prevention, scam prevention, and more.

PROGRAM CONTACTS

Contact Shaun Carew of the Office of Consumer Protection at 240-777-3675 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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

Measure	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Program Measures					
Number of business registrations received [1]	759	666	700	780	690
Number of complaint cases received	1,169	1,119	1,100	1,170	1,200
Percent of consumer protection cases closed that are resolved by OCP	62.1%	59.7%	60.0%	60.0%	60.0%
Average number of calendar days to issue a business license or certificate of registration (excluding new home builder registrations)	6.1	4.9	5.0	5.0	5.0
Average number of workdays to investigate and close a written complaint (all complaints)	38.1	37.5	36.0	37.0	38.0
Average OCP customer satisfaction rating - Outcome of the customer's case (5-point scale) based on customer satisfaction survey	4.5	4.5	4.0	4.0	4.0

[1] *Actual FY24 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 prohibiting 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 provides the County's Public Election Fund Liaison Service.

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,957,110	2,148,797	2,019,948	2,271,478	5.7 %
Employee Benefits	501,006	560,743	532,006	633,111	12.9 %
County General Fund Personnel Costs	**2,458,116**	**2,709,540**	**2,551,954**	**2,904,589**	**7.2 %**
Operating Expenses	98,247	130,009	130,009	103,215	-20.6 %
County General Fund Expenditures	**2,556,363**	**2,839,549**	**2,681,963**	**3,007,804**	**5.9 %**
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	139,505	140,000	140,000	140,000	—
Other Licenses/Permits	54,309	51,000	51,000	51,000	—
Other Fines/Forfeitures	4,000	3,000	3,000	3,000	—
Miscellaneous Revenues	50	0	0	0	—
County General Fund Revenues	**197,864**	**194,000**	**194,000**	**194,000**	**—**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**2,839,549**	**18.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	134,802	0.00
Increase Cost: Annualization of FY25 Compensation Increases	48,010	0.00
Increase Cost: Retirement Adjustment	11,109	0.00
Increase Cost: Motor Pool Adjustment	2,612	0.00
Increase Cost: Annualization of FY25 Personnel Costs	1,128	0.00
Decrease Cost: Printing and Mail Adjustment	(8,525)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Consumer Protection]	(20,881)	0.00
FY26 RECOMMENDED	**3,007,804**	**18.00**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	103,835	1.00	99,140	1.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**3,008**	**3,008**	**3,008**	**3,008**	**3,008**	**3,008**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**20**	**20**	**20**	**20**	**20**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,008**	**3,028**	**3,028**	**3,028**	**3,028**	**3,028**

Correction and Rehabilitation

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$95,410,554	543.07

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 FY26 Operating Budget for the Department of Correction and Rehabilitation is $95,410,554, an increase of $11,207,154 or 13.31 percent from the FY25 Approved Budget of $84,203,400. Personnel Costs comprise 88.02 percent of the budget for 536 full-time position(s) and no part-time position(s), and a total of 543.07 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 11.98 percent of the FY26 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

- Increased funding for correctional facility food and pharmacy services to ensure adequate funding for health and medical care required for incarcerated individuals.
- Fund mandatory in-service, commission-certified training of uniformed correctional officers.
- Upgrade visiting phones to meet the evidence review and redaction standards of the State's Attorney and Police Department.
- Increased overtime allocation to address continued vacancies and an increase in the incarcerated individual population.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Host one-day processing events at the Montgomery County Public Safety Headquarters to bolster recruitment.
- Awarded Maryland Department of Housing and Community Development grant to facilitate the enhancement and creation of cutting-edge computer labs for both the Detention Services and the Community Corrections Divisions.

PROGRAM CONTACTS

Contact Willie Morales of the Department of Correction and Rehabilitation at 240-773-9908 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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**5,460,130**	**31.00**
Decrease Cost: FY26 Lapse Adjustment	(3,215,446)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,299,371	(2.00)
FY26 Recommended	**5,544,055**	**29.00**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Detention Services average daily population	766	883	764	764	764
Percent of mandatory trainings completed by December 31	60%	100%	71%	90%	95%
Accreditation standards met from the Maryland Commission on Correctional Standards and the American Correctional Association	100%	100%	100%	100%	100%
Zero tolerance security incidents - Number of inappropriate releases of an inmate	5	2	0	0	0
Zero tolerance security incidents - Number of inappropriate inmate releases remedied	5	2	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	1	0	0	0
Recidivism: Former individuals committed and sentenced back to DOCR's custody within 3 years of release	28%	29%	30%	45%	45%
Portion of population participating in core curriculum programs at Correctional Facility [1]	N/A	25.0%	23.0%	60.0%	65.0%

[1] *Operations were modified due to COVID-19 which limited program participation.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**57,677,669**	**384.20**
Restore: One-time FY25 Lapse Adjustment	2,773,294	0.00
Increase Cost: Adjust Funding for Food Services to Reflect Inflationary Increases and Structural Deficit	680,000	0.00
Increase Cost: Adjust Funding for Pharmacy Services to Reflect Inflationary Increases and Structural Deficit	680,000	0.00
Add: Front Lobby Security Scanner to Eliminate Contraband Entering the Facility	142,500	0.00
Add: Visiting Phones to Comply with State's Attorney's Office and Police Recommendations for Evidence Review	50,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	33,122	0.00
Add: Kitchen Tools Shadow Board to Organize and Store Sharps in a Designated Location	30,000	0.00
Shift: Charge Back from Department of Correction and Rehabilitation to Health and Human Services Grant Fund	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.	4,439,963	4.00
FY26 Recommended	**66,506,548**	**387.20**

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).

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**8,941,429**	**40.69**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,718,631	0.00
FY26 Recommended	**10,660,060**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Pre-Release and Re-entry Services average daily population [1]	8	59	80	80	80
Security incidents - Number of residents absconded from Community Corrections custody	1	1	0	0	0
Percent of offenders from Pre-Release and Re-Entry Services employed at time served [2]	0.0%	56.0%	68.0%	68.0%	68.0%
Security incidents - Number of residents absconded from custody returned to Community Corrections	1	1	0	0	0

[1] *PRRS did not have any residents from July 2020 to April 2023 due to COVID-19. Projections are based on average of most recent 3 years of data in which facility was open (FY19 - 99, FY20 - 81, FY24 - 59).*

[2] *PRRS did not have any residents from July 2020 to April 2023 due to COVID-19.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**6,599,784**	**51.18**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	6,976	(1.00)
FY26 Recommended	**6,606,760**	**50.18**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Average daily caseload under Pre-Trial supervision	603	544	669	669	669

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**5,524,388**	**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.	568,743	(1.00)
FY26 Recommended	**6,093,131**	**36.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	56,888,510	57,646,723	60,233,655	63,765,643	10.6 %
Employee Benefits	13,871,557	16,831,110	17,591,088	20,211,004	20.1 %
County General Fund Personnel Costs	**70,760,067**	**74,477,833**	**77,824,743**	**83,976,647**	**12.8 %**
Operating Expenses	11,430,075	9,042,567	10,976,453	10,890,907	20.4 %
Capital Outlay	167,185	0	0	0	—
County General Fund Expenditures	**82,357,327**	**83,520,400**	**88,801,196**	**94,867,554**	**13.6 %**
PERSONNEL					
Full-Time	536	535	535	536	0.2 %
Part-Time	0	0	0	0	—
FTEs	545.57	544.07	544.07	543.07	-0.2 %
REVENUES					
Care of Federal/State Prisoners	309,299	667,580	179,280	269,370	-59.6 %
Home Confinement Fees	0	30,000	30,000	30,000	—
Other Charges/Fees	7,611	22,590	10,000	10,000	-55.7 %

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Illegal Alien Inmate Reimbursement	1,562,278	0	0	0	—
Other Intergovernmental	100,663	60,000	60,000	60,000	—
Miscellaneous Revenues	4,459	0	0	0	—
Other Licenses and Permits	392	0	0	0	—
County General Fund Revenues	**1,984,702**	**780,170**	**279,280**	**369,370**	**-52.7 %**
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	286,094	683,000	587,088	543,000	-20.5 %
Detention Center Non-Tax Expenditures	**286,094**	**683,000**	**587,088**	**543,000**	**-20.5 %**
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	454,938	245,065	245,065	245,065	—
Investment Income	64,266	36,450	58,310	49,100	34.7 %
Detention Center Non-Tax Revenues	**519,204**	**281,515**	**303,375**	**294,165**	**4.5 %**
DEPARTMENT TOTALS					
Total Expenditures	**82,643,421**	**84,203,400**	**89,388,284**	**95,410,554**	**13.3 %**
Total Full-Time Positions	**536**	**535**	**535**	**536**	**0.2 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**545.57**	**544.07**	**544.07**	**543.07**	**-0.2 %**
Total Revenues	**2,503,906**	**1,061,685**	**582,655**	**663,535**	**-37.5 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**83,520,400**	**544.07**
Changes (with service impacts)		
Add: Front Lobby Security Scanner to Eliminate Contraband Entering the Facility [Detention Services]	142,500	0.00
Add: Visiting Phones to Comply with State's Attorney's Office and Police Recommendations for Evidence Review [Detention Services]	50,000	0.00
Add: Kitchen Tools Shadow Board to Organize and Store Sharps in a Designated Location [Detention Services]	30,000	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: Overtime Adjustment [Administration and Support]	6,417,857	0.00
Increase Cost: FY26 Compensation Adjustment	3,020,954	0.00
Restore: One-time FY25 Lapse Adjustment [Detention Services]	2,773,294	0.00
Increase Cost: Annualization of FY25 Compensation Increases	1,368,005	0.00
Increase Cost: Retirement Adjustment	1,340,314	0.00
Increase Cost: Adjust Funding for Food Services to Reflect Inflationary Increases and Structural Deficit [Detention Services]	680,000	0.00
Increase Cost: Adjust Funding for Pharmacy Services to Reflect Inflationary Increases and Structural Deficit [Detention Services]	680,000	0.00
Increase Cost: Printing and Mail Adjustment	106,318	0.00
Increase Cost: Motor Pool Adjustment	86,400	0.00
Increase Cost: Pre-Trial Assessment Tool - Release Conditions and Pretrial Supervision Success Rates [Administration and Support]	40,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Detention Services]	33,122	0.00
Shift: Charge Back from Department of Correction and Rehabilitation to Health and Human Services Grant Fund [Detention Services]	0	(1.00)
Decrease Cost: Annualization of FY25 Personnel Costs	(346,706)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(1,859,458)	0.00
Decrease Cost: FY26 Lapse Adjustment [Administration and Support]	(3,215,446)	0.00
FY26 RECOMMENDED	**94,867,554**	**543.07**

DETENTION CENTER NON-TAX

FY25 ORIGINAL APPROPRIATION	**683,000**	**0.00**
Other Adjustments (with no service impacts)		
Decrease Cost: Elimination of One-Time Items Approved in FY25	(140,000)	0.00
FY26 RECOMMENDED	**543,000**	**0.00**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration and Support	5,460,130	31.00	5,544,055	29.00
Detention Services	57,677,669	384.20	66,506,548	387.20
Medical and Behavioral Health Services	8,941,429	40.69	10,660,060	40.69
Pre-Release and Re-entry Services	6,599,784	51.18	6,606,760	50.18
Pre-Trial Services	5,524,388	37.00	6,093,131	36.00
Total	**84,203,400**	**544.07**	**95,410,554**	**543.07**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND					
Health and Human Services	Grant Fund	0	0.00	126,475	1.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**94,868**	**94,868**	**94,868**	**94,868**	**94,868**	**94,868**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY26	**0**	**(743)**	**(743)**	**(743)**	**(743)**	**(743)**
Items recommended for one-time funding in FY26, including security scanner, shadow board, pre-trial assessment tool, and mandatory in-service training, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**492**	**492**	**492**	**492**	**492**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**94,868**	**94,617**	**94,617**	**94,617**	**94,617**	**94,617**
DETENTION CENTER NON-TAX						
EXPENDITURES						
FY26 Recommended	**543**	**543**	**543**	**543**	**543**	**543**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**543**	**543**	**543**	**543**	**543**	**543**

Emergency Management and Homeland Security

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$5,722,207	23.70

LUKE HODGSON, DIRECTOR

MISSION STATEMENT

It is the mission of the Office of Emergency Management and Homeland Security (OEMHS) to plan, coordinate, prevent, prepare for, and protect against major threats that may harm, disrupt, or destroy our communities, commerce, and institutions; and to effectively manage and coordinate the County's unified response, mitigation, and recovery from the consequences of such disasters or events should they occur. Key objectives are to:

- Coordinate County plans and actions to minimize harm to residents, employees, and visitors in Montgomery County before, during, and after emergencies.
- Coordinate the services, protection, and contingency plans for sustained operations of County facilities.
- Coordinate and provide public education to ensure the resilience of our communities during disasters.
- Coordinate Homeland Security policies and priorities for grant-seeking, management, and reporting.

BUDGET OVERVIEW

The total recommended FY26 Operating Budget for the Office of Emergency Management and Homeland Security is $5,722,207, an increase of $956,179 or 20.06 percent from the FY25 Approved Budget of $4,766,028. Personnel Costs comprise 63.37 percent of the budget for 23 full-time position(s) and no part-time position(s), and a total of 23.70 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 36.63 percent of the FY26 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

- Maintain Nonprofit Security Grant Program funding to help Montgomery County nonprofits and faith-based organizations cover security personnel and planning costs.
- Fund personnel costs for four emergency management employees currently supported by Urban Area Security Initiative grant funds.
- Add funding to support Community Outreach, Volunteer and Donations Management, Training and Exercise Support, and Planning Support Programs. Funding will ensure the continuation of educational initiatives that equip residents with readiness to respond effectively to emergencies.
- Add funding to support Personal Protective Equipment (PPE), Emergency Management Accreditation (EMAP), and regular maintenance of the Emergency Operations Center (EOC).

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Partnered with the Office of Grants Management (OGM) to launch the FY25 Nonprofit Security Grant Program, awarding $1.2 million to 117 applicants for community security enhancements.
- Pursued Federal Emergency Management Agency (FEMA) reimbursement for County COVID-19 expenses, submitting $218 million. Of this, $185 million was eligible, $117 million reimbursed, and $68 million remains under review, with $50 million near obligation.
- Managed $4.6 million in Federal Homeland Security grants for public safety, funding personnel, equipment, training, and infrastructure enhancements.
- As of February, responded to 43 emergencies, including fires, floods, evacuations, hazardous spills, and major regional events like the January 2025 aircraft disaster.
- In 2024, sent 487 emergency alerts on weather, transit, public health, and more to 250,400 Alert Montgomery subscribers, a 4.8 percent increase over the previous year.
- Held 79 community outreach events on emergency preparedness, including the first Ready Montgomery Seminar, educating hundreds on response skills and climate resilience.
- OEMHS is developing a Public Safety Joint Operations Center to enhance real-time coordination across agencies. It will house the Fire Operations Center, OEMHS Watch Desk, Montgomery County Police Department (MCPD) Real-Time Intelligence Center, and Drone as a First Responder Program, improving emergency response and efficiency.
- Led climate adaptation efforts, hosting the first Resilience Hub Workshop for 125+ participants, expanding Spanish-language outreach, and advising on the Comprehensive Flood Management Study.
- Redesigned the Emergency Management Group, aligning nearly 350 members by role for targeted training, communications, and strategic assignments, with exercises set for Spring/Summer 2025.

PROGRAM CONTACTS

Contact Nicole Markuski of the Office of Emergency Management and Homeland Security at 240-777-2333 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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,663,666**	**8.20**
Replace: Continuation of Urban Area Security Initiative (UASI) Program Previously Funded by Grant Funds - Planning, Training, and Emergency Exercise Support	940,893	2.50
Add: Urban Area Security Initiative (UASI) Grant - Emergency Management Support Program	420,331	4.00
Enhance: Additional Nonprofit Security Grant Program for Organizations and Facilities At High Risk of Hate Crimes - Ongoing	300,000	0.00
Enhance: Emergency Operations Center (EOC) Maintenance	50,000	0.00
Enhance: Emergency Management Accreditation Program	40,000	0.00
Enhance: Web-based System Used for Planning, Response, and Recovery from Emergencies	30,000	0.00
Enhance: Uniforms and Personal Protective Equipment	20,000	0.00
Reduce: Miscellaneous Office Supplies	(124,820)	0.00
Reduce: Regional Preparedness Program Previously funded by Federal Grant	(339,409)	(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.	(436,823)	(1.50)
FY26 Recommended	**3,563,838**	**10.70**

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 structure 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Percent of County Facility Emergency Action Plans reviewed within 90 days of	100%	100%	100%	100%	100%

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
submission/contract					
Percent of employees who have completed Employee Emergency Training or Workplace Violence Level	23.0%	32.5%	34.0%	36.0%	38.0%
Percent of principal County departments and offices with a continuity of operations plan score of 2.5 or higher	63.0%	66.0%	68.0%	70.0%	72.0%
Percent of County residents subscribed to Alert Montgomery [1]	27.4%	24.7%	25.1%	25.4%	25.8%
Percent of Emergency Management Accreditation standards met by the County	100%	87%	75%	100%	100%

[1] *In FY23, the population estimates used to calculate this measure were updated using the 2020 decennial census population of 1,062,061.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,102,362**	**14.00**
Restore: One-time FY25 Lapse Adjustment	156,421	0.00
Reduce: Loss of Regional Catastrophic Preparedness Program Previously Funded by Grant Funds	(390,893)	(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.	290,479	1.50
FY26 Recommended	**2,158,369**	**13.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,319,412	1,620,618	1,596,887	2,130,566	31.5 %
Employee Benefits	298,522	414,674	447,239	594,979	43.5 %
County General Fund Personnel Costs	**1,617,934**	**2,035,292**	**2,044,126**	**2,725,545**	**33.9 %**
Operating Expenses	3,685,995	1,530,990	1,352,910	2,096,184	36.9 %
County General Fund Expenditures	**5,303,929**	**3,566,282**	**3,397,036**	**4,821,729**	**35.2 %**
PERSONNEL					
Full-Time	12	14	14	18	28.6 %
Part-Time	0	1	1	0	-100.0 %
FTEs	11.46	13.72	13.72	16.22	18.2 %
REVENUES					
Hazardous Materials Permits	613,900	865,000	865,000	865,000	—
Other Charges/Fees	70,834	0	0	0	—
County General Fund Revenues	**684,734**	**865,000**	**865,000**	**865,000**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	825,048	920,789	920,789	678,420	-26.3 %
Employee Benefits	203,582	278,957	278,957	222,058	-20.4 %
Grant Fund - MCG Personnel Costs	**1,028,630**	**1,199,746**	**1,199,746**	**900,478**	**-24.9 %**
Operating Expenses	4,575,949	0	0	0	—
Capital Outlay	996,776	0	0	0	—

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Grant Fund - MCG Expenditures	**6,601,355**	**1,199,746**	**1,199,746**	**900,478**	**-24.9 %**
PERSONNEL					
Full-Time	6	7	7	5	-28.6 %
Part-Time	0	0	0	0	—
FTEs	7.24	8.48	8.48	7.48	-11.8 %
REVENUES					
Federal Grants	4,596,778	1,199,746	1,199,746	900,478	-24.9 %
Other Intergovernmental	570,677	0	0	0	—
Grant Fund - MCG Revenues	**5,167,455**	**1,199,746**	**1,199,746**	**900,478**	**-24.9 %**

DEPARTMENT TOTALS

Total Expenditures	**11,905,284**	**4,766,028**	**4,596,782**	**5,722,207**	**20.1 %**
Total Full-Time Positions	**18**	**21**	**21**	**23**	**9.5 %**
Total Part-Time Positions	**0**	**1**	**1**	**0**	**-100.0 %**
Total FTEs	**18.70**	**22.20**	**22.20**	**23.70**	**6.8 %**
Total Revenues	**5,852,189**	**2,064,746**	**2,064,746**	**1,765,478**	**-14.5 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**3,566,282**	**13.72**
Changes (with service impacts)		
Enhance: Additional Nonprofit Security Grant Program for Organizations and Facilities At High Risk of Hate Crimes - Ongoing [Administration]	300,000	0.00
Enhance: Emergency Operations Center (EOC) Maintenance [Administration]	50,000	0.00
Enhance: Emergency Management Accreditation Program [Administration]	40,000	0.00
Enhance: Web-based System Used for Planning, Response, and Recovery from Emergencies [Administration]	30,000	0.00
Enhance: Uniforms and Personal Protective Equipment [Administration]	20,000	0.00
Reduce: Miscellaneous Office Supplies [Administration]	(124,820)	0.00
Other Adjustments (with no service impacts)		
Replace: Continuation of Urban Area Security Initiative (UASI) Program Previously Funded by Grant Funds - Planning, Training, and Emergency Exercise Support [Administration]	940,893	2.50
Restore: One-time FY25 Lapse Adjustment [Emergency Management Planning, Response, and Recovery]	156,421	0.00
Increase Cost: FY26 Compensation Adjustment	102,802	0.00
Increase Cost: Annualization of FY25 Compensation Increases	43,952	0.00
Increase Cost: Motor Pool Adjustment	8,706	0.00
Increase Cost: Retirement Adjustment	5,050	0.00
Decrease Cost: Printing and Mail Adjustment	(8,692)	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Annualization of FY25 Personnel Costs	(8,865)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(300,000)	0.00
FY26 RECOMMENDED	**4,821,729**	**16.22**

GRANT FUND - MCG

FY25 ORIGINAL APPROPRIATION	**1,199,746**	**8.48**
Federal/State Programs		
Add: Urban Area Security Initiative (UASI) Grant - Emergency Management Support Program	420,331	4.00
Reduce: Regional Preparedness Program Previously funded by Federal Grant	(339,409)	(2.50)
Reduce: Loss of Regional Catastrophic Preparedness Program Previously Funded by Grant Funds	(390,893)	(2.50)
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY25 Personnel Costs	10,703	0.00
FY26 RECOMMENDED	**900,478**	**7.48**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration	2,663,666	8.20	3,563,838	10.70
Emergency Management Planning, Response, and Recovery	2,102,362	14.00	2,158,369	13.00
Total	**4,766,028**	**22.20**	**5,722,207**	**23.70**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**4,822**	**4,822**	**4,822**	**4,822**	**4,822**	**4,822**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY26	**0**	**(40)**	**(40)**	**(40)**	**(40)**	**(40)**
Items recommended for one-time funding in FY26, including the Emergency Management Accreditation Program, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**14**	**14**	**14**	**14**	**14**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**4,822**	**4,796**	**4,796**	**4,796**	**4,796**	**4,796**

Fire and Rescue Service

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$310,659,486	1,385.01

COREY SMEDLEY, 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 FY26 Operating Budget for the Montgomery County Fire and Rescue Service is $310,659,486, an increase of $18,223,095 or 6.23 percent from the FY25 Approved Budget of $292,436,391. Personnel Costs comprise 84.19 percent of the budget for 1,383 full-time position(s) and one part-time position(s), and a total of 1,385.01 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 15.81 percent of the FY26 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

- Replace uniformed staff with two civilian educators to expand MCFRS recruitment efforts at the Public Safety Training Academy (PSTA), overseeing the High School Cadet training program. This program, which attracts a diverse pool of participants, is undergoing enhancements to serve as a direct hiring pathway for recruit candidates.

- Identify and implement service adjustments that will improve the delivery of services in accordance with the MCFRS Master Plan, particularly as it relates to Emergency Medical Services (EMS), including an increase to transport capacity by adding one Basic Life Support (BLS) Unit.
- Identify process and service improvements to expand efforts to improve community resilience through education and preparation, in accordance with the MCFRS Master Plan.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Opened new Clarksburg Fire Station 35, replacing a temporary leased facility with a new state of the art County owned station.
- Supported local fire rescue departments (LFRD) by adjusting staffing at both Glen Echo Fire Station 11 and Burtonsville Fire Station 15.
- Added two personnel to the Community Risk Reduction team to focus efforts on increasing the resilience of the children and seniors in Montgomery County.
- Funded a Community Action Coordinator (lieutenant) position to focus on improving resilience to three primary issues that cause death: cardiac arrest, overdoses, and penetrating traumas. In March 2024, the community action coordinator led a coordinated effort and team of people to deliver a hands-only CPR "blitz", which trained people on the application of hands-only CPR.
- Emergency Medicine and Integrated Healthcare Services (EMIHS), implemented a Whole Blood initiative aimed at enhancing emergency medical care for our community's most critically ill patients - those experiencing major blood loss with evidence of significant physiological compromise. This program can significantly improve outcomes for those suffering from severe hemorrhage.
- Incorporated the use of floor-below nozzles as a tactical option for high-rise firefighting operations and purchased smoke curtains for deployment on fires, which will give the department an advantage in preventing smoke spread in large buildings.
- Expanded employee health and wellness initiatives by adding two contract positions at Fire and Rescue Occupational Medical Services (FROMS) and establishing a clinic for uniformed employees to address physical injuries with an athletic trainer. Increased funding, in coordination with the International Association of Fire Fighters (IAFF) for advanced cancer screening opportunities. Enhanced mental wellness services by hiring a part-time therapist, a full-time administrative aide, and relocating the program to a new office suite.
- Under the alternative destination program, MCFRS can now transport EMS patients who have low acuity behavioral health complaints or acute toxication to the stabilization room at the Crisis Center, reducing the stress on the strained emergency departments.
- Convened a group to review all aspects of the Incident Response Policy (IRP) and make necessary adjustments.
- Revolutionized the annual Kelly day pick process, a process by which staff select a pay day off, through automation of the process.

PROGRAM CONTACTS

Contact Dominic Del Pozzo of the Montgomery County Fire and Rescue Service at 240-777-2236 or Vivian Ikoro 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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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, and 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Emergency Medical Services Transport (EMST) revenue collected (in millions) [1]	$36.65	$32.05	$37.00	$38.00	$39.00
Percentage of overtime hours worked on direct service operations (to fill minimum staffing positions)	83.0%	78.6%	83.0%	83.0%	83.0%
Overtime hours worked per full-time, non-seasonal employee	355	358	350	350	350
Overtime expenditures (in millions)	$30.35	$30.28	$31.00	$31.00	$31.00
Difference between overtime expenditures and overtime budget (in millions)	$10.11	$10.67	$10.00	$10.00	$10.00

[1] *The figures include EMST and Emergency Service Transporter Supplemental Payment Program (ESPP) revenue.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**7,199,275**	**16.00**
Increase Cost: Insurance Premium Increase	177,969	0.00
Increase Cost: Vendor Contract for Emergency Medical Services Transport Collections	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.	215,251	0.00
FY26 Recommended	**7,692,495**	**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 includes Administrative Services, the Health and Wellness Section, and the Training Section.

Administrative Services is responsible for personnel and labor related issues, including recruitment and hiring, administering promotional exams, discipline, and the collective bargaining process. They also represent MCFRS in mediation, arbitration, alternative dispute resolution, and in front of the Merit System Protection Board.

Health and Wellness focuses on the physical, behavioral, and mental health of career and volunteer employees. Fire Rescue Occupational Medical Services provides entry level and physicals, injury care, return to work and fitness for duty exams, vaccinations, and cancer screenings. The Mental Health professionals provide direct clinical services to MCFRS personnel; make referrals; and train and educate personnel.

The **Training Section** manages and staffs the training academy, an accredited institution that provides multi-level training, education, and certification to career and volunteer personnel, in compliance with applicable regulations.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Percentage of non-white male recruit applications	45.9%	49.8%	50.0%	50.0%	50.0%
Number of Critical Incident Stress Management (CISM) activations	116	175	150	150	150

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**29,255,845**	**31.01**
Increase Cost: 10 Recruits to Support Program Enhancements	500,806	0.00
Replace: Two Uniformed Staff with Two Civilian Educators at the PSTA High School Cadet Training Program	(33,434)	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,299,255)	1.00
FY26 Recommended	**28,423,962**	**34.01**

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 includes the Internal Affairs Section, the Community Risk Reduction Section, the Diversity, Equity, and Inclusion program, 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** mitigates threats and risks through education and preparedness initiatives and strategies designed to improve the safety and resilience of our communities.

The **Diversity, Equity, and Inclusion** program manager supports the department's vision of a diverse, inclusive, and equitable workplace and takes the lead in molding an institutional culture that values and supports DEI. The DEI manager is responsible for developing and implementing strategies and procedures to advance organizational change, fostering a positive and inclusive work

environment, facilitating equitable outcomes for staff, and ensuring that DEI considerations are incorporated into the department's decision-making processes.

The **Planning Section** is primarily responsible for the development and implementation of the MCFRS Master Plan; performance management and other analytical work to improve processes and programs; and management of the department's accreditation program.

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Community Risk Reduction: Number of engagement hours [1]	4,739	164,473	180,000	180,000	180,000
Community Risk Reduction: Number of home safety checks	382	306	350	375	400
Internal Affairs: Median number of days to complete non-criminal or traffic-related Internal Affairs investigations.	54	61	50	50	50
Planning: Percent of 2023 Commission on Fire Accreditation International (CFAI) recommendations implemented for the FY23-FY28 accreditation cycle [2]	18.8%	37.5%	50.0%	62.5%	88.0%

[1] *This measure is significantly higher for FY24 as a result of changes in data entry requirements, revisions in the computation of "labor hours," and an increase in the volume of requests.*

[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 to implement. Three more were completed in FY24 (a total of six).*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,411,637**	**21.00**
Enhance: Community Risk Reduction for Expanded Engagement and Education (ESPP Funded)	100,000	0.00
Add: Firefighter III to the Community Action Team for Expanded Engagement (ESPP Funded)	91,894	1.00
Increase Cost: Provide Bottled Water for Heavy Apparatus	15,000	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.	760,017	0.00
FY26 Recommended	**5,378,548**	**22.00**

Operations

The **Division of Operations** 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 division is organized into four primary sections:

Field Operations: the nearly 1,200 career employees who provide fire, emergency medical, and rescue services across Montgomery County.

Communications Section: career firefighters assigned to the ECC, responsible for dispatching the proper response assignment, ensuring fire-rescue response personnel have adequate situational awareness of the dispatched event, and managing all response

communications and technologies.

Special Operations: provides specialized training, planning, technical support, and response in the areas of hazardous materials, technical rescue, water-ice rescue, passenger rail support, bomb/explosive incidents, fire and explosives investigations, and interoperable communications resources.

Emergency Medical and Integrated Healthcare Services (EMIHS): provides guidance and oversight for all pre-hospital care services provided by MCFRS.

MCFRS Operations' personnel operate from 37 Fire and Rescue stations. The career and volunteer components of this combination department work in an "Integrated Emergency Command Structure" that defines the authority and responsibility for all members of the service. MCFRS responds to more than 130,000 emergency incidents annually. Requests for emergency medical assistance comprise the majority of those incidents; in FY24, there were nearly 114,000 dispatched EMS calls and approximately 27,000 fire incidents, technical rescue, and hazardous materials incidents combined.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of fire incidents	19,356	19,683	20,000	20,500	21,000
Number of persons rescued from structure fires [1]	60	10	5	5	5
Percentage of residential structure fires confined to the room of origin	78.1%	84.6%	80.0%	80.0%	80.0%
Number of residential fire injuries per 100,000 residents	2.5	1.4	2.0	2.0	2.0
Number of residential fire deaths per 100,000 residents	1.1	0.4	0.5	0	0
Number of EMIHS (medical services) incidents [2]	106,394	113,865	115,000	117,000	120,000
EMS cardiac care: Percentage of cardiac arrest patients with return of spontaneous circulation (ROSC)	31.4%	32.4%	30.0%	30.0%	30.0%
EMS stroke care: Percentage of stroke patients receiving complete "bundle of care"	92.6%	95.8%	95.0%	95.0%	95.0%
90th percentile arrival time for first engine to structure fire in urban areas of the County [3]	9:31	9:31	9:15	9:15	9:15

[1] *MCFRS began tracking this statistic at the end of FY22. FY23 included a high number of saves from the Georgia Avenue fire.*

[2] *Includes mutual aid dispatches.*

[3] *In FY24, MCFRS modified its analysis of density zones to align with the definitions of the U.S. Census Bureau, which is aligned by census tract.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**218,995,341**	**1,234.40**
Enhance: Emergency Medical Services (EMS) by Adding 1 24-Hour BLS Unit (ESPP Funded)	539,560	10.00
Increase Cost: Medical Director CPI Contract Adjustment	7,730	0.00
Decrease Cost: Holiday Pay - Number of Holidays	(376,000)	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.	13,191,277	(1.00)
FY26 Recommended	**232,357,908**	**1,243.40**

Support Services

The **Division of Support Services** provides centralized administrative and management service and direction for support functions across the department. Core services include CIP and facility management, fleet services, technology services, and safety

and supply.

The **CIP and Facilities Section** is responsible for ensuring fire and rescue facilities are properly built and maintained.

Fleet is responsible for the design, specification, purchase, and maintenance of MCFRS apparatus and vehicles, and related tools and associated equipment. More than 250 specialized emergency vehicles are inspected and maintained at the Central Maintenance Facility. Oversight of ladder, pump, and hose testing is also provided by this section.

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 and Supply Section** includes several units that manage the logistics of the uniform and personal protective equipment needs of MCFRS career and volunteer personnel and administer and oversee EMS logistics. Safety continues to ensure the occupational safety of personnel through management, accountability, and enforcement of safety policies and procedures in all aspects of fire-rescue activities. The program develops and promotes proactive prevention initiatives to reduce injuries to personnel and damage to property by engaging in root cause analysis and monitoring performance.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of Code of Maryland Regulations (COMAR)-mandated vehicle inspections performed	244	273	250	250	250
Number of gear pieces inspected and cleared	4,403	4,026	4,200	4,300	4,400
Number of safety inspections (personal protective equipment) performed [1]	4,450	1,794	1,900	2,000	2,000
Number of times MCFRS went below its minimum complement of apparatus	96	63	50	50	50
Technology: Average satisfaction score from customer service survey (scale of 1-5)	4.9	4.8	5.0	5.0	5.0

[1] *Does not include volunteer inspections. A large number of sets of personal protective equipment (PPE) expired in FY24; expiring PPE does not require inspection.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**23,531,479**	**63.60**
Increase Cost: Stryker Cot Maintenance Agreement (Years 3-10)	454,390	0.00
Increase Cost: Fleet Vendor Contract Rate Adjustments	278,745	0.00
Increase Cost: Personal Protective Equipment (PPE) Contract Pricing Escalations	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.	902,884	0.00
FY26 Recommended	**25,267,498**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of new volunteer emergency medical technicians (EMTs) trained	90	83	80	90	95
Number of volunteer stand-by hours	435,120	438,563	445,000	450,000	455,000
Number of active volunteer service providers	845	862	875	900	950
Number of Community Emergency Response Team (CERT) deployments/engagements	83	90	95	105	115

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**9,042,814**	**6.00**
Increase Cost: Emergency Medical Services Transport (EMST) LFRD Distributions for ESPP Payments	2,340,000	0.00
Increase Cost: Montgomery County Volunteer Fire & Rescue Association (MCVFRA) - Negotiated Agreement	84,747	0.00
Increase Cost: Length of Service Award Program (LOSAP)	8,970	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	62,544	0.00
FY26 Recommended	**11,539,075**	**6.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
FIRE					
EXPENDITURES					
Salaries and Wages	177,698,667	175,182,910	186,092,220	182,413,986	4.1 %
Employee Benefits	59,699,693	71,319,172	71,446,947	79,130,290	11.0 %
Fire Personnel Costs	**237,398,360**	**246,502,082**	**257,539,167**	**261,544,276**	**6.1 %**
Operating Expenses	51,645,151	45,934,309	51,569,940	49,115,210	6.9 %
Capital Outlay	140,747	0	0	0	—
Fire Expenditures	**289,184,258**	**292,436,391**	**309,109,107**	**310,659,486**	**6.2 %**
PERSONNEL					
Full-Time	1,361	1,370	1,370	1,383	1.0 %
Part-Time	1	1	1	1	—
FTEs	1,363.01	1,372.01	1,372.01	1,385.01	1.0 %
REVENUES					
Property Tax	267,596,022	288,334,137	287,717,433	310,785,836	7.8 %
Other Intergovernmental	16,970,147	13,700,000	7,000,000	13,700,000	—
State Fire/Rescue 508 Funds	1,938,617	0	1,941,338	0	—

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Miscellaneous Revenues	923,460	244,882	600,000	0	-100.0 %
EMS Reimbursement-Ambulance Fee	15,069,828	23,000,000	33,000,000	23,000,000	—
Fire Revenues	**302,498,074**	**325,279,019**	**330,258,771**	**347,485,836**	**6.8 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	2,269,933	0	0	0	—
Employee Benefits	250,541	0	0	0	—
Grant Fund - MCG Personnel Costs	**2,520,474**	**0**	**0**	**0**	**—**
Operating Expenses	1,434,108	0	0	0	—
Capital Outlay	30,611	0	0	0	—
Grant Fund - MCG Expenditures	**3,985,193**	**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	3,828,200	0	0	0	—
State Grants	29,464	0	0	0	—
Grant Fund - MCG Revenues	**3,857,664**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**293,169,451**	**292,436,391**	**309,109,107**	**310,659,486**	**6.2 %**
Total Full-Time Positions	**1,361**	**1,370**	**1,370**	**1,383**	**0.9 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**1,363.01**	**1,372.01**	**1,372.01**	**1,385.01**	**0.9 %**
Total Revenues	**306,355,738**	**325,279,019**	**330,258,771**	**347,485,836**	**6.8 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
FIRE		
FY25 ORIGINAL APPROPRIATION	**292,436,391**	**1,372.01**
Changes (with service impacts)		
Enhance: Emergency Medical Services (EMS) by Adding 1 24-Hour BLS Unit (ESPP Funded) [Operations]	539,560	10.00
Enhance: Community Risk Reduction for Expanded Engagement and Education (ESPP Funded) [Office of the Fire Chief]	100,000	0.00
Add: Firefighter III to the Community Action Team for Expanded Engagement (ESPP Funded) [Office of the Fire Chief]	91,894	1.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	8,610,400	0.00
Increase Cost: Annualization of FY25 Personnel Costs	5,009,627	0.00
Increase Cost: Retirement Adjustment	2,799,658	0.00
Increase Cost: Emergency Medical Services Transport (EMST) LFRD Distributions for ESPP Payments [Volunteer Services]	2,340,000	0.00
Increase Cost: Annualization of FY25 Compensation Increases	1,553,428	0.00
Increase Cost: Annualization of FY25 Lapsed Positions	643,955	0.00
Increase Cost: 10 Recruits to Support Program Enhancements [Human Resources Division]	500,806	0.00
Increase Cost: Stryker Cot Maintenance Agreement (Years 3-10) [Support Services]	454,390	0.00
Increase Cost: Fleet Vendor Contract Rate Adjustments [Support Services]	278,745	0.00
Increase Cost: Printing and Mail Adjustment	242,154	0.00
Increase Cost: Insurance Premium Increase [Fiscal Management]	177,969	0.00
Increase Cost: Motor Pool Adjustment	154,232	0.00
Increase Cost: Personal Protective Equipment (PPE) Contract Pricing Escalations [Support Services]	100,000	0.00
Increase Cost: Vendor Contract for Emergency Medical Services Transport Collections [Fiscal Management]	100,000	0.00
Increase Cost: Montgomery County Volunteer Fire & Rescue Association (MCVFRA) - Negotiated Agreement [Volunteer Services]	84,747	0.00
Increase Cost: Provide Bottled Water for Heavy Apparatus [Office of the Fire Chief]	15,000	0.00
Increase Cost: Length of Service Award Program (LOSAP) [Volunteer Services]	8,970	0.00
Increase Cost: Medical Director CPI Contract Adjustment [Operations]	7,730	0.00
Replace: Two Uniformed Staff with Two Civilian Educators at the PSTA High School Cadet Training Program [Human Resources Division]	(33,434)	2.00
Decrease Cost: Risk Management Adjustment	(83,366)	0.00
Decrease Cost: Holiday Pay - Number of Holidays [Operations]	(376,000)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(5,097,370)	0.00
FY26 RECOMMENDED	**310,659,486**	**1,385.01**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Fiscal Management	7,199,275	16.00	7,692,495	16.00
Human Resources Division	29,255,845	31.01	28,423,962	34.01
Office of the Fire Chief	4,411,637	21.00	5,378,548	22.00
Operations	218,995,341	1,234.40	232,357,908	1,243.40
Support Services	23,531,479	63.60	25,267,498	63.60
Volunteer Services	9,042,814	6.00	11,539,075	6.00
Total	**292,436,391**	**1,372.01**	**310,659,486**	**1,385.01**

FUNDING PARAMETER ITEMS

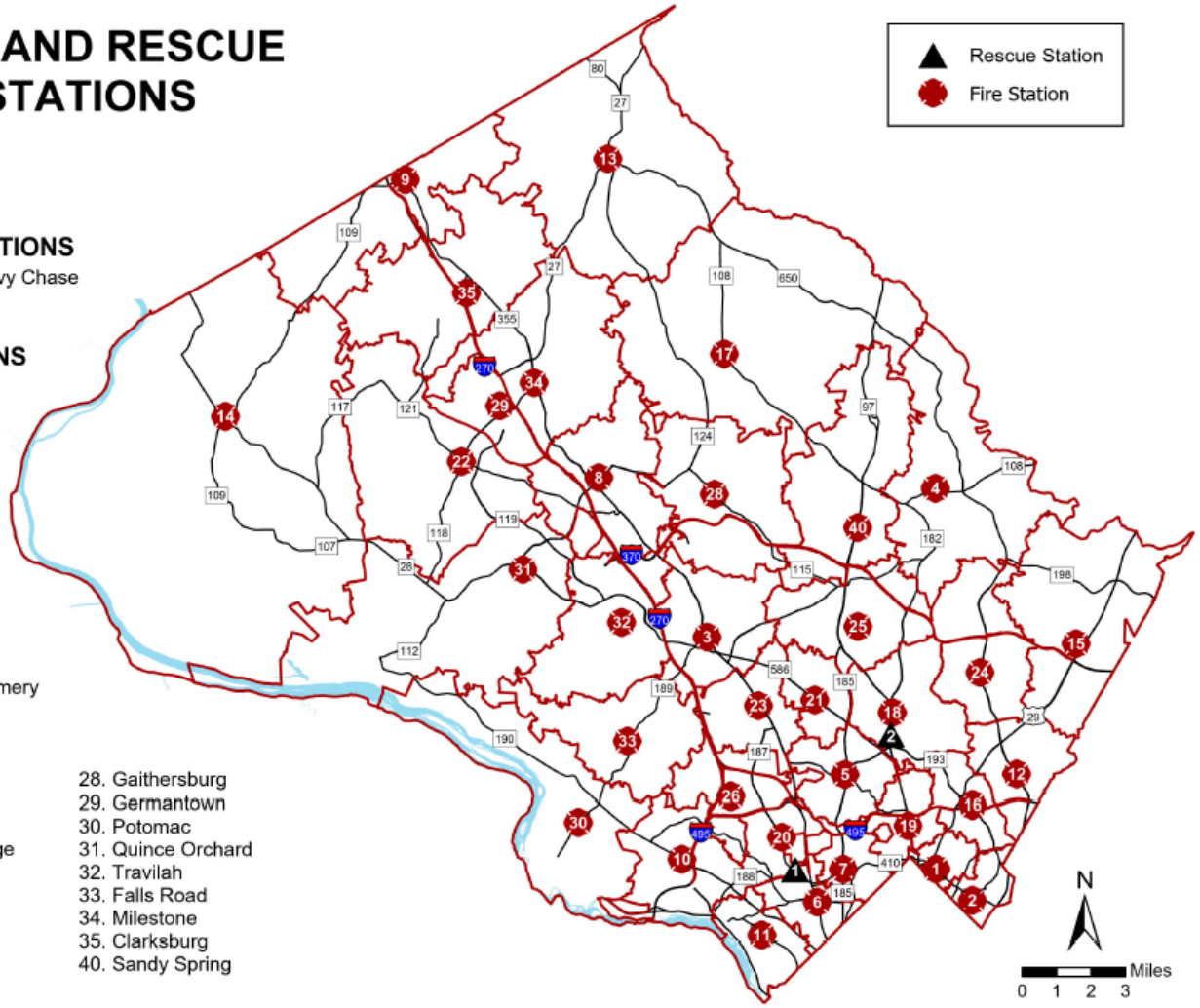
CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
FIRE						
EXPENDITURES						
FY26 Recommended	**310,659**	**310,659**	**310,659**	**310,659**	**310,659**	**310,659**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY26	**0**	**630**	**630**	**630**	**630**	**630**
New positions in the FY26 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.						
Elimination of One-Time Items Recommended in FY26	**0**	**(3,318)**	**(3,318)**	**(3,318)**	**(3,318)**	**(3,318)**
Items recommended for one-time funding in FY26, including EMST LFRD distributions for delayed ESPP payments, Stryker cot maintenance cost increase, office furniture, and recruit training costs (one-time costs for 10 FTE recruit training and uniform OE costs), will be removed from the base budget in future years.						
Labor Contracts	**0**	**858**	**858**	**858**	**858**	**858**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**310,659**	**308,829**	**308,829**	**308,829**	**308,829**	**308,829**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY26 Recommended		FY27 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Two Uniformed Staff with Two Civilian Educators at the PSTA High School Cadet Training Program	(33,434)	2.00	33,862	2.00
Firefighter III to the Community Action Team for Expanded Engagement (ESPP Funded)	68,894	1.00	91,859	1.00
Emergency Medical Services (EMS) by Adding 1 24-Hour BLS Unit (ESPP Funded)	539,560	10.00	1,079,120	10.00
Total	**575,020**	**13.00**	**1,204,841**	**13.00**

FIRE AND RESCUE STATIONS



RESCUE STATIONS

1. Bethesda- Chevy Chase
2. Wheaton

FIRE STATIONS

1. Silver Spring
2. Takoma Park
3. Rockville
4. Sandy Spring
5. Kensington
6. Bethesda
7. Chevy Chase
8. Gaithersburg
9. Hyattstown
10. Cabin John
11. Glen Echo
12. Hillandale
13. Damascus
14. Upper Montgomery
15. Burtonsville
16. Silver Spring
17. Laytonsville
18. Glenmont
19. Silver Spring
20. Bethesda
21. Veirs Mill Village
22. Kingsview
23. Twinbrook
24. Hillandale
25. Aspen Hill
26. Bethesda
28. Gaithersburg
29. Germantown
30. Potomac
31. Quince Orchard
32. Travilah
33. Falls Road
34. Milestone
35. Clarksburg
40. Sandy Spring

Police

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$352,670,765	1,920.60

MARC YAMADA, CHIEF OF POLICE

MISSION STATEMENT

The mission of the Montgomery County Department of Police (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 FY26 Operating Budget for the Department of Police is $352,670,765, an increase of $22,564,198 or 6.84 percent from the FY25 Approved Budget of $330,106,567. Personnel Costs comprise 84.43 percent of the budget for 1,831 full-time position(s) and 227 part-time position(s), and a total of 1,920.60 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 15.57 percent of the FY26 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 safety and security at Progress Place by adding County Security Guards to provide a more appropriate level of response to calls for service and increase Police availability in the Silver Spring area by reducing the need for uniform response to service requests at this location.
- Invest in a digital forensic software to expedite investigation, reduce over-time and backlog, and collect critical evidence to resolve crime in our community after a search warrant is granted.
- Implement the Speed-on-Green Traffic Camera pilot program to reduce collisions, aggressive driving, and speeding at the intersections of Colesville Road and Georgia Avenue and Colesville Road and University Boulevard.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- MCPD continues to expand the Drone as First Responder pilot program by converting contracted positions into merit positions and by adding the Germantown site, increasing the number of locations served to five. This program aims to increase effectiveness of Police Officers' response to incidents by improving their decision-making process with data from aerial perspective.
- Enhance the Real-Time Information Center by converting contracted positions to merit staff to improve MCPD's effectiveness and accuracy to address crime in our County.

PROGRAM CONTACTS

Contact Assistant Chief Nicholas Augustine of the Department of Police at 240-773-5041 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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of community engagement events	223	286	300	325	350
Number of use of force incidents	1,696	1,622	1,700	1,750	1,800

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**6,896,518**	**40.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	651,445	0.00
FY26 Recommended	**7,547,963**	**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 address both vehicle and pedestrian safety;
- Safety and security of County employees, visitors, facilities, and property utilizing physical security measures, and 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of Managed Search Operations Team (MSOT) responses to missing-at-risk calls	1,114	902	1,000	1,000	1,000
Average number of citations per automated speed and red light camera [1]	1,809	3,219	3,100	3,000	3,000
Number of traffic collisions in Montgomery County	10,077	13,023	12,665	10,000	10,000

[1] *FY25-FY27 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 projections.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**48,985,533**	**246.10**
Add: Security Officers for Progress Place to Enhance Service Response and Increase Officers Availability	1,076,670	15.00
Enhance: Drone as First Responder Program - Expand to Add One New Site and Convert Contracted Employees to Merit Staff	273,636	12.00
Add: Enhancing the Real-Time Information Center	59,073	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.	3,703,873	2.00
FY26 Recommended	**54,098,785**	**278.10**

Investigative Services

The mission of the Investigative Services Bureau (ISB) is to provide specialized investigative services in support of investigations 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of lab examinations completed by the Montgomery County Police Crime Lab	7,431	7,246	7,500	7,500	7,500
Crime investigation and closure rate: violent crime [1]	29%	26%	26%	30%	35%

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Crime investigation and closure rate: property crime	10%	11%	11%	10%	10%
Number of fatal overdoses from opioids	84	72	83	80	78

[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.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**53,013,010**	**315.50**
Add: Digital Forensic Software to Expedite Investigations and Reduce Officer Overtime and Backlog	317,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,593,077	1.00
FY26 Recommended	**55,923,087**	**316.50**

Management Services

The Management Services Bureau (MSB) is responsible for providing fiscal, personnel, and technological resources and services to all bureaus and programs within 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Total emergency 911 calls received by Police Emergency Communication Center (ECC)	567,239	557,960	560,000	565,000	570,000
Total non-emergency calls received by Police Emergency Communication Center (ECC)	273,114	280,071	268,000	272,000	275,000
Total calls for service (dispatched and self-initiated)	260,114	275,151	267,833	281,225	295,285
Average emergency 911 call processing time (minutes)	2:25	2:28	2:30	2:25	2:00
Average time to answer 911 calls (seconds) [1]	10	10	10	10	10

[1] *FY23 and FY24 reflects an increase in 911 call volume and the notable staffing vacancies, however the State standard to answer calls within 10 seconds was still maintained.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**80,375,472**	**377.75**
Increase Cost: Restore One-Time Lapse Adjustment	13,706,943	0.00

FY26 Recommended Changes	Expenditures	FTEs
Enhance: Contractual Cost Increase for Core Program Deployment	621,982	0.00
Enhance: False Alarm Tracking & Billing Software	26,734	0.00
Add: Cadets Reconciliation	0	9.75
Decrease Cost: Lapse Adjustment	(20,368,579)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	14,502,300	2.00
FY26 Recommended	**88,864,852**	**389.50**

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 Media & Public Information Office disseminates information to the public on matters of interest and safety through both traditional and social media outlets.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of X (formerly Twitter) followers for Montgomery County Police	109,400	115,100	120,000	122,000	125,000
Average number of days for formal investigation to be completed	90	163	180	180	180
Number of external complaints against police	104	174	175	170	165

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**9,791,645**	**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.	(2,818,454)	(2.00)
FY26 Recommended	**6,973,191**	**23.00**

Patrol Services

The Patrol Services Bureau (PSB) is the largest bureau within the Department of Police. It operates 24 hours a day, 7 days a week and is responsible for the most contacts with those that reside, work and travel within Montgomery County. The 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Percent of county residents satisfied with police services [1]	76%	69%	69%	75%	75%

[1] *The resident survey is conducted every other year. Figures for survey years carry forward the results for the prior survey year -- thus figures will only change at most every other year.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**131,044,389**	**876.50**
Increase Cost: Police Leadership Service Pay for Performance (Increase to Base Pay)	222,723	0.00
Add: Speed on Green Pilot Program to Curtail Aggressive Driving at Selected Intersections	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.	7,975,775	(3.00)
FY26 Recommended	**139,262,887**	**873.50**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	204,753,123	215,786,621	215,734,628	224,338,280	4.0 %
Employee Benefits	54,645,868	64,959,179	63,577,734	73,434,763	13.1 %
County General Fund Personnel Costs	**259,398,991**	**280,745,800**	**279,312,362**	**297,773,043**	**6.1 %**
Operating Expenses	50,888,890	48,414,371	48,414,371	53,951,326	11.4 %
Capital Outlay	822,035	946,396	946,396	946,396	—
County General Fund Expenditures	**311,109,916**	**330,106,567**	**328,673,129**	**352,670,765**	**6.8 %**
PERSONNEL					
Full-Time	1,830	1,802	1,802	1,831	1.6 %
Part-Time	224	202	202	227	12.4 %
FTEs	1,903.10	1,880.85	1,880.85	1,920.60	2.1 %
REVENUES					
Other Licenses/Permits	54,800	70,000	70,000	70,000	—
Other Charges/Fees	2,157,526	2,000,000	2,000,000	2,000,000	—
Other Fines/Forfeitures	11,166,371	11,244,500	11,244,500	11,244,500	—
Photo Red Light Citations	3,739,529	3,365,000	5,000,000	5,000,000	48.6 %
Speed Camera Citations	12,300,824	11,000,000	12,000,000	12,000,000	9.1 %
Emergency 911	15,944,049	15,000,000	13,500,000	25,526,020	70.2 %
Other Intergovernmental	99,200	100,000	105,800	250,000	150.0 %
State Aid: Police Protection	17,000,548	16,374,595	16,374,595	16,472,845	0.6 %
Miscellaneous Revenues	1,808,964	750,000	1,200,000	750,000	—
Vehicle/Bike Auction Proceeds	2,367,395	1,750,000	2,000,000	1,750,000	—
County General Fund Revenues	**66,639,206**	**61,654,095**	**63,494,895**	**75,063,365**	**21.7 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	360,010	0	0	0	—
Employee Benefits	27,330	0	0	0	—
Grant Fund - MCG Personnel Costs	**387,340**	**0**	**0**	**0**	**—**
Operating Expenses	1,345,273	0	0	0	—
Capital Outlay	268,336	0	0	0	—
Grant Fund - MCG Expenditures	**2,000,949**	**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	807,671	0	0	0	—
State Grants	1,014,186	0	0	0	—

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Grant Fund - MCG Revenues	**1,821,857**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**313,110,865**	**330,106,567**	**328,673,129**	**352,670,765**	**6.8 %**
Total Full-Time Positions	**1,830**	**1,802**	**1,802**	**1,831**	**1.6 %**
Total Part-Time Positions	**224**	**202**	**202**	**227**	**12.4 %**
Total FTEs	**1,903.10**	**1,880.85**	**1,880.85**	**1,920.60**	**2.1 %**
Total Revenues	**68,461,063**	**61,654,095**	**63,494,895**	**75,063,365**	**21.7 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**330,106,567**	**1,880.85**
Changes (with service impacts)		
Add: Security Officers for Progress Place to Enhance Service Response and Increase Officers Availability [Field Services]	1,076,670	15.00
Enhance: Contractual Cost Increase for Core Program Deployment [Management Services]	621,982	0.00
Add: Digital Forensic Software to Expedite Investigations and Reduce Officer Overtime and Backlog [Investigative Services]	317,000	0.00
Enhance: Drone as First Responder Program - Expand to Add One New Site and Convert Contracted Employees to Merit Staff [Field Services]	273,636	12.00
Add: Enhancing the Real-Time Information Center [Field Services]	59,073	3.00
Enhance: False Alarm Tracking & Billing Software [Management Services]	26,734	0.00
Add: Speed on Green Pilot Program to Curtail Aggressive Driving at Selected Intersections [Patrol Services]	20,000	0.00
Add: Cadets Reconciliation [Management Services]	0	9.75
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	14,814,176	0.00
Increase Cost: Restore One-Time Lapse Adjustment [Management Services]	13,706,943	0.00
Increase Cost: Motor Pool Adjustment	5,071,035	0.00
Increase Cost: Annualization of FY25 Personnel Costs	4,452,330	0.00
Increase Cost: Retirement Adjustment	2,351,050	0.00
Increase Cost: Annualization of FY25 Compensation Increases	2,241,746	0.00
Increase Cost: Police Leadership Service Pay for Performance (Increase to Base Pay) [Patrol Services]	222,723	0.00
Increase Cost: Printing and Mail Adjustment	73,679	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(2,396,000)	0.00
Decrease Cost: Lapse Adjustment [Management Services]	(20,368,579)	0.00
FY26 RECOMMENDED	**352,670,765**	**1,920.60**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Community Resources	6,896,518	40.00	7,547,963	40.00
Field Services	48,985,533	246.10	54,098,785	278.10
Investigative Services	53,013,010	315.50	55,923,087	316.50
Management Services	80,375,472	377.75	88,864,852	389.50
Office of the Chief	9,791,645	25.00	6,973,191	23.00
Patrol Services	131,044,389	876.50	139,262,887	873.50
Total	**330,106,567**	**1,880.85**	**352,670,765**	**1,920.60**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND					
Animal Services	General Fund	160,670	1.00	169,138	1.00
Emergency Management and Homeland Security	Grant Fund	120,000	0.70	120,000	0.70
	Total	**280,670**	**1.70**	**289,138**	**1.70**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**352,671**	**352,671**	**352,671**	**352,671**	**352,671**	**352,671**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY26	**0**	**748**	**748**	**748**	**748**	**748**
New positions in the FY26 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.						
Elimination of One-Time Items Recommended in FY26	**0**	**(328)**	**(622)**	**(622)**	**(622)**	**(622)**
Items recommended for one-time funding in FY26, including Axon Core Program, will be eliminated from the base in the outyears.						
False Alarm Tracking and Billing Solution	**0**	**1**	**2**	**3**	**5**	**6**
False Alarm Tracking and Billing Software						
Restore One-Time Lapse Increase	**0**	**18,978**	**18,978**	**18,978**	**18,978**	**18,978**
Restores one-time lapse adjustment due to higher-than-average vacancies.						
Labor Contracts	**0**	**1,019**	**1,019**	**1,019**	**1,019**	**1,019**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						

FUNDING PARAMETER ITEMS

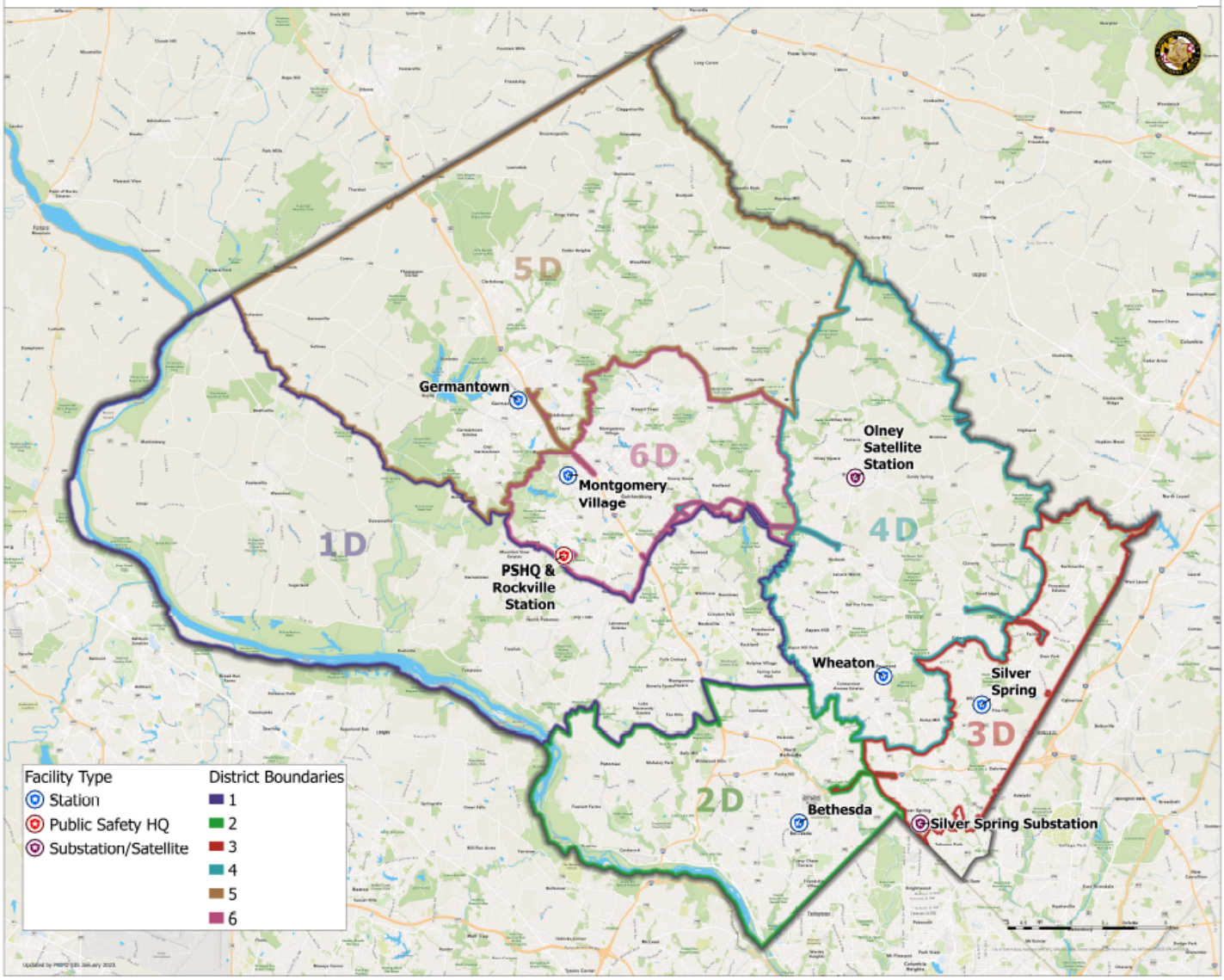
CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
Subtotal Expenditures	**352,671**	**373,089**	**372,796**	**372,797**	**372,799**	**372,800**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY26 Recommended		FY27 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Drone as First Responder Program - Expand to Add One New Site and Convert Contracted Employees to Merit Staff	947,136	12.00	1,257,364	12.00
Enhancing the Real-Time Information Center	259,073	3.00	343,902	3.00
Security Officers for Progress Place to Enhance Service Response and Increase Officers Availability	1,076,670	15.00	1,429,422	15.00
Total	**2,282,879**	**30.00**	**3,030,688**	**30.00**

Montgomery County Police Department District Station Locations



Sheriff

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$33,328,745	191.80

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 FY26 Operating Budget for the Sheriff's Office is $33,328,745, an increase of $2,770,373 or 9.07 percent from the FY25 Approved Budget of $30,558,372. Personnel Costs comprise 81.16 percent of the budget for 189 full-time position(s) and five part-time position(s), and a total of 191.80 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 18.84 percent of the FY26 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

- Fund one-time costs for law enforcement vehicle upfitting, including Mobile Data Computers (MDC) and radios.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Collaborated with public safety agencies, businesses, and colleges including Planet Fitness, Montgomery College, Hood College, and Liberty University to promote hiring opportunities.

- Planned Family Justice Center (FJC) initiatives including partnering with the Domestic Violence Coordinating Council and community groups to host RespectFest 2026 to educate 1,200 teens on dating violence, implementing a paperless record-keeping system, launching a Spanish-language intake app, continuing domestic violence workshops, and supporting the Development Services Group in securing Federal funding for a Family Justice Center evaluation study.
- The FJC and the Domestic Violence Coordinating Council will launch an October campaign for Domestic Violence Awareness Month, highlighting education and services.
- Expand the Sheriff's Office staff to fill vacancies and enhance Courthouse Security per best practices.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

PROGRAM DESCRIPTIONS

Administration

This division provides general administrative support to the Sheriff's Office including personnel and labor relations matters, planning and policy, training, background investigations, payroll, purchasing, internal investigations, automation, grants, and budget-related functions. The Administration division provides technical support for the Sheriff's Records Management System (E*Justice). The Administration 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. Staff from the Administration division also serve on applicant, promotional, and disciplinary boards of other public safety agencies. Administration personnel organize and teach in-service and specialized deputy training and periodic weapons qualification, as required by the Maryland Police Training Commission. Staff from the Sheriff's Office also respond to mutual-aid calls as necessary. Additionally, Sheriff's Office staff participate 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 Service, and other law enforcement agencies.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of Interim and Temporary Peace Orders received [1]	2,990	3,204	3,556	3,556	3,556
Number of Interim and Temporary Protective Orders received	5,712	5,664	6,614	6,614	6,614

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of safety check violations resulting in arrest [2]	0	0	0	0	0
Number of weapons seized as a result of Protective Orders	230	248	282	282	282

[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.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**5,698,194**	**25.11**
Restore: One-time FY25 Lapse Adjustment	740,545	0.00
Increase Cost: Security Guard Contract Escalator to Provide Security Personnel	336,398	0.00
Increase Cost: One-time Vehicle Upfitting - Mobile Data Computers and Radios	275,000	0.00
Increase Cost: Tasers and Body Worn Cameras Contract Escalator to Improve Transparency and Accountability	222,029	0.00
Increase Cost: Replacement of Ballistic Vests After Five Years of Useful Life	69,275	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	20,090	0.00
Technical Adj: FTE Adjustment	0	0.03
Decrease Cost: Lapse Adjustment	(1,367,677)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	114,345	(0.44)
FY26 Recommended	**6,108,199**	**24.70**

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,902,663**	**27.26**
Technical Adj: Expenditure and FTE Adjustment - Child Support Grant	(3,708)	(0.03)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(626,744)	(5.09)
FY26 Recommended	**3,272,211**	**22.14**

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 Service, and other law enforcement agencies as necessary.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**13,041,221**	**84.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	800,088	(4.50)
FY26 Recommended	**13,841,309**	**80.00**

Criminal Process/Warrants and Extraditions

The Sheriff's Office is responsible for serving District Court civil warrants, District Court criminal warrants associated with domestic violence, all adult and juvenile Circuit Court warrants, 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,494,305**	**18.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	504,026	2.00
FY26 Recommended	**2,998,331**	**20.50**

Domestic Violence

The Sheriff's Office is the lead agency in Montgomery County for serving court orders related to domestic violence, including Protective and Peace Orders. The Office is also responsible for serving Child Custody Orders. The Domestic Violence Section serves domestic violence court orders 24 hours a day, 7 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**5,421,989**	**36.43**
Technical Adj: Expenditure Adjustment - Domestic Violence Grant	(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.	1,686,826	8.03
FY26 Recommended	**7,108,695**	**44.46**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	17,963,290	19,128,051	18,842,015	19,292,992	0.9 %
Employee Benefits	5,003,620	6,152,653	5,812,177	7,075,588	15.0 %
County General Fund Personnel Costs	**22,966,910**	**25,280,704**	**24,654,192**	**26,368,580**	**4.3 %**
Operating Expenses	5,822,426	4,275,739	3,682,935	5,962,064	39.4 %
Capital Outlay	955	0	0	0	—
County General Fund Expenditures	**28,790,291**	**29,556,443**	**28,337,127**	**32,330,644**	**9.4 %**
PERSONNEL					
Full-Time	181	181	181	181	—
Part-Time	5	5	5	5	—
FTEs	187.00	187.07	187.07	187.10	—
REVENUES					
Other Charges/Fees	2,160	20,000	20,000	20,000	—
Sheriff Fees	956,496	800,000	800,000	800,000	—
Miscellaneous Revenues	132,308	4,000	4,000	4,000	—
County General Fund Revenues	**1,090,964**	**824,000**	**824,000**	**824,000**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	623,094	522,189	522,189	492,100	-5.8 %
Employee Benefits	178,632	162,615	162,615	188,876	16.2 %
Grant Fund - MCG Personnel Costs	**801,726**	**684,804**	**684,804**	**680,976**	**-0.6 %**
Operating Expenses	380,647	317,125	317,125	317,125	—
Grant Fund - MCG Expenditures	**1,182,373**	**1,001,929**	**1,001,929**	**998,101**	**-0.4 %**
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	0	0	0	0	—
FTEs	4.76	4.73	4.73	4.70	-0.6 %
REVENUES					
Miscellaneous Revenues	11,617	0	0	0	—
Federal Grants	1,164,951	1,001,929	1,001,929	998,101	-0.4 %

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Other Intergovernmental	(9,509)	0	0	0	—
State Grants	25,454	0	0	0	—
Grant Fund - MCG Revenues	**1,192,513**	**1,001,929**	**1,001,929**	**998,101**	**-0.4 %**

DEPARTMENT TOTALS

Total Expenditures	**29,972,664**	**30,558,372**	**29,339,056**	**33,328,745**	**9.1 %**
Total Full-Time Positions	**189**	**189**	**189**	**189**	**—**
Total Part-Time Positions	**5**	**5**	**5**	**5**	**—**
Total FTEs	**191.76**	**191.80**	**191.80**	**191.80**	**—**
Total Revenues	**2,283,477**	**1,825,929**	**1,825,929**	**1,822,101**	**-0.2 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**29,556,443**	**187.07**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	1,105,516	0.00
Increase Cost: Motor Pool Adjustment	858,709	0.00
Restore: One-time FY25 Lapse Adjustment [Administration]	740,545	0.00
Increase Cost: Retirement Adjustment	459,704	0.00
Increase Cost: Annualization of FY25 Compensation Increases	438,104	0.00
Increase Cost: Security Guard Contract Escalator to Provide Security Personnel [Administration]	336,398	0.00
Increase Cost: One-time Vehicle Upfitting - Mobile Data Computers and Radios [Administration]	275,000	0.00
Increase Cost: Tasers and Body Worn Cameras Contract Escalator to Improve Transparency and Accountability [Administration]	222,029	0.00
Increase Cost: Replacement of Ballistic Vests After Five Years of Useful Life [Administration]	69,275	0.00
Increase Cost: Printing and Mail Adjustment	31,143	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	20,090	0.00
Technical Adj: FTE Adjustment [Administration]	0	0.03
Decrease Cost: Annualization of FY25 Personnel Costs	(38,316)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(376,319)	0.00
Decrease Cost: Lapse Adjustment [Administration]	(1,367,677)	0.00
FY26 RECOMMENDED	**32,330,644**	**187.10**
GRANT FUND - MCG		
FY25 ORIGINAL APPROPRIATION	**1,001,929**	**4.73**
Other Adjustments (with no service impacts)		

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Technical Adj: Expenditure Adjustment - Domestic Violence Grant [Domestic Violence]	(120)	0.00
Technical Adj: Expenditure and FTE Adjustment - Child Support Grant [Civil Process]	(3,708)	(0.03)
FY26 RECOMMENDED	**998,101**	**4.70**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration	5,698,194	25.11	6,108,199	24.70
Civil Process	3,902,663	27.26	3,272,211	22.14
Courtroom/Courthouse Security and Transport	13,041,221	84.50	13,841,309	80.00
Criminal Process/Warrants and Extraditions	2,494,305	18.50	2,998,331	20.50
Domestic Violence	5,421,989	36.43	7,108,695	44.46
Total	**30,558,372**	**191.80**	**33,328,745**	**191.80**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**32,331**	**32,331**	**32,331**	**32,331**	**32,331**	**32,331**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY26	**0**	**(344)**	**(344)**	**(344)**	**(344)**	**(344)**
Items recommended for one-time funding in FY26, including replacement of ballistic vests and vehicle upftting, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**144**	**144**	**144**	**144**	**144**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**32,331**	**32,131**	**32,131**	**32,131**	**32,131**	**32,131**

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Transportation

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$67,416,826	268.44

CHRISTOPHER CONKLIN, DIRECTOR

MISSION STATEMENT

The mission of the Department of Transportation (DOT) 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.

BUDGET OVERVIEW

The total recommended FY26 Operating Budget for the Department of Transportation is $67,416,826, an increase of $3,769,350 or 5.92 percent from the FY25 Approved Budget of $63,647,476. Personnel Costs comprise 49.33 percent of the budget for 453 full-time position(s) and three 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 50.67 percent of the FY26 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

- Implement the new State Invitation for Bid generator and streamline the project file structure on Sharepoint.
- Formalize an abandonment petition application that will be embedded into the County's website.

- Develop an education curriculum to improve industry knowledge and have, at a minimum, two team members obtain their Right of Way Agent certification through the International Right of Way Association.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Modify the property owner brochure to meet Federal compliance for Bus Rapid Transit.
- Improve the Cost Estimate Workbook for more accurate project estimations for acquiring property.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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 installs and maintains traffic control devices along County roadways.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of traffic studies completed [1]	1,167	967	1,100	1,200	1,200
Percent of traffic studies completed within scheduled timeframe	95%	86%	85%	85%	80%
Number of serious and fatal crashes on Montgomery County maintained roads [2]	81	88	85	80	75

[1] *DOT received slightly fewer traffic study requests in FY24, in part because staff received better training or were reassigned. This resulted in improved tracking of requests and streamlined efforts for duplicate requests.*

[2] *Overall, crashes have been increasing due to travel returning closer to pre-COVID-19 levels in FY24 and fewer Police Officers to provide active Countywide enforcement.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**6,280,045**	**22.90**
Increase Cost: Traffic Maintenance Contract Escalation	143,893	0.00
Add: U.S. 29 Streetlighting (P502407)	9,000	0.00
Enhance: Operating Budget Impact - Various Projects	7,000	0.00

FY26 Recommended Changes	Expenditures	FTEs
Re-align: School Bus Stop Studies	(300,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	186,549	0.00
FY26 Recommended	**6,326,487**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of trees planted (includes Tree Replacement Fund)	2,310	2,472	2,600	2,600	2,600
Backlog of 311 requests for tree maintenance	700	680	660	640	620
Number of verified missed streets for leaf collections	130	283	120	110	100
Survival rate of street trees planted	91%	93%	95%	95%	95%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**17,112,272**	**64.85**
Eliminate: Chesapeake Bay Trust Tree Planting Grant	(214,507)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	737,586	(0.59)
FY26 Recommended	**17,635,351**	**64.26**

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 garage and County employee parking in the Rockville Core area.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**971,608**	**1.60**
Increase Cost: Parking Outside the Parking Districts Contract Escalation	151,015	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	28,974	0.00
FY26 Recommended	**1,151,597**	**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 sidewalks, curbs and gutters; 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 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/homeowners' associations.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Linear feet of sidewalk construction completed (000s) [1]	37	35	25	25	25
Number of lane miles rehabilitated	234	147	144	153	153
Average Pavement Condition Index (PCI) of roadway network	68.2	68.9	67.1	65.2	63.3
Percent of primary/arterial road quality rated good or better	56%	55%	46%	40%	33%

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Percent of rural/residential road quality rated good or better	51%	58%	55%	46%	38%

[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.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**20,412,610**	**93.03**
Increase Cost: Highway Maintenance Contract Escalation	210,000	0.00
Enhance: New Subdivision Roads Maintenance	61,581	0.00
Add: Operating Budget Impact - Various Projects	36,000	0.00
Decrease Cost: Environmental Protection Storm Drains Chargeback	(763,358)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,288,119	(0.31)
FY26 Recommended	**21,244,952**	**92.72**

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, as well as its 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 the Fire and Rescue Service, 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 Weather Response Non-Departmental Account.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of snow and rain storms addressed	12	15	13	13	13
Number of verified reports of unplowed or missed streets	0	284	150	150	150
Percent of traffic signals with fully functioning equipment	84%	85%	90%	90%	90%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**8,583,987**	**41.18**
Enhance: Operating Budget Impact - Various Projects	45,000	0.00
Re-align: Pedestrian Signal Timing Maintenance	(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.	489,980	(0.10)
FY26 Recommended	**9,018,967**	**41.08**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of development applications reviewed	268	292	300	300	300

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,772,420**	**12.69**
Enhance: Inspection of Short Span Bridges	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.	108,765	(1.00)
FY26 Recommended	**3,931,185**	**11.69**

Transportation Services General Administration

Transportation Services General Administration 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 Washington Metropolitan Area Transit Authority (WMATA).

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**6,514,534**	**32.19**
Replace: End of Net Gross Charges to Cable Fund	711,273	0.00
Restore: Overtime Adjustment	250,000	0.00
Restore: One-Time Lapse	156,253	0.00
Technical Adj: Workforce Reconciliation - Adjustment	0	0.16

FY26 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.	476,227	1.84
FY26 Recommended	**8,108,287**	**34.19**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	20,765,228	21,632,368	21,138,137	22,457,536	3.8 %
Employee Benefits	5,385,066	6,303,456	6,357,287	7,108,865	12.8 %
County General Fund Personnel Costs	**26,150,294**	**27,935,824**	**27,495,424**	**29,566,401**	**5.8 %**
Operating Expenses	42,965,309	28,033,124	28,060,040	30,295,196	8.1 %
County General Fund Expenditures	**69,115,603**	**55,968,948**	**55,555,464**	**59,861,597**	**7.0 %**
PERSONNEL					
Full-Time	461	456	456	453	-0.7 %
Part-Time	4	4	4	3	-25.0 %
FTEs	252.75	239.81	239.81	239.97	0.1 %
REVENUES					
State Grants	0	650,000	650,000	650,000	—
Street Tree Planting	154,950	75,000	75,000	75,000	—
Residential Parking Permits	117,587	115,000	115,000	115,000	—
Motor Pool Charges/Fees	8,969	0	0	0	—
Parking Fees	155,808	120,000	120,000	120,000	—
Subdivision Plan Review	266,601	225,000	225,000	225,000	—
Other Fines/Forfeitures	9,295	0	0	0	—
Parking Fines	1,132,499	1,200,000	1,200,000	1,200,000	—
State Aid: Highway User	10,416,338	12,725,353	12,725,353	14,189,000	11.5 %
Traffic Signals Maintenance	1,019,000	994,000	994,000	994,000	—
Miscellaneous Revenues	323,282	0	0	0	—
Other Charges/Fees	0	435,000	175,000	275,000	-36.8 %
Bus Advertising	42,500	0	0	0	—
County General Fund Revenues	**13,646,829**	**16,539,353**	**16,279,353**	**17,843,000**	**7.9 %**
LEAF VACUUMING					
EXPENDITURES					
Salaries and Wages	2,112,959	2,812,019	2,471,201	2,807,684	-0.2 %
Employee Benefits	521,127	804,052	690,942	883,110	9.8 %
Leaf Vacuuming Personnel Costs	**2,634,086**	**3,616,071**	**3,162,143**	**3,690,794**	**2.1 %**
Operating Expenses	3,599,216	3,847,950	3,579,749	3,864,435	0.4 %
Leaf Vacuuming Expenditures	**6,233,302**	**7,464,021**	**6,741,892**	**7,555,229**	**1.2 %**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	31.03	28.63	28.63	28.47	-0.6 %
REVENUES					
Leaf Vaccuum Collection Fees	9,100,737	9,131,619	9,131,619	9,131,619	—
Other Charges/Fees	15,495	0	0	0	—
Investment Income	255,341	151,390	231,690	195,110	28.9 %
Miscellaneous Revenues	0	0	3,335	0	—
Leaf Vacuuming Revenues	**9,371,573**	**9,283,009**	**9,366,644**	**9,326,729**	**0.5 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	194,585	0	0	0	—
Employee Benefits	63,537	0	0	0	—
Grant Fund - MCG Personnel Costs	**258,122**	**0**	**0**	**0**	**—**
Operating Expenses	3,620,844	214,507	214,507	0	-100.0 %
Grant Fund - MCG Expenditures	**3,878,966**	**214,507**	**214,507**	**0**	**-100.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	6,817,203	0	0	0	—
State Grants	940,436	0	0	0	—
Miscellaneous Revenues	(72,966)	214,507	214,507	0	-100.0 %
Other Intergovernmental	82,552	0	0	0	—
Grant Fund - MCG Revenues	**7,767,225**	**214,507**	**214,507**	**0**	**-100.0 %**

DEPARTMENT TOTALS

Total Expenditures	**79,227,871**	**63,647,476**	**62,511,863**	**67,416,826**	**5.9 %**
Total Full-Time Positions	**461**	**456**	**456**	**453**	**-0.7 %**
Total Part-Time Positions	**4**	**4**	**4**	**3**	**-25.0 %**
Total FTEs	**283.78**	**268.44**	**268.44**	**268.44**	**—**
Total Revenues	**30,785,627**	**26,036,869**	**25,860,504**	**27,169,729**	**4.4 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
FY25 ORIGINAL APPROPRIATION	**55,968,948**	**239.81**
Changes (with service impacts)		
Enhance: New Subdivision Roads Maintenance [Transportation Infrastructure Construction & Maintenance]	61,581	0.00
Enhance: Inspection of Short Span Bridges [Transportation Policy, Planning, and Project Development]	50,000	0.00
Enhance: Operating Budget Impact - Various Projects [Transportation Management, Operations and Emergency/Storm Response]	45,000	0.00
Add: Operating Budget Impact - Various Projects [Transportation Infrastructure Construction & Maintenance]	36,000	0.00
Add: U.S. 29 Streetlighting (P502407) [Community/Transportation Safety]	9,000	0.00
Enhance: Operating Budget Impact - Various Projects [Community/Transportation Safety]	7,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	1,509,575	0.00
Increase Cost: Motor Pool Adjustment	1,209,079	0.00
Replace: End of Net Gross Charges to Cable Fund [Transportation Services General Administration]	711,273	0.00
Increase Cost: Annualization of FY25 Compensation Increases	649,854	0.00
Restore: Overtime Adjustment [Transportation Services General Administration]	250,000	0.00
Increase Cost: Highway Maintenance Contract Escalation [Transportation Infrastructure Construction & Maintenance]	210,000	0.00
Restore: One-Time Lapse [Transportation Services General Administration]	156,253	0.00
Increase Cost: Parking Outside the Parking Districts Contract Escalation [Parking Outside the Parking Districts]	151,015	0.00
Increase Cost: Traffic Maintenance Contract Escalation [Community/Transportation Safety]	143,893	0.00
Increase Cost: Retirement Adjustment	96,802	0.00
Increase Cost: Printing and Mail Adjustment	28,231	0.00
Technical Adj: Workforce Reconciliation - Adjustment [Transportation Services General Administration]	0	0.16
Decrease Cost: Annualization of FY25 Personnel Costs	(18,549)	0.00
Re-align: Pedestrian Signal Timing Maintenance [Transportation Management, Operations and Emergency/Storm Response]	(100,000)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(250,000)	0.00
Re-align: School Bus Stop Studies [Community/Transportation Safety]	(300,000)	0.00
Decrease Cost: Environmental Protection Storm Drains Chargeback [Transportation Infrastructure Construction & Maintenance]	(763,358)	0.00
FY26 RECOMMENDED	**59,861,597**	**239.97**

LEAF VACUUMING

FY25 ORIGINAL APPROPRIATION	**7,464,021**	**28.63**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	135,489	0.00
Increase Cost: Annualization of FY25 Compensation Increases	57,396	0.00
Increase Cost: Motor Pool Adjustment	16,485	0.00
Increase Cost: Retirement Adjustment	8,435	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Technical Adj: Workforce Reconciliation - Adjustment	0	(0.16)
Decrease Cost: Annualization of FY25 Personnel Costs	(126,597)	0.00
FY26 RECOMMENDED	**7,555,229**	**28.47**

GRANT FUND - MCG

FY25 ORIGINAL APPROPRIATION	**214,507**	**0.00**
Federal/State Programs		
Eliminate: Chesapeake Bay Trust Tree Planting Grant	(214,507)	0.00
FY26 RECOMMENDED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Community/Transportation Safety	6,280,045	22.90	6,326,487	22.90
Non-Roadway Right of Way Maintenance	17,112,272	64.85	17,635,351	64.26
Parking Outside the Parking Districts	971,608	1.60	1,151,597	1.60
Transportation Infrastructure Construction & Maintenance	20,412,610	93.03	21,244,952	92.72
Transportation Management, Operations and Emergency/Storm Response	8,583,987	41.18	9,018,967	41.08
Transportation Policy, Planning, and Project Development	3,772,420	12.69	3,931,185	11.69
Transportation Services General Administration	6,514,534	32.19	8,108,287	34.19
Total	**63,647,476**	**268.44**	**67,416,826**	**268.44**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND					
Urban Districts	Bethesda Urban District	35,000	0.00	35,000	0.00
Urban Districts	Silver Spring Urban District	35,000	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	657,985	0.00	0	0.00
Transit Services	Mass Transit	208,058	1.00	219,956	1.00
Environmental Protection	Water Quality Protection	4,441,328	32.97	5,204,686	32.97
Recycling and Resource Management	Solid Waste Disposal	336,894	2.90	378,335	2.90
CIP	Capital Fund	18,949,320	156.43	20,627,749	155.93
	Total	**24,688,585**	**193.30**	**26,525,726**	**192.80**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**59,862**	**59,862**	**59,862**	**59,862**	**59,862**	**59,862**
No inflation or compensation change is included in outyear projections.						
New Subdivision Roads Maintenance	**0**	**67**	**72**	**77**	**82**	**87**
Pedestrian Signal Timing Maintenance	**0**	**(100)**	**(100)**	**(100)**	**(100)**	**(100)**
Short Span Bridge Inspection	**0**	**75**	**75**	**75**	**75**	**75**
Labor Contracts	**0**	**187**	**187**	**187**	**187**	**187**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**59,862**	**60,091**	**60,096**	**60,101**	**60,106**	**60,111**
LEAF VACUUMING						
EXPENDITURES						
FY26 Recommended	**7,555**	**7,555**	**7,555**	**7,555**	**7,555**	**7,555**
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	**7,555**	**7,574**	**7,574**	**7,574**	**7,574**	**7,574**

FY26-31 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Leaf Vacuuming Fund						
FISCAL PROJECTIONS	FY25 ESTIMATE	FY26 RECOMMENDED	FY27 PROJECTION	FY28 PROJECTION	FY29 PROJECTION	FY30 PROJECTION	FY31 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	19.96%	**19.98%**	19.98%	19.98%	19.98%	19.98%	19.98%
CPI (Fiscal Year)	2.6%	**2.7%**	2.7%	2.4%	2.2%	2.2%	2.3%
Investment Income Yield	4.8%	**4.1%**	3.8%	3.3%	3.0%	3.0%	3.0%
Charge per Single-Family Households	$ 123.67	**$ 123.67**	$ 129.86	$ 142.85	$ 146.14	$ 150.81	$ 165.14
Charge per Multi-Family Households	$ 4.61	**$ 4.61**	$ 4.91	$ 5.21	$ 5.51	$ 5.81	$ 6.11
BEGINNING FUND BALANCE	**2,369,637**	**2,286,452**	**1,335,339**	**525,375**	**503,536**	**504,815**	**501,863**
REVENUES							
Charges For Services	9,131,619	**9,131,619**	9,588,200	10,547,020	10,789,601	11,134,869	12,192,681
Miscellaneous	235,025	**195,110**	173,990	150,790	139,190	139,190	139,190
Subtotal Revenues	**9,366,644**	**9,326,729**	**9,762,190**	**10,697,810**	**10,928,791**	**11,274,059**	**12,331,871**
INTERFUND TRANSFERS (Net Non-CIP)	**(2,707,937)**	**(2,722,613)**	**(2,722,075)**	**(2,603,559)**	**(2,553,411)**	**(2,635,867)**	**(3,401,393)**
Transfers To The General Fund	(721,768)	(737,421)	(741,127)	(741,127)	(741,127)	(741,127)	(741,127)
Indirect Costs	(721,768)	(737,421)	(741,127)	(741,127)	(741,127)	(741,127)	(741,127)
Transfers To Special Fds: Non-Tax + ISF	(1,986,169)	(1,985,192)	(1,980,948)	(1,862,432)	(1,812,284)	(1,894,740)	(2,660,266)
Solid Waste Disposal Fund	(1,986,169)	(1,985,192)	(1,980,948)	(1,862,432)	(1,812,284)	(1,894,740)	(2,660,266)
TOTAL RESOURCES	**9,028,344**	**8,890,568**	**8,375,454**	**8,619,626**	**8,878,916**	**9,143,007**	**9,432,341**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(6,741,892)	**(7,555,229)**	(7,831,528)	(8,097,539)	(8,355,550)	(8,622,593)	(8,905,040)
Labor Agreement	n/a	**0**	(18,551)	(18,551)	(18,551)	(18,551)	(18,551)
Subtotal PSP Oper Budget Approp / Exp's	**(6,741,892)**	**(7,555,229)**	**(7,850,079)**	**(8,116,090)**	**(8,374,101)**	**(8,641,144)**	**(8,923,591)**
TOTAL USE OF RESOURCES	**(6,741,892)**	**(7,555,229)**	**(7,850,079)**	**(8,116,090)**	**(8,374,101)**	**(8,641,144)**	**(8,923,591)**
YEAR END FUND BALANCE	**2,286,452**	**1,335,339**	**525,375**	**503,536**	**504,815**	**501,863**	**508,750**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	**25.3%**	**15.0%**	**6.3%**	**5.8%**	**5.7%**	**5.5%**	**5.4%**

Assumptions:

1. The Leaf Vacuuming Rates are adjusted to achieve cost recovery.
2. The Vacuum Leaf Collection fund balance policy target is $250,000. The assumptions included in the fiscal plan maintain a fund balance closer to $500,000, which more effectively addresses operational costs when the leaf vacuuming process is impacted by weather events. In the future years, rates will be adjusted annually to

Parking District Services

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$30,434,219	50.23

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 FY26 Operating Budget for the Parking Districts is $30,434,219, an increase of $1,555,596 or 5.39 percent from the FY25 Approved Budget of $28,878,623. Personnel Costs comprise 23.43 percent of the budget for 52 full-time position(s) and no part-time position(s), and a total of 50.23 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 76.57 percent of the FY26 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. Support network improvements to sustain the new security cameras, additional fencing, and wayfinding painting to improve pedestrian safety.
- Elevator modernization in the Metropolitan Garage (G49) which will increase reliability, enhance safety and energy efficiency, and to ensure compliance with all State/Local regulations.
- Install canopy solar Panel on a Parking Facility roof to provide energy for low-voltage systems. Looking at opportunities to partner with Montgomery County Greenbank and/or other stakeholders to install Solar Canopies on garages in the Parking Lot Distrcits that can provide discounted electricity to Low-to-moderate-income (LMI) customers. The Community Solar project is at award stage for garages 4, 5, 7, and 9.
- Convert Single Space Meter lots in Wheaton PLD to Master meter Pay and Display or Pay by Plate operations. Wheaton Lots - converting legacy coin-only single space meters with master meters which allows pay and display (coin, cash or CC) or Pay-by-Cell.
- Convert end of life single space meters in the Transportation Management Districts (TMD) and PLDs to new and more capable single space meter systems. TMD off street and PLD lots/on-street replace of legacy smart meters with recently awarded single space smart meter contract.
- Modernize and improve Parking and Revenue Control (PARC) System at G31 that features digital permitting, License Plate Recognition (LPR), and Pay-by-Cell (PBC) integration.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Developed a comprehensive Internet of Things 'IoT' infrastructure network linking all existing and future garages to enhance utility digital services in the parking industry.
- Established an elevator modernization program to gradually overhaul components, using non-proprietary parts per County requirements.
- The LED Lights Capital Improvement Project is now in its third phase, with control systems being installed to manage energy consumption, enhance internal efficiency, and respond to utility reduction demands.
- Life safety improvements remain a priority for the Parking Management Division, with ongoing projects to upgrade air quality, sensors, fire alarms, fire suppression, and monitoring systems.
- Pilot LPR integration into select Off-Street Parking Pay by Plate facilities to better track payment records and offer automated payment reminder and/or enforcement.
- Implement new security guard services contract to enhance PLD off-street parking security and incident reporting.
- Digital permits for garage specific parking in the PLD.
- Expand Cloud-based security cameras with integrated notification system.

PROGRAM CONTACTS

Contact Jose Thommana of the Parking Districts at 240-777-8740 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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of DOT issued parking citations	155,247	204,439	186,587	214,658	242,447
Percent of DOT issued parking citations contested	3.88%	3.31%	3.31%	3.31%	3.31%
Number of Americans with Disabilities Act (ADA) citations issued	85	213	194	224	253

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,664,208**	**3.36**
Increase Cost: Parking Enforcement Contract (Bethesda)	29,931	0.00
Increase Cost: Parking Enforcement Contract (Silver Spring)	26,094	0.00
Increase Cost: Parking Enforcement Contract (Wheaton)	7,675	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	412,822	0.12
FY26 Recommended	**4,140,730**	**3.48**

Parking Fixed Costs

The Parking Fixed Costs program primarily funds the debt service payments and the lease payments.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,329,984**	**0.00**
Decrease Cost: Lapse Adjustment (Wheaton)	(3,272)	0.00
Decrease Cost: Lapse Adjustment (Bethesda)	(13,090)	0.00
Decrease Cost: Overtime (Wheaton)	(15,196)	0.00
Decrease Cost: Overtime (Silver Spring)	(22,808)	0.00
Decrease Cost: Overtime (Bethesda)	(31,673)	0.00
Decrease Cost: Lapse Adjustment (Silver Spring)	(49,086)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(733,386)	0.00

FY26 Recommended Changes	Expenditures	FTEs
FY26 Recommended	**2,461,473**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Parking Management revenue generated ($ millions)	$35.3	$41.5	$39.9	$44.3	$43.6
Parking Management operating expenditures ($ millions)	$24.0	$23.7	$28.9	$29.5	$30.1
Parking Management cost efficiency (ratio of expenses to revenues)	68%	57%	72%	67%	69%
Customer satisfaction rate for Parking Lot Districts (PLDs) (scale of 1-5) [1]	4.4	N/A	4.5	N/A	4.5
Number of electric vehicle charging sessions at County parking facilities	32,724	45,951	45,750	45,780	45,810

[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.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**20,934,805**	**39.59**
Shift: Capital Project Manager from DOT Capital Fund to PLD (Bethesda)	97,385	0.54
Shift: FTEs from Transit Ride-On Counting Room to PLD (Bethesda)	87,814	0.73
Shift: Capital Project Manager from DOT Capital Fund to PLD (Silver Spring)	75,744	0.42
Technical Adj: Restore Lapse Increase (Silver Spring)	58,479	0.00
Technical Adj: Restore Lapse Increase (Bethesda)	56,809	0.00
Increase Cost: Security Guard Contract Services (Silver Spring)	42,000	0.00
Increase Cost: Security Guard Contract Services (Bethesda)	35,000	0.00
Increase Cost: Janitorial Contract Rate (Silver Spring)	26,279	0.00
Enhance: Parking and Revenue Control System (PARCS) - Gated Garage System (Bethesda)	25,000	0.00
Increase Cost: Janitorial Contract Rate (Bethesda)	19,515	0.00
Shift: FTEs from Transit Ride-On Counting Room to PLD (Silver Spring)	17,714	0.15
Increase Cost: Parking Attendant Contract Services (Bethesda)	12,367	0.00
Increase Cost: EV Charging and Cloud Services (Bethesda)	11,836	0.00
Technical Adj: Restore Lapse Increase (Wheaton)	8,969	0.00
Increase Cost: EV Charging and Cloud Services (Silver Spring)	8,608	0.00
Shift: Capital Project Manager from DOT Capital Fund to PLD (Wheaton)	7,214	0.04

FY26 Recommended Changes	Expenditures	FTEs
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts (Bethesda)	5,562	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts (Silver Spring)	5,191	0.00
Increase Cost: Parking Collections Contract Rate (Silver Spring)	4,566	0.00
Increase Cost: Janitorial Contract Rate (Wheaton)	4,144	0.00
Increase Cost: Parking Collections Contract Rate (Bethesda)	3,148	0.00
Shift: FTEs from Transit Ride-On Counting Room to PLD (Wheaton)	2,362	0.02
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts (Wheaton)	1,607	0.00
Increase Cost: Parking Collections Contract Rate (Wheaton)	1,247	0.00
Increase Cost: EV Charging and Cloud Services (Wheaton)	1,076	0.00
Eliminate: Revenue Counter Position (Wheaton)	(2,105)	(0.02)
Eliminate: Revenue Counter Position (Silver Spring)	(12,628)	(0.12)
Eliminate: Revenue Counter Position (Bethesda)	(27,361)	(0.26)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	590,389	(0.12)
FY26 Recommended	**22,102,736**	**40.97**

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 and 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**949,626**	**5.78**
Increase Cost: Net-Gross Charges - Solid Waste Services (Silver Spring)	180,145	0.00
Increase Cost: Net-Gross Charges - Silver Spring Urban District (Silver Spring)	114,963	0.00
Increase Cost: Net-Gross Charges - Solid Waste Services (Bethesda)	92,978	0.00
Increase Cost: Net-Gross Charges - Solid Waste Services (Wheaton)	17,433	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	374,135	0.00
FY26 Recommended	**1,729,280**	**5.78**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
PARKING DISTRICT - BETHESDA					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Salaries and Wages	1,758,543	2,141,756	2,262,422	2,439,998	13.9 %
Employee Benefits	506,457	601,443	631,159	726,349	20.8 %
Parking District - Bethesda Personnel Costs	**2,265,000**	**2,743,199**	**2,893,581**	**3,166,347**	**15.4 %**
Operating Expenses	7,379,654	10,048,676	9,862,770	10,334,156	2.8 %
Debt Service Other	2,300,810	2,301,700	2,301,700	2,301,700	—
Parking District - Bethesda Expenditures	**11,945,464**	**15,093,575**	**15,058,051**	**15,802,203**	**4.7 %**
PERSONNEL					
Full-Time	25	25	25	25	—
Part-Time	0	0	0	0	—
FTEs	20.59	20.59	20.59	21.60	4.9 %
REVENUES					
Property Tax	(1,576)	0	0	0	—
Parking Fees	13,564,217	15,006,851	13,962,000	14,262,000	-5.0 %
Parking Fines	3,467,980	3,379,000	3,339,000	3,339,000	-1.2 %
Miscellaneous Revenues	626	284,120	284,120	284,120	—
Property Rentals	2,416,360	2,075,000	2,075,000	2,075,000	—
Investment Income	1,084,335	553,610	553,610	418,620	-24.4 %
Residential Parking Permits	8,795	0	0	0	—
Parking District - Bethesda Revenues	**20,540,737**	**21,298,581**	**20,213,730**	**20,378,740**	**-4.3 %**

PARKING DISTRICT - SILVER SPRING

EXPENDITURES					
Salaries and Wages	1,820,855	2,324,525	2,349,665	2,642,075	13.7 %
Employee Benefits	534,823	693,533	676,446	816,811	17.8 %
Parking District - Silver Spring Personnel Costs	**2,355,678**	**3,018,058**	**3,026,111**	**3,458,886**	**14.6 %**
Operating Expenses	7,906,479	8,687,440	8,662,895	9,019,739	3.8 %
Parking District - Silver Spring Expenditures	**10,262,157**	**11,705,498**	**11,689,006**	**12,478,625**	**6.6 %**
PERSONNEL					
Full-Time	21	21	21	24	14.3 %
Part-Time	0	0	0	0	—
FTEs	24.72	24.72	24.72	25.17	1.8 %
REVENUES					
Property Tax	(3,472)	0	0	0	—
Parking Fees	9,701,930	12,243,153	10,089,000	10,089,000	-17.6 %
Parking Fines	5,881,132	3,626,689	4,824,000	4,824,000	33.0 %
Miscellaneous Revenues	874,057	20,000	20,000	20,000	—
Investment Income	487,067	187,190	187,190	141,550	-24.4 %
Property Rentals	14,518	0	0	0	—
Parking District - Silver Spring Revenues	**16,955,232**	**16,077,032**	**15,120,190**	**15,074,550**	**-6.2 %**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
PARKING DISTRICT - WHEATON					
EXPENDITURES					
Salaries and Wages	296,310	363,478	387,730	387,729	6.7 %
Employee Benefits	84,608	101,013	107,225	116,464	15.3 %
Parking District - Wheaton Personnel Costs	**380,918**	**464,491**	**494,955**	**504,193**	**8.5 %**
Operating Expenses	1,112,479	1,615,059	1,584,917	1,649,198	2.1 %
Parking District - Wheaton Expenditures	**1,493,397**	**2,079,550**	**2,079,872**	**2,153,391**	**3.6 %**
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.42	3.42	3.42	3.46	1.2 %
REVENUES					
Property Tax	(177)	0	0	0	—
Parking Fees	2,164,484	1,887,597	1,987,600	1,987,600	5.3 %
Parking Fines	1,027,805	526,000	751,000	751,000	42.8 %
Investment Income	203,690	83,170	83,170	62,890	-24.4 %
Parking District - Wheaton Revenues	**3,395,802**	**2,496,767**	**2,821,770**	**2,801,490**	**12.2 %**
DEPARTMENT TOTALS					
Total Expenditures	**23,701,018**	**28,878,623**	**28,826,929**	**30,434,219**	**5.4 %**
Total Full-Time Positions	**49**	**49**	**49**	**52**	**6.1 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**48.73**	**48.73**	**48.73**	**50.23**	**3.1 %**
Total Revenues	**40,891,771**	**39,872,380**	**38,155,690**	**38,254,780**	**-4.1 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
PARKING DISTRICT - BETHESDA		
FY25 ORIGINAL APPROPRIATION	**15,093,575**	**20.59**
Changes (with service impacts)		
Enhance: Parking and Revenue Control System (PARCS) - Gated Garage System (Bethesda) [Parking Operations]	25,000	0.00
Eliminate: Revenue Counter Position (Bethesda) [Parking Operations]	(27,361)	(0.26)
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	136,740	0.00
Shift: Capital Project Manager from DOT Capital Fund to PLD (Bethesda) [Parking Operations]	97,385	0.54
Increase Cost: Net-Gross Charges - Solid Waste Services (Bethesda) [Parking Services General Administration]	92,978	0.00
Shift: FTEs from Transit Ride-On Counting Room to PLD (Bethesda) [Parking Operations]	87,814	0.73

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Technical Adj: Restore Lapse Increase (Bethesda) [Parking Operations]	56,809	0.00
Increase Cost: Annualization of FY25 Compensation Increases	54,159	0.00
Increase Cost: Annualization of FY25 Personnel Costs	51,383	0.00
Increase Cost: Motor Pool Adjustment	49,433	0.00
Increase Cost: Security Guard Contract Services (Bethesda) [Parking Operations]	35,000	0.00
Increase Cost: Parking Enforcement Contract (Bethesda) [Parking Enforcement]	29,931	0.00
Increase Cost: Janitorial Contract Rate (Bethesda) [Parking Operations]	19,515	0.00
Increase Cost: Parking Attendant Contract Services (Bethesda) [Parking Operations]	12,367	0.00
Increase Cost: EV Charging and Cloud Services (Bethesda) [Parking Operations]	11,836	0.00
Increase Cost: Retirement Adjustment	10,982	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts (Bethesda) [Parking Operations]	5,562	0.00
Increase Cost: Parking Collections Contract Rate (Bethesda) [Parking Operations]	3,148	0.00
Increase Cost: Printing and Mail Adjustment	936	0.00
Decrease Cost: Risk Management Adjustment	(226)	0.00
Decrease Cost: Lapse Adjustment (Bethesda) [Parking Fixed Costs]	(13,090)	0.00
Decrease Cost: Overtime (Bethesda) [Parking Fixed Costs]	(31,673)	0.00
FY26 RECOMMENDED	**15,802,203**	**21.60**

PARKING DISTRICT - SILVER SPRING

FY25 ORIGINAL APPROPRIATION	**11,705,498**	**24.72**
Changes (with service impacts)		
Eliminate: Revenue Counter Position (Silver Spring) [Parking Operations]	(12,628)	(0.12)
Other Adjustments (with no service impacts)		
Increase Cost: Net-Gross Charges - Solid Waste Services (Silver Spring) [Parking Services General Administration]	180,145	0.00
Increase Cost: FY26 Compensation Adjustment	149,390	0.00
Increase Cost: Net-Gross Charges - Silver Spring Urban District (Silver Spring) [Parking Services General Administration]	114,963	0.00
Shift: Capital Project Manager from DOT Capital Fund to PLD (Silver Spring) [Parking Operations]	75,744	0.42
Increase Cost: Annualization of FY25 Compensation Increases	59,086	0.00
Technical Adj: Restore Lapse Increase (Silver Spring) [Parking Operations]	58,479	0.00
Increase Cost: Security Guard Contract Services (Silver Spring) [Parking Operations]	42,000	0.00
Increase Cost: Motor Pool Adjustment	39,620	0.00
Increase Cost: Annualization of FY25 Personnel Costs	39,026	0.00
Increase Cost: Janitorial Contract Rate (Silver Spring) [Parking Operations]	26,279	0.00
Increase Cost: Parking Enforcement Contract (Silver Spring) [Parking Enforcement]	26,094	0.00
Shift: FTEs from Transit Ride-On Counting Room to PLD (Silver Spring) [Parking Operations]	17,714	0.15
Increase Cost: Retirement Adjustment	10,948	0.00
Increase Cost: EV Charging and Cloud Services (Silver Spring) [Parking Operations]	8,608	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts (Silver Spring) [Parking Operations]	5,191	0.00
Increase Cost: Parking Collections Contract Rate (Silver Spring) [Parking Operations]	4,566	0.00
Decrease Cost: Risk Management Adjustment	(204)	0.00
Decrease Cost: Overtime (Silver Spring) [Parking Fixed Costs]	(22,808)	0.00
Decrease Cost: Lapse Adjustment (Silver Spring) [Parking Fixed Costs]	(49,086)	0.00
FY26 RECOMMENDED	**12,478,625**	**25.17**

PARKING DISTRICT - WHEATON

FY25 ORIGINAL APPROPRIATION	**2,079,550**	**3.42**
Changes (with service impacts)		
Eliminate: Revenue Counter Position (Wheaton) [Parking Operations]	(2,105)	(0.02)
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	21,607	0.00
Increase Cost: Net-Gross Charges - Solid Waste Services (Wheaton) [Parking Services General Administration]	17,433	0.00
Increase Cost: Annualization of FY25 Personnel Costs	10,312	0.00
Technical Adj: Restore Lapse Increase (Wheaton) [Parking Operations]	8,969	0.00
Increase Cost: Annualization of FY25 Compensation Increases	8,159	0.00
Increase Cost: Parking Enforcement Contract (Wheaton) [Parking Enforcement]	7,675	0.00
Shift: Capital Project Manager from DOT Capital Fund to PLD (Wheaton) [Parking Operations]	7,214	0.04
Increase Cost: Janitorial Contract Rate (Wheaton) [Parking Operations]	4,144	0.00
Shift: FTEs from Transit Ride-On Counting Room to PLD (Wheaton) [Parking Operations]	2,362	0.02
Increase Cost: Retirement Adjustment	1,652	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts (Wheaton) [Parking Operations]	1,607	0.00
Increase Cost: Parking Collections Contract Rate (Wheaton) [Parking Operations]	1,247	0.00
Increase Cost: EV Charging and Cloud Services (Wheaton) [Parking Operations]	1,076	0.00
Increase Cost: Motor Pool Adjustment	988	0.00
Decrease Cost: Risk Management Adjustment	(31)	0.00
Decrease Cost: Lapse Adjustment (Wheaton) [Parking Fixed Costs]	(3,272)	0.00
Decrease Cost: Overtime (Wheaton) [Parking Fixed Costs]	(15,196)	0.00
FY26 RECOMMENDED	**2,153,391**	**3.46**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Parking Enforcement	3,664,208	3.36	4,140,730	3.48
Parking Fixed Costs	3,329,984	0.00	2,461,473	0.00

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Parking Operations	20,934,805	39.59	22,102,736	40.97
Parking Services General Administration	949,626	5.78	1,729,280	5.78
Total	**28,878,623**	**48.73**	**30,434,219**	**50.23**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
PARKING DISTRICT - BETHESDA						
EXPENDITURES						
FY26 Recommended	**15,802**	**15,802**	**15,802**	**15,802**	**15,802**	**15,802**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**16**	**16**	**16**	**16**	**16**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**15,802**	**15,818**	**15,818**	**15,818**	**15,818**	**15,818**
PARKING DISTRICT - SILVER SPRING						
EXPENDITURES						
FY26 Recommended	**12,479**	**12,479**	**12,479**	**12,479**	**12,479**	**12,479**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**17**	**17**	**17**	**17**	**17**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**12,479**	**12,496**	**12,496**	**12,496**	**12,496**	**12,496**
PARKING DISTRICT - WHEATON						
EXPENDITURES						
FY26 Recommended	**2,153**	**2,153**	**2,153**	**2,153**	**2,153**	**2,153**
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	**2,153**	**2,155**	**2,155**	**2,155**	**2,155**	**2,155**

Bethesda PLD

FY26-31 Public Services Program: Fiscal Plan Bethesda Parking Lot District	Estimated 2025	Proposed 2026	Projected 2027	Projected 2028	Projected 2029	Projected 2030	Projected 2031
Assumptions							
Indirect Cost Rate	19.96%	19.98%	19.98%	19.98%	19.98%	19.98%	19.98%
CPI (Fiscal Year)	2.60%	2.65%	2.68%	2.41%	2.19%	2.19%	2.26%
Investment Income Yield	4.77%	4.75%	3.75%	3.25%	3.00%	3.00%	3.00%
Beginning Fund Balance	19,794,079	8,995,530	6,206,271	3,017,135	228,031	(2,135,376)	(5,281,362)
Revenues							
Charges for Services	13,962,000	14,262,000	14,262,000	15,012,000	15,762,000	15,762,000	15,762,000
Parking Fees Base	13,962,000	14,262,000	14,262,000	14,262,000	14,262,000	14,262,000	14,262,000
Fines & Forfeits	3,339,000	3,339,000	3,339,000	3,339,000	3,339,000	3,339,000	3,339,000
Parking Fines	3,339,000	3,339,000	3,339,000	3,339,000	3,339,000	3,339,000	3,339,000
Miscellaneous	2,912,730	2,777,740	2,745,540	2,745,540	2,745,540	2,745,540	2,745,540
Investment Income	553,610	418,620	386,420	386,420	386,420	386,420	386,420
Property Rentals	2,075,000	2,075,000	2,075,000	2,075,000	2,075,000	2,075,000	2,075,000
G-49 Air Rights	284,120	284,120	284,120	284,120	284,120	284,120	284,120
Subtotal Revenues	20,213,730	20,378,740	20,346,540	21,096,540	21,846,540	21,846,540	21,846,540
Transfers							
Transfers to/from General Fund	(541,105)	(606,675)	(649,565)	(665,231)	(679,773)	(694,633)	(710,339)
Indirect Costs	(541,105)	(606,675)	(649,565)	(665,231)	(679,773)	(694,633)	(710,339)
Transfers to/from Special Funds : Tax Supported	(1,581,122)	(1,581,122)	(1,581,122)	(1,581,122)	(1,581,122)	(1,581,122)	(1,581,122)
Bethesda Urban District	(1,581,122)	(1,581,122)	(1,581,122)	(1,581,122)	(1,581,122)	(1,581,122)	(1,581,122)
Transfers to/from Other Funds	(380,000)	-	-	-	-	-	-
Subtotal Transfers	(2,502,227)	(2,187,797)	(2,230,687)	(2,246,353)	(2,260,895)	(2,275,755)	(2,291,461)
Total Resources	37,505,582	27,186,473	24,322,124	21,867,322	19,813,676	17,435,409	14,273,717
CIP Current Revenue Appropriation Expenditure							
Facilities Planning Parking: Bethesda PLD	(130,000)	(100,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
Parking Bethesda Facilities Renovations	(13,322,000)	(4,100,000)	(4,100,000)	(4,100,000)	(4,100,000)	(4,100,000)	(3,065,000)
Bethesda Parking Security Camera Surveillance System	-	(978,000)	(978,000)	(978,000)	(978,000)	(1,430,000)	-
Subtotal CIP Current Revenue Appropriation Expenditure	(13,452,000)	(5,178,000)	(5,168,000)	(5,168,000)	(5,168,000)	(5,620,000)	(3,155,000)
Appropriations/Expenditures							
Operating Budget	(12,756,351)	(13,500,603)	(13,836,189)	(14,169,891)	(14,479,652)	(14,796,171)	(15,130,735)
Personnel Costs	(2,893,581)	(3,166,347)	(3,251,074)	(3,329,483)	(3,402,268)	(3,476,640)	(3,555,252)
Operating Expenses	(9,862,770)	(10,334,255)	(10,585,115)	(10,840,408)	(11,077,384)	(11,319,531)	(11,575,483)
Existing Debt Service	(2,301,700)	(2,301,600)	(2,300,800)	(2,301,400)	(2,301,400)	(2,300,600)	(2,301,100)
Subtotal PSP Operating Budget Appropriation	(15,058,051)	(15,802,203)	(16,136,989)	(16,471,291)	(16,781,052)	(17,096,771)	(17,431,835)
Total Use of Resources	(28,510,051)	(20,980,203)	(21,304,989)	(21,639,291)	(21,949,052)	(22,716,771)	(20,586,835)
Year End Fund Balance	8,995,530	6,206,271	3,017,135	228,031	(2,135,376)	(5,281,362)	(6,313,119)
Bond Restricted Reserve	(3,503,629)	(3,559,238)	(3,610,803)	(3,663,607)	(3,719,361)	(3,776,400)	(3,834,843)
Year End Available Fund Balance	5,491,902	2,647,033	(593,668)	(3,435,576)	(5,854,737)	(9,057,762)	(10,147,961)
Available Fund Balance as a % of Next Year's PSP Expenses	35%	16%	-4%	-20%	-34%	-52%	-57%
Target Balance	3,950,551	4,034,247	4,117,823	4,195,263	4,274,193	4,357,959	4,443,590

Other Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions for that budget. FY26-31 are based on the "major known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation costs increase, the operating costs of capital facilities and other programmatic commitments. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here. The policy target fund balance is 25% of the following fiscal year estimated expenses. Applying the existing parking rate structure, the Parking Lot Districts's projected revenue will fall short of the current projected CIP and Operating Expenses begining in FY27.
2. Rate increase assumed beginning in FY28.

Silver Spring PLD

FY26-31 Public Services Program: Fiscal Plan Silver Spring Parking Lot District	Estimated 2025	Proposed 2026	Projected 2027	Projected 2028	Projected 2029	Projected 2030	Projected 2031
Assumptions							
Indirect Cost Rate	19.96%	19.98%	19.98%	19.98%	19.98%	19.98%	19.98%
CPI (Fiscal Year)	2.60%	2.65%	2.68%	2.41%	2.19%	2.19%	2.26%
Investment Income Yield	4.77%	4.10%	3.75%	3.25%	3.00%	3.00%	3.00%
Beginning Fund Balance	5,984,690	2,174,848	53,720	(5,507,195)	(11,144,236)	(16,734,008)	(22,855,113)
Revenues							
Charges for Services	10,089,000	10,089,000	10,089,000	10,839,000	11,589,000	11,589,000	11,589,000
Parking Fees Base	10,089,000	10,089,000	10,089,000	10,089,000	10,089,000	10,089,000	10,089,000
Fines & Forfeits	4,824,000	4,824,000	4,824,000	4,824,000	4,824,000	4,824,000	4,824,000
Parking Fines	4,824,000	4,824,000	4,824,000	4,824,000	4,824,000	4,824,000	4,824,000
Miscellaneous	207,190	161,550	150,660	150,660	150,660	150,660	150,660
Investment Income	187,190	141,550	130,660	130,660	130,660	130,660	130,660
Miscellaneous Revenues	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Subtotal Revenues	15,120,190	15,074,550	15,063,660	15,813,660	16,563,660	16,563,660	16,563,660
Transfers							
Transfers to/from General Fund	(600,562)	(621,052)	(714,578)	(731,691)	(747,577)	(763,810)	(780,968)
Indirect Costs	(595,562)	(616,052)	(709,578)	(726,691)	(742,577)	(758,810)	(775,968)
General Fund - Other	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Transfers to/from Special Funds : Tax Supported	(2,058,464)	(150,000)	(2,058,464)	(2,058,464)	(2,058,464)	(2,058,464)	(2,058,464)
Silver Spring Urban District	(2,058,464)	(150,000)	(2,058,464)	(2,058,464)	(2,058,464)	(2,058,464)	(2,058,464)
Transfers to/from Other Funds	600,000	-	-	-	-	-	-
Bethesda PLD Transfers	600,000	-	-	-	-	-	-
Subtotal Transfers	(2,059,026)	(771,052)	(2,773,042)	(2,790,155)	(2,806,041)	(2,822,274)	(2,839,432)
Total Resources	19,045,854	16,478,346	12,344,339	7,516,310	2,613,382	(2,992,621)	(9,130,885)
CIP Current Revenue Appropriation Expenditure							
Facilities Planning Parking: Silver Spring PLD	(204,000)	(155,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
Parking Silver Spring Facilities Renovations	(4,978,000)	(2,573,000)	(3,731,000)	(4,231,000)	(4,631,000)	(4,331,000)	(2,822,000)
Silver Spring Parking Security Camera Surveillance System	-	(1,218,000)	(1,218,000)	(1,218,000)	(1,218,000)	(1,740,000)	-
Subtotal CIP Current Revenue Appropriation Expenditure	(5,182,000)	(3,946,000)	(5,039,000)	(5,539,000)	(5,939,000)	(6,161,000)	(2,912,000)
Appropriations/Expenditures							
Operating Budget	(11,689,006)	(12,478,625)	(12,812,533)	(13,121,546)	(13,408,390)	(13,701,492)	(14,011,304)
Personnel Costs	(3,026,111)	(3,458,886)	(3,551,440)	(3,637,094)	(3,716,603)	(3,797,846)	(3,883,721)
Operating Expenses	(8,662,895)	(9,019,739)	(9,261,093)	(9,484,452)	(9,691,787)	(9,903,646)	(10,127,582)
Adjustment	-	-	-	-	-	-	-
Subtotal PSP Operating Budget Appropriation	(11,689,006)	(12,478,625)	(12,812,533)	(13,121,546)	(13,408,390)	(13,701,492)	(14,011,304)
Total Use of Resources	(16,871,006)	(16,424,625)	(17,851,533)	(18,660,546)	(19,347,390)	(19,862,492)	(16,923,304)
Year End Fund Balance	2,174,848	53,720	(5,507,195)	(11,144,236)	(16,734,008)	(22,855,113)	(26,054,189)
Year End Available Fund Balance	2,174,848	53,720	(5,507,195)	(11,144,236)	(16,734,008)	(22,855,113)	(26,054,189)
Available Fund Balance as a % of Next Year's PSP Expenses	17%	0.4%	-42%	-83%	-122%	-163%	-182%
Target Balance	3,119,656	3,203,133	3,280,387	3,352,098	3,425,373	3,502,826	3,582,145

Other Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions for that budget. FY26-31 are based on the "major known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation costs increase, the operating costs of capital facilities and other programmatic commitments. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here. The policy target fund balance is 25% of the following fiscal year estimated expenses. Applying the existing parking rate structure, the Parking Lot Districts's projected revenue will fall short of the current projected CIP and Operating Expenses begining in FY27.
2. Rate increase assumed beginning in FY28.

Wheaton PLD

FY26-31 Public Services Program: Fiscal Plan Wheaton Parking Lot District	Estimated 2025	Proposed 2026	Projected 2027	Projected 2028	Projected 2029	Projected 2030	Projected 2031
Assumptions							
Indirect Cost Rate	19.96%	19.98%	19.98%	19.98%	19.98%	19.98%	19.98%
CPI (Fiscal Year)	2.60%	2.65%	2.68%	2.41%	2.19%	2.19%	2.26%
Investment Income Yield	4.77%	4.10%	3.75%	3.25%	3.00%	3.00%	3.00%
Beginning Fund Balance	**2,783,189**	**2,178,491**	**2,147,777**	**1,933,982**	**1,837,366**	**2,108,935**	**2,336,559**
Revenues							
Charges for Services	1,987,600	1,987,600	1,987,600	2,287,600	2,587,600	2,587,600	2,587,600
Parking Fees Base	1,987,600	1,987,600	1,987,600	1,987,600	1,987,600	1,987,600	1,987,600
Fines & Forfeits	751,000	751,000	751,000	751,000	751,000	751,000	751,000
Parking Fines	751,000	751,000	751,000	751,000	751,000	751,000	751,000
Miscellaneous	83,170	62,890	58,050	58,050	58,050	58,050	23,467
Investment Income	83,170	62,890	58,050	58,050	58,050	58,050	23,467
Subtotal Revenues	2,821,770	2,801,490	2,796,650	3,096,650	3,396,650	3,396,650	3,362,067
Transfers							
Transfers to/from General Fund	(91,596)	(94,813)	(103,433)	(105,928)	(108,244)	(110,610)	(113,111)
Indirect Costs	(91,596)	(94,813)	(103,433)	(105,928)	(108,244)	(110,610)	(113,111)
Transfers to/from Special Funds : Tax Supported	(225,000)	(225,000)	(225,000)	(225,000)	(225,000)	(225,000)	(225,000)
Wheaton Urban District	(225,000)	(225,000)	(225,000)	(225,000)	(225,000)	(225,000)	(225,000)
Transfers to/from Other Funds	(220,000)	-	-	-	-	-	-
Bethesda PLD Transfers	(220,000)	-	-	-	-	-	-
Subtotal Transfers	(536,596)	(319,813)	(328,433)	(330,928)	(333,244)	(335,610)	(338,111)
Total Resources	**5,068,363**	**4,660,168**	**4,615,994**	**4,699,704**	**4,900,772**	**5,169,976**	**5,360,515**
CIP Current Revenue Appropriation Expenditure							
Facilities Planning Parking: Wheaton PLD	(253,000)	(58,000)	(45,000)	(165,000)	(45,000)	(45,000)	(45,000)
Parking Wheaton Facilities Renovations	(557,000)	(112,000)	(237,000)	(244,000)	(244,000)	(244,000)	(112,000)
Wheaton Parking Security Camera Surveillance System	-	(189,000)	(189,000)	(189,000)	(189,000)	(180,000)	-
Subtotal CIP Current Revenue Appropriation Expenditure	(810,000)	(359,000)	(471,000)	(598,000)	(478,000)	(469,000)	(157,000)
Appropriations/Expenditures							
Operating Budget	(2,079,872)	(2,153,391)	(2,211,012)	(2,264,337)	(2,313,837)	(2,364,417)	(2,417,880)
Personnel Costs	(494,955)	(504,193)	(517,685)	(530,170)	(541,760)	(553,603)	(566,121)
Operating Expenses	(1,584,917)	(1,649,198)	(1,693,327)	(1,734,167)	(1,772,077)	(1,810,814)	(1,851,759)
Adjustment	-	-	-	-	-	-	-
Subtotal PSP Operating Budget Appropriation	(2,079,872)	(2,153,391)	(2,211,012)	(2,264,337)	(2,313,837)	(2,364,417)	(2,417,880)
Total Use of Resources	**(2,889,872)**	**(2,512,391)**	**(2,682,012)**	**(2,862,337)**	**(2,791,837)**	**(2,833,417)**	**(2,574,880)**
Year End Fund Balance	**2,178,491**	**2,147,777**	**1,933,982**	**1,837,366**	**2,108,935**	**2,336,559**	**2,785,636**
Year End Available Fund Balance	**2,178,491**	**2,147,777**	**1,933,982**	**1,837,366**	**2,108,935**	**2,336,559**	**2,785,636**
Available Fund Balance as a % of Next Year's PSP Expenses	**101%**	**97%**	**85%**	**79%**	**89%**	**97%**	**113%**
Target Balance	**538,348**	**552,753**	**566,084**	**578,459**	**591,104**	**604,470**	**618,158**

Other Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions for that budget. FY26-31 are based on the "major known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation costs increase, the operating costs of capital facilities and other programmatic commitments. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here. The policy target fund balance is 25% of the following fiscal year estimated expenses.
2. Rate increase assumed beginning in FY28.

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Transit Services

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$211,045,285	922.86

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 FY26 Operating Budget for the Division of Transit Services is $211,045,285, an increase of $17,379,868 or 8.97 percent from the FY25 Approved Budget of $193,665,417. Personnel Costs comprise 59.10 percent of the budget for 899 full-time position(s) and nine part-time position(s), and a total of 922.86 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 40.90 percent of the FY26 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 FY26, a transfer of funds from the Mass Transit Fund to the Debt Service Fund of $28,429,735 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

- Prioritize transit in Montgomery County by making Ride On bus service fare free. Zero-fare bus systems offer a significant advantage to public transportation by eliminating the cost of travel for passengers. This initiative aims to encourage the use of buses, reduce traffic congestion, and lower carbon emissions by promoting more eco-friendly commuting options. By removing fares, these programs make transportation more accessible to everyone, especially those with limited financial resources, while also supporting environmental and social goals.

- Create a more sustainable and equitable transit system for the County through the Ride On Reimagined Service and Implementation Plan. This comprehensive strategy was developed through over two years of meticulous research and planning, including a focus on the community's unique needs. The first year of the plan focuses on foundational improvements, such as upgrading infrastructure, enhancing existing routes, and introducing new services where there is the highest demand. In later years, the plan will expand service to increase accessibility and accommodate future growth.
- Transition to a zero-emission bus fleet to achieve the County's goal of zero greenhouse gas emissions by 2035, as outlined in the Climate Action Plan. The Montgomery County Department of Transportation has developed a transition plan to develop concrete strategies for emission reduction, evaluate facility needs, determine appropriate fleet composition, and engage the community. By integrating innovative technologies and planning for necessary infrastructure, the County is not only addressing current environmental challenges but also setting a standard for future transit initiatives. This proactive approach demonstrates a dedication to creating a cleaner, healthier environment for all residents while contributing to global efforts against climate change.
- Expand Ride On service through the Great Seneca Transit Network, which will significantly enhance mobility and access to vital job sectors, particularly in healthcare, biotech, and education. The first phase of the network is operational and serves the Shady Grove corridor and the Life Sciences Center along I-370. Key features of the network include new and upgraded transit stations, dedicated bus and bike lanes, transit signal priority for efficiency, enhancements to transit centers, and improvements for pedestrians and cyclists.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The County has added 26 battery electric buses as replacements for diesel-fueled buses in the Ride On bus fleet. An additional 86 electric buses are planned to be added to expand the fleet to 112 electric buses by the end of FY26.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of employer contacts	11,906	14,379	15,000	15,500	16,000
Number of Call-n-Ride participants	5,449	5,212	5,500	5,800	6,100
Percent of Employer Transportation Demand Management Plans Filed [1]	84%	79%	81%	83%	85%
Non-auto driver mode share in Silver Spring Transportation Management District [2]	71.8%	71.8%	73%	73%	74%

[1] *Due to continuing after-effects on businesses from the Covid-19 pandemic, following up with employers regarding filings of TDM Plans and 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 moved or ceased operations. Others have continuing staff shortages and other priorities, making it difficult to assist with completion of TDM Plans and reports. County staff vacancies and outreach contract challenges also impacted the number of employer plans that could be obtained in FY24. With the filling of those vacancies and resolution of other constraints it is anticipated staff and contractors will be able to work with more employers to enable them to successfully file their TDM Plans.*

[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. This was the first survey conducted since FY20, which was conducted in fall of calendar year 2019, prior to the COVID-19 pandemic. As an ongoing impact from the pandemic, telework was especially high among employees and residents responding to the FY23 survey. This resulted in high percentages of NADMS in most TMDs. Extensive use of telework is anticipated to be slightly lower in subsequent survey years, as more employers and employees return to in-person work post-pandemic, while transit use is anticipated to grow somewhat, resulting in small increments in NADMS.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**16,953,840**	**33.83**
Shift: From Grant Fund	96,005	0.90
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	24,778	0.00
Increase Cost: Marketing Services Contract Escalations	16,257	0.00
Increase Cost: TRiPS Commuter Store Contract Escalation	14,860	0.00
Increase Cost: White Oak Transportation Management District	3,718	0.00
Decrease Cost: Transportation Management District Reporting	(19,500)	0.00
Shift: To Mass Transit Fund	(96,005)	(0.90)
Decrease Cost: Commuter Survey for Employees and Residents	(100,000)	0.00
Reduce: Countywide Transportation Demand Management Outreach Contract	(200,000)	0.00
Reduce: Transportation Services Improvement Fund Taxicab Reimbursements to Ensure the Sustainability of the Fund	(991,265)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	224,724	(1.55)
FY26 Recommended	**15,927,412**	**32.28**

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 U.S. 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).

Transit Services is committed to transitioning its fleet of over 375 buses to zero emissions. 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Passengers transported (millions)	14.359	18.422	19.040	19.421	19.810
Scheduled Ride On roundtrip circuits missed, in whole or in part, per 1,000 roundtrip circuits	5.8	4.9	5.0	4.8	4.5
On time performance for Ride On buses	69.6%	70.3%	70.7%	71.0%	71.5%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**175,303,260**	**869.53**

FY26 Recommended Changes	Expenditures	FTEs
Increase Cost: Overtime Adjustment	2,400,000	0.00
Increase Cost: Bus Shelter Maintenance	1,600,000	0.00
Add: Howard County Flash Expansion (Offset by Revenue from Howard County)	1,119,413	17.00
Increase Cost: Juneteenth Holiday Pay	487,476	0.00
Increase Cost: Contract Escalations	392,058	0.00
Add: Zero Fare Transit Ambassadors	250,000	0.00
Increase Cost: Utilities	215,889	0.00
Add: Automated Bus Lane Enforcement Pilot	160,000	0.00
Increase Cost: Transit Asset Management Plan	150,000	0.00
Increase Cost: Nicholson Court Lease	48,095	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	16,654	0.00
Decrease Cost: FY25 Mid-Year Position Consolidation	(65,291)	(1.00)
Decrease Cost: Elimination of Fare Collection	(557,113)	(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.	12,700,047	2.55
FY26 Recommended	**194,220,488**	**885.58**

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,408,317**	**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.	(510,932)	(1.00)
FY26 Recommended	**897,385**	**5.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
MASS TRANSIT					
EXPENDITURES					
Salaries and Wages	84,780,648	86,816,397	91,816,842	94,794,005	9.2 %
Employee Benefits	22,839,033	25,253,581	26,017,466	28,419,604	12.5 %
Mass Transit Personnel Costs	**107,619,681**	**112,069,978**	**117,834,308**	**123,213,609**	**9.9 %**
Operating Expenses	80,990,192	76,326,826	81,434,896	82,680,062	8.3 %
Capital Outlay	0	144,230	144,230	144,230	—
Mass Transit Expenditures	**188,609,873**	**188,541,034**	**199,413,434**	**206,037,901**	**9.3 %**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
PERSONNEL					
Full-Time	853	869	869	884	1.7 %
Part-Time	16	9	9	9	—
FTEs	885.51	896.26	896.26	910.66	1.6 %
REVENUES					
Property Tax	192,537,043	213,971,756	213,514,101	211,415,487	-1.2 %
Taxi Licensing Fees	57,115	80,000	32,000	80,000	—
Bus Advertising	1,681,491	1,720,000	820,000	1,780,000	3.5 %
Motor Pool Charges/Fees	680,181	0	813,868	0	—
Other Charges/Fees	3,375,675	3,148,906	3,305,850	3,719,383	18.1 %
Parking Fees	871,288	828,704	712,430	775,000	-6.5 %
Ride On Fare Revenue	2,791,910	4,820,798	1,583,893	0	-100.0 %
Other Fines/Forfeitures	2,625	0	1,925	160,000	—
Parking Fines	1,028,102	800,000	961,590	800,000	—
State Aid: Call N' Ride	379,107	379,107	395,666	391,011	3.1 %
State Aid: Damascus Fixed Route	425,094	607,466	681,401	681,401	12.2 %
State Aid: Ride On	41,307,169	40,589,000	40,589,000	40,589,000	—
Miscellaneous Revenues	46,104	0	(11,218)	0	—
Insurance Recoveries	8,798	0	103,607	0	—
Property Rentals	6,217	0	1,867	0	—
Other Intergovernmental	0	0	0	1,119,413	—
Mass Transit Revenues	**245,197,919**	**266,945,737**	**263,505,980**	**261,510,695**	**-2.0 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	447,842	1,285,595	1,285,595	1,154,787	-10.2 %
Employee Benefits	133,201	351,043	351,043	364,852	3.9 %
Grant Fund - MCG Personnel Costs	**581,043**	**1,636,638**	**1,636,638**	**1,519,639**	**-7.1 %**
Operating Expenses	3,862,617	3,487,745	3,487,745	3,487,745	—
Grant Fund - MCG Expenditures	**4,443,660**	**5,124,383**	**5,124,383**	**5,007,384**	**-2.3 %**
PERSONNEL					
Full-Time	15	15	15	15	—
Part-Time	0	0	0	0	—
FTEs	13.10	13.10	13.10	12.20	-6.9 %
REVENUES					
Federal Grants	0	1,939,694	1,939,694	1,939,694	—
State Grants	0	3,184,689	3,184,689	3,067,690	-3.7 %
Grant Fund - MCG Revenues	**0**	**5,124,383**	**5,124,383**	**5,007,384**	**-2.3 %**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	**193,053,533**	**193,665,417**	**204,537,817**	**211,045,285**	**9.0 %**
Total Full-Time Positions	**868**	**884**	**884**	**899**	**1.7 %**
Total Part-Time Positions	**16**	**9**	**9**	**9**	**—**
Total FTEs	**898.61**	**909.36**	**909.36**	**922.86**	**1.5 %**
Total Revenues	**245,197,919**	**272,070,120**	**268,630,363**	**266,518,079**	**-2.0 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
MASS TRANSIT		
FY25 ORIGINAL APPROPRIATION	**188,541,034**	**896.26**
Changes (with service impacts)		
Add: Howard County Flash Expansion (Offset by Revenue from Howard County) [Transit Services]	1,119,413	17.00
Add: Zero Fare Transit Ambassadors [Transit Services]	250,000	0.00
Add: Automated Bus Lane Enforcement Pilot [Transit Services]	160,000	0.00
Reduce: Countywide Transportation Demand Management Outreach Contract [Community Mobility Services]	(200,000)	0.00
Reduce: Transportation Services Improvement Fund Taxicab Reimbursements to Ensure the Sustainability of the Fund [Community Mobility Services]	(991,265)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	5,212,910	0.00
Increase Cost: Motor Pool Adjustment	4,565,762	0.00
Increase Cost: Annualization of FY25 Compensation Increases	2,816,249	0.00
Increase Cost: Overtime Adjustment [Transit Services]	2,400,000	0.00
Increase Cost: Bus Shelter Maintenance [Transit Services]	1,600,000	0.00
Increase Cost: Juneteenth Holiday Pay [Transit Services]	487,476	0.00
Increase Cost: Contract Escalations [Transit Services]	392,058	0.00
Increase Cost: Retirement Adjustment	353,378	0.00
Increase Cost: Utilities [Transit Services]	215,889	0.00
Increase Cost: Printing and Mail Adjustment	192,453	0.00
Increase Cost: Transit Asset Management Plan [Transit Services]	150,000	0.00
Shift: From Grant Fund [Community Mobility Services]	96,005	0.90
Increase Cost: Nicholson Court Lease [Transit Services]	48,095	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Community Mobility Services]	24,778	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Transit Services]	16,654	0.00
Increase Cost: Marketing Services Contract Escalations [Community Mobility Services]	16,257	0.00
Increase Cost: TRiPS Commuter Store Contract Escalation [Community Mobility Services]	14,860	0.00
Increase Cost: White Oak Transportation Management District [Community Mobility Services]	3,718	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Transportation Management District Reporting [Community Mobility Services]	(19,500)	0.00
Decrease Cost: Risk Management Adjustment	(24,560)	0.00
Decrease Cost: FY25 Mid-Year Position Consolidation [Transit Services]	(65,291)	(1.00)
Decrease Cost: Commuter Survey for Employees and Residents [Community Mobility Services]	(100,000)	0.00
Decrease Cost: Elimination of Fare Collection [Transit Services]	(557,113)	(2.50)
Decrease Cost: Annualization of FY25 Personnel Costs	(681,359)	0.00
FY26 RECOMMENDED	**206,037,901**	**910.66**

GRANT FUND - MCG

FY25 ORIGINAL APPROPRIATION	**5,124,383**	**13.10**
Other Adjustments (with no service impacts)		
Decrease Cost: Annualization of FY25 Personnel Costs	(20,994)	0.00
Shift: To Mass Transit Fund [Community Mobility Services]	(96,005)	(0.90)
FY26 RECOMMENDED	**5,007,384**	**12.20**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Community Mobility Services	16,953,840	33.83	15,927,412	32.28
Transit Services	175,303,260	869.53	194,220,488	885.58
Transit Services General Administration	1,408,317	6.00	897,385	5.00
Total	**193,665,417**	**909.36**	**211,045,285**	**922.86**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
MASS TRANSIT					
Health and Human Services	General Fund	273,694	0.00	282,694	0.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
MASS TRANSIT						
EXPENDITURES						
FY26 Recommended	**206,038**	**206,038**	**206,038**	**206,038**	**206,038**	**206,038**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY26	**0**	**835**	**835**	**835**	**835**	**835**
New positions in the FY26 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.						
Elimination of One-Time Items Recommended in FY26	**0**	**(427)**	**(427)**	**(427)**	**(427)**	**(427)**
Items recommended for one-time funding in FY26, including Zero Fare Transit Ambassadors and update of of the Transit Asset Management Plan, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**466**	**466**	**466**	**466**	**466**
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**	**39,500**	**40,700**	**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.						
Veirs Mill Road Bus Rapid Transit	**0**	**3,600**	**3,708**	**3,820**	**3,934**	**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	**206,038**	**210,512**	**210,620**	**250,232**	**251,546**	**251,546**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY26 Recommended		FY27 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Howard County Flash Expansion (Offset by Revenue from Howard County)	789,376	17.00	1,624,457	17.00
Total	**789,376**	**17.00**	**1,624,457**	**17.00**

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Health and Human Services

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$554,683,441	2,067.89

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 FY26 Operating Budget for the Department of Health and Human Services is $554,683,441, an increase of $43,728,543 or 8.56 percent from the FY25 Approved Budget of $510,954,898. Personnel Costs comprise 51.67 percent of the budget for 1,854 full-time position(s) and 312 part-time position(s), and a total of 2,067.89 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 48.33 percent of the FY26 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

- Continues the shift in focus of the Services to End and Prevent Homelessness (SEPH) service area toward rental assistance

and Housing Stabilization Services (HSS) eviction prevention by annualizing for FY26 the funding provided in Supplemental #25-42. Adds $6.9 million for the continuation of the Short-term Housing and Resolution Program (SHARP) which provides up to 12 months of rental assistance and navigation services to those experiencing homelessness, targeting families currently staying in motels used for overflow shelter and those staying in County family emergency shelters to move them to permanent housing. Adds another $2.9 million in funding for HSS eviction prevention and the Rental Assistance Program (RAP) by offering financial assistance and short-term case management to connect households to needed resources, which may include landlord-tenant affairs, legal services, financial literacy, vocational support, and behavioral healthcare.

- Provides $2.4 million to enhance Health Care for the Uninsured programs, including $963,600 to bring the Montgomery Cares reimbursement rate to 45 percent of the cost of care and prevent potential clinic closures; $903,600 to annualize a recommended FY25 supplemental that recognizes the cost of enrollment growth and expansion to a new clinic at the Islamic Center of Maryland; $333,800 to annualize the cost of Care for Kids (CFK) enrollment growth; and an additional $180,000 to improve reproductive health care access for CFK youth clients.

- Increases funding of $2 million to maintain Rapid Rehousing (RRH) program due to increased rents and the end of COVID-era funding. Replaces American Rescue Plan Act (ARPA) funds with General funds of $1.2 million to continue providing Housing Initiative Program permanent supportive housing services in FY26 to 39 households where at least one household member has a documented disability.

- Adds $1.7 million to enhance and expand school health services. Provides $1.5 million to provide for Blueprint-required community health nurse staffing in 11 new community schools, which is expected to be offset by approximately $1.2 million in revenue. Also adds three nurse managers to support sustainable management staffing ratios and improve the delivery and operations of School Health Services ($225,400).

- Provides funding for several enhancements to the Linkages to Learning program by providing funding for contractual staffing for Linkages to Learning at Greencastle Elementary School and Silver Spring International Middle School ($214,100), funding a new Linkages to Learning at Burnt Mills Elementary School ($200,000), and enhancing Linkages to Learning bilingual therapist contractor salaries to improve recruitment and retention of bilingual therapists ($65,000).

- Restores one-time funding in FY26 for the Lighthouse Initiative (formerly Newcomers) for a total of $7.1 million.

- Replaces a number of FY25 grant reductions with General funds in FY26: HIV, AIDS, and STI Services Grant Reductions ($721,900); Maryland Family Network Grant Reduction ($175,300); Senior Nutrition Services at the Silver Spring Recreation and Aquatic Center ($147,900); and Infant and Early Childhood Mental Health Grant Reduction ($130,900). Ensures continuity of Hepatitis B and Immunization Services ($126,800) and Countywide food costs in Senior Nutrition Services ($101,200) despite external revenues becoming insufficient to maintain these costs.

- Enhances supplemental funding for reimbursements to critical providers, including $717,500 for a 3 percent increase to the Developmental Disability Provider Supplement and the Adult Medical Day Care Provider Supplement. Also adds $112,000 to the base to annualize funding for the respite care provider reimbursement rate that was approved in FY24.

- Provides $454,200 to enhance the availability and delivery of dental services, including $300,000 to address the lack of affordable and accessible dental services in East County by partnering with community providers to serve 300 residents; and $154,200 to continue the FY24 transition of contractual dental services staff capacity to County permanent staff positions.

- Accommodates increased utilization of domestic violence shelter services ($425,000), and assumes abuse intervention services that cannot be procured due to state requirements ($107,500 that is expected to be fully offset by revenues).

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- In conjunction with the Department of Technology and Enterprise Business Solutions, DHHS is building a more up-to-date and secure enterprise Integrated Case Management (eICM) 2.0 with an expected go-live date in FY26.

- In FY25, a new Request for Proposals (RFP) was posted for a new Electronic Health Record (EHR) contract. Proposals are being reviewed, and a new contract is expected to be in place in early FY26 with a go-live expected in the third quarter of FY26.
- QLESS is a lobby management system that was implemented in heavily trafficked DHHS 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 since 2017, the department has been expanding to different locations and programs. The department will continue to expand to other locations in FY25 and FY26, including to the mobile medical and dental van and Vital Records Office, as the learning from the product implementation has revolutionized how customers are served.
- DHHS is working diligently to enhance data capabilities and improve performance and outcome measures that will lead the department to more data-driven decision-making processes. In FY25, 67 employees began a pilot DataCamp project that includes 17 hours of training on Data Literacy. At the end of the pilot the department hopes that post-tests will show a marked improvement in understanding the importance of data collection, data cleanliness, data analysis, and data visualization. Assuming significant improvements are seen during the pilot, DHHS will put out an RFP to provide data literacy training to all DHHS employees with the intent to create a department-wide data culture.
- The DHHS IT Applications team built a replacement system for HighGear in ServicePoint. Like HighGear, the System for Payments, direct purchase Orders, Careers, and Kontracts (SPOCK) provides a workflow for tasks that require multilevel approvals and tracking of approval status. This has cut down the use of paper and back and forth emails dramatically. The move from HighGear to SPOCK also provides cost savings as a homegrown system.
- The FY25 focus for the Community Connect (Client Portal) team will be on Phase III, which is the Provider Portal Module of the platform. This section of the system is aimed at providing a space for improved invoicing and transactional processes relating to customer benefits approved through the County. Both the customer and provider will be able to see the completed transactions from benefit approval to service payments. Phase IV of the product will evolve in the next couple of years with a focus on customer needs enhancements as post-launch customer feedback is incorporated into the development of improvements to the complete customer service experience.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	118,500,705	146,818,200	141,572,050	159,009,261	8.3 %

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Employee Benefits	35,349,374	43,065,371	41,484,630	49,821,036	15.7 %
County General Fund Personnel Costs	**153,850,079**	**189,883,571**	**183,056,680**	**208,830,297**	**10.0 %**
Operating Expenses	208,539,047	200,898,187	211,191,429	217,341,529	8.2 %
County General Fund Expenditures	**362,389,126**	**390,781,758**	**394,248,109**	**426,171,826**	**9.1 %**
PERSONNEL					
Full-Time	1,108	1,190	1,190	1,228	3.2 %
Part-Time	289	287	287	282	-1.7 %
FTEs	1,449.94	1,508.09	1,508.09	1,540.23	2.1 %
REVENUES					
Health Inspection: Restaurants	2,005,835	1,785,785	1,855,985	1,869,885	4.7 %
Health Inspections: Living Facilities	271,880	235,675	236,410	240,010	1.8 %
Health Inspections: Swimming Pools	536,925	582,480	551,310	554,780	-4.8 %
Marriage Licenses	259,200	246,960	264,420	276,319	11.9 %
Other Licenses/Permits	130,941	110,885	75,880	75,605	-31.8 %
Health and Human Services Fees	1,724,408	1,628,774	2,014,844	2,307,550	41.7 %
Core Health Services Funding	7,237,092	5,592,428	5,047,428	5,274,562	-5.7 %
Federal Financial Participation Reimbursements	12,946,933	17,967,652	19,145,953	20,103,251	11.9 %
Medicaid/Medicare Reimbursement	1,619,953	2,936,505	1,987,946	3,378,889	15.1 %
Other Intergovernmental	6,165,368	5,675,457	6,738,001	6,471,479	14.0 %
Miscellaneous Revenues	52,460	0	0	0	—
Other Charges/Fees	1,938,316	4,357,743	4,351,658	5,677,651	30.3 %
Other Fines/Forfeitures	6,100	10,500	8,000	8,000	-23.8 %
County General Fund Revenues	**34,895,411**	**41,130,844**	**42,277,835**	**46,237,981**	**12.4 %**
OPIOID ABATEMENT					
EXPENDITURES					
Salaries and Wages	0	511,797	0	521,400	1.9 %
Employee Benefits	0	103,476	0	109,992	6.3 %
Opioid Abatement Personnel Costs	**0**	**615,273**	**0**	**631,392**	**2.6 %**
Operating Expenses	471,762	948,000	1,685,600	948,000	—
Opioid Abatement Expenditures	**471,762**	**1,563,273**	**1,685,600**	**1,579,392**	**1.0 %**
PERSONNEL					
Full-Time	0	5	5	5	—
Part-Time	0	0	0	0	—
FTEs	0.00	5.00	5.00	5.00	—
REVENUES					
Other Intergovernmental	5,519,965	1,563,273	1,563,273	1,563,273	—
Investment Income	506,045	0	0	0	—
Opioid Abatement Revenues	**6,026,010**	**1,563,273**	**1,563,273**	**1,563,273**	**—**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	48,290,871	47,657,250	47,657,250	59,626,469	25.1 %
Employee Benefits	14,189,425	14,989,614	14,989,614	17,522,695	16.9 %
Grant Fund - MCG Personnel Costs	**62,480,296**	**62,646,864**	**62,646,864**	**77,149,164**	**23.1 %**
Operating Expenses	84,995,124	55,963,003	55,963,003	49,783,059	-11.0 %
Grant Fund - MCG Expenditures	**147,475,420**	**118,609,867**	**118,609,867**	**126,932,223**	**7.0 %**
PERSONNEL					
Full-Time	614	598	598	621	3.9 %
Part-Time	30	31	31	30	-3.2 %
FTEs	498.54	489.18	489.18	522.66	6.8 %
REVENUES					
Other Charges/Fees	15,841	0	0	0	—
Federal Grants	67,668,490	41,476,951	41,476,951	32,532,408	-21.6 %
HB669 Social Services State Reimbursement	49,652,000	48,698,232	48,698,232	64,171,884	31.8 %
State Grants	21,969,475	28,283,814	28,283,814	30,077,061	6.3 %
Miscellaneous Revenues	528,597	150,870	150,870	150,870	—
Grant Fund - MCG Revenues	**139,834,403**	**118,609,867**	**118,609,867**	**126,932,223**	**7.0 %**
DEPARTMENT TOTALS					
Total Expenditures	**510,336,308**	**510,954,898**	**514,543,576**	**554,683,441**	**8.6 %**
Total Full-Time Positions	**1,722**	**1,793**	**1,793**	**1,854**	**3.4 %**
Total Part-Time Positions	**319**	**318**	**318**	**312**	**-1.9 %**
Total FTEs	**1,948.48**	**2,002.27**	**2,002.27**	**2,067.89**	**3.3 %**
Total Revenues	**180,755,824**	**161,303,984**	**162,450,975**	**174,733,477**	**8.3 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**390,781,758**	**1,508.09**
Changes (with service impacts)		
Enhance: Short-term Housing and Resolution Program (SHARP) to Provide up to 12 Months of Rental Assistance and Navigation Services to Help Households Quickly Resolve Their Housing Crisis [Homeless Services for Families]	6,932,010	0.00
Enhance: Eviction Prevention and Rental Assistance Program (RAP) to Provide Housing Stabilization Assistance [Prevention]	2,946,932	0.00
Enhance: Increase Funding to Maintain Rapid Rehousing (RRH) Program Due to Increased Rents and the End of COVID-Era Funding [Rapid Rehousing]	2,000,000	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Enhance: Community Health Nurse Staffing for 11 New Community Schools to Comply with State Blueprint Requirements (Partially Offset by Revenue) [School Health Services]	1,496,275	11.00
Enhance: Annualization of Infrastructure Positions Approved by Supplemental #25-35 (Offset by Revenue)	1,301,487	11.00
Enhance: Increase Montgomery Cares Primary Care Reimbursement Rate to 45 Percent of the Cost of Care to Support Clinics' Minimum Operational Needs [Health Care for the Uninsured]	963,631	0.00
Enhance: Maintain Montgomery Cares Enrollment Growth and Expansion to a New Clinic at the Islamic Center of Maryland [Health Care for the Uninsured]	903,632	0.00
Enhance: Domestic Violence Shelter Contract Due to Increased Utilization [Access To Behavioral Health Services]	425,000	0.00
Enhance: Specialty Dental, Behavioral Health, Primary Care and Pharmacy Services Support for Projected Care for Kids Enrollment Growth to Over 12,000 Children [Health Care for the Uninsured]	333,785	0.00
Enhance: Partner with Community Dental Practices to Serve 300 East County Residents Without Access to Dental Services [Dental Services]	300,000	0.00
Enhance: Add Three Nurse Managers to Improve School Health Nurse Management Staffing Ratios [School Health Services]	225,444	3.00
Enhance: Operating Budget Impact Associated with Contractual Staffing for Greencastle Elementary School and Silver Spring International Middle School Linkages to Learning [Linkages To Learning]	214,134	0.00
Add: Support American Diversity Group's Free Medical Clinic [Admin - Public Health]	202,600	0.00
Enhance: Add Linkages to Learning Services at Burnt Mills Elementary School [Linkages To Learning]	200,000	0.00
Enhance: Improve Access to Reproductive Health Services in the Care for Kids Program [Health Care for the Uninsured]	180,000	0.00
Enhance: Continue Phase II of the Dental Program Conversion to Merit Staff Due to Performing the Same Function as County Permanent Staff (Partially Offset By Operating Expense Reduction) [Dental Services]	154,227	5.00
Enhance: Linkages to Learning Bilingual Therapist Contractor Salaries to Improve Recruitment and Retention [Linkages To Learning]	65,000	0.00
Eliminate: Stroke Prevention Information Contract Due to Duplication of Services [Admin - Public Health]	(20,624)	0.00
Eliminate: Therapeutic Recreation Contract with Playball Academy Due to Underperformance [Positive Youth Development]	(27,000)	0.00
Eliminate: Karasik Child Care Program Due to Underutilization [Community Support Network for People with Disabilities]	(35,404)	0.00
Reduce: Post-Adoption Services, Referral Services Available from the State [Child Welfare Services]	(42,000)	0.00
Eliminate: Health Education Contract Due to Duplication of Services [Admin - Public Health]	(46,977)	0.00
Eliminate: Lead4Life Contract Due to Underperformance [Child & Adolescent School & Community Based Services]	(63,726)	0.00
Eliminate: Family Intervention Contract with YMCA Due to Underperformance [Positive Youth Development]	(343,732)	0.00
Eliminate: YMCA, EveryMind, and Sheppard Pratt Contracts for Therapeutic Recreation Services That Are No Longer Needed; New Scope Contract for Case Management Will Not Be Implemented [Child & Adolescent School & Community Based Services]	(385,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	9,007,398	0.00
Increase Cost: Lighthouse Initiative One-Time Funding	7,089,067	12.00
Increase Cost: Annualization of FY25 Compensation Increases	5,206,764	0.00
Restore: One-Time Lapse Increase [Admin - Office of the Director]	3,898,261	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	3,583,144	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Replace: ARPA Funds with General Funds to Provide Permanent Supportive Housing for 39 Households Referred to the Housing Initiative Program [Housing Initiative Program]	1,200,000	0.00
Increase Cost: Annualization of FY25 Lapsed Positions	1,032,793	0.00
Increase Cost: Salary Equity Adjustment	994,034	0.00
Replace: Continue Staffing Core HIV, AIDS, Hepatitis B, and Other STI Services, Despite Grant Reductions [Communicable Disease & Epidemiology]	848,709	6.30
Increase Cost: Retirement Adjustment	654,298	0.00
Increase Cost: Three Percent Increase to the Developmental Disability Provider Supplement [Community Provider Support]	650,820	0.00
Increase Cost: Printing and Mail Adjustment	429,674	0.00
Increase Cost: Motor Pool Adjustment	277,097	0.00
Technical Adj: Annualization of Takoma Park Therapists in the Crisis Center, Fully Offset by Revenue from the City of Takoma Park [24-Hours Crisis Center]	249,194	2.00
Replace: Maryland Family Network Grant Reduction with General Funds [Early Childhood Services]	175,340	1.45
Replace: Continue Serving Over 100 Older Adults with Senior Nutrition Services at the Silver Spring Recreation and Aquatic Center [Area Agency on Aging]	147,875	0.00
Replace: Infant and Early Childhood Mental Health Grant Reduction with General Funds [Early Childhood Services]	130,888	1.40
Increase Cost: Annualize Respite Care Provider Rate Increase [Respite Care]	112,045	0.00
Replace: Comply with State Requirement that Necessitates County Staff Assume Abuse Intervention Services [Access To Behavioral Health Services]	107,500	5.00
Increase Cost: Accommodate Increasing Food Costs in the Senior Nutrition Program to Prevent a Projected Reduction of Approximately 11,700 Meals [Area Agency on Aging]	101,225	0.00
Increase Cost: Three Percent Increase to the Adult Medical Day Care Provider Supplement [Assessment & Continuing Care Management Services]	66,684	0.00
Increase Cost: Increase in Security Services Rate at DHHS Programs [Admin - Office of the Chief Operating Officer]	14,698	0.00
Decrease Cost: Reduce the My Turn Program Due to Underutilization [Community Support Network for People with Disabilities]	(15,000)	0.00
Decrease Cost: Risk Management Adjustment	(22,241)	0.00
Decrease Cost: Reduce Latino Health Initiative Primary Care Coalition Media Relations Contract for Public Service Announcements No Longer Provided [Minority Programs]	(50,000)	0.00
Shift: Transfer a Non-competitive Contract for Pop-Up Pantry Services from DHHS to the Office of Food Systems Resilience (OFSR) [Community Action Agency]	(53,107)	0.00
Decrease Cost: Reduce Community Companions Contract Due to Underutilization [Community Support Network for People with Disabilities]	(150,000)	0.00
Decrease Cost: Expansion of Positive Youth Development (PYD) Contract with Latin American Youth Center No Longer Needed, Replaced by RecMode Contract [Positive Youth Development]	(192,178)	0.00
Decrease Cost: Summer Electronic Benefit Transfer (EBT) Summer and Winter School Break Children's Food Program Fully Funded by the State [Office of Eligibility and Support Services]	(348,478)	0.00
Shift: Transfer Funding to the OFSR School-Based Food Assistance Program [Community Action Agency]	(753,775)	0.00
Decrease Cost: Lapse Adjustment [Admin - Office of the Director]	(1,510,508)	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(4,758,288)	(26.01)
Decrease Cost: Elimination of One-Time Items Approved in FY25	(10,613,559)	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
FY26 RECOMMENDED	**426,171,826**	**1,540.23**
OPIOID ABATEMENT		
FY25 ORIGINAL APPROPRIATION	**1,563,273**	**5.00**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY25 Personnel Costs	9,077	0.00
Increase Cost: FY26 Compensation Adjustment	7,042	0.00
FY26 RECOMMENDED	**1,579,392**	**5.00**
GRANT FUND - MCG		
FY25 ORIGINAL APPROPRIATION	**118,609,867**	**489.18**
Federal/State Programs		
Enhance: Five Early Childhood Services Positions Previously Funded by Early Care and Education NDA to Consolidated Local Implementation Grant (CLIG)	535,781	5.00
Eliminate: One-Time FY25 9-8-8 Grants	(357,219)	0.00
Eliminate: ARPA Substance Use Services Grant	(555,400)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: House Bill Grant Changes	15,473,562	31.17
Technical Adj: Miscellaneous Grant Changes	(117,954)	9.31
Replace: Annualize Reduction of Federal Grant for Mobile Crisis Outreach Teams, with Full-Year Funding and FTE Billed to the General Fund [24-Hours Crisis Center]	(206,414)	(12.00)
Re-align: Remove ARPA Food Funding [Admin - Office of the Director]	(6,450,000)	0.00
FY26 RECOMMENDED	**126,932,223**	**522.66**

FUNCTION SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Aging and Disability Services	73,134,345	210.25	78,661,624	210.25
Behavioral Health and Crisis Services	61,590,722	263.55	66,495,344	281.90
Children, Youth and Family Services	127,173,468	615.98	140,099,999	631.13
Public Health Services	116,195,323	607.96	116,856,649	634.21
Services to End and Prevent Homelessness	49,329,783	116.40	61,813,868	117.40
Administration and Support	83,531,257	188.13	90,755,957	193.00
Total	**510,954,898**	**2,002.27**	**554,683,441**	**2,067.89**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund		FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND						
Correction and Rehabilitation	General Fund		122,817	0.75	136,049	0.75
Police	General Fund		132,543	1.00	182,177	1.00
Recreation	Recreation		52,853	0.50	52,853	0.50
Permitting Services	Permitting Services		197,434	2.00	256,294	2.00
Housing and Community Affairs	Montgomery Housing Initiative		19,566,950	0.00	19,566,950	0.00
NDA - Early Care and Education	General Fund		2,586,200	26.00	1,907,464	16.00
NDA - Guaranteed Income	General Fund		112,030	1.00	112,030	1.00
		Total	**22,770,827**	**31.25**	**22,213,817**	**21.25**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**426,172**	**426,172**	**426,172**	**426,172**	**426,172**	**426,172**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY26	**0**	**335**	**335**	**335**	**335**	**335**
New positions in the FY26 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.						
Elimination of One-Time Items Recommended in FY26	**0**	**(7,219)**	**(7,219)**	**(7,219)**	**(7,219)**	**(7,219)**
Items recommended for one-time funding in FY26, including the Lighthouse Initiative, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**1,766**	**1,766**	**1,766**	**1,766**	**1,766**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**426,172**	**421,054**	**421,054**	**421,054**	**421,054**	**421,054**
OPIOID ABATEMENT						
EXPENDITURES						
FY26 Recommended	**1,579**	**1,579**	**1,579**	**1,579**	**1,579**	**1,579**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**1,579**	**1,579**	**1,579**	**1,579**	**1,579**	**1,579**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY26 Recommended		FY27 Annualized	
	Expenditures	FTEs	Expenditures	FTEs

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY26 Recommended		FY27 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Add Three Nurse Managers to Improve School Health Nurse Management Staffing Ratios	196,794	3.00	393,588	3.00
Comply with State Requirement that Necessitates County Staff Assume Abuse Intervention Services	414,822	5.00	553,093	5.00
Total	**611,616**	**8.00**	**946,681**	**8.00**

Aging and Disability Services

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$78,661,624	210.25

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**504,268**	**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.	37,200	0.00
FY26 Recommended	**541,468**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of ongoing clients in Adult Foster Care - unduplicated annual count [1]	96	105	115	121	126
Assisted Living Services - Percent of clients remaining in community placement (i.e., not entering institutional setting) [2]	96%	96%	96%	96%	96%

[1] *There was a 9% increase in new cases due to more placements through Adult Protective Services where clients had been at high risk of abuse, neglect, exploitation, or self-neglect. The program projects an increase in coming years based on this trend.*

[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 remaining in the community, thereby reducing the higher cost of institutional care.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,411,113**	**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.	275,531	0.00
FY26 Recommended	**2,686,644**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of incoming calls - monthly average [1]	1,382	1,488	1,424	1,450	1,475

[1] *Call volume varies year-to-year but remains within expected range.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,687,952**	**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.	146,533	0.00
FY26 Recommended	**1,834,485**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Ombudsman Services - Percent of complaints resolved and partially resolved	84%	93%	90%	90%	90%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**9,789,168**	**24.50**
Replace: Continue Serving Over 100 Older Adults with Senior Nutrition Services at the Silver Spring Recreation and Aquatic Center	147,875	0.00
Increase Cost: Accommodate Increasing Food Costs in the Senior Nutrition Program to Prevent a Projected Reduction of Approximately 11,700 Meals	101,225	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	421,437	1.00
FY26 Recommended	**10,459,705**	**25.50**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
New Adult Protective Services Investigations [1]	966	1,064	1,117	1,172	1,230
Percent of APS Clients with another investigation within six months (recidivism) [2]	6%	5%	5%	5%	5%
Percent of seniors and adults with disabilities that avoid institutional placement while receiving case management services [3]	93%	95%	95%	95%	95%
Number of clients receiving case management services [4]	905	907	934	962	990

[1] *The 10% increase in APS investigations in FY24 is likely due to the growth of the aging and at-risk population in Montgomery County, increased community outreach/education, referrals from community/preferred partners and the senior community, along with the official ending of the public health emergency. Future projections are anticipated to be in line with the growth seen this fiscal year.*

[2] *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.*

[3] *The percentage remained stable, with a slight increase in FY24. 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] *Case management services has maintained approximately the same number of active clients in FY24. The program anticipates an increase in clients due to increased Adult Protective Services investigations and increased referrals to the Senior Care Program where the waitlist has been successfully eliminated. (All Senior Care recipients are assigned a case manager.)*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**13,576,161**	**61.75**
Increase Cost: Three Percent Increase to the Adult Medical Day Care Provider Supplement	66,684	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,059,568	0.00
FY26 Recommended	**15,702,413**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of Clients served by Developmental Disability and Medical Adult Day Care Providers [1]	5,126	5,499	5,628	5,763	5,904

[1] *The increase is in line with the projected 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.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**22,033,801**	**0.50**
Increase Cost: Three Percent Increase to the Developmental Disability Provider Supplement	650,820	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,679	0.00
FY26 Recommended	**22,689,300**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Placements in Summer Camp Programs [1]	50	46	60	70	70

[1] *The number in FY24 was slightly below the FY23 number as camps are still struggling to hire/retain staff. Limited camp options for individuals with disabilities remains a barrier for families, and the program is considering additional outreach.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,352,667**	**9.50**
Decrease Cost: Reduce the My Turn Program Due to Underutilization	(15,000)	0.00
Eliminate: Karasik Child Care Program Due to Underutilization	(35,404)	0.00
Decrease Cost: Reduce Community Companions Contract Due to Underutilization	(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.	147,387	0.00
FY26 Recommended	**3,299,650**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of clients served annually [1]	323	333	343	353	364
Percent of clients with no unmet personal care needs [2]	61%	74%	79%	82%	85%

[1] *The increase of 3% from FY23 to FY24 is within the projected growth expectations. Projections are based on continued 3% increase.*

[2] *182 surveys were distributed April 2024 and 63 responded, a return rate of 34.7%. The increase in the percentage of clients with no unmet personal care needs may be a result of the efforts in FY24 to improve communication between the Home Care Program and case managers in order to address noted unmet personal care needs of the client. The program projects a five percentage point increase in FY25 and three percentage point increases in FY26 and FY27 based on continued improvement in overall quality of service.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**5,378,251**	**15.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	821,718	0.00
FY26 Recommended	**6,199,969**	**15.00**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
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 [1]	68%	83%	85%	85%	85%
Average number of Adult Evaluation and Review Service (AERS) assessments assigned per month [2]	292	313	388	463	538
Total number of clients currently served by Nurse Monitoring [3]	3,003	2,789	2,928	3,074	3,227

[1] *The compliance percentage increased in FY24 largely because the Developmental Disabilities Administration (DDA) initiated an "auto approve" process in the system. Person-centered plans that fit into a particular category are automatically approved. This opened up DDA's capacity to review.*

[2] *The program hired more staff to serve the community in FY24. Three additional team members will be able to assess an additional 25 clients each per month.*

[3] *In FY24 following the end the public health emergency order, Maryland Department of Health (MDH) started removing clients who were not qualified to remain in the program, including Medicaid ineligible clients, deceased clients, and clients who no longer reside in Maryland. That and the slow processing of plan of services by MDH resulted in fewer new clients enrolling in the program (MDH assigns DHHS new clients).*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**12,886,605**	**79.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	696,436	(1.00)
FY26 Recommended	**13,583,041**	**78.00**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of clients served in respite [1]	452	474	450	450	450
Percent of caregivers that report a reduction in stress/caregiver burden as a result of receiving respite services [2]	100%	95%	96%	96%	96%

[1] *The number of clients served increased slightly, however ongoing additional funding is needed to support the expected increases in the future.*

[2] *As of June 2024, 256 surveys were received from the families that received Respite services in FY24 (of 474 total families served). Response rate increased by 50% over FY23 which may have contributed to more variation in responses to the satisfaction question.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,514,359**	**0.00**
Increase Cost: Annualize Respite Care Provider 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.	38,545	0.00
FY26 Recommended	**1,664,949**	**0.00**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Admin - Aging & Disability Services	504,268	3.00	541,468	3.00
Adult Foster Care	2,411,113	8.00	2,686,644	8.00
Aging & Disability Resource Unit	1,687,952	9.00	1,834,485	9.00
Area Agency on Aging	9,789,168	24.50	10,459,705	25.50
Assessment & Continuing Care Management Services	13,576,161	61.75	15,702,413	61.75
Community Provider Support	22,033,801	0.50	22,689,300	0.50
Community Support Network for People with Disabilities	3,352,667	9.50	3,299,650	9.50
Home Care Services	5,378,251	15.00	6,199,969	15.00
Medicaid Funded Long-Term Care Services	12,886,605	79.00	13,583,041	78.00
Respite Care	1,514,359	0.00	1,664,949	0.00
Total	**73,134,345**	**210.25**	**78,661,624**	**210.25**

Behavioral Health and Crisis Services

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$66,495,344	281.90

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 Monica Martin of the HHS - Behavioral Health and Crisis Services at 240-777-1488 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of walk-in contacts [1]	5,180	4,602	5,000	5,000	5,000
Number of students identified by schools to be at risk who were referred to the Crisis Center [2]	1,630	1,206	1,300	1,300	1,300

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Percent of students identified by schools to be at risk that are stabilized utilizing community resources without hospital intervention [3]	89%	88%	89%	90%	90%

[1] *The Crisis Center has steadily expanded mobile crisis outreach services which may have contributed to the decrease in walk-in contacts. The County may also still be stabilizing after the COVID/post-COVID surge.*

[2] *MCPS has steadily increased the number of licensed mental health professionals within the school system and has provided additional trainings on risk assessment screenings for in-school staff. This appears to have resulted in fewer external referrals to the Crisis Center, with the referrals generally reflecting higher acuity.*

[3] *Despite having overall fewer school referrals from MCPS in FY24, the percentage of students diverted into a community resource has continued to remain high, which reflects the Crisis Center staff's skilled use of community alternatives.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**12,776,659**	**75.40**
Technical Adj: Annualization of Takoma Park Therapists in the Crisis Center, Fully Offset by Revenue from the City of Takoma Park	249,194	2.00
Replace: Annualize Reduction of Federal Grant for Mobile Crisis Outreach Teams, with Full-Year Funding and FTE Billed to the General Fund	(206,414)	(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.	901,017	13.00
FY26 Recommended	**13,720,456**	**78.40**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Total number of unduplicated clients served [1]	3,171	3,882	3,800	3,800	3,800
Percent of clients referred keeping first appointment with community provider [2]	74%	64%	68%	72%	75%
Percent of customers satisfied with Access staff services [3]	100%	92%	95%	95%	95%

[1] *The program continues to see an increase in unduplicated client count through expansion to homeless shelters and parole and probation. These programs are front line serving centers for the targeted client population.*

[2] *In FY24, program community aides found it more challenging to engage with clients as effectively as therapists had in the past, which may have contributed to decreased performance on this outcome measure.*

[3] *The survey was distributed to 165 clients and 152 completed the survey. While satisfaction rate is high among these clients, response rate is impacted by lack of reliable smart phones and complex needs of the most vulnerable and low-income clients served.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,123,510**	**30.00**
Enhance: Domestic Violence Shelter Contract Due to Increased Utilization	425,000	0.00

FY26 Recommended Changes	Expenditures	FTEs
Replace: Comply with State Requirement that Necessitates County Staff Assume Abuse Intervention Services	107,500	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.	(251,787)	(5.00)
FY26 Recommended	**4,404,223**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,447,137**	**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.	(8,131)	0.00
FY26 Recommended	**2,439,006**	**9.00**

Adult Behavioral Health Services

Adult Behavioral Health Services is an Outpatient Mental Health Center (OMHC) that serves primarily individuals 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 are integral parts of the treatment process and are 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 interpretation service.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of clients served [1]	253	261	280	300	300
Percent of clients showing improvement in functioning and decreased symptoms - BASIS 24 Scale [2]	49%	58%	60%	60%	60%

[1] *A personnel shortage continues to limit the number of clients served. The program plans to leverage existing resources to be able to serve medication-only cases.*

[2] *The population served is expected to have changes in their symptoms based on their diagnosis, and even though they are in recovery they may relapse at times and their answers may vary accordingly.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,816,594**	**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.	92,753	0.50
FY26 Recommended	**1,909,347**	**12.50**

Adult Forensic Services

Adult Forensic Services is comprised of four programs: 1) Clinical Assessment and Transition Services (CATS) provides

assessment and post-booking diversion services to newly booked inmates with behavioral health issues, and discharge planning for those being released to the community. The Forensic Liaison supports the Competency Docket with reentry recommendations for those returning from State Hospitals; 2) Jail Addiction Services (JAS) is an ASAM II.5 level jail-based residential addiction treatment program for inmates with Substance Use Disorders at the Montgomery County Correctional Facility; 3) The Justice Clinical Assessment and Planning (JCAP) Team provides clinical assessment, care planning, and care-coordination to the clients of Mental Health Court; and 4) Stop, Triage, Engage, Educate, Rehabilitate (STEER) is a team of peer specialists who respond 24/7/365 to opioid overdoses, and provider referrals for high-risk Substance Use Disorder clients.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Total number of unduplicated clients served [1]	1,603	2,556	2,500	2,500	2,500
Percent of Mental Health Court clients who completed program [2]	78%	83%	80%	80%	80%
Percent of Jail Addiction Services clients that were not reincarcerated within a year of program completion	70%	71%	75%	75%	75%
Percent of STEER participants who attend first treatment appointment [3]	68%	57%	61%	61%	61%
Percent of customers satisfied with Adult Forensic services [4]	80%	66%	75%	75%	75%

[1] *The significant increase in client count is mainly driven by a 20%+ increase in adult arrests during the fiscal year.*

[2] *The program increased capacity in FY24 with a higher number of staff than the prior year, which contributed to more positive client outcomes.*

[3] *The STEER Program referred 256 clients for treatment; 147 engaged in treatment after the referral. The decline in satisfaction may be the result of an 20% rise in referrals while the program experienced a shortage of peer support specialists.*

[4] *Results based on 183 survey responses (out of 183 surveys distributed.) The lower satisfaction ratings are driven by responses from participants in Jail Addiction Services (JAS). Theses clients were particularly affected by the overall increase in jail population and the program experience some staffing shortages that likely affected client satisfaction as well.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**5,419,450**	**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.	(1,333,332)	(1.00)
FY26 Recommended	**4,086,118**	**28.00**

Local Behavioral Health Authority

As the State-mandated Local Behavioral Health Authority (LBHA), this program is responsible for system planning, management, and oversight of the Montgomery County behavioral health system across the lifespan (behavioral health, mental health, and substance use disorders). The LBHA manages State and Federal grants as well as County-funded programs and ensures quality of care, quality improvement, and access to behavioral health fee-for-service programs. The LBHA has the responsibility of system planning, which involves assessing and determining gaps in behavioral health treatment and rehabilitation, and working closely with community service providers and partners, forensic services, and public safety. The LBHA ensures 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**16,074,751**	**24.15**
Eliminate: One-Time FY25 9-8-8 Grants	(357,219)	0.00
Eliminate: ARPA Substance Use Services Grant	(555,400)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,443,934	0.85
FY26 Recommended	**17,606,066**	**25.00**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of unduplicated clients served [1]	462	567	600	600	600
Percent of clients who show reduction in severity of mental health symptoms [2]	67%	65%	70%	70%	70%

[1] *The number of clients increased in FY24 despite staff vacancies. The unduplicated count excludes group therapy services, which served additional youth in schools and clinics, because group participants are not billed and not all are admitted into the program.*

[2] *A high number of clients had severe presentations that may have impacted the lower rates of symptom reduction.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**7,893,839**	**29.25**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,134,663	1.00
FY26 Recommended	**9,028,502**	**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 and alcohol use 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of Specialty Behavioral Health Services clients served [1]	178	264	275	300	300

[1] *Programs included: Outpatient, Intensive Outpatient Program, Medication Assisted treatment Program, Jail Medication Assisted Treatment Program, Urine Monitoring Program, DUI Court, and Adult Drug Court. The increase in clients is due in part to the successful expansion of the Medication Assisted Treatment program in jails. The number of clients also increased within DUI Court and outpatient clinics. The program expects continued growth.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,809,940**	**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.	1,262,274	8.00
FY26 Recommended	**5,072,214**	**33.00**

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 other 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of new Partner Abuse victims served [1]	1,639	1,450	1,595	1,755	1,931
Number of Partner Abuse victim clients waiting for counseling service (monthly average) [2]	17	43	30	25	20
Percent of clients receiving therapy that demonstrate improvement on a domestic violence rating scale [3]	98%	98%	99%	100%	100%

[1] *A personnel shortage contributed to the decrease in the number of clients served. Additionally, there was an increase in the severity and complexity of cases. Projections are based on a 10% increase from FY24.*

[2] *In FY24, the program encountered limited staffing issues which resulted in a significant increase to the waitlist.*

[3] *The program continues to see improved symptom reduction in FY24 due to operating more domestic violence groups and offering services in person and online to meet the clients' needs.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**6,949,151**	**27.75**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	959,681	6.00
FY26 Recommended	**7,908,832**	**33.75**

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**279,691**	**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.	40,889	0.00
FY26 Recommended	**320,580**	**2.00**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
24-Hours Crisis Center	12,776,659	75.40	13,720,456	78.40
Access To Behavioral Health Services	4,123,510	30.00	4,404,223	30.00
Admin - Behavioral Health & Crisis Services	2,447,137	9.00	2,439,006	9.00
Adult Behavioral Health Services	1,816,594	12.00	1,909,347	12.50
Adult Forensic Services	5,419,450	29.00	4,086,118	28.00
Local Behavioral Health Authority	16,074,751	24.15	17,606,066	25.00
Outpatient Behavioral Health Services - Child	7,893,839	29.25	9,028,502	30.25
Specialty Behavioral Health Services	3,809,940	25.00	5,072,214	33.00
Trauma Services	6,949,151	27.75	7,908,832	33.75

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Treatment Services	279,691	2.00	320,580	2.00
Total	**61,590,722**	**263.55**	**66,495,344**	**281.90**

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Children, Youth and Family Services

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$140,099,999	631.13

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 Oscar Mensah of the HHS - Children, Youth and Family Services at 240-777-3850 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,936,094**	**12.80**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	874,856	1.00
FY26 Recommended	**3,810,950**	**13.80**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of families served [1]	485	372	420	420	420
Percent of participating households exhibiting improved family stability [2]	86%	83%	85%	85%	85%
Percent of families completing surveys that are satisfied with services [3]	97%	95%	95%	95%	95%

[1] *For FY24, this measure includes 73 families served by East County Coordination and 299 families served by Cluster Projects.*

[2] *Only households with sufficient data for evaluation are included in this measure, not all households served. In FY24, the program evaluated the data of 131 households for this measure. The slight decrease in improvements is due to participant circumstances outside program control (e.g., death of a family member) and lack of participant engagement.*

[3] *FY24 percentage is based on 472 surveys completed by adult and youth participants receiving School & Community Youth Services or Bridge to Wellness services.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**7,953,831**	**17.00**
Eliminate: Lead4Life Contract Due to Underperformance	(63,726)	0.00
Eliminate: YMCA, EveryMind, and Sheppard Pratt Contracts for Therapeutic Recreation Services That Are No Longer Needed; New Scope Contract for Case Management Will Not Be Implemented	(385,000)	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.	244,071	4.00
FY26 Recommended	**7,749,176**	**21.00**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of families authorized to receive a childcare subsidy [1]	1,634	2,000	1,500	1,550	1,600
Percent of WPA subsidy utilized [2]	79%	79%	80%	80%	80%
Percent of families who report that the subsidy enabled them to access quality child care [3]	90%	88%	95%	95%	95%
Percentage of families completing surveys that are satisfied with the service [4]	92%	96%	95%	95%	95%

[1] *Working Parents Assistance implemented a waitlist as of September 9, 2024, for children aged 6 and over due to funding constraints. Based on the available funding for children aged 0-5 - for whom childcare is more expensive than older children - fewer families are likely to be served in FY25.*

[2] *This measure reflects invoices for WPA benefits processed through September 20, 2024. Please note that the percentage may change as the program continues to receive and process FY24 invoices for payment.*

[3] *This measure is based on the 357 survey responses received in FY24 out of the 750 surveys distributed. 95% projections reflect the program's satisfaction target.*

[4] *This measure is based on the 357 survey responses received in FY24 out of the 750 surveys distributed. 95% projections reflect the program's satisfaction target.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,969,414**	**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.	30,773	0.00

FY26 Recommended Changes	Expenditures	FTEs
FY26 Recommended	**2,000,187**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of children served in foster care [1]	451	444	498	484	472
Number of families receiving in-home services [2]	233	240	263	256	251
Percent of children placed in family settings [3]	79%	75%	76%	77%	77%
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 [4]	92%	96%	96%	96%	96%
Number of newly accepted cases (IR, AR, and non-CPS) [5]	2,679	2,457	2,505	2,524	2,580

[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 case 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. A slight increase in the number of families served from FY23 to FY24 can be attributed to a practice shift. Family Preservation teams are assigned Substance Exposed Newborn service cases rather than the Child Protective Services section to assess for the need of ongoing services. Projections are based on five-year historical average.*

[3] *The percentage reflects the annual average of children placed in a family-based setting while in care. Family-based settings include: regular foster, relative foster, formal kinship, private treatment foster care, pre-adoptive, and trial home visit. A four-percentage point decrease from FY23 to FY24 can be attributed to a greater number of youth necessitating a higher level of care that can only be provided by trained professionals due to the youth's significant mental health, behavioral, or physical health needs. Projections based on five-year historical average.*

[4] *Percentage reflects the total number of children receiving Family Preservation (Consolidated or Interagency Family Preservation Services) services in a 12-month period that did not have an indicated or unsubstantiated finding within 12 months of the Family Preservation case closure. In FY24, there were four fewer children with Child Welfare involvement resulting in an indicated or unsubstantiated finding following the close of a Family Preservation case as compared to FY23. Projections based on five-year historical average.*

[5] *The data reflect the total number of newly accepted investigation (IR), alternative response (AR), and non-Child Protective Services (non-CPS) cases during the fiscal year rather than a monthly average or point-in-time count. An eight percent decrease from FY23 to FY24 can be attributed to fewer calls from the community made to the Screening Hotline resulting in fewer cases accepted for CWS involvement. Projections are based on five-year historical averages.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**31,905,949**	**211.37**
Reduce: Post-Adoption Services, Referral Services Available from the State	(42,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,645,198	(0.47)
FY26 Recommended	**34,509,147**	**210.90**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of children served by the Infants and Toddlers program [1]	4,311	4,138	4,212	4,300	4,388
Percent of regulated center-based child care programs that hold a quality of care rating of at least 3 out of 5 in Maryland EXCELS [2]	40%	54%	64%	60%	60%
Percent of regulated family child care programs that hold a quality of care rating of at least 3 out of 5 in Maryland EXCELS [3]	12%	28%	38%	35%	35%

[1] *The slight decrease from FY23 to FY24 in enrollment appears to signal that program participation is stabilizing after COVID. Projections assume two percent growth.*

[2] *The large increase in child care programs holding a 3+ EXCELS rating between FY23 and FY24 is due primarily to three factors: 1. The Maryland State Department of Education (MSDE) discontinued its credentialing program, which removed a professional development hour requirement that childcare providers often struggled to meet; 2. MSDE continues to offer financial incentives to programs that increase their EXCELS rating; and 3. Full staffing of the Early Childhood Services (ECS) quality enhancement team allows for substantial support to Montgomery County childcares who want to improve their quality.*

[3] *The large increase in child care programs holding a 3+ EXCELS rating between FY23 and FY24 is due primarily to three factors: 1. The Maryland State Department of Education (MSDE) discontinued its credentialing program, which removed a professional development hour requirement that childcare providers often struggled to meet; 2. MSDE continues to offer financial incentives to programs that increase their EXCELS rating; and 3. Full staffing of the ECS quality enhancement team allows for substantial support to Montgomery County childcares who want to improve their quality.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**13,488,408**	**46.33**
Enhance: Five Early Childhood Services Positions Previously Funded by Early Care and Education NDA to Consolidated Local Implementation Grant (CLIG)	535,781	5.00
Replace: Maryland Family Network Grant Reduction with General Funds	175,340	1.45
Replace: Infant and Early Childhood Mental Health Grant Reduction with General Funds	130,888	1.40
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	464,552	(4.85)
FY26 Recommended	**14,794,969**	**49.33**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Percent of students receiving mental health services through Linkages to Learning that experience maintained or improved psychosocial functioning after 6 months [1]	89%	81%	83%	83%	83%
Percent of families receiving case management that experience an increase in one or more domains of family self-sufficiency after 6 months of service [2]	83%	81%	80%	80%	80%
Percent of clients completing surveys reporting satisfaction with services received [3]	98%	97%	95%	95%	95%

[1] *FY24 actual performance is based on results from 346 youth who were receiving services and completed a second assessment during the fiscal year, even if they began services before the start of the fiscal year. This is the second full year of usage of this new measure. FY23's*

results were based on a smaller number of clients which may have created inflated outcome results. FY24 is a more accurate reflection of expected outcomes.

[2] *The program transitioned to using a new instrument in January 2024 with the implementation of a new contract. The instrument is similar enough to prior years such that data are likely comparable over time. Only households with sufficient data using the new measure are included in this measure, and not all households are served by Linkages to Learning. In FY24, the program evaluated the data of 142 cases for this measure.*

[3] *FY24 percentage based on 852 surveys completed by adult and youth participants.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**14,911,978**	**9.00**
Enhance: Operating Budget Impact Associated with Contractual Staffing for Greencastle Elementary School and Silver Spring International Middle School Linkages to Learning	214,134	0.00
Enhance: Add Linkages to Learning Services at Burnt Mills Elementary School	200,000	0.00
Enhance: Linkages to Learning Bilingual Therapist Contractor Salaries to Improve Recruitment and Retention	65,000	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.	(331,316)	(3.00)
FY26 Recommended	**15,059,796**	**6.00**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of SNAP applications approved [1]	20,557	19,305	22,416	22,000	22,000
Number of Temporary Cash Assistance (TCA) job seekers that entered unsubsidized employment YTD [2]	417	508	531	531	531
Temporary Cash Assistance (TCA) job retention rate 90 days [3]	94%	96%	85%	85%	85%

[1] *The number of applications approved is expected to remain relatively stable.*

[2] *The number reported is the point-in-time count of job seekers entering unsubsidized employment and is subject to change at any time. As such, retroactive changes are unpredictable and numbers may change significantly. The State of Maryland has assigned an annual target for FY25, but has not done so for FY26 and 27 at the time of budget book publication. Therefore, targets were extended into FY26 and FY27.*

[3] *Projections based on 85% retention rate target in newly negotiated contract (prior contract specified 80% retention rate).*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**36,877,700**	**272.48**
Decrease Cost: Summer Electronic Benefit Transfer (EBT) Summer and Winter School Break Children's Food Program Fully Funded by the State	(348,478)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	9,117,597	10.62
FY26 Recommended	**45,646,819**	**283.10**

Positive Youth Development

This program focuses on providing culturally-based and healing-informed positive youth development and family strengthening services, including violence prevention; gang prevention; intervention and support for youth and families who are at-risk of gang involvement and those already involved in gang activity; and youth and their families who may have been involved in or exposed to violence and complex trauma. The key elements include a Program Administrator who manages and monitors the 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of youth in safe, supervised PYDI programming [1]	6,271	7,295	7,344	7,344	7,344

[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. The FY24 increase reflects the expanded program capacity with the opening of the John F. Kennedy High School Wellness Center and slightly higher service counts across programs.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**17,130,094**	**41.00**
Eliminate: Therapeutic Recreation Contract with Playball Academy Due to Underperformance	(27,000)	0.00
Decrease Cost: Expansion of Positive Youth Development (PYD) Contract with Latin American Youth Center No Longer Needed, Replaced by RecMode Contract	(192,178)	0.00
Eliminate: Family Intervention Contract with YMCA Due to Underperformance	(343,732)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(38,229)	0.00
FY26 Recommended	**16,528,955**	**41.00**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Admin - Children, Youth & Families	2,936,094	12.80	3,810,950	13.80
Child & Adolescent School & Community Based Services	7,953,831	17.00	7,749,176	21.00
Child Care Subsidies	1,969,414	6.00	2,000,187	6.00
Child Welfare Services	31,905,949	211.37	34,509,147	210.90
Early Childhood Services	13,488,408	46.33	14,794,969	49.33
Linkages To Learning	14,911,978	9.00	15,059,796	6.00
Office of Eligibility and Support Services	36,877,700	272.48	45,646,819	283.10
Positive Youth Development	17,130,094	41.00	16,528,955	41.00
Total	**127,173,468**	**615.98**	**140,099,999**	**631.13**

Public Health Services

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$116,856,649	634.21

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**10,586,602**	**15.00**
Add: Support American Diversity Group's Free Medical Clinic	202,600	0.00
Eliminate: Stroke Prevention Information Contract Due to Duplication of Services	(20,624)	0.00
Eliminate: Health Education Contract Due to Duplication of Services	(46,977)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(6,732,401)	0.00
FY26 Recommended	**3,989,200**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of participants in smoking cessation program [1]	340	502	1,350	1,350	1,350
Total number of new and repeat clients who undergo colonoscopies (CRF-Funded) [2]	222	226	220	220	220
Percent of new clients who undergo colonoscopies [3]	75%	74%	75%	75%	75%
Total number of people encountered at outreach events (Tobacco Community Grant) [4]	2,062	3,135	1,650	1,650	1,650

[1] *Services are provided by contracted hospital and community health partners who have seen an increase in participants in smoking cessation classes post-pandemic. The State provides projections for future years. The program aims to create more community partnerships and programs, increase public awareness through community and radio advertising, and create a youth-focused campaign to continue public education on harmful effects of vaping and tobacco use.*

[2] *The number of screenings performed is anticipated to remain about the same as residents resume scheduling elective procedures post-COVID.*

[3] *The number of new clients undergoing colonoscopies remained stable between FY23 and FY24. The program anticipates an increase in coming years as clients resume scheduling elective procedures but has set a target of 75%. In FY24, 163 new clients had a colonoscopy of a total 220 scheduled.*

[4] *The first half of FY24 saw a surge in outreach events after which the number of people encountered declined. This surge in activities was an anomaly. As such, projections for future years are in line with past performance and what has been submitted to the state.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,490,210**	**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.	236,771	0.00
FY26 Recommended	**1,726,981**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of rabies investigations that occur in Montgomery County annually by Disease Control Program [1]	764	633	600	600	600
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]	95%	94%	95%	95%	95%

[1] *The Disease Control Program received fewer animal bite reports in FY24 and anticipates a return to pre-pandemic baseline with greater adherence to pet vaccination.*

[2] *The program provides ongoing outreach to all known Hepatitis B infected mothers to ensure that their newborns complete Hepatitis B vaccination within one year of age.*

[3] *The program has serviced an increased amount of individuals that are eligible for preventive treatment due to an increase in active TB disease cases.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**16,961,252**	**88.80**
Replace: Continue Staffing Core HIV, AIDS, Hepatitis B, and Other STI Services, Despite Grant Reductions	848,709	6.30
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(977,488)	(4.30)
FY26 Recommended	**16,832,473**	**90.80**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of pediatric encounters seen by pediatric specialist in house (excluding preventive treatment) [1]	2,544	2,874	3,000	3,300	3,600
Number of pediatric dental referrals to outside pediatric specialist [2]	33	36	40	45	50
Percent of appointments that are missed/cancelled [3]	15%	17%	15%	15%	15%
Percent of children that complete their dental treatment plan [4]	39%	16%	20%	20%	20%

[1] *The program expects more children to be screened as the dental program expands dental services in MCPS schools.*

[2] *There has been a general increase in the number of children being treated in the dental program (FY23 - 2,691, FY24 - 2,926), especially those with complex medical cases, leading to an increase in the number of pediatric dental referrals to outside pediatric specialists in FY24. The program expects the number of referrals to increase as the program has begun providing dental services in MCPS schools.*

[3] *Program staff successfully engaged clients to decrease the no-show rate, which is below what is expected for safety-net clinics.*

[4] *This rate has decreased due to the number of complex cases that necessitate ongoing treatment. In FY24, 1,070 children were treated by the pediatric dentists.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**5,089,895**	**30.00**
Enhance: Partner with Community Dental Practices to Serve 300 East County Residents Without Access to Dental Services	300,000	0.00
Enhance: Continue Phase II of the Dental Program Conversion to Merit Staff Due to Performing the Same Function as County Permanent Staff (Partially Offset By Operating Expense Reduction)	154,227	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.	(110,347)	0.00
FY26 Recommended	**5,433,775**	**35.00**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of low income uninsured County adults who received primary care at one of the participating clinics [1]	22,693	25,097	28,543	28,543	28,543
Percent of Care for Kids clients who access Oral Health Services [2]	31%	27%	29%	30%	31%

[1] *The increase in FY24 is due to the addition of two new participating clinics as well as utilization rates continuing to return to pre-pandemic levels.*

[2] *In FY24 the number of unduplicated clients in the Care for Kids program increased, but overall program participation (denominator) increased at a greater rate than participation in the dental program (numerator).*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**17,773,671**	**5.00**
Enhance: Increase Montgomery Cares Primary Care Reimbursement Rate to 45 Percent of the Cost of Care to Support Clinics' Minimum Operational Needs	963,631	0.00
Enhance: Maintain Montgomery Cares Enrollment Growth and Expansion to a New Clinic at the Islamic Center of Maryland	903,632	0.00
Enhance: Specialty Dental, Behavioral Health, Primary Care and Pharmacy Services Support for Projected Care for Kids Enrollment Growth to Over 12,000 Children	333,785	0.00
Enhance: Improve Access to Reproductive Health Services in the Care for Kids Program	180,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	37,348	0.00
FY26 Recommended	**20,192,067**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,518,250**	**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.	(1,887,600)	1.00
FY26 Recommended	**1,630,650**	**6.00**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of routine inspections of food service facilities [1]	5,459	6,121	7,200	7,300	7,400
Percent of mandated inspections completed [2]	61%	70%	80%	80%	80%
Percent of food service facilities not having a critical violation upon routine inspection [3]	67%	73%	75%	75%	75%
Percent of swimming pools found to be in compliance upon regular inspection [4]	92%	91%	92%	95%	95%

[1] *Number of inspections increased due to the filling of 3 of 4 vacant positions on the program team in FY24.*

[2] *Number of inspections increased due to the filling of 3 of 4 vacant positions on the program team in FY24.*

[3] *The increase in performance is likely due to filling vacancies which in turn contributed to more inspections and more education and oversight.*

[4] *Compliance likely affected by labor shortage and unqualified lifeguards.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,289,095**	**33.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	291,130	0.00
FY26 Recommended	**4,580,225**	**33.00**

Maternal and Child Health Services program

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of pregnant and postpartum individuals receiving care coordination services [1]	1,773	3,378	2,500	2,500	2,500
Percent of healthy birth weight babies (greater than or equal to 2,500 grams) born to pregnant women in the Montgomery Perinatal Program [2]	96%	93%	95%	95%	95%
Percent of Infant at Risk referrals that receive a contact by the Area Health Center staff within 10 days [3]	82%	92%	90%	90%	90%

[1] *Number of screenings rose significantly in FY24 as a result of expanded Medical Assistance eligibility for pregnant individuals (Healthy Babies Equity Act).*

[2] *This metric is now collected as part of the Montgomery Perinatal Program. In FY24, the number of participating mothers was 1,045.*

[3] *The program received 130 Infant at Risk Referrals in FY24. Communication and contact with participants may have eased post-pandemic as participants are less concerned about having program staff visit their homes.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**9,212,188**	**65.25**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	721,158	1.00
FY26 Recommended	**9,933,346**	**66.25**

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 Department of Police; 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,539,307**	**7.80**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(98,320)	0.00
FY26 Recommended	**1,440,987**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Total number of client visits [1]	499,208	717,967	675,000	675,000	675,000
Immunizations administered to students at SHS Immunization Center and SBHWCs [2]	19,181	20,438	20,000	20,000	20,000
Percent of students that return to class and are ready to learn after a health room visit [3]	81%	84%	85%	85%	85%

[1] *Note that in FY23, a newly implemented logging system did not include self-care visits. In FY24, these self-care visits were once again included in the totals. The program anticipates the number of visits to remain stable going forward.*

[2] *Immunizations increased slightly between FY23 and FY24, as expected, due to an increase in student enrollment. The program anticipates the number of immunizations to remain stable going forward.*

[3] *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.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**45,734,853**	**352.11**
Enhance: Community Health Nurse Staffing for 11 New Community Schools to Comply with State Blueprint Requirements (Partially Offset by Revenue)	1,496,275	11.00
Enhance: Add Three Nurse Managers to Improve School Health Nurse Management Staffing Ratios	225,444	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.	3,640,373	3.25
FY26 Recommended	**51,096,945**	**369.36**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Admin - Public Health	10,586,602	15.00	3,989,200	15.00
Cancer & Tobacco Prevention	1,490,210	6.00	1,726,981	6.00
Communicable Disease & Epidemiology	16,961,252	88.80	16,832,473	90.80
Dental Services	5,089,895	30.00	5,433,775	35.00
Health Care for the Uninsured	17,773,671	5.00	20,192,067	5.00
Health Planning and Epidemiology	3,518,250	5.00	1,630,650	6.00
Licensure and Regulatory Services	4,289,095	33.00	4,580,225	33.00
Maternal and Child Health Services program	9,212,188	65.25	9,933,346	66.25
Public Health Emergency Preparedness & Response Program	1,539,307	7.80	1,440,987	7.80
School Health Services	45,734,853	352.11	51,096,945	369.36
Total	**116,195,323**	**607.96**	**116,856,649**	**634.21**

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Services to End and Prevent Homelessness

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$61,813,868	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).

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**877,915**	**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.	235,270	1.00
FY26 Recommended	**1,113,185**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of homeless individuals with a completed vulnerability assessment (using the VI-SPDAT) to determine housing placement [1]	982	929	980	950	900
Percent of homeless households with a completed vulnerability assessment (using the VI-SPDAT) to determine housing placement [2]	79%	77%	75%	80%	85%
Days from housing program assignment to housed [3]	119	91	101	95	91

[1] *The number of individuals with completed assessments decreased in FY24 because of changes in client engagement due to staff turnover in emergency shelters. The program projects a higher percentage of clients with completed assessments due to increased training efforts for staff, alongside a slight decrease in number of homeless individuals.*

[2] *The percentage of individuals with completed assessments decreased in FY24 because of changes in client engagement due to staff turnovers in emergency shelters. Program is increasing efforts in training staff in FY25 and expects to see an increased percentage of completed assessments in FY26 and FY27.*

[3] *The length of time between housing assignment to housed decreased in FY24 due to the Continuum of Care's efforts to engage landlords and assist clients in locating affordable housing. Projections account for past performance alongside continued engagement efforts.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,466,093**	**9.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	118,936	0.00
FY26 Recommended	**1,585,029**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of individuals receiving primary care services through Healthcare for the Homeless (Key Collaborative Medicine) [1]	403	610	814	804	723
Number of hospital transfers from year-round shelters (based on 911 emergency calls) [2]	689	400	500	475	425

[1] *The increase in primary care services is partially due to strengthened collaboration efforts with EMS/Fire Rescue and other healthcare community resources. The increase in education resources, after-hour medical support, and coordination with other service areas will provide added resources and decrease engagement with Health Care for the Homeless in the future.*

[2] *The FY24 number decreased due to enhanced psychiatric and medical support services. 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. The FY25 projection is based on a three-year average.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,563,201**	**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.	41,309	0.00
FY26 Recommended	**2,604,510**	**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. This program includes the Short-term Resolution and Housing Program (SHARP) that helps households in shelter or in need of shelter to quickly resolve their housing crisis so they can avoid a lengthy stay in shelter by securing permanent housing. SHARP targets families and provides a 12-month rental subsidy and navigation services.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of individuals as part of a family unit experiencing homelessness for the first time [1]	473	450	495	470	447
Average length of stay in days by homeless families in emergency shelter [2]	66	120	155	120	120
Percent of households returning to homelessness [3]	9%	12%	18%	12%	9%

[1] *The decrease in FY24 is due to increased prevention efforts which resulted in more households maintaining housing. While the program anticipates an increase in FY25 (estimated 10% increase), future funding for prevention efforts will result in fewer families experiencing homelessness.*

[2] *In FY24, the program saw an increase in length of stay due to a lack of affordable housing for families as well as an increase in family sizes which limited permanent housing options. The program anticipates longer stays in FY25 due to continued limitations in housing and resources for families with potential improvement in the following fiscal years.*

[3] *The program anticipates an increase in return to homelessness in FY25 due to systemwide implications of reduced federal funding, rising costs of living, and other economic constraints. The program will continue to work to mitigate this increase by leveraging County resources for diversion efforts and eviction prevention.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**6,557,506**	**3.00**
Enhance: Short-term Housing and Resolution Program (SHARP) to Provide up to 12 Months of Rental Assistance and Navigation Services to Help Households Quickly Resolve Their Housing Crisis	6,932,010	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(9,491,784)	0.00
FY26 Recommended	**3,997,732**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of homeless single adults counted during Annual Point in Time Count [1]	625	748	918	850	800
Length of time homeless in days for adults in emergency shelter, outreach, or transitional housing [2]	215	157	164	160	157
Percent of positive exits to permanent housing from street outreach, emergency shelter, or transitional shelter [3]	48%	37%	37%	40%	43%

[1] *The number of individuals experiencing homelessness increased in FY24 due to systemic barriers such as high rent amounts, housing*

discrimination, and a lack of sufficient permanent supportive housing options. The program anticipates a rise in homelessness but will continue to work to mitigate this increase by leveraging county resources for diversion efforts and eviction prevention.

[2] *The length of time decreased in FY24 due to programs such as move-in incentives and subsidy programs. Projections account for past performance alongside efforts to improve landlord relationships and increase housing inventory.*

[3] *The decrease in positive exits to housing is due to the expiration of the additional funding for housing that the County received from the Federal government in response to COVID. The program predicts some increase in positive exits in FY25 and FY26 with the potential of new housing options.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**14,059,618**	**3.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	13,993	0.00
FY26 Recommended	**14,073,611**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of clients served [1]	936	906	964	964	964
Days from housing program assignment (to accepted) to housed [2]	103	189	100	90	60
Percent of households who retain permanent housing after 12 months [3]	71%	73%	75%	77%	79%
Percent decrease in acuity score, measuring the severity of presenting issues impacting housing stability [4]	27%	24%	27%	28%	29%

[1] *Challenges to housing location and placement have impacted the number of people served. The maximum capacity for the program is 964, which the program hopes to reach in FY25.*

[2] *The length of time between housing assignments to housed increased in FY24 due to an increase in rent amounts, housing location barriers, and a decrease in the amount of rental subsidies. The program anticipates a notable decrease in the average number of days from assigned to housed due to a grant from Community Solutions that will be used for landlord incentives and household move-in bonuses for clients existing homelessness. The additional incentives should help increase landlord engagement and reduce financial barriers for households moving into housing.*

[3] *Strengthened community partnerships and robust staff recruitment and training resulted in an increase in the retention of housing for HIP participants.*

[4] *Robust staff recruitment and training planned for the future will foster stronger relationships with clients to accurately assess their needs.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,359,215**	**5.00**
Replace: ARPA Funds with General Funds to Provide Permanent Supportive Housing for 39 Households Referred to the Housing Initiative Program	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.	(1,098,053)	0.00
FY26 Recommended	**2,461,162**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of total homeless individuals counted during the Annual Point in Time Count [1]	894	1,144	1,464	1,144	915
Dollars brought into the continuum from non-County funds [2]	$8,130,512	$4,758,189	$3,270,424	$3,270,424	$3,270,424

[1] *The number of individuals experiencing homelessness increased due to systemic barriers such as high rent amounts, housing discrimination, lack of sufficient permanent supportive housing options. Prevention work alongside more permanent housing intervention are expected to help decrease number of homeless individuals after FY25.*

[2] *COVID-related funding from local and State grants has diminished and will no longer be available in future fiscal years.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,000**	**0.00**
FY26 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of clients served [1]	2,300	2,577	2,545	2,545	2,545
Percent of people that graduate from the program [2]	14%	14%	10%	12%	13%
Days from housing program assignment (to accepted) to housed [3]	107	139	187	247	307
Percent of households who retain permanent housing after 12 months [4]	98%	99%	98%	98%	98%

[1] *Permanent supportive housing (PSH) programs expanded in FY24, increasing the number of clients served. A slight decrease in number of clients served is projected for FY25 on account of the need for new PSH units.*

[2] *Graduation from PSH means the households moved to other permanent housing options. Percentage of move-outs remains low due to limited affordable housing options.*

[3] *SEPH and partners are committed to removing barriers to housing location and placement. Households experiencing homelessness are still challenged by housing barriers such as high rental costs, limited housing capacity, and low incomes.*

[4] *SEPH and partners utilize a Housing First approach through supportive services and rental subsidies. High retention rates are a reflection of successful implementation of best practices.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**5,029,114**	**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.	8,369,258	0.00
FY26 Recommended	**13,398,372**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Households receiving emergency grants to prevent eviction/homelessness (County and State funds) [1]	3,700	4,723	3,000	3,500	4,000
Percent of households who received prevention assistance and within 12 months enter the homeless continuum [2]	3%	2%	3%	4%	5%

[1] *The number of households increased in FY24 due to COVID rent relief funds. The program anticipates fewer households served in FY25 due to the end of State-funded COVID rent relief.*

[2] *The percentage remained stable through FY24, but the program anticipates homelessness may increase, especially among those who do not receive sustained financial support due to growing economic constraints.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**13,443,300**	**69.79**
Enhance: Eviction Prevention and Rental Assistance Program (RAP) to Provide Housing Stabilization Assistance	2,946,932	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	57,560	(7.29)
FY26 Recommended	**16,447,792**	**62.50**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of clients served [1]	833	812	632	632	632
Percent of households with increased income since entering rapid rehousing [2]	31%	28%	28%	28%	28%
Percent of exits to permanent housing [3]	79%	70%	73%	75%	75%
Cost per positive exit [4]	$18,222	$23,837	$24,600	$25,000	$25,000

[1] *The program is experiencing a decrease in resources, which is contributing to the decrease in the number of clients served.*

[2] *The percentage of households with increased income decreased due to barriers to obtaining employment and Social Security Income/Social Security Disability Income (SSI/SSDI) benefits. The program anticipates barriers to remain in the coming fiscal years.*

[3] *The decrease in positive exits to housing is due to the expiration of the additional funding for housing that the County received from the Federal government in response to COVID. The program is increasing efforts to plan for and maintain a high percentage of exits despite limited resources.*

[4] *The data illustrate a steady increase in cost per positive exit which is likely to continue for the next couple years. The program expects fewer clients to be served due to a significant decrease in funding. This decrease paired with rising housing costs will bring about higher costs per positive exit.*

FY26 Recommended Changes	Expenditures	FTEs

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,081,847**	**6.00**
Enhance: Increase Funding to Maintain Rapid Rehousing (RRH) Program Due to Increased Rents and the End of COVID-Era Funding	2,000,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	148,580	0.00
FY26 Recommended	**4,230,427**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of unique households with an active rental subsidy during the year [1]	806	938	806	806	806
Percent of clients who utilized housing stabilization services (HSS) within a year after receiving rental assistance (RAP) [2]	36%	66%	66%	55%	45%

[1] *The program served additional households in FY24 due to COVID funds which will not be available in FY25.*

[2] *The program has seen a higher percentage of clients who need further assistance to remain housed. Demand continues to grow, but the program hopes that with further funding, percentages of program clients utilizing HSS for additional support will decrease.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**887,974**	**7.71**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,010,074	7.29
FY26 Recommended	**1,898,048**	**15.00**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Admin - Services to End and Prevent Homelessness	877,915	5.00	1,113,185	6.00
Coordinated Entry	1,466,093	9.90	1,585,029	9.90
Healthcare for the Homeless	2,563,201	5.00	2,604,510	5.00
Homeless Services for Families	6,557,506	3.00	3,997,732	3.00
Homeless Services for Single Adults	14,059,618	3.00	14,073,611	3.00
Housing Initiative Program	2,359,215	5.00	2,461,162	5.00
Interagency Commission on Homelessness	4,000	0.00	4,000	0.00
Permanent Supportive Housing	5,029,114	2.00	13,398,372	2.00
Prevention	13,443,300	69.79	16,447,792	62.50
Rapid Rehousing	2,081,847	6.00	4,230,427	6.00
Rental Assistance Program	887,974	7.71	1,898,048	15.00
Total	**49,329,783**	**116.40**	**61,813,868**	**117.40**

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Administration and Support

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$90,755,957	193.00

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**583,604**	**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.	54,155	0.00
FY26 Recommended	**637,759**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**37,693,429**	**100.50**
Increase Cost: Increase in Security Services Rate at DHHS Programs	14,698	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,788,071	5.00
FY26 Recommended	**39,496,198**	**105.50**

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).

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**10,990,202**	**31.63**
Restore: One-Time Lapse Increase	3,898,261	0.00
Decrease Cost: Lapse Adjustment	(1,510,508)	0.00
Re-align: Remove ARPA Food Funding	(6,450,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	9,989,136	(2.13)
FY26 Recommended	**16,917,091**	**29.50**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
The number of residents who receive free tax preparation services through the CAA VITA program [1]	1,946	2,246	2,300	2,350	2,350
Total amount of Earned Income Tax Credit received by VITA clients [2]	$2,310,606	$2,612,584	$2,700,000	$2,700,000	$2,700,000
Number of Community Advocacy Institute Program graduates [3]	21	14	20	20	20

[1] *Demand increased between FY23 and FY24. Projections for FY25 and beyond reflect limitations to capacity with current staffing and location availability.*

[2] *The program continues upward trend of serving more clients, in turn increasing the amount of collective credit received. Individual tax law provisions are set to expire or change on 12/31/2025, so the program projects a similar amount of tax credit for coming years.*

[3] *This is a new measure in FY24, with data included for prior years. The number of program graduates in FY24 was lower due to various*

reasons. Program participants must attend most sessions and several participants were unable to complete the program due to changes in their employment, health concerns, or family obligations.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**5,722,996**	**15.20**
Shift: Transfer a Non-competitive Contract for Pop-Up Pantry Services from DHHS to the Office of Food Systems Resilience (OFSR)	(53,107)	0.00
Shift: Transfer Funding to the OFSR School-Based Food Assistance Program	(753,775)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	170,731	2.80
FY26 Recommended	**5,086,845**	**18.00**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Total number of interpretations provided over the phone by thephone interpretation vendor to DHHS staff in order to serve clients with limited English proficiency [1]	28,239	30,835	31,900	33,495	35,170
Number of referrals made for Multilingual Health Navigation Line/Interpretation Services [2]	33,362	30,515	29,040	29,105	29,220
Percent of clients able to access services upon referral [3]	87%	93%	90%	90%	90%
Percent of clients satisfied with services for Multilingual Health Navigation Line/interpretation services [4]	99%	100%	89%	89%	89%
Percent of participants of Equity Workshop who will be able to apply behaviors learned [5]	98%	98%	98%	98%	98%

[1] *The program saw increased demand in clients seeking services at DHHS service centers, including Silver Spring, Middlebrook, Fenton, Germantown, and Piccard Drive. When demand for services grows, there is an expected corresponding rise in requests for interpretation services. Projections reflect an estimated 5% increase per year.*

[2] *In FY24 there were 8,770 unique clients served by the Multilingual Health Navigation Line, and 1,776 unique clients served through interpretation services. The decrease from FY23 to FY24 stems mostly from the decrease in clients served by the health navigation line: medical needs and in turn demand for interpretation services decreased post-pandemic.*

[3] *Two contractors provide services in this program, CASA and Cross Cultural Infotech. Among CASA clients, the most pressing issues were food insecurity and housing. With limited housing funds, it was not always possible to meet clients' housing needs. Among Cross Cultural Infotech clients, 96% of clients were successful in accessing at least one county service that they needed.*

[4] *Metric reflects satisfaction with services provided by CASA (contract with Latino Health Initiative) and Cross Cultural Infotech (contract with Asian American Health Initiative). In FY24, there were 1,265 survey respondents across both programs. FY25-FY27 projection/targets account for 80% minimum standard set in contract with vendors.*

[5] *Based on 190 responses. In FY24, 327 county employees, the majority from DHHS, participated in various activities and workshops offered both in-person and virtual.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**6,004,391**	**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.	111,078	0.00
FY26 Recommended	**6,115,469**	**7.00**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of children in full-day program [1]	540	563	571	571	571
Percent of 3-year olds with demonstrated school readiness [2]	83%	72%	85%	85%	85%
Percent of 4-year olds with demonstrated school readiness [3]	83%	81%	85%	85%	85%

[1] *The maximum full-time capacity for program is 540, but FY24 data is higher due to attrition throughout the year. Please note the Head Start federal grant enters re-competition in FY26. Projections for FY26 and FY27 are tentative and dependent on grant.*

[2] *Fluctuations in percentages due to changes in MCPS school readiness curriculum for more rigorous instruction.*

[3] *Fluctuations in percentages due to changes in MCPS school readiness curriculum for more rigorous instruction.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,754,762**	**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.	(87,836)	(0.80)
FY26 Recommended	**4,666,926**	**2.00**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of individuals served by the African American Health Initiative [1]	27,693	33,826	35,000	40,000	40,000
Percent of clients satisfied with services provided by the African American Health Program [2]	96%	98%	96%	96%	96%
African American Health Program: Percent of clients who improved A1C blood sugar level test at 3-month follow up (diabetes management/prevention) [3]	75%	85%	90%	90%	90%
Number of individuals served by the Asian American Health Initiative [4]	70,184	195,676	195,000	185,250	175,998
Percent of clients satisfied with services provided by the Asian American Health Initiative [5]	93%	98%	90%	90%	90%
Asian American Health Initiative: Average percent of respondents who expressed increased confidence due to community capacity building activities [6]	86%	92%	90%	90%	90%
Number of individuals served by the Latino Health Initiative [7]	71,209	73,075	70,000	70,000	70,000
Percent of clients satisfied with services provided by the Latino Health Initiative [8]	98%	96%	96%	96%	96%
Latino Health Initiative: Average percent increase in wages from time participants entered program until hired as health professionals [9]	161%	167%	160%	160%	160%

[1] *The program saw an increase in people encountered at community outreach events and health fairs in FY24, alongside increased participation in the SMILE program and Chronic Disease and Wellness programs. Further, the program added substance abuse programming, prevention, and screenings.*

[2] *Data reflect satisfaction across all African American Health Program initiatives. The slight increase in FY24 can be attributed to AAHP's*

commitment to ensuring participants receive culturally competent services from skilled staff.

[3] *Increase in FY24 due to the percentage of those enrolled who reduced their A1C at three, six, and nine months.*

[4] *Due to a funding increase in FY24, the Asian American Health Initiative provided $1.5 million in grants through Healthy Communities Fund (HCF) and $101K in grants through Asian American Center of Excellence Micro-grants (AACE). There were 191,383 people served through HCF, 122 through AACE, and 4,171 through various outreach activities and the AAPI heritage month celebration. Projections are based on an anticipated decrease in funding from the Maryland Department of Health.*

[5] *Asian American Health Initiative contractors collect satisfaction levels across all programs. FY24 performance is based on 331 responses.*

[6] *Based on average results across three types of programs -- those administered by Asian American Health Initiative (AAHI) staff, those administered by AAHI contractor, and those administered by AAHI Health Communities Fund grant recipients. Overall performance in FY24 based on 1,622 responses.*

[7] *In FY24, the Latino Health Initiative saw a small increase compared to previous years, largely due to the inclusion of individuals reached through outreach events and community health fairs. In line with this, LHI increased the number of clients served in the climate and health program and piloted a new substance use prevention program. Over 52,000 individuals were served through 883 outreach activities and events.*

[8] *In FY24, the Latino Health Initiative improved its survey methodology to ensure it is sampling across all of its programs. Performance based on 3,475 survey responses.*

[9] *Average increase in wages was calculated using the wage of the two Registered Nurses (RN) who secured employment during FY24.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**17,781,873**	**27.00**
Decrease Cost: Reduce Latino Health Initiative Primary Care Coalition Media Relations Contract for Public Service Announcements No Longer Provided	(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.	103,796	0.00
FY26 Recommended	**17,835,669**	**27.00**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Admin - Office of Community Affairs	583,604	4.00	637,759	4.00
Admin - Office of the Chief Operating Officer	37,693,429	100.50	39,496,198	105.50
Admin - Office of the Director	10,990,202	31.63	16,917,091	29.50
Community Action Agency	5,722,996	15.20	5,086,845	18.00
Equity and Language Access	6,004,391	7.00	6,115,469	7.00
Head Start	4,754,762	2.80	4,666,926	2.00
Minority Programs	17,781,873	27.00	17,835,669	27.00
Total	**83,531,257**	**188.13**	**90,755,957**	**193.00**

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Community Use of Public Facilities

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$12,192,169	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 FY26 Operating Budget for the Office of Community Use of Public Facilities is $12,192,169, an increase of $751,596 or 6.57 percent from the FY25 Approved Budget of $11,440,573. Personnel Costs comprise 36.06 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 63.94 percent of the FY26 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

- Collaborated with the Montgomery County Department of Transportation (MCDOT) for the Adopt-A-Road program to adopt a street in Wheaton, MD. The Adopt-A-Road program will merge into CUPF's Climate Ready Office Challenge goals. Required street cleanings will play a key role in making sure the street CUPF adopted, along with surrounding areas, are cleaned and maintained. CUPF will utilize this program as an opportunity to encourage staff and County partners to join the #CUPFCares mission. Opportunities like the Adopt-A-Road program that will allow CUPF to showcase volunteerism efforts, while ensuring a safe and clean environment for the residents.

- Dveloped an innovative digital magazine, which is available on social network sites and is updated every two weeks. The digital magazine is a valuable resource for increasing access to information to a diverse population.
- Collaborated with the Department of Technology and Enterprise Business Solutions (TEBS) to start an educational outreach podcast. The podcast streams on several social media platforms to inform the community about CUPF services and other County resources.
- Partnered with the Department of General Services, the Office of Energy and Sustainability, and community supporters to create a daily light display that illuminates the Veteran's Plaza pavilion with a radiant and dynamic display of colors, a breathtaking tribute to the diversity that reflects the Silver Spring Arts & Entertainment District.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- CUPF has completed a comprehensive fee study to determine appropriate fees and fund balance target range and after more than 16 years without a fee increase, CUPF is adjusting its fee structure in FY26 to better meet the rising operational costs and ensure the continued quality of services. CUPF has included equity considerations when determining fee increases and the impact those increases will have on the community. The revised fee structure will allow CUPF to achieve long-term solvency and make improvements that will facilitate improved administration and operations.
- Continue to work on improvements to the Vermont Systems Inc. (VSI) scheduling platform.

PROGRAM CONTACTS

Contact Vanessa Lopez-Cuevas of the Office of Community Use of Public Facilities at 240-777-2724 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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

Measure	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Program Measures					
Hours of paid school use [1]	580,957	735,411	770,000	808,500	850,000
Percent of school, field, and government building users satisfied with the reservation process [2]	89.7%	55.2%	65.0%	75.0%	85.0%
Number of groups awarded a subsidy for facility fees through either the Facility Fee Assistance Program (FFAP) or the Community Access Program (CAP) [3]	118	85	87	87	87
Percent of groups awarded a subsidy for facility fees through either the Facility Fee Assistance Program (FFAP) or the Community Access Program (CAP)	100%	96.5%	96.5%	96.5%	96.5%
Hours of paid school field use [4]	52,409	61,349	62,576	63,828	65,104
Hours of paid use for government buildings	2,640	3,687	4,056	4,461	4,907
Hours of paid community use in Silver Spring Civic Building at Veterans Plaza	9,625	12,897	13,542	14,219	14,930
Hours of free use for government buildings	24,065	31,020	31,330	31,643	31,960

[1] *CUPF projects a 5% increase in the upcoming years.*

[2] *In FY24, 793 customers responded to CUPF's 5 Star Survey of which 55% gave 3 stars or higher. The department expects a 10% increase in satisfaction in the upcoming years as CUPF is dedicated to working with software developers for upgrades to reservation software.*

[3] *In FY24, 26 groups were awarded through FFAP traditional funding. There were 59 groups awarded through CAP funding. In FY23 CUPF*

received a supplement of $125,000 which was not received in FY24.

[4] *For FY24, CUPF saw an increase closer to pre-pandemic levels. For FY25 and beyond, CUPF is projecting a gradual 2% 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 FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COMMUNITY USE OF PUBLIC FACILITIES					
EXPENDITURES					
Salaries and Wages	2,893,650	3,151,608	3,099,387	3,362,619	6.7 %
Employee Benefits	810,637	910,657	888,646	1,034,108	13.6 %
Community Use of Public Facilities Personnel Costs	**3,704,287**	**4,062,265**	**3,988,033**	**4,396,727**	**8.2 %**
Operating Expenses	6,901,604	7,378,308	7,407,952	7,795,442	5.7 %
Community Use of Public Facilities Expenditures	**10,605,891**	**11,440,573**	**11,395,985**	**12,192,169**	**6.6 %**
PERSONNEL					
Full-Time	29	30	30	30	—
Part-Time	1	1	1	1	—
FTEs	30.27	31.07	31.07	31.07	—
REVENUES					
Facility Rental Fees	10,253,730	11,104,248	11,104,248	12,829,289	15.5 %
Investment Income	472,725	269,530	399,000	334,790	24.2 %
Community Use of Public Facilities Revenues	**10,726,455**	**11,373,778**	**11,503,248**	**13,164,079**	**15.7 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COMMUNITY USE OF PUBLIC FACILITIES		
FY25 ORIGINAL APPROPRIATION	**11,440,573**	**31.07**
Other Adjustments (with no service impacts)		

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: MCPS Reimbursable Utility Cost Escalation [Community Access to Public Space]	385,568	0.00
Increase Cost: FY26 Compensation Adjustment	185,216	0.00
Increase Cost: Annualization of FY25 Compensation Increases	100,148	0.00
Restore: One-Time Lapse Increase [Community Access to Public Space]	35,625	0.00
Increase Cost: Annualization of FY25 Lapsed Positions	24,824	0.00
Increase Cost: Microsoft License Chargeback [Community Access to Public Space]	18,791	0.00
Increase Cost: Retirement Adjustment	13,607	0.00
Increase Cost: MCPS Reimbursable Custodial Costs [Community Access to Public Space]	11,250	0.00
Increase Cost: Security Services at Silver Spring Civic Building (SSCB) [Community Access to Public Space]	10,000	0.00
Increase Cost: VSI Annual Licensing and Transaction Fees [Community Access to Public Space]	4,560	0.00
Increase Cost: Building Space Expenses [Community Access to Public Space]	1,568	0.00
Decrease Cost: Printing and Mail Adjustment	(3,906)	0.00
Decrease Cost: Motor Pool Adjustment	(10,697)	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(24,958)	0.00
FY26 RECOMMENDED	**12,192,169**	**31.07**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COMMUNITY USE OF PUBLIC FACILITIES						
EXPENDITURES						
FY26 Recommended	**12,192**	**12,192**	**12,192**	**12,192**	**12,192**	**12,192**
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	**12,192**	**12,225**	**12,225**	**12,225**	**12,225**	**12,225**

FY26-31 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Community Use of Public Facilities						
FISCAL PROJECTIONS	FY25 APPROVED	FY26 REC	FY27 PROJECTION	FY28 PROJECTION	FY29 PROJECTION	FY30 PROJECTION	FY31 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	19.96%	19.98%	19.98%	19.98%	19.98%	19.98%	19.98%
CPI (Fiscal Year)	2.2%	2.7%	2.7%	2.4%	2.2%	2.2%	2.3%
Investment Income Yield	4.3%	4.1%	3.8%	3.3%	3.0%	3.0%	3.0%
BEGINNING FUND BALANCE	1,366,610	286,043	1,995	972,093	3,271,499	5,509,364	7,705,496
REVENUES							
Charges For Services	11,104,248	12,829,289	14,112,218	15,523,440	15,523,440	15,523,440	15,523,440
Miscellaneous	269,530	334,790	313,870	272,020	251,100	251,100	251,100
Subtotal Revenues	11,373,778	13,164,079	14,426,088	15,795,460	15,774,540	15,774,540	15,774,540
INTERFUND TRANSFERS (Net Non-CIP)	(1,187,830)	(1,255,958)	(1,297,070)	(1,337,134)	(1,377,755)	(1,419,488)	(1,463,847)
Transfers To Debt Service Fund	(329,672)	(330,162)	(330,162)	(329,672)	(330,064)	(329,882)	(329,840)
Wheaton Redevelopment	(329,672)	(330,162)	(330,162)	(329,672)	(330,064)	(329,882)	(329,840)
Transfers To The General Fund	(1,018,158)	(1,085,796)	(1,126,908)	(1,167,462)	(1,207,691)	(1,249,606)	(1,294,007)
Indirect Costs	(810,828)	(878,466)	(919,578)	(960,132)	(1,000,361)	(1,042,276)	(1,086,677)
DCM	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)
CAAP	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Transfers From The General Fund	160,000	160,000	160,000	160,000	160,000	160,000	160,000
After School	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Elections	135,000	135,000	135,000	135,000	135,000	135,000	135,000
TOTAL RESOURCES	11,552,558	12,194,164	13,131,013	15,430,419	17,668,284	19,864,416	22,016,189
Operating Budget	(11,440,573)	(12,192,169)	(12,192,169)	(12,192,169)	(12,192,169)	(12,192,169)	(12,192,169)
Labor Agreement	n/a	0	33,249	33,249	33,249	33,249	33,249
Subtotal PSP Oper Budget Approp / Exp's	(11,440,573)	(12,192,169)	(12,158,920)	(12,158,920)	(12,158,920)	(12,158,920)	(12,158,920)
TOTAL USE OF RESOURCES	(11,440,573)	(12,192,169)	(12,158,920)	(12,158,920)	(12,158,920)	(12,158,920)	(12,158,920)
YEAR END FUND BALANCE	111,985	1,995	972,093	3,271,499	5,509,364	7,705,496	9,857,269
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	1.0%	0.0%	7.4%	21.2%	31.2%	38.8%	44.8%

Notes:

The FY25 ending fund balance is estimated below the reserve policy level due to increased expenditures, resulting in a lower base for growth in FY26.

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Public Libraries

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$54,948,439	385.31

DARCELL GRAHAM, 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 FY26 Operating Budget for the Department of Public Libraries is $54,948,439, an increase of $2,101,138 or 3.98 percent from the FY25 Approved Budget of $52,847,301. Personnel Costs comprise 81.34 percent of the budget for 255 full-time position(s) and 173 part-time position(s), and a total of 385.31 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 18.66 percent of the FY26 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

- Continue redevelopment of World Languages collections in alignment with the County's language priorities. Adds $153,667 in FY26 funding to begin the revitalization of these collections, with purchases in Spanish, Chinese, Vietnamese, Korean, French, Amharic, Farsi, Russian, and Bengali, distributed to library branches where those languages are most spoken.
- Meet demand for digital materials through Hoopla platform by adding $121,464 in FY26 for ebooks, eaudiobooks, emagazines, emusic, and evideo.
- Replace old water fountains ahead of renovations with filtered water bottle fillers to reduce the amount of plastic water bottles brought into its buildings in order to support a greener environment.
- Record participation in the Summer Reading Challenge with 16,652 participants, a 21% increase from last year, including a new Adult Summer Reading program where 31% of adults completed their challenge. Teen enrollment increased by 318 participants, and 3,194 children under 12 earned Nationals tickets by completing specific reading goals. MCPL plans to expand its Winter Reading Challenge to all ages, adding new features like custom gameboards and a kickoff party to boost engagement.
- Expand Teen Mental Health Week with additional programming through collaborative efforts between various Montgomery County departments (MCPL, Department of Recreation, and the Department of Health and Human Services). Teen Mental Health Week was a week-long initiative, from April 6th - April 13th, focused on raising awareness about mental health issues affecting teenagers, especially in the aftermath of the COVID-19 pandemic. Expanding the program into an annual offering helps to create a culture of compassion, understanding, and support for youth as they navigate the challenges of adolescence and beyond.
- Expand MoComCon to a two-day event to continue MCPL's commitment to providing access to the whole community through innovative and diverse programming. By providing two days for MoComCon, MCPL allows more equitable access to this event and ensures that different age levels can focus on events tailored to their interests.
- Increased emphasis on professional development training for MCPL staff through highlighting training programs offered by the County and library partners and streamlining training offerings through the implementation of a learning management system (LMS) software system. Began publishing the training calendar as an Airtable spreadsheet, which can be connected to staff outlook calendars and categorized by Strategic Goals to better collect data. MCPL plans to convert the Airtable database to Microsoft Lists to integrate into the SharePoint site.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Launched new full-service Digital Library Card in Spring 2024, allowing customers to self-verify their identification 24/7 from

anywhere. Additionally, a Google Wallet and Apple Pay option is now available for customers to access their card from a smart phone.

- Utilize new Electric Outreach Van to assist MCPL in reaching communities in areas where it is difficult to access a physical library building. This will help mitigate the disruption caused for the community while the Damascus Library is closed for refresh.
- Replaced vendor for computer and print management in the branches for more efficient customer printing and computer management.
- Plan to implement updated barcode scanners at library service desks to expedite and improve accuracy in new customer registration process.
- Develop RFP for a new materials handler for the Collection Management warehouse which will improve efficiency in the distribution of materials to branches putting them in the hands of the customers more quickly.
- Pursue procurement of new people counters in branches to improve accuracy of foot traffic statistics to measure library customer visits, and optimize services provided based on data collected.
- Develop AI chatbot as an additional customer service tool.
- Use Microsoft Power Automate to streamline many functions of the HR and Staff Development Unit such as streamlining the onboarding process by collecting data available via Microsoft profiles and pulling that data into the spreadsheets, consolidating manually entered completions of onboarding steps into one place, and automating the certification process with color coding of due dates.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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/Continuity of Operations Planning (COOP), workplace safety, technology management, data and performance analytics, collection management, digital strategies, the department's budget, contracts, and procurement.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,135,422**	**24.00**
Increase Cost: Mid-Year Abolish Manager III and Part-Time Library Associate to Create Program Manager I (Early Literacy) and Program Manager II (Central Programming)	228,995	2.00
Increase Cost: Mid-Year Abolish Program Specialist I and Create Program Manager I (Facilities) and Program Manager II (Marketing & Communications)	108,583	1.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	4,757	0.00
Reduce: Abolish Program Manager II (Central Programming)	(129,320)	(1.00)
Decrease Cost: Lapse Adjustment	(526,388)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	20,507	0.00
FY26 Recommended	**2,842,556**	**26.00**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Total library collection use [1]	11,447,283	12,560,353	13,913,408	14,795,506	15,510,909
Library electronic database usage	3,447,727	4,592,166	5,587,206	6,308,921	6,898,604

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of library visits [2]	3,393,124	3,542,047	3,905,112	4,116,278	4,288,814
Number of public computer sessions	164,108	195,142	216,440	233,158	246,817
Attendance at library programs [3]	189,168	270,850	308,404	346,281	377,228
Active library users [4]	130,931	135,887	150,274	158,458	165,145
Number of participants in early literacy programming [5]	54,465	59,376	62,861	65,564	67,772

[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.*

[2] *"Library visits" represent customer branch access to services and resources inside the facility.*

[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.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**49,711,879**	**360.61**
Enhance: Increase World Languages Collection	153,667	0.00
Enhance: Increase Collection Acquisitions Budget to Meet Demand for Digital Materials (Hoopla at Five Uses per Month)	121,464	0.00
Increase Cost: Contract Escalators	109,311	0.00
Shift: Annual Costs for Software License Renewals and Maintenance Agreements from FY25 Capital Improvement Program to FY25 Operating Budget	31,000	0.00
Increase Cost: Mid-Year Convert Part-Time Librarian I to Full-Time Librarian I at Germantown Library	23,697	0.20
Increase Cost: Mid-Year Convert Part-Time Library Associate II to Full-Time Library Associate at Connie Morella Library	7,374	0.50
Decrease Cost: Mid-Year Abolish Part-Time Library Associate and Convert Part-Time Librarian I to Full-Time Librarian I at Davis Library	(8,116)	0.00
Re-align: Operating Expenses with Anticipated Grant Award	(13,177)	0.00
Decrease Cost: Mid-Year Abolish Part-Time Library Assistant I and Convert Part-Time Library Assistant I to Full-Time at Twinbrook Library	(13,295)	0.00
Decrease Cost: Mid-Year Abolish Part-Time Library Assistant I and Convert Part-Time Library Assistant I to Full-Time at Rockville Memorial Library	(13,295)	0.00
Decrease Cost: Mid-Year Abolish Part-Time Librarian I and Convert Part-Time Librarian I to Full-Time at Brigadier General Charles E. McGee Library	(13,295)	0.00
Decrease Cost: Mid-Year Combine Two Part-Time Library Assistant Is to One Full-Time Library Assistant I at Olney Library	(15,070)	0.00
Decrease Cost: Office Supplies, Furniture, and Moving Expenses	(37,873)	0.00
Reduce: Adult, Teen, and Early Literacy Programming Expenses	(48,000)	0.00
Decrease Cost: Mid-Year Abolish Manager III and Convert Library Technician from Part-Time to Full-Time in Collection Management Unit	(106,555)	(0.50)
Reduce: Discontinue Lowest Performing Databases but Retain Gale Entrepreneurship and Gale Business Plan Builder Resources	(201,043)	0.00
Decrease Cost: Mid-Year Abolish Manager III and Part-Time Library Associate to create Program Manager I (Early Literacy) and Program Manager II (Central Programming)	(228,233)	(1.50)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,645,443	0.00
FY26 Recommended	**52,105,883**	**359.31**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	27,938,958	31,505,655	30,498,272	32,560,454	3.4 %
Employee Benefits	9,383,472	10,867,440	10,434,844	11,852,619	9.1 %
County General Fund Personnel Costs	**37,322,430**	**42,373,095**	**40,933,116**	**44,413,073**	**4.8 %**
Operating Expenses	9,750,379	10,078,606	10,162,639	10,139,766	0.6 %
County General Fund Expenditures	**47,072,809**	**52,451,701**	**51,095,755**	**54,552,839**	**4.0 %**
PERSONNEL					
Full-Time	239	245	245	253	3.3 %
Part-Time	199	187	187	173	-7.5 %
FTEs	382.91	382.41	382.41	383.11	0.2 %
REVENUES					
Facility Rental Fees	7,704	0	0	0	—
Library Fees	1,019	600	600	600	—
Library Fines	(129)	0	0	0	—
State Reimbursement: Library Operations	3,776,281	3,852,227	3,852,227	3,959,000	2.8 %
State Reimbursement: Library Staff Retirement	1,581,238	1,344,000	1,344,000	1,800,000	33.9 %
Miscellaneous Revenues	344,508	325,000	325,000	305,000	-6.2 %
Parking Fees	49,210	50,400	50,400	50,400	—
County General Fund Revenues	**5,759,831**	**5,572,227**	**5,572,227**	**6,115,000**	**9.7 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	193,655	212,808	212,808	218,735	2.8 %
Employee Benefits	62,660	58,629	58,629	65,879	12.4 %
Grant Fund - MCG Personnel Costs	**256,315**	**271,437**	**271,437**	**284,614**	**4.9 %**
Operating Expenses	103,030	124,163	124,163	110,986	-10.6 %
Capital Outlay	200,000	0	0	0	—
Grant Fund - MCG Expenditures	**559,345**	**395,600**	**395,600**	**395,600**	**—**
PERSONNEL					
Full-Time	2	2	2	2	—
Part-Time	0	0	0	0	—
FTEs	2.20	2.20	2.20	2.20	—
REVENUES					
Federal Grants	133,158	0	0	0	—
State Grants	335,709	395,600	395,600	395,600	—
Grant Fund - MCG Revenues	**468,867**	**395,600**	**395,600**	**395,600**	**—**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	**47,632,154**	**52,847,301**	**51,491,355**	**54,948,439**	**4.0 %**
Total Full-Time Positions	**241**	**247**	**247**	**255**	**3.2 %**
Total Part-Time Positions	**199**	**187**	**187**	**173**	**-7.5 %**
Total FTEs	**385.11**	**384.61**	**384.61**	**385.31**	**0.2 %**
Total Revenues	**6,228,698**	**5,967,827**	**5,967,827**	**6,510,600**	**9.1 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**52,451,701**	**382.41**
Changes (with service impacts)		
Enhance: Increase World Languages Collection [Library Services to the Public]	153,667	0.00
Enhance: Increase Collection Acquisitions Budget to Meet Demand for Digital Materials (Hoopla at Five Uses per Month) [Library Services to the Public]	121,464	0.00
Reduce: Adult, Teen, and Early Literacy Programming Expenses [Library Services to the Public]	(48,000)	0.00
Reduce: Abolish Program Manager II (Central Programming) [Administration]	(129,320)	(1.00)
Reduce: Discontinue Lowest Performing Databases but Retain Gale Entrepreneurship and Gale Business Plan Builder Resources [Library Services to the Public]	(201,043)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	2,112,027	0.00
Increase Cost: Annualization of FY25 Compensation Increases	888,132	0.00
Increase Cost: Mid-Year Abolish Manager III and Part-Time Library Associate to Create Program Manager I (Early Literacy) and Program Manager II (Central Programming) [Administration]	228,995	2.00
Increase Cost: Retirement Adjustment	117,567	0.00
Increase Cost: Contract Escalators [Library Services to the Public]	109,311	0.00
Increase Cost: Mid-Year Abolish Program Specialist I and Create Program Manager I (Facilities) and Program Manager II (Marketing & Communications) [Administration]	108,583	1.00
Shift: Annual Costs for Software License Renewals and Maintenance Agreements from FY25 Capital Improvement Program to FY25 Operating Budget [Library Services to the Public]	31,000	0.00
Increase Cost: Motor Pool Adjustment	29,013	0.00
Increase Cost: Mid-Year Convert Part-Time Librarian I to Full-Time Librarian I at Germantown Library [Library Services to the Public]	23,697	0.20
Increase Cost: Mid-Year Convert Part-Time Library Associate II to Full-Time Library Associate at Connie Morella Library [Library Services to the Public]	7,374	0.50
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	4,757	0.00
Decrease Cost: Mid-Year Abolish Part-Time Library Associate and Convert Part-Time Librarian I to Full-Time Librarian I at Davis Library [Library Services to the Public]	(8,116)	0.00
Decrease Cost: Mid-Year Abolish Part-Time Library Assistant I and Convert Part-Time Library Assistant I to Full-Time at Twinbrook Library [Library Services to the Public]	(13,295)	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Mid-Year Abolish Part-Time Library Assistant I and Convert Part-Time Library Assistant I to Full-Time at Rockville Memorial Library [Library Services to the Public]	(13,295)	0.00
Decrease Cost: Mid-Year Abolish Part-Time Librarian I and Convert Part-Time Librarian I to Full-Time at Brigadier General Charles E. McGee Library [Library Services to the Public]	(13,295)	0.00
Decrease Cost: Mid-Year Combine Two Part-Time Library Assistant Is to One Full-Time Library Assistant I at Olney Library [Library Services to the Public]	(15,070)	0.00
Decrease Cost: Office Supplies, Furniture, and Moving Expenses [Library Services to the Public]	(37,873)	0.00
Decrease Cost: Printing and Mail Adjustment	(101,136)	0.00
Decrease Cost: Mid-Year Abolish Manager III and Convert Library Technician from Part-Time to Full-Time in Collection Management Unit [Library Services to the Public]	(106,555)	(0.50)
Decrease Cost: Mid-Year Abolish Manager III and Part-Time Library Associate to create Program Manager I (Early Literacy) and Program Manager II (Central Programming) [Library Services to the Public]	(228,233)	(1.50)
Decrease Cost: Annualization of FY25 Personnel Costs	(392,830)	0.00
Decrease Cost: Lapse Adjustment [Administration]	(526,388)	0.00
FY26 RECOMMENDED	**54,552,839**	**383.11**

GRANT FUND - MCG

FY25 ORIGINAL APPROPRIATION	**395,600**	**2.20**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY25 Personnel Costs	13,177	0.00
Re-align: Operating Expenses with Anticipated Grant Award [Library Services to the Public]	(13,177)	0.00
FY26 RECOMMENDED	**395,600**	**2.20**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration	3,135,422	24.00	2,842,556	26.00
Library Services to the Public	49,711,879	360.61	52,105,883	359.31
Total	**52,847,301**	**384.61**	**54,948,439**	**385.31**

CHARGES TO OTHER DEPARTMENTS

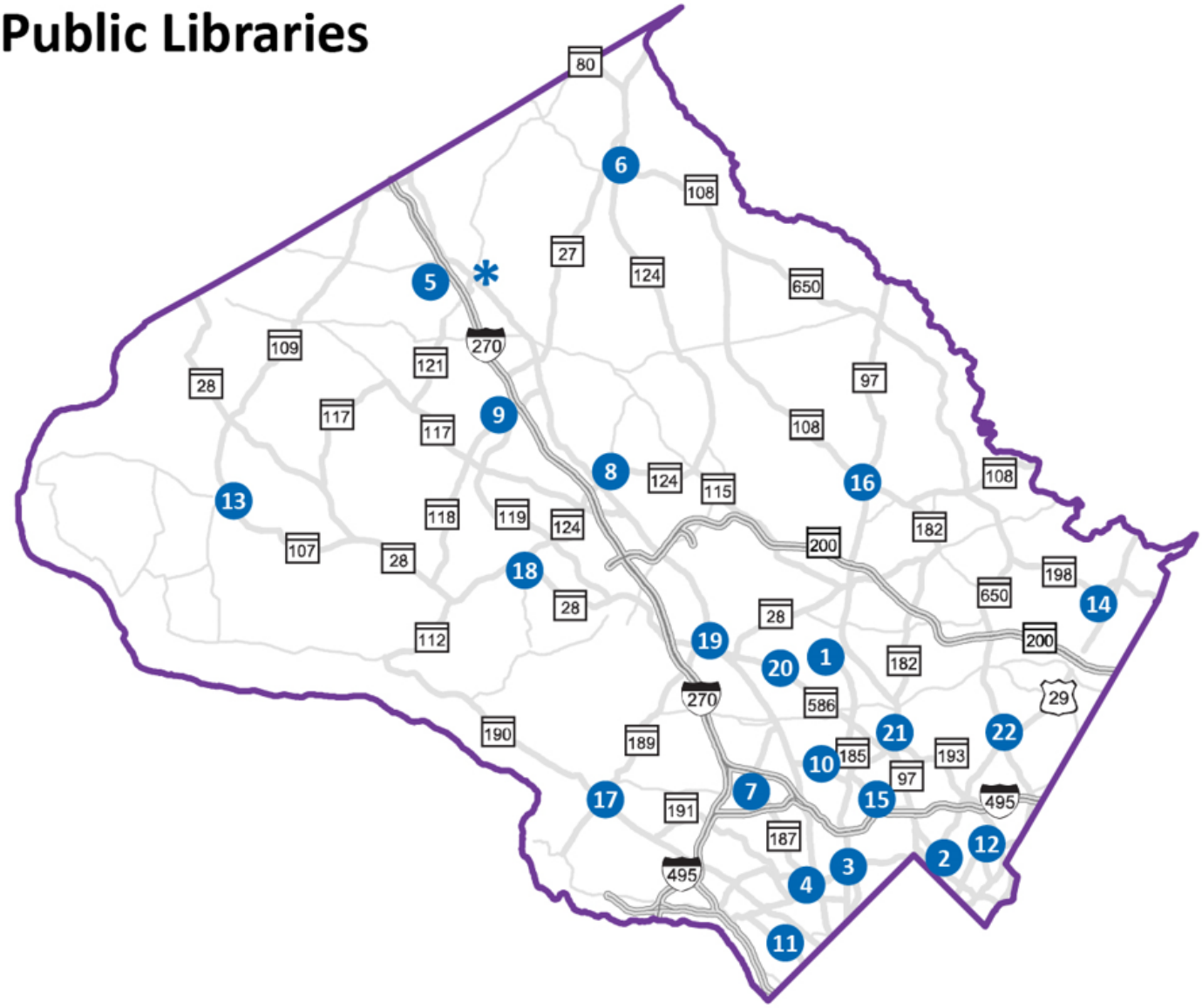
Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND					
Correction and Rehabilitation	General Fund	310,326	2.20	335,453	2.20

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**54,553**	**54,553**	**54,553**	**54,553**	**54,553**	**54,553**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**314**	**314**	**314**	**314**	**314**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**54,553**	**54,867**	**54,867**	**54,867**	**54,867**	**54,867**

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 FY26 BUDGET	FULL TIME EQUIVALENTS
$68,254,542	603.73

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 FY26 Operating Budget for the Department of Recreation is $68,254,542, an increase of $3,639,325 or 5.63 percent from the FY25 Approved Budget of $64,615,217. Personnel Costs comprise 60.96 percent of the budget for 191 full-time position(s) and no part-time position(s), and a total of 603.73 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 39.04 percent of the FY26 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 $10,480,870 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

- Expand Elementary Excel Beyond the Bell (EBB) Programs to Waters Landing and East Silver Spring Elementary Schools.
- Partnered with the Maryland Senior Olympics on launching the first soccer event at Nancy H. Dacek North Potomac Community Recreation Center.

- Developed a Winter Wellness Campaign to encourage seniors to stay active during the colder months when it becomes so easy to stay sedentary and passed out 1,000 free at home resistance bands to encourage continued movement at home.
- Offered 92 different programs, at nine different locations, providing 1,781 total facilitated program hours, serving 5,148 total registered in winter 2024.
- Increased the number of bi-lingual programming and senior programming to 4,164 registrations. Currently, there are 82 programs available for adults 55+, covering activities like dance, education, martial arts, fitness, games, music, and special events.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

Youth Development:

Accomplishments

- Received NACo Awards for expansion of Teen Programming during summer months - increased the number of Teen Camp locations.
- Launched Summer Basketball Series and Teens Day and Night Out programs at multiple locations - which served a total of 1,158 youth.
- Expanded Elementary Excel Beyond the Bell Programs to two new sites: Harriet Tubman and Watkins Mill Elementary Schools.

Collaborations & Partnerships

- Collaborated with Montgomery County Fire & Rescue on a Hands Only CPR Awareness Campaign that brought the lifesaving knowledge and skill set to 159 youth.
- Partnered with the Housing Opportunities Commission to host the Fun, Food, Fitness summer program for youth on location within Cider Mill Apartments.
- Collaborated with the Montgomery Village Foundation to host a Summer Street Soccer Tournament at North Creek Community Center in Montgomery Village. Provided youth with a healthy meal paired with recreational fun.

Countywide Programs:

Accomplishments

- Received NaCo awards for Flag Football with Officiating Program and Rec Your Way.
- Successfully held the largest All Staff Camp Global Training, featuring guest speaker Michael Brandwein.
- Utilized report tags in department's database more efficiently in sort program offerings for performance measures, telling the department's story, and reporting on data more efficiently.

Expansion of Youth Sports

- Expanded Youth Lacrosse Instructional League to two locations Bauer and Calverton-Galway. The Youth Lacrosse enrichment program is currently at various summer camps locations.
- Launched skateboarding classes at the Damascus Community Recreation Center serving youths between 8-12 years old.

- Added a Girl's Varsity division in the High School Summer Basketball League in summer 2024.

Senior Programming:

Accomplishments

- Received 2024 NACo Awards for: 55+ BBQ Bonanza, Centenarian Celebration, Senior Outdoor Adventures in Recreation (SOAR), and Winter Wellness Campaign.
- Received 2024 Maryland Recreation and Parks Association (MRPA) Showcase Award for the "Maryland, My Maryland" category for the Centenarian Celebration.
- Expanded the summer Senior Adventure Camp to two new locations, Ross Boddy & Silver Spring, while increasing more camper seats for participation. In Summer 2025, the department expects to increase programming.
- Implemented Maryland's new coupon card system for Farmers Market coupons, which allowed Recreation to distribute and assign pre-loaded cards that could be used to purchase fresh produce from location participating farmers markets throughout the County.

Communication & Public Outreach:

Accomplishments

- Increased the total Rec Assist award from $200 to $400 per eligible household member in 2024. The department has seen a significant increase in funds used by families participating in the financial assistance program to sign up for Montgomery County Recreation's programs and activities.
- Continued to raise awareness about the Rec Assist program through the efforts of the Community Outreach Team. This has resulted in an increase of families signing up for programs. Rec Assist has been a big asset in providing equitable access to services for County residents.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of administrative services transactions [1]	18,566	36,727	36,500	36,500	36,500
Number of human resources transactions	2,150	1,107	2,892	2,950	3,000
Number of seasonal employees	2,271	2,449	2,500	2,500	2,500
Percent of allocated recreation financial assistance dollars used [2]	61%	93%	94%	95%	95%

[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 CY24, 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 that are known to have a positive quality of life and health impacts.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**13,457,291**	**53.61**
Re-align: Increase to the Non-Tax Appropriation Budget to Reflect Projected Expenditures	300,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	98,782	0.00
Increase Cost: Overtime Adjustment	57,172	0.00
Restore: One-time Lapse Increase	45,715	0.00
Add: One-Time Funding to Replace Banking Documents	10,662	0.00
Eliminate: Washington Area Bicyclist Association Noncompetitive Award due to Inability to Provide Services	(34,373)	0.00
Decrease Cost: Lapse Adjustment	(137,860)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	547,708	(4.35)
FY26 Recommended	**14,345,097**	**49.26**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Revenue generated by aquatics programs [1]	$8,096,874	$9,228,179	$9,300,000	$9,300,000	$9,300,000
Percent of total aquatics programs capacity enrolled	63.9%	59.0%	60.2%	61.4%	62.6%

[1] *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.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**12,756,606**	**148.39**
Increase Cost: Utility Cost Escalation for the Silver Spring Recreation and Aquatic Center	711,270	0.00
Increase Cost: Staff Parking Reimbursement for the Silver Spring Recreation and Aquatic Center	22,512	0.00
Decrease Cost: Temporary Administrative Support	(28,416)	(0.67)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(438,356)	0.67
FY26 Recommended	**13,023,616**	**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. 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of participants registered in countywide recreation programs	29,754	39,723	40,517	41,327	42,154
Percent of planned countywide recreation programs completed [1]	89.43%	90.99%	92.81%	93.73%	94.67%

[1] *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.*

FY26 Recommended Changes	Expenditures	FTEs

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**9,534,509**	**81.57**
Increase Cost: Fireworks Contract Escalation	6,763	0.00
Increase Cost: Summer Camp Nurse Contract	5,850	0.00
Decrease Cost: Temporary Administrative Support	(28,416)	(0.67)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	550,645	1.67
FY26 Recommended	**10,069,351**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of recreation facility bookings	3,721	2,600	2,652	2,705	2,759
Percent of planned programs in recreation centers completed	94.0%	94.7%	95.6%	96.6%	97.6%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**9,884,183**	**122.68**
Decrease Cost: Temporary Administrative Support	(28,416)	(0.67)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	380,705	0.67
FY26 Recommended	**10,236,472**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of senior meals served	61,911	87,083	87,953	88,833	89,721
Number of senior program registrants 55 or older [1]	28,331	16,305	16,631	16,964	17,303

[1] *Due to a reporting error and difficulty with a new administrative system, FY23 represents a duplicated number of senior registrations, rather than an unduplicated count of senior registrants.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,002,339**	**33.39**
Decrease Cost: Temporary Administrative Support	(28,416)	(0.67)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	186,254	0.67
FY26 Recommended	**4,160,177**	**33.39**

Youth Development

The Youth Development Team uses recreation to ensure young people are healthy, connected, and productive during out-of-school time. Program staff work to change the landscape of communities by tackling pressing and diverse issues, reducing barriers to participation, and improving equitable access to high quality out-of-school time opportunities which improve outcomes for young people. Positive youth development strategies are used to meet youth where they are and include opportunities, programs, and services which emphasize active and healthy living, youth leadership and social equity, engagement in learning, workforce readiness, and connection to caring adult role models.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of participants registered in youth development programs [1]	11,041	11,857	12,094	12,214	12,214
Average daily attendance in youth development programs [2]	46.20%	45.02%	45.92%	46.84%	47.78%

[1] *Our youth programs play a critical role in youth resilience because they are the environmental container where young people acquire developmental assets necessary for healthy growth. Restoring connections with youth is among our top priorities. Participation numbers are directly correlated with program capacity. Modest targets are projected due to current future fiscal outlook.*

[2] *Several factors consistently impeded attendance rates, including the 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 the department's top priorities.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**14,980,289**	**159.06**
Enhance: Expansion of EBB Programming to Waters Landing and Silver Spring Elementary Schools	688,246	7.38
Add: Program Manager II for EBB Expansion	98,398	1.00
Decrease Cost: Temporary Administrative Support	(28,416)	(0.67)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	681,312	0.67
FY26 Recommended	**16,419,829**	**167.44**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
RECREATION					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Salaries and Wages	29,639,615	32,236,380	31,581,828	34,202,423	6.1 %
Employee Benefits	5,813,976	6,428,283	6,267,833	7,124,179	10.8 %
Recreation Personnel Costs	**35,453,591**	**38,664,663**	**37,849,661**	**41,326,602**	**6.9 %**
Operating Expenses	19,744,827	20,969,481	21,217,160	21,646,867	3.2 %
Recreation Expenditures	**55,198,418**	**59,634,144**	**59,066,821**	**62,973,469**	**5.6 %**
PERSONNEL					
Full-Time	189	190	190	191	0.5 %
Part-Time	0	0	0	0	—
FTEs	587.36	590.61	590.61	595.64	0.9 %
REVENUES					
Property Tax	65,014,084	66,444,797	66,418,638	71,672,882	7.9 %
Facility Rental Fees	645,683	120,000	700,000	120,000	—
Recreation Fees	4,956,128	4,090,187	5,000,000	4,090,187	—
Miscellaneous Revenues	37,112	75,000	40,000	120,232	60.3 %
Miscellaneous Revenues - Parks ActiveNet	0	45,232	0	45,232	—
Recreation Fee Subsidy	0	(800,000)	0	(800,000)	—
Recreation Revenues	**70,653,007**	**69,975,216**	**72,158,638**	**75,248,533**	**7.5 %**

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	4,835,348	4,700,000	5,700,000	5,000,000	6.4 %
Recreation Non-Tax Supported Expenditures	**4,835,348**	**4,700,000**	**5,700,000**	**5,000,000**	**6.4 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Recreation Fees	8,701,349	8,100,000	8,800,000	8,800,000	8.6 %
Investment Income	108,800	3,100	91,830	77,050	2385.5 %
Recreation Non-Tax Supported Revenues	**8,810,149**	**8,103,100**	**8,891,830**	**8,877,050**	**9.6 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	202,292	261,099	261,099	261,099	—
Employee Benefits	22,955	19,974	19,974	19,974	—
Grant Fund - MCG Personnel Costs	**225,247**	**281,073**	**281,073**	**281,073**	**—**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Operating Expenses	107,531	0	0	0	—
Grant Fund - MCG Expenditures	**332,778**	**281,073**	**281,073**	**281,073**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	4.41	8.09	8.09	8.09	—
REVENUES					
Federal Grants	200,038	281,073	281,073	281,073	—
Grant Fund - MCG Revenues	**200,038**	**281,073**	**281,073**	**281,073**	**—**

DEPARTMENT TOTALS

Total Expenditures	**60,366,544**	**64,615,217**	**65,047,894**	**68,254,542**	**5.6 %**
Total Full-Time Positions	**189**	**190**	**190**	**191**	**0.5 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**591.77**	**598.70**	**598.70**	**603.73**	**0.8 %**
Total Revenues	**79,663,194**	**78,359,389**	**81,331,541**	**84,406,656**	**7.7 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
RECREATION		
FY25 ORIGINAL APPROPRIATION	**59,634,144**	**590.61**
Changes (with service impacts)		
Enhance: Expansion of EBB Programming to Waters Landing and Silver Spring Elementary Schools [Youth Development]	688,246	7.38
Add: Program Manager II for EBB Expansion [Youth Development]	98,398	1.00
Add: One-Time Funding to Replace Banking Documents [Administration]	10,662	0.00
Eliminate: Washington Area Bicyclist Association Noncompetitive Award due to Inability to Provide Services [Administration]	(34,373)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	1,377,713	0.00
Increase Cost: Utility Cost Escalation for the Silver Spring Recreation and Aquatic Center [Aquatics]	711,270	0.00
Increase Cost: Annualization of FY25 Compensation Increases	562,298	0.00
Increase Cost: Salary Equity Adjustment	348,097	0.00
Increase Cost: Motor Pool Adjustment	138,751	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	98,782	0.00
Increase Cost: Retirement Adjustment	88,380	0.00
Increase Cost: Overtime Adjustment [Administration]	57,172	0.00
Restore: One-time Lapse Increase [Administration]	45,715	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Printing and Mail Adjustment	34,346	0.00
Increase Cost: Annualization of FY25 Lapsed Positions	26,638	0.00
Increase Cost: Staff Parking Reimbursement for the Silver Spring Recreation and Aquatic Center [Aquatics]	22,512	0.00
Increase Cost: Fireworks Contract Escalation [Countywide Programs]	6,763	0.00
Increase Cost: Summer Camp Nurse Contract [Countywide Programs]	5,850	0.00
Increase Cost: Annualization of FY25 Personnel Costs	4,719	0.00
Decrease Cost: Risk Management Adjustment	(5,808)	0.00
Decrease Cost: Temporary Administrative Support [Recreation Community & Neighborhood Centers]	(28,416)	(0.67)
Decrease Cost: Temporary Administrative Support [Senior Adult Programs]	(28,416)	(0.67)
Decrease Cost: Temporary Administrative Support [Youth Development]	(28,416)	(0.67)
Decrease Cost: Temporary Administrative Support [Countywide Programs]	(28,416)	(0.67)
Decrease Cost: Temporary Administrative Support [Aquatics]	(28,416)	(0.67)
Decrease Cost: Lapse Adjustment [Administration]	(137,860)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(666,866)	0.00
FY26 RECOMMENDED	**62,973,469**	**595.64**

RECREATION NON-TAX SUPPORTED

FY25 ORIGINAL APPROPRIATION	**4,700,000**	**0.00**
Other Adjustments (with no service impacts)		
Re-align: Increase to the Non-Tax Appropriation Budget to Reflect Projected Expenditures [Administration]	300,000	0.00
FY26 RECOMMENDED	**5,000,000**	**0.00**

GRANT FUND - MCG

FY25 ORIGINAL APPROPRIATION	**281,073**	**8.09**
FY26 RECOMMENDED	**281,073**	**8.09**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration	13,457,291	53.61	14,345,097	49.26
Aquatics	12,756,606	148.39	13,023,616	148.39
Countywide Programs	9,534,509	81.57	10,069,351	82.57
Recreation Community & Neighborhood Centers	9,884,183	122.68	10,236,472	122.68
Senior Adult Programs	4,002,339	33.39	4,160,177	33.39
Youth Development	14,980,289	159.06	16,419,829	167.44
Total	**64,615,217**	**598.70**	**68,254,542**	**603.73**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
RECREATION					
Community Use of Public Facilities	Community Use of Public Facilities	36,262	0.20	39,552	0.20
CIP	Capital Fund	80,168	0.50	87,467	0.50
	Total	**116,430**	**0.70**	**127,019**	**0.70**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
RECREATION						
EXPENDITURES						
FY26 Recommended	**62,973**	**62,973**	**62,973**	**62,973**	**62,973**	**62,973**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY26	**33**	**33**	**33**	**33**	**33**	**33**
New positions in the FY26 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.						
Elimination of One-Time Items Recommended in FY26	**0**	**11**	**11**	**11**	**11**	**11**
Items recommended for one-time funding in FY26, including replacement of banking documentation, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**190**	**190**	**190**	**190**	**190**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**63,006**	**63,207**	**63,207**	**63,207**	**63,207**	**63,207**
RECREATION NON-TAX SUPPORTED						
EXPENDITURES						
FY26 Recommended	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**

ANNUALIZATION OF FULL PERSONNEL COSTS

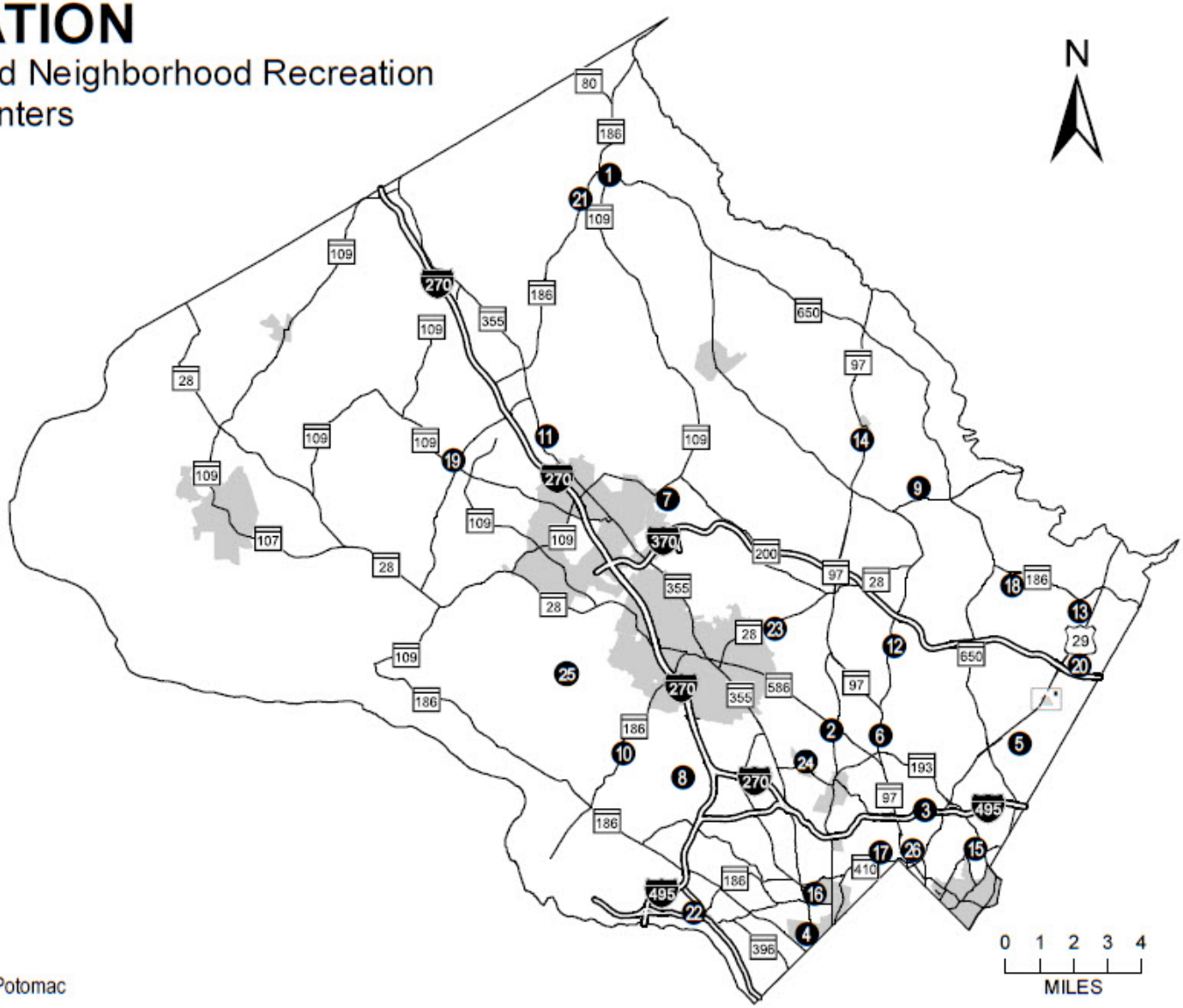
	FY26 Recommended		FY27 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Program Manager II for EBB Expansion	98,398	1.00	131,197	1.00
Total	**98,398**	**1.00**	**131,197**	**1.00**

RECREATION

Community and Neighborhood Recreation and Senior Centers

Senior Centers
1. Damascus
2. Holiday Park
3. Margaret Schweinhaut
5. White Oak
6. Wheaton
15. Long Branch
25. North Potomac

Recreation Centers
4. Wisconsin Place
5. White Oak
6. Wheaton
7. Upper County
8. Scotland
9. Ross Boddy
10. Potomac
11. Plum Gar
12. Mid-County
13. Marilyn Praisner
14. Longwood
15. Long Branch
16. Jane Lawton
17. Gwendolyn Coffield
18. Good Hope
19. Germantown
20. East County
21. Damascus
22. Clara Barton
23. Bauer Drive
24. Ken Gar
25. Nancy H. Dacek North Potomac
26. Silver Spring

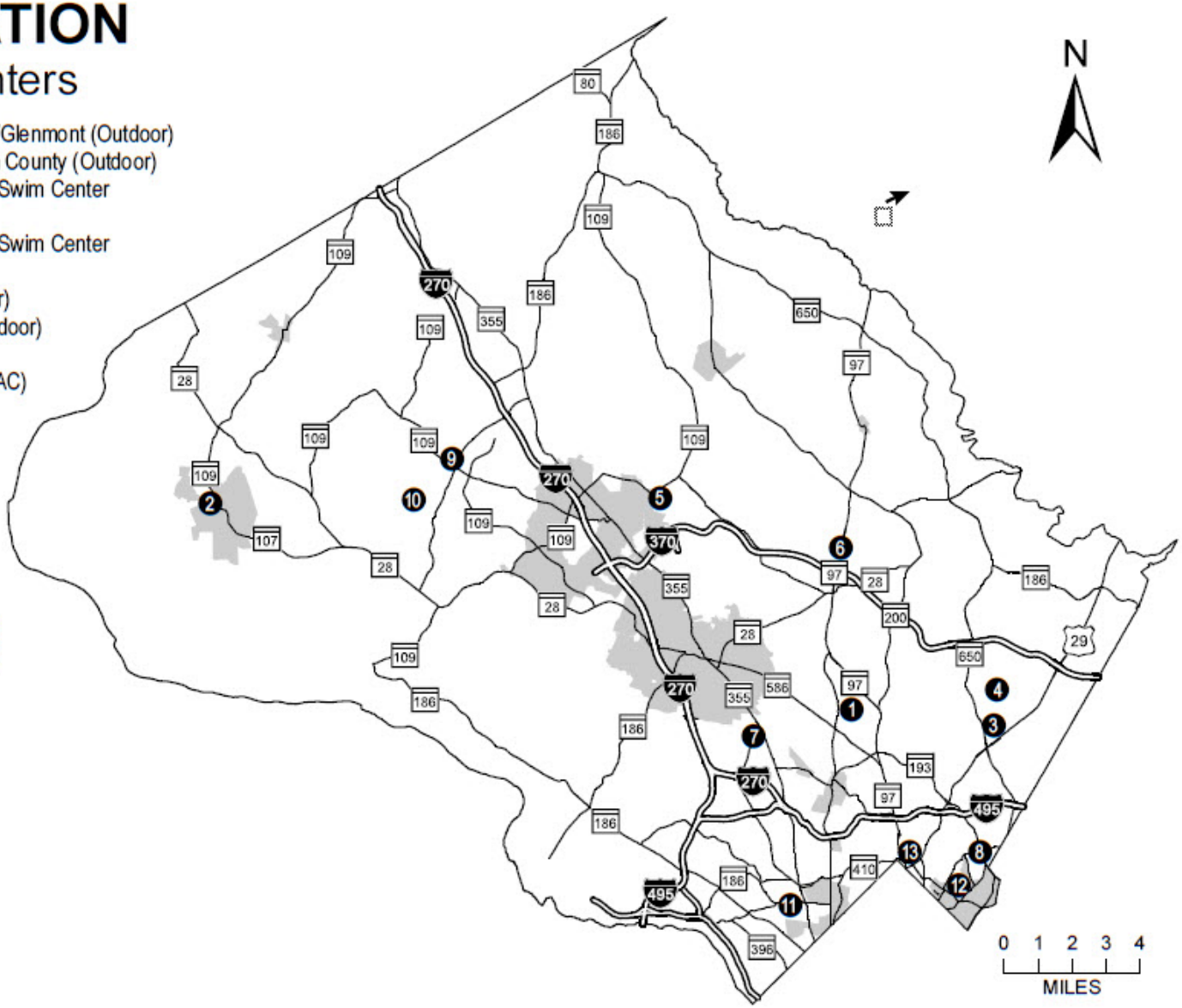


Map produced by: Montgomery County TEBS GIS Team, Feb. 2023

RECREATION

Aquatic Centers

1. Hector Ayala Wheaton/Glenmont (Outdoor)
2. Sarah E. Auer Western County (Outdoor)
3. Martin Luther King, Jr. Swim Center (Indoor)
4. Martin Luther King, Jr. Swim Center (Outdoor)
5. Upper County (Outdoor)
6. Olney Swim Center (Indoor)
7. Kennedy-Shriver Aquatic Center (KSAC) (Indoor)
8. Long Branch (Outdoor)
9. Germantown (Outdoor)
10. Germantown (Indoor)
11. Bethesda (Outdoor)
12. Piney Branch (Indoor)
13. Silver Spring (Indoor)



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Agriculture

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$1,532,515	5.90

MIKE SCHEFFEL, DIRECTOR

MISSION STATEMENT

The Office of Agriculture (OAG) was created in 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 and strengthen the agricultural economy by providing support to our farm community and working to educate our residents.

BUDGET OVERVIEW

The total recommended FY26 Operating Budget for the Office of Agriculture is $1,532,515, an increase of $76,563 or 5.26 percent from the FY25 Approved Budget of $1,455,952. Personnel Costs comprise 63.24 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 workforce charged to or from other departments or funds. Operating Expenses account for the remaining 36.76 percent of the FY26 budget.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Growing Economy**
- **A Greener County**

INITIATIVES

- The OAG recently completed building its Composting Education Hub at the Agricultural History Farm Park. This initiative was done in partnership with the Institute for Local Self Reliance and University of Maryland Extension Master Gardeners. The project goals include increasing on farm composting within the County for the purpose of generating compost, increase access to compost for agricultural producers, reducing reliance on and limit the use of fertilizers, improve soil quality and health, encourage waste management and permaculture business development, increase rainwater absorption, reduce municipal food waste and diverting food waste from landfills.
- Moco Microhub Cold Storage - The MoCo Microhub was created in partnership between the OAG and the Montgomery County Food Council (who obtained a grant to fund the purchase of the cold storage unit). The unit which will be managed

and maintained by the OAG will support small county farms with aggregation and storage of their products after harvesting before distribution to food programs for residents, including farm to school, farm to table, and farm to foodbanks.

- The OAG submitted a high tunnel policy reform which eliminated the permit fee and the need for a building permit on non-agriculturally assessed properties. This initiative has made it considerably easier and less expensive for urban and suburban growers, particularly in historically disadvantaged and low-income areas, to utilize high tunnels for food production. As a result, it is expected to boost racial equity in agriculture, increase local food production, and reduce greenhouse gas emissions associated with food transport. Moreover, it enhances urban access to nutritious food, improving customer satisfaction and positively contributing to the community's health and environmental sustainability.

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) provides 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 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, 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Technical assistance contacts with farmers	1,964	1,534	1,600	1,600	1,600
Acres of land under easements inspected by Agricultural Services	2,481	5,363	5,363	5,363	5,363
Percent of easement acres under most restrictive easement disallowing development	34%	35%	35%	35%	35%
Percent of participants who learned or benefitted from Agricultural Services event, training, or farm tour	100%	92%	100%	100%	100%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**995,736**	**5.00**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	3,584	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	45,782	0.00
FY26 Recommended	**1,045,102**	**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. In addition, the district provides technical assistance to the County with technical reviews and regulatory requirements associated with county stormwater management facility retrofit projects associated with the County's MS4 permit requirements regulated by the EPA and State of Maryland.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Soil conservation contacts with farmers and landowners to provide technical assistance	1,113	8,141	8,000	8,000	8,000
Water quality plans completed	96	72	75	75	75
Percent of interagency site visits coordinated within one business day of agricultural complaint	100%	100%	100%	100%	100%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**187,546**	**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.	10,031	0.00
FY26 Recommended	**197,577**	**0.90**

University of Maryland Extension (UME)

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 non-formal education accessible to all Montgomery County residents. Adults, families, and youth are target 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 advising and plan writing, 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 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Nutrient management plans completed	75	25	50	75	75

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
4-H youth development program participants	507	464	500	500	500
Average pre- to post-test score increase of Close Encounters with Agriculture participants on agriculture, nutrition, and the environment	49%	48%	50%	50%	50%
Percent of Food Supplement Nutrition Education youth participants who try new healthy food	42%	77%	77%	77%	77%
Percent of participants who purchase produce they learn about from Food Supplement Nutrition Education farmers market programming	92%	29%	29%	29%	29%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**272,670**	**0.00**
Increase Cost: University of Maryland Extension (UME) FY26 Annualization Costs	17,166	0.00
FY26 Recommended	**289,836**	**0.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	676,521	715,014	700,994	756,692	5.8 %
Employee Benefits	185,324	192,254	194,861	212,419	10.5 %
County General Fund Personnel Costs	**861,845**	**907,268**	**895,855**	**969,111**	**6.8 %**
Operating Expenses	487,849	548,684	548,642	563,404	2.7 %
County General Fund Expenditures	**1,349,694**	**1,455,952**	**1,444,497**	**1,532,515**	**5.3 %**
PERSONNEL					
Full-Time	10	10	10	10	—
Part-Time	0	0	0	0	—
FTEs	5.90	5.90	5.90	5.90	—
REVENUES					
Other Intergovernmental	(3,688)	63,064	63,064	80,152	27.1 %
Miscellaneous Revenues	13,705	0	0	0	—
Other Licenses and Permits	(100)	0	0	0	—
County General Fund Revenues	**9,917**	**63,064**	**63,064**	**80,152**	**27.1 %**
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**	**—**
Grant Fund - MCG Expenditures	**0**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Investment Income	8,508	0	0	0	—
Miscellaneous Revenues	63,866	0	0	0	—
Grant Fund - MCG Revenues	**72,374**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**1,349,694**	**1,455,952**	**1,444,497**	**1,532,515**	**5.3 %**
Total Full-Time Positions	**10**	**10**	**10**	**10**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**5.90**	**5.90**	**5.90**	**5.90**	**—**
Total Revenues	**82,291**	**63,064**	**63,064**	**80,152**	**27.1 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**1,455,952**	**5.90**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	39,977	0.00
Increase Cost: Annualization of FY25 Compensation Increases	18,635	0.00
Increase Cost: University of Maryland Extension (UME) FY26 Annualization Costs [University of Maryland Extension (UME)]	17,166	0.00
Increase Cost: Motor Pool Adjustment	4,883	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Agricultural Services]	3,584	0.00
Increase Cost: Retirement Adjustment	2,664	0.00
Increase Cost: Annualization of FY25 Personnel Costs	567	0.00
Decrease Cost: Printing and Mail Adjustment	(10,913)	0.00
FY26 RECOMMENDED	**1,532,515**	**5.90**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Agricultural Services	995,736	5.00	1,045,102	5.00
Soil Conservation	187,546	0.90	197,577	0.90
University of Maryland Extension (UME)	272,670	0.00	289,836	0.00
Total	**1,455,952**	**5.90**	**1,532,515**	**5.90**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND					
Environmental Protection	Water Quality Protection	587,973	3.10	623,981	3.10
CIP	Capital Fund	137,646	1.00	142,443	1.00
	Total	**725,619**	**4.10**	**766,424**	**4.10**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**1,533**	**1,533**	**1,533**	**1,533**	**1,533**	**1,533**
No inflation or compensation change is included in outyear projections.						
University of Maryland Extension (UME) Memorandum of Understanding (MOU)	**0**	**19**	**39**	**61**	**86**	**86**
Annualization of County portion of funding for the University of Maryland Extension (UME) employees.						
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	**1,533**	**1,554**	**1,574**	**1,596**	**1,621**	**1,621**

Economic Development Fund

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$4,180,782	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 FY26 Operating Budget for the Economic Development Fund is $4,180,782, an increase of $11,614 or 0.28 percent from the FY25 Approved Budget of $4,169,168. Personnel Costs comprise 4.98 percent of the budget for no full-time position(s) and no part-time position(s), and a total of 1.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 95.02 percent of the FY26 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, 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 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.
- The newly created J.O.B.S. initiative, formalized through the adoption of Resolution 20-491, created three separate but complementary economic development funds:

1. The Job Creation Fund incentivizes growing companies to create and fill high-paying jobs in Montgomery County. The Job Creation Fund provides a one-time award to employers who create at least 5 new jobs within a six-month period that pay annual salaries of $100,000 or more. The program targets employers that are corporate headquarters or national nonprofits, or in the fields of advanced technology, cybersecurity, hospitality, life sciences, and quantum computing. Companies that create eligible jobs and fill those jobs for at least six months are eligible to receive $10,000 per new job (or $12,000 per new job if located in a Montgomery County Community Equity Index (CEI) disadvantaged area) up to a maximum of $500,000.

2. The Technology Innovation Fund promotes the deployment of innovative technology by funding the development of prototypes, proofs of concepts, minimum viable products, and pilot projects to validate new technology and deploy solutions to market in order to help Montgomery County entrepreneurs move towards commercialization. The Innovation Fund provides grants of up to $200,000 to early and growth stage companies that have raised between $100,000 and $5

million from investors or grants. Funds are awarded on a competitive basis and are designed to help entrepreneurs commercialize a product or solution.

3. The Founder's Fund promotes inclusive economic development through investments in early and growth-stage companies that have historically lacked adequate access to private capital or are located in a Montgomery County Community Equity Index disadvantaged area. The Equity Fund provides grants of up to $100,000 to early and growth stage companies that have raised between $50,000 and $5 million from investors or grants and are either 51% minority owned, woman owned, veteran owned, or owned by an individual with a disability and/or the business' primary location is in a Montgomery County Community Equity Index disadvantaged area. Funds are awarded on a competitive basis and are designed to advance early-stage commercialization efforts for the deployment of innovation technology products or solutions.

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
ECONOMIC DEVELOPMENT FUND					
EXPENDITURES					
Salaries and Wages	151,892	156,082	137,201	166,964	7.0 %
Employee Benefits	30,416	40,611	35,383	41,343	1.8 %
Economic Development Fund Personnel Costs	**182,308**	**196,693**	**172,584**	**208,307**	**5.9 %**
Operating Expenses	2,760,558	3,972,475	24,920,363	3,972,475	—
Economic Development Fund Expenditures	**2,942,866**	**4,169,168**	**25,092,947**	**4,180,782**	**0.3 %**
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	351,718	375,000	638,000	375,000	—
Investment Income	119,199	55,000	630,000	55,000	—
Economic Development Fund Revenues	**470,917**	**430,000**	**1,268,000**	**430,000**	**—**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
ECONOMIC DEVELOPMENT FUND		
FY25 ORIGINAL APPROPRIATION	**4,169,168**	**1.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	8,874	0.00
Increase Cost: Annualization of FY25 Compensation Increases	2,740	0.00
FY26 RECOMMENDED	**4,180,782**	**1.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
ECONOMIC DEVELOPMENT FUND						
EXPENDITURES						
FY26 Recommended	**4,181**	**4,181**	**4,181**	**4,181**	**4,181**	**4,181**
No inflation or compensation change is included in outyear projections.						
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	**4,181**	**4,185**	**4,185**	**4,185**	**4,185**	**4,185**

Housing and Community Affairs

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$83,803,854	126.00

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 FY26 Operating Budget for the Department of Housing and Community Affairs is $83,803,854, an increase of $5,276,573 or 6.72 percent from the FY25 Approved Budget of $78,527,281. Personnel Costs comprise 22.67 percent of the budget for 132 full-time position(s) and no part-time position(s), and a total of 126.00 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 77.33 percent of the FY26 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 $121.3 million in funding to produce and preserve affordable housing units in Montgomery County. This funding commitment includes allocating $12.4 million to the Montgomery Housing Initiative (MHI) Fund, $102.0 million to the Affordable Housing Acquisition and Preservation CIP projects, $5.0 million to the Affordable Housing Opportunity Fund, and $1.9 million to the Revitalization for Troubled and Distressed Common Ownership Communities CIP projects.
- Provide $59.8 million in 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, and Housing First programs, and the creation of mixed-income housing.
- Increase funding by $1.5 million for the homeownership assistance programs, which provide additional resources for first-time homebuyers with downpayment assistance and needed counseling services.
- Continue funding to support the Rental Housing Division in implementing and executing rent stabilization mandates, ensuring landlords can gain a fair return on their investment, and effectively providing needed services for tenants through the collaboration between the Rent Stabilization Program and the Office of Landlord and Tenant Affairs.
- Increase licensing fees on multifamily rental units and short-term rentals to align with the fees charged by surrounding jurisdictions and offset staffing needs. The revenue generated from the licensing fees will support programmatic operations with four additional personnel to directly enforce required mandates and improve service delivery through Licensing and Registration, Code Enforcement, Landlord-Tenant Mediation, and Short-Term Residential Rental programs.
- Increase the registration fee for Common Ownership Communities to create a designated staff member to manage and administer the newly established loan program to revitalize troubled and distressed Common Ownership Communities (COC) and provide technical assistance to distressed COCs to help improve their long-term viability. This new loan program has identified two COC communities in FY25 that serve low-income homeowners for funding to address needed capital improvements and avoid the loss or displacement of housing units.
- Continue to actively underwrite affordable housing loans to preserve and produce affordable housing. Fifteen multi-family developments have already been identified for potential funding in FY26. These developments would maintain or create 2,353 units, including 2,018 affordable units.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- DHCA's Multifamily Housing Development Team successfully closed 17 residential real estate loan transactions in FY24, providing more than $84.5 million towards these developments to preserve, rehabilitate, or produce 1,133 affordable housing units at an average cost of $74,632 per unit.
- DHCA's Moderately Priced Dwelling Unit (MPDU) program continues to generate new affordable units throughout the County. During FY24, the MPDU program generated 398 new MPDUs offered for sale (70 units) or rent (328 units).
- The Commission on Common Ownership Communities successfully closed 80 cases in FY24. Of those, 66 cases were closed before a hearing, representing a success rate of 82.5 percent of all cases.
- The Focused Neighborhood Assistance (FNA) program continues to provide additional funding in FY24 for site improvements and new lighting throughout the neighborhood in the Montclair Manor community of Silver Spring and completing the drainage improvements, new asphalt pedestrian pathways, and landscaping projects in the Wedgewood Community of Gaithersburg.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Asset Management - Loan repayments received [1]	$36,076,199	$147,093,248	$80,262,017	$82,669,877	$85,149,974
Number of affordable housing units managed under DHCA Rental Agreements	1,269	1,219	1,419	1,619	1,819
Department MC311 Service Requests (SR)	26,194	25,266	26,023	26,805	27,609
Percent of department MC311 Service Requests meeting service length agreement	82.8%	87.0%	86.9%	86.9%	86.9%

[1] *FY24 includes two large loan repayments from the County's Right of First Refusal (ROFR) projects that closed in FY23.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,625,687**	**20.60**
Increase Cost: Adjust Operating Expenses to Reflect Increase in the General Fund Transfer	4,249,813	0.00
Increase Cost: Rental Assistance Program Due to Increased Recordation Tax Premium Estimates	2,510,283	0.00
Increase Cost: Adjust Other Revenue Sources in the Housing Initiative Fund	977,044	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts (Montgomery Housing Initiative)	67,255	0.00
Increase Cost: Grant Funded Position to Be Partially Funded with County Resources to Meet Federal Requirements	50,227	0.30
Increase Cost: Grant Funded Position to Be Partially Funded with County Resources to Meet Federal Requirements	33,332	0.20
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts (General Fund)	16,492	0.00
Decrease Cost: Grant Funded Position to Be Partially Funded with County Resources to Meet Federal Requirements	(26,231)	(0.20)
Decrease Cost: Grant Funded Position To Be Partially Funded with County Resources To Meet Federal Requirements	(57,328)	(0.30)
Decrease Cost: Miscellaneous Operating Expenses	(69,000)	0.00
Decrease Cost: Housing Opportunities Commission (HOC) Production Fund Contributions to the Housing Initiative Fund	(158,542)	0.00
Decrease Cost: Lapse Adjustment	(174,000)	0.00

FY26 Recommended Changes	Expenditures	FTEs
Decrease Cost: Operating Expenses to Reflect the Debt Service Transfer for the Housing Capital Improvements Program and the Housing Opportunities Commission Production Fund	(6,043,270)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(974,998)	0.20
FY26 Recommended	**4,026,764**	**20.80**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of moderately priced dwelling units agreed upon to be constructed for future occupancy	783	273	300	300	300
Number of moderately priced dwelling units produced and available for occupancy	327	285	300	300	300
Affordable Housing Program - Number of MC311 Service Requests	1,462	1,480	1,500	1,500	1,500
Affordable Housing Program - Percent of MC311 Service Requests meeting service length agreement	96.0%	91.0%	95.0%	95.0%	95.0%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,188,876**	**6.00**
Add: Homebuyer Assistance Program	1,509,000	0.00
Increase Cost: Grant Funded Position to Be Funded with County Resources to Meet Federal Requirements	90,829	0.50
Increase Cost: Grant Funded Position to Be Funded with County Resources to Meet Federal Requirements	90,829	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.	(808,001)	0.00
FY26 Recommended	**2,071,533**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
COC Program Customer Service - Number of MC311 Service Requests	886	716	801	801	801
COC Program Customer Service - Percent of MC311 Service Requests meeting service length agreement	93.5%	96.0%	96.0%	96.0%	96.0%
Percent of Commission on Common Ownership Communities (CCOC) cases resolved prior to a hearing	55.0%	77.2%	63.4%	63.4%	63.4%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,100,905**	**6.15**
Add: Program Manager II Position to Manage the New CIP Revolving Loan Application, Provide Technical Assistance to Distressed COCs, and Enhance Community Outreach. (Offset by COC Revenue)	110,985	1.00
Decrease Cost: Miscellaneous Operating Expenses	(11,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	12,204	0.00
FY26 Recommended	**1,213,094**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of contracts awarded and monitored	21	17	19	18	18
Funding awarded to CDBG public service contracts	$625,000	$630,000	$660,000	$660,000	$660,000
CDBG public service contract compliance rate	100%	100%	100%	100%	100%
CDBG public service contract non-housing beneficiaries [1]	6,277	10,527	14,680	10,000	10,000

[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.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**8,119,739**	**5.00**
Re-align: Operating Expenses with Grant Revenues	215,880	0.00
Add: Boys & Girls Clubs of Greater Washington, Inc.	45,000	0.00
Add: Collegiate Directions, Inc. - Career Mentoring Initiative	45,000	0.00
Add: Community Bridges, Inc. - Community Bridges Alumnae Program	45,000	0.00
Add: Arts for the Aging, Inc. - Sustaining Health Equity Through the Participatory Arts	40,000	0.00
Add: Liberty's Promise, Inc. - Helping the Immigrant Youth of Montgomery County Succeed	40,000	0.00
Add: Montgomery Housing Partnership, Inc. - MHP Workforce Development Program	40,000	0.00
Add: Latin American Youth Center, Inc.	39,250	0.00
Add: Montgomery County Coalition for the Homeless, Inc.	37,250	0.00

FY26 Recommended Changes	Expenditures	FTEs
Add: Homes Not Borders, Inc. - Home Set Ups and Moving Up Fund for Refugees and Migrants	33,334	0.00
Add: Korean Community Service Center of Greater Washington, Inc. - Strengthening Asian Families through Empowerment and Service (SAFES)	33,333	0.00
Add: African Communities Together, Inc	33,333	0.00
Add: Afrithrive, Inc	33,200	0.00
Add: Community Reach of Montgomery County, Inc. - Rockville Emergency Assistance Program (REAP)	32,000	0.00
Add: Comunibuild Foundation, Inc.	30,000	0.00
Add: CASA, Inc.	28,500	0.00
Add: Horizons Greater Washington, Inc. - HGW School Year Saturday Academy	28,000	0.00
Add: Germantown Cultural Arts Center, Inc. - Beyond BlackRock: Positive Youth Development Arts Outreach Programming	26,800	0.00
Add: Mobile Medical Care, Inc. - Keeping Focused on Diabetic Eye Health	25,000	0.00
Add: Community FarmShare LLC - Farm to Family Nutrition Access	25,000	0.00
Increase Cost: Takoma Park Code Enforcement Contract	15,075	0.00
Decrease Cost: Grant Funded Position to Be Partially Funded with County Resources to Meet Federal Requirements	(181,657)	(1.00)
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.	475,789	0.00
FY26 Recommended	**8,644,826**	**4.00**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of Housing Code Enforcement inspections [1]	41,142	106,287	107,000	108,000	109,000
Housing Code Enforcement Program Customer Service - Number of MC311 Service Requests	7,234	7,179	7,500	7,700	8,000
Housing Code Enforcement Program Customer Service - Percent of MC311 Service Requests meeting service length agreement	76.3%	96.0%	95.0%	95.0%	95.0%
Code Enforcement - Number of violations per unit	2.2	2.6	2.3	2.3	2.3
Code Enforcement - Average severity of violations per unit	2.1	2.2	2.3	2.3	2.3

[1] *In FY24, the methodology for this measure was revised to include all inspections (both initial and follow-up) to more accurately reflect the workload of the Code Enforcement program.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**6,176,710**	**41.50**
Add: Program Manager II to Support Increased Workload and Service Demands for Multifamily Inspections Resulting from Recently Implemented Legislation and Regulatory Changes. (Offset by Licensing Revenue)	110,985	1.00

FY26 Recommended Changes	Expenditures	FTEs
Increase Cost: Grant Funded Position to Be Funded with County Resources to Meet Federal Requirements	39,153	0.20
Re-align: Operating Expenses to Support Transcript Services for OLTA	(10,000)	0.00
Decrease Cost: Grant Funded Position To Be Partially Funded with County Resources To Meet Federal Requirements	(39,153)	(0.20)
Decrease Cost: Miscellaneous Operating Expenses	(47,500)	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.	411,568	0.00
FY26 Recommended	**6,641,763**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Affordable housing units produced in the production pipeline	406	283	580	850	900
Number of affordable housing units in the preservation pipeline	719	850	1,023	700	725
Cost per unit of affordable housing units preserved [1]	$177,218	$69,320	$70,000	$72,000	$74,000
Cost per unit of affordable housing units produced [2]	$142,377	$90,586	$95,000	$100,000	$105,000

[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.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**266,054**	**1.95**
Re-align: Operating Expenses to Support Mailing Activities	3,500	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	129,146	0.00
FY26 Recommended	**398,700**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of complaints filed with OLTA	937	1,148	1,377	1,721	2,065
Landlord Tenant Affairs Program - Number of MC311 Service Requests	12,938	8,962	9,858	10,844	11,928
Landlord Tenant Affairs Program - Percent of MC311 Service Requests meeting service length agreement	99.3%	99.6%	99.0%	99.0%	99.0%
Percent of Landlord/Tenant cases that result in consent agreements	96.1%	97.5%	97.0%	97.0%	97.0%
Number of evictions prevented due to Landlord & Tenant Affairs' intervention	287	224	246	246	246

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,509,150**	**10.00**
Add: Program Manager I to Provide Program Management support to implement the Office of Landlord and Tenant Affairs Complaint Process and Cases. (Offset by Licensing Revenue)	103,215	1.00
Re-align: Operating Expenses to Support Transcript Services for OLTA	10,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(370,695)	0.00
FY26 Recommended	**2,251,670**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Licensing and Registration Program - Number of MC311 Service Requests	6,786	6,893	7,099	7,311	7,311
Licensing and Registration Program - Percent of MC311 Service Requests meeting service length agreement	64.8%	59.2%	60.0%	65.0%	70.0%
Number of rental licenses issued	109,266	110,523	110,523	112,180	113,863

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**811,936**	**5.20**
Add: MIII to Administer and Oversee the Licensing Process and the Annual Rental Survey. (Offset by Licensing Revenue)	134,415	1.00
Add: Program Specialist II to Enhance Staffing Capacity, and Generate Additional Revenue to Support Legislative Mandates. (Offset by Licensing Revenue)	96,280	1.00
Decrease Cost: Miscellaneous Operating Expenses	(3,000)	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.	39,482	0.00
FY26 Recommended	**1,079,113**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of affordable housing units produced	406	392	579	600	600
Ratio of non-County dollars leveraged to County dollars in affordable housing projects	4.4	5.9	5.6	5.5	5.5

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**51,904,585**	**8.90**
Decrease Cost: Miscellaneous Operating Expenses	(1,000)	0.00
Re-align: Operating Expenses to Support Mailing Activities in Housing Development	(3,500)	0.00
Re-align: Expenditures with Montgomery Housing Initiative Revenues	(145,174)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,858,555	(0.20)
FY26 Recommended	**53,613,466**	**8.70**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Focused Neighborhood Assistance Activity (expenditures) [1]	$317,080	$274,328	$125,000	$500,000	$500,000
Focused Neighborhood Assistance Active projects [2]	3	3	2	2	2
Focused Neighborhood Assistance beneficiaries [3]	1,583	1,565	380	380	380
Facade Program - Private dollars leveraged	$0	$289,902	$1,602,012	$2,098,100	$1,664,189
Facade Program - Number of businesses benefited [4]	0	8	60	26	43

[1] *The Neighborhood Revitalization Section anticipates starting facility planning/design on two additional Focused Neighborhood Assistance projects in FY25 and completing construction for these projects in FY26 and FY27. Solicitations for new projects will be sent in FY25 via email and placed on the department's website.*

[2] *The Neighborhood Revitalization Section anticipates starting facility planning/design on two additional Focused Neighborhood Assistance projects in FY25 and completing construction for these projects in FY26 and FY27.*

[3] *The Neighborhood Revitalization Section anticipates starting facility planning/design on two additional Focused Neighborhood Assistance projects in FY25. Each project will consist of 152 units that typically have an average occupancy rate of 2.5 residents per unit which is why FY25-FY27 projections account for 280 beneficiaries.*

[4] *FY25-FY26 figures are based on actual tenant counts per property. The FY27 projection figure is the average of FY25 and FY26 figures.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,899,409**	**6.70**
Increase Cost: Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements	37,372	0.20
Increase Cost: Grant Funded Position to Be Partially Funded with County Resources to Meet Federal Requirements	23,074	0.10

FY26 Recommended Changes	Expenditures	FTEs
Decrease Cost: Grant Funded Position To Be Partially Funded with County Resources To Meet Federal Requirements	(23,074)	(0.10)
Decrease Cost: Grant Funded Position To Be Partially Funded with County Resources To Meet Federal Requirements	(37,372)	(0.20)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(309,309)	0.00
FY26 Recommended	**1,590,100**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**924,230**	**9.00**
Decrease Cost: Miscellaneous Operating Expenses	(2,500)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,351,095	0.00
FY26 Recommended	**2,272,825**	**9.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	6,550,316	8,819,543	8,769,411	10,205,680	15.7 %
Employee Benefits	1,823,354	2,448,703	2,476,701	2,972,385	21.4 %
County General Fund Personnel Costs	**8,373,670**	**11,268,246**	**11,246,112**	**13,178,065**	**16.9 %**
Operating Expenses	1,876,863	2,199,927	1,975,927	2,072,888	-5.8 %
County General Fund Expenditures	**10,250,533**	**13,468,173**	**13,222,039**	**15,250,953**	**13.2 %**
PERSONNEL					
Full-Time	112	127	127	132	3.9 %
Part-Time	0	0	0	0	—
FTEs	69.25	84.45	84.45	90.05	6.6 %

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
REVENUES					
Landlord-Tennant Fees	7,382,002	9,092,318	9,319,818	9,319,818	2.5 %
Common Ownership Community Fees	956,399	998,378	998,378	998,378	—
Other Charges/Fees	(5,585)	76,155	15,755	15,755	-79.3 %
Other Fines/Forfeitures	103,189	96,000	96,000	96,000	—
Miscellaneous Revenues	25,272	4,000	4,000	4,000	—
Board of Appeals Fees	(1,935)	35,620	35,620	35,620	—
Other Licenses/Permits	0	657,500	430,000	430,000	-34.6 %
County General Fund Revenues	**8,459,342**	**10,959,971**	**10,899,571**	**10,899,571**	**-0.6 %**
MONTGOMERY HOUSING INITIATIVE					
EXPENDITURES					
Salaries and Wages	2,130,843	2,664,181	2,665,097	3,150,169	18.2 %
Employee Benefits	568,402	713,155	720,450	887,087	24.4 %
Montgomery Housing Initiative Personnel Costs	**2,699,245**	**3,377,336**	**3,385,547**	**4,037,256**	**19.5 %**
Operating Expenses	77,221,374	52,818,763	59,540,373	55,785,172	5.6 %
Montgomery Housing Initiative Expenditures	**79,920,619**	**56,196,099**	**62,925,920**	**59,822,428**	**6.5 %**
PERSONNEL					
Full-Time	1	2	2	2	—
Part-Time	0	0	0	0	—
FTEs	22.15	23.15	23.15	24.35	5.2 %
REVENUES					
Commitment Fee	0	200,000	200,000	520,000	160.0 %
Asset Management Fee	0	70,200	70,200	71,758	2.2 %
MHI Transfer Tax	9,200	100,000	0	10,000	-90.0 %
Recordation Tax	20,855,947	22,886,826	23,057,932	25,397,109	11.0 %
Loan Payments	20,505,983	3,300,000	3,300,000	3,300,000	—
Miscellaneous Revenues	838,344	75,006	75,006	171,600	128.8 %
MPDU Revenues	1,997,208	1,970,000	1,970,000	1,700,000	-13.7 %
Investment Income	10,589,467	4,043,580	5,239,820	4,412,480	9.1 %
Other Charges and Fees	77,120	0	0	0	—
HOC Contributions	0	4,783,542	3,468,750	4,625,000	-3.3 %
Montgomery Housing Initiative Revenues	**54,873,269**	**37,429,154**	**37,381,708**	**40,207,947**	**7.4 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,413,458	1,731,263	1,731,263	1,394,166	-19.5 %
Employee Benefits	364,060	419,246	419,246	392,852	-6.3 %
Grant Fund - MCG Personnel Costs	**1,777,518**	**2,150,509**	**2,150,509**	**1,787,018**	**-16.9 %**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Operating Expenses	12,304,290	6,712,500	6,712,500	6,943,455	3.4 %
Grant Fund - MCG Expenditures	**14,081,808**	**8,863,009**	**8,863,009**	**8,730,473**	**-1.5 %**
PERSONNEL					
Full-Time	(1)	(2)	(2)	(2)	—
Part-Time	0	0	0	0	—
FTEs	14.80	13.40	13.40	11.60	-13.4 %
REVENUES					
Miscellaneous Revenues	104,614	0	0	0	—
Federal Grants	9,904,650	6,900,829	6,900,829	6,753,218	-2.1 %
Other Intergovernmental	452,914	302,180	302,180	317,255	5.0 %
State Grants	(1,400,824)	660,000	660,000	660,000	—
Loan Payments	2,380,038	1,000,000	1,000,000	1,000,000	—
Investment Income	457,087	0	0	0	—
Grant Fund - MCG Revenues	**11,898,479**	**8,863,009**	**8,863,009**	**8,730,473**	**-1.5 %**

DEPARTMENT TOTALS

Total Expenditures	**104,252,960**	**78,527,281**	**85,010,968**	**83,803,854**	**6.7 %**
Total Full-Time Positions	**112**	**127**	**127**	**132**	**3.9 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**106.20**	**121.00**	**121.00**	**126.00**	**4.1 %**
Total Revenues	**75,231,090**	**57,252,134**	**57,144,288**	**59,837,991**	**4.5 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**13,468,173**	**84.45**
Changes (with service impacts)		
Add: MIII to Administer and Oversee the Licensing Process and the Annual Rental Survey. (Offset by Licensing Revenue) [Licensing and Registration]	134,415	1.00
Add: Program Manager II to Support Increased Workload and Service Demands for Multifamily Inspections Resulting from Recently Implemented Legislation and Regulatory Changes. (Offset by Licensing Revenue) [Housing Code Enforcement]	110,985	1.00
Add: Program Manager II Position to Manage the New CIP Revolving Loan Application, Provide Technical Assistance to Distressed COCs, and Enhance Community Outreach. (Offset by COC Revenue) [Common Ownership Community Program]	110,985	1.00
Add: Program Manager I to Provide Program Management support to implement the Office of Landlord and Tenant Affairs Complaint Process and Cases. (Offset by Licensing Revenue) [Landlord-Tenant Mediation]	103,215	1.00
Add: Program Specialist II to Enhance Staffing Capacity, and Generate Additional Revenue to Support Legislative Mandates. (Offset by Licensing Revenue) [Licensing and Registration]	96,280	1.00
Other Adjustments (with no service impacts)		

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY25 Personnel Costs	639,715	0.00
Increase Cost: FY26 Compensation Adjustment	529,718	0.00
Increase Cost: Annualization of FY25 Compensation Increases	227,135	0.00
Increase Cost: Motor Pool Adjustment	126,644	0.00
Increase Cost: Grant Funded Position to Be Funded with County Resources to Meet Federal Requirements [Affordable Housing Programs]	90,829	0.50
Increase Cost: Retirement Adjustment	40,846	0.00
Increase Cost: Grant Funded Position to Be Funded with County Resources to Meet Federal Requirements [Housing Code Enforcement]	39,153	0.20
Increase Cost: Grant Funded Position to Be Partially Funded with County Resources to Meet Federal Requirements [Neighborhood Revitalization]	23,074	0.10
Increase Cost: Printing and Mail Adjustment	18,958	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts (General Fund) [Administration]	16,492	0.00
Re-align: Operating Expenses to Support Transcript Services for OLTA [Landlord-Tenant Mediation]	10,000	0.00
Re-align: Operating Expenses to Support Mailing Activities [Housing Development]	3,500	0.00
Decrease Cost: Miscellaneous Operating Expenses [Multi-Family Housing Programs]	(1,000)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Rent Stabilization]	(2,500)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Licensing and Registration]	(3,000)	0.00
Re-align: Operating Expenses to Support Mailing Activities in Housing Development [Multi-Family Housing Programs]	(3,500)	0.00
Re-align: Operating Expenses to Support Transcript Services for OLTA [Housing Code Enforcement]	(10,000)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Common Ownership Community Program]	(11,000)	0.00
Decrease Cost: Grant Funded Position to Be Partially Funded with County Resources to Meet Federal Requirements [Administration]	(26,231)	(0.20)
Decrease Cost: Miscellaneous Operating Expenses [Housing Code Enforcement]	(47,500)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Administration]	(69,000)	0.00
Decrease Cost: Lapse Adjustment [Administration]	(174,000)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(191,433)	0.00
FY26 RECOMMENDED	**15,250,953**	**90.05**

MONTGOMERY HOUSING INITIATIVE

FY25 ORIGINAL APPROPRIATION	**56,196,099**	**23.15**
Changes (with service impacts)		
Add: Homebuyer Assistance Program [Affordable Housing Programs]	1,509,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Adjust Operating Expenses to Reflect Increase in the General Fund Transfer [Administration]	4,249,813	0.00
Increase Cost: Rental Assistance Program Due to Increased Recordation Tax Premium Estimates [Administration]	2,510,283	0.00
Increase Cost: Adjust Other Revenue Sources in the Housing Initiative Fund [Administration]	977,044	0.00
Increase Cost: Annualization of FY25 Personnel Costs	188,365	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: FY26 Compensation Adjustment	154,773	0.00
Increase Cost: Grant Funded Position to Be Funded with County Resources to Meet Federal Requirements [Affordable Housing Programs]	90,829	0.50
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts (Montgomery Housing Initiative) [Administration]	67,255	0.00
Increase Cost: Annualization of FY25 Compensation Increases	64,696	0.00
Increase Cost: Grant Funded Position to Be Partially Funded with County Resources to Meet Federal Requirements [Administration]	50,227	0.30
Increase Cost: Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements [Neighborhood Revitalization]	37,372	0.20
Increase Cost: Grant Funded Position to Be Partially Funded with County Resources to Meet Federal Requirements [Administration]	33,332	0.20
Increase Cost: Annualization of FY25 Lapsed Positions	30,850	0.00
Increase Cost: Retirement Adjustment	9,476	0.00
Re-align: Expenditures with Montgomery Housing Initiative Revenues [Multi-Family Housing Programs]	(145,174)	0.00
Decrease Cost: Housing Opportunities Commission (HOC) Production Fund Contributions to the Housing Initiative Fund [Administration]	(158,542)	0.00
Decrease Cost: Operating Expenses to Reflect the Debt Service Transfer for the Housing Capital Improvements Program and the Housing Opportunities Commission Production Fund [Administration]	(6,043,270)	0.00
FY26 RECOMMENDED	**59,822,428**	**24.35**

GRANT FUND - MCG

FY25 ORIGINAL APPROPRIATION	**8,863,009**	**13.40**
Federal/State Programs		
Add: Boys & Girls Clubs of Greater Washington, Inc.	45,000	0.00
Add: Collegiate Directions, Inc. - Career Mentoring Initiative	45,000	0.00
Add: Community Bridges, Inc. - Community Bridges Alumnae Program	45,000	0.00
Add: Arts for the Aging, Inc. - Sustaining Health Equity Through the Participatory Arts	40,000	0.00
Add: Liberty's Promise, Inc. - Helping the Immigrant Youth of Montgomery County Succeed	40,000	0.00
Add: Montgomery Housing Partnership, Inc. - MHP Workforce Development Program	40,000	0.00
Add: Latin American Youth Center, Inc.	39,250	0.00
Add: Montgomery County Coalition for the Homeless, Inc.	37,250	0.00
Add: Homes Not Borders, Inc. - Home Set Ups and Moving Up Fund for Refugees and Migrants	33,334	0.00
Add: Korean Community Service Center of Greater Washington, Inc. - Strengthening Asian Families through Empowerment and Service (SAFES)	33,333	0.00
Add: African Communities Together, Inc	33,333	0.00
Add: Afrithrive, Inc	33,200	0.00
Add: Community Reach of Montgomery County, Inc. - Rockville Emergency Assistance Program (REAP)	32,000	0.00
Add: Comunibuild Foundation, Inc.	30,000	0.00
Add: CASA, Inc.	28,500	0.00
Add: Horizons Greater Washington, Inc. - HGW School Year Saturday Academy	28,000	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Add: Germantown Cultural Arts Center, Inc. - Beyond BlackRock: Positive Youth Development Arts Outreach Programming	26,800	0.00
Add: Mobile Medical Care, Inc. - Keeping Focused on Diabetic Eye Health	25,000	0.00
Add: Community FarmShare LLC - Farm to Family Nutrition Access	25,000	0.00
Other Adjustments (with no service impacts)		
Re-align: Operating Expenses with Grant Revenues [Grants Administration - Federal Programs]	215,880	0.00
Increase Cost: Takoma Park Code Enforcement Contract [Grants Administration - Federal Programs]	15,075	0.00
Decrease Cost: Grant Funded Position To Be Partially Funded with County Resources To Meet Federal Requirements [Neighborhood Revitalization]	(23,074)	(0.10)
Decrease Cost: Annualization of FY25 Personnel Costs	(24,907)	0.00
Decrease Cost: Grant Funded Position To Be Partially Funded with County Resources To Meet Federal Requirements [Neighborhood Revitalization]	(37,372)	(0.20)
Decrease Cost: Grant Funded Position To Be Partially Funded with County Resources To Meet Federal Requirements [Housing Code Enforcement]	(39,153)	(0.20)
Decrease Cost: Grant Funded Position To Be Partially Funded with County Resources To Meet Federal Requirements [Administration]	(57,328)	(0.30)
Decrease Cost: Grant Funded Position to Be Partially Funded with County Resources to Meet Federal Requirements [Grants Administration - Federal Programs]	(181,657)	(1.00)
Decrease Cost: Community Development Block Grant (CDBG) Adjustments [Grants Administration - Federal Programs]	(660,000)	0.00
FY26 RECOMMENDED	**8,730,473**	**11.60**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration	3,625,687	20.60	4,026,764	20.80
Affordable Housing Programs	1,188,876	6.00	2,071,533	7.00
Common Ownership Community Program	1,100,905	6.15	1,213,094	7.15
Grants Administration - Federal Programs	8,119,739	5.00	8,644,826	4.00
Housing Code Enforcement	6,176,710	41.50	6,641,763	42.50
Housing Development	266,054	1.95	398,700	1.95
Landlord-Tenant Mediation	2,509,150	10.00	2,251,670	11.00
Licensing and Registration	811,936	5.20	1,079,113	7.20
Multi-Family Housing Programs	51,904,585	8.90	53,613,466	8.70
Neighborhood Revitalization	1,899,409	6.70	1,590,100	6.70
Rent Stabilization	924,230	9.00	2,272,825	9.00
Total	**78,527,281**	**121.00**	**83,803,854**	**126.00**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund		FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
COUNTY GENERAL FUND						
Permitting Services	Permitting Services		124,587	1.00	135,869	1.00
Recycling and Resource Management	Solid Waste Disposal		849,898	5.50	906,855	5.50
CIP	Capital Fund		200,300	1.40	221,102	1.40
		Total	**1,174,785**	**7.90**	**1,263,826**	**7.90**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**15,251**	**15,251**	**15,251**	**15,251**	**15,251**	**15,251**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY26	**0**	**157**	**157**	**157**	**157**	**157**
New positions in the FY26 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.						
Elimination of One-Time Items Recommended in FY26	**0**	**(29)**	**(29)**	**(29)**	**(29)**	**(29)**
Items recommended for one-time funding in FY26, including office supplies, and computer equipment will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**83**	**83**	**83**	**83**	**83**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**15,251**	**15,462**	**15,462**	**15,462**	**15,462**	**15,462**
MONTGOMERY HOUSING INITIATIVE						
EXPENDITURES						
FY26 Recommended	**59,822**	**59,822**	**59,822**	**59,822**	**59,822**	**59,822**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**27**	**27**	**27**	**27**	**27**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**59,822**	**59,849**	**59,849**	**59,849**	**59,849**	**59,849**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY26 Recommended		FY27 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Program Manager II to Support Increased Workload and Service Demands for Multifamily Inspections Resulting from Recently Implemented Legislation and Regulatory Changes. (Offset by Licensing Revenue)	103,725	1.00	134,986	1.00

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY26 Recommended		FY27 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Program Manager I to Provide Program Management support to implement the Office of Landlord and Tenant Affairs Complaint Process and Cases. (Offset by Licensing Revenue)	95,955	1.00	124,771	1.00
MIII to Administer and Oversee the Licensing Process and the Annual Rental Survey. (Offset by Licensing Revenue)	127,155	1.00	166,057	1.00
Program Specialist II to Enhance Staffing Capacity, and Generate Additional Revenue to Support Legislative Mandates. (Offset by Licensing Revenue)	89,020	1.00	115,491	1.00
Program Manager II Position to Manage the New CIP Revolving Loan Application, Provide Technical Assistance to Distressed COCs, and Enhance Community Outreach. (Offset by COC Revenue)	103,725	1.00	134,986	1.00
Total	**519,580**	**5.00**	**676,291**	**5.00**

FY26-31 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Montgomery Housing Initiative							
FISCAL PROJECTIONS	FY25 APPROVED	FY25 ESTIMATE	FY26 RECOMMENDED	FY27 PROJECTION	FY28 PROJECTION	FY29 PROJECTION	FY30 PROJECTION	FY31 PROJECTION
ASSUMPTIONS								
Indirect Cost Rate	19.96%	19.96%	19.98%	19.98%	19.98%	19.98%	19.98%	19.98%
CPI (Fiscal Year)	2.2%	2.8%	2.5%	2.4%	2.3%	2.3%	2.3%	2.3%
Investment Income Yield	4.3%	4.8%	4.0%	3.8%	3.3%	3.0%	3.0%	3.0%
BEGINNING FUND BALANCE	5,146,068	16,885,434	8,497,054	1,098,700	453,700	307,000	155,800	0
REVENUES								
Taxes	22,986,826	23,057,932	25,407,109	27,711,024	29,026,217	30,280,944	31,393,785	32,081,470
Charges For Services	4,853,742	3,538,950	4,696,758	4,698,459	4,700,163	4,701,892	4,703,645	4,705,422
Miscellaneous	9,588,586	10,784,826	10,104,080	9,626,510	9,101,850	8,839,530	8,839,530	8,839,530
Subtotal Revenues	37,429,154	37,381,708	40,207,947	42,035,993	42,828,230	43,822,366	44,936,960	45,626,422
INTERFUND TRANSFERS (Net Non-CIP)	14,705,832	17,155,832	12,779,847	6,317,238	5,249,337	3,585,637	2,385,337	2,978,737
Transfers To Debt Service Fund	(18,294,520)	(15,844,520)	(24,337,790)	(30,800,400)	(31,868,300)	(33,532,000)	(34,732,300)	(34,138,900)
MHI HOC Housing Production Fund			(7,072,100)	(7,070,300)	(7,068,800)	(7,072,900)	(7,072,300)	(7,068,900)
MHI Property Acquisition	(5,119,500)	(3,769,500)	(14,865,690)	(17,530,100)	(18,599,500)	(20,259,100)	(21,460,000)	(20,870,000)
MHI Property Acquisition - New FY26 Debt for CIP Project 760100	0	0	(2,400,000)	(6,200,000)	(6,200,000)	(6,200,000)	(6,200,000)	(6,200,000)
Transfers To The General Fund	(674,116)	(674,116)	(806,644)	(806,644)	(806,644)	(806,644)	(806,644)	(806,644)
Indirect Costs	(674,116)	(674,116)	(806,644)	(806,644)	(806,644)	(806,644)	(806,644)	(806,644)
Transfers From The General Fund	33,674,468	33,674,468	37,924,281	37,924,281	37,924,281	37,924,281	37,924,281	37,924,281
General Fund	33,674,468	33,674,468	37,924,281	37,924,281	37,924,281	37,924,281	37,924,281	37,924,281
TOTAL RESOURCES	57,281,054	71,422,974	61,484,848	49,451,930	48,531,267	47,715,003	47,478,097	48,605,159
PSP OPER. BUDGET APPROP/ EXP'S.								
Operating Budget	(56,196,099)	(62,925,920)	(4,500,326)	(4,500,326)	(4,500,326)	(4,500,326)	(4,500,326)	(4,500,326)
CPI-Fiscal Year for OE (= OE w/o FC x CPI)			0	(10,970)	(21,970)	(33,130)	(44,440)	(55,910)
Compensation Adjustment			0	(176,428)	(358,459)	(547,475)	(743,701)	(947,370)
Rental Assistance Program (RAP)			(25,397,109)	(27,701,024)	(29,016,217)	(30,270,944)	(31,383,785)	(32,071,470)
Affordable Housing Loans			(12,400,707)	914,804	3,196,992	5,316,958	6,718,442	6,494,203
HHS Housing Programs			(9,706,200)	(9,706,200)	(9,706,200)	(9,706,200)	(9,706,200)	(9,706,200)
Neighborhoods to Call Home			(1,990,713)	(1,990,713)	(1,990,713)	(1,990,713)	(1,990,713)	(1,990,713)
HARP (Design for Life)			(318,373)	(318,373)	(318,373)	(318,373)	(318,373)	(318,373)
Homeownership Assistance Program			(5,509,000)	(5,509,000)	(5,509,000)	(5,509,000)	(5,509,000)	(5,509,000)
Subtotal PSP Oper Budget Approp / Exp's	(56,196,099)	(62,925,920)	(59,822,428)	(48,998,230)	(48,224,266)	(47,559,203)	(47,478,096)	(48,605,159)
TOTAL USE OF RESOURCES	(56,196,099)	(62,925,920)	(60,386,148)	(48,998,230)	(48,224,266)	(47,559,203)	(47,478,096)	(48,605,159)
YEAR END FUND BALANCE	1,084,955	8,497,054	1,098,700	453,700	307,000	155,800	0	(0)
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	1.9%	11.9%	1.8%	0.9%	0.6%	0.3%	0.0%	0.0%

Assumptions:

1. Approximately $61.5 million, including $59.8 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 $108.9 million will be funded through the FY26 CIP Budget in support of affordable housing, including $102 million for the Affordable Housing Acquisition and Preservation CIP Project# 760100, $5 million for the Affordable Housing Opportunity Fund CIP Project# 762101, and $1.85 million to continue funding the Revitalization of Troubled and Distressed Common Ownership Communities CIP Project# 762504.
3. Montgomery County Council Resolution #15-110 provides for an allocation from the General Fund to the Montgomery Housing Initiative fund (MHI) equivalent to 2.5% of actual General Fund property taxes from two years prior to the upcoming fiscal year to maintain and expand 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 County 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. The operating budget includes personnel costs, contracts for homeownership education, consultants' miscellaneous expenses, relevant 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**	**FY26 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	59,822,428	
DHCA - MHI Debt Service (interest only)	4,787,383	45,954,897	2,744,501	7,225,931	5,771,000	4,412,480	**MHI Debt Service Interest in FY25 includes 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	41,614,681	**7,344 Clients Served**
HOC - Non-Departmental Account	7,633,168	101,652,350	6,267,945	7,972,501	8,295,315	9,054,132	
Total Operating Budget	**92,473,268**	**823,160,008**	**48,712,449**	**111,811,879**	**100,850,131**	**114,903,721**	
Affordable Housing Acquisition and Preservation Project (CIP)		-					
Current Revenue		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	91,311,000	
Loan Repayment Proceeds (actual)	21,854,000	98,800,507	5,129,767	2,723,000	4,645,000	5,669,000	
G.O. Bonds		-	-				
Recordation Tax Premium	-	4,544,540	504,949	10,000,000	10,000,000	5,000,000	
DHCA - Affordable Housing Acquisition and Preservation Project (CIP) - Total	**36,750,000**	**306,550,047**	**18,268,233**	**32,000,000**	**97,000,000**	**102,000,000**	
Nonprofit Preservation Fund					**50,000,000**	-	
Affordable Housing Opportunity Fund (CIP)	**6,000,000**	**20,000,000**	20,000,000	-	-	**5,000,000**	
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	TBD	**Pending results of analysis of regulation change**
DHCA - Payment in Lieu of Taxes (HOC PILOTs)	10,593,592	**146,024,396**	9,028,720	11,123,275	10,829,436	TBD	**Pending results of analysis of regulation change**
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	221,903,721	

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Permitting Services

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$48,581,133	255.03

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 FY26 Operating Budget for the Department of Permitting Services is $48,581,133, an increase of $2,921,578 or 6.40 percent from the FY25 Approved Budget of $45,659,555. Personnel Costs comprise 80.52 percent of the budget for 247 full-time position(s) and no part-time position(s), and a total of 255.03 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 19.48 percent of the FY26 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

- The Department of Permitting Services (DPS) has initiated the process of creating a five-year strategic plan with a consultant. The plan will focus on continuous improvement of the department over the next several years in the areas of high performance, technology, data, process streamlining, sustainability, organizational alignment, exceptional customer service, communication, and other key focus areas. The goal is to begin plan implementation in early FY26.

- Three new DPS positions, including a Program Manager II and a Senior Permitting Services Specialist in the Commercial Building Construction Division, and an Administrative Specialist II in the Director's Office for Outreach, will enhance the workflow tasks within the plan review process of various permits and improve the turnaround time on plan reviews for small businesses, and enhance engagement with residents and the business community.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Well and Septic applications can now be submitted, paid, and reviewed electronically reducing the number of visits and/or mail deliveries to DPS. It is mandatory that any legal document that requires recordation be submitted and paid electronically to DPS via Simplifile. Nearly 200 documents have been recorded since its inception in late 2023 resulting in faster permit issuance and a reduction in trips to/from DPS and the courthouse. Since DPS executes the submission, the department can be confident the documents in Land Records are accurate.
- The third-party e-solar program is designed to alleviate the workload for the commercial electrical review team who assists the residential plan review team. By FY26, the department aims to have 40% of eligible projects utilize e-solar.

PROGRAM CONTACTS

Contact Barbara Suter of the Department of Permitting Services at 240-777-6244 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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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

The Administration program provides policy development and leadership for all programs within the Department.

The administrative staff is responsible for daily operations and a full range of administrative task and programs including Budget, Fiscal Management, Human Resources, Data Management, Contracts, McTime, and Fleet Management.

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Percent of screenings passed with fewer than 2 returns to the customer	98%	98%	98%	98%	98%
Percent of inspections passed - all divisions	84%	87%	85%	85%	85%
Percent of customers satisfied with DPS services [1]	75%	73%	75%	75%	75%

[1] *A new customer survey process was implemented in FY23, resulting in more customers receiving the survey and a much higher response rate.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**11,591,756**	**26.13**
Increase Cost: Laptops and Electronic Tablets	743,112	0.00
Increase Cost: Lapse Adjustment	390,109	0.00
Increase Cost: IT Equipment, Maintenance and Support	332,440	0.00
Increase Cost: Microsoft License Chargeback	150,458	0.00
Enhance: Administrative Specialist II for Outreach	93,369	1.00
Increase Cost: IT Maintenance and Support	4,171	0.00
Decrease Cost: Eliminate Expenditures Associated with Terminated Contract	(756,951)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(581,740)	0.00
FY26 Recommended	**11,966,724**	**27.13**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of permits receiving final approvals	6,747	6,554	6,600	6,600	6,600
Commercial Permits - Percent of inspections completed on the scheduled day	98.3%	99.0%	98.0%	98.0%	98.0%
Percent of plans receiving a complete first review within 22 business days	86%	86%	86%	86%	86%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**8,695,076**	**54.00**
Enhance: Senior Permitting Services Specialist	108,482	1.00
Enhance: New Program Manager Position	107,319	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.	567,838	0.00
FY26 Recommended	**9,478,715**	**56.00**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of applications processed (at intake) by permit technicians	50,247	49,637	50,000	50,000	50,000
Percent of screenings completed (plans ready for review) within 2 business days	83%	76%	75%	75%	75%
Percent of customers satisfied with DPS Customer Service Division	98%	98%	98%	98%	98%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,963,864**	**41.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	312,103	0.00
FY26 Recommended	**5,275,967**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Total number of public right of way permits issued (roadside trees, driveways, plats, et al.)	3,790	2,748	3,500	3,500	3,500
Number of Sediment Control inspections completed	20,646	20,428	20,500	20,500	20,500
Number of roadside tree plan reviews	1,615	1,866	1,700	1,700	1,700
Percent of Sediment Control inspections that pass inspection indicating a compliant site	96.4%	97.0%	96.0%	96.0%	96.0%
Successful Maryland Department of the Environment (MDE) Delegation of Review of Sediment Control and Storm-Water Management [1]	N/A	Yes	N/A	Yes	N/A

[1] *Sediment Control Delegation reviews are performed biennially.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**8,597,613**	**54.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	493,235	0.00
FY26 Recommended	**9,090,848**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Percent of service requests completed within 3 business days	95%	95%	95%	95%	95%
Percent of commercial establishments in compliance with the Fire Code	86.3%	82.0%	80.0%	80.0%	80.0%
Number of inspections performed by Residential and Fire Code Compliance FCC inspectors	66,171	81,673	80,000	80,000	80,000
Number of residential plan reviews performed	9,761	9,268	9,500	9,500	9,500
Residential Permits - Percent of inspections completed on the scheduled day	99.1%	99.0%	99.0%	99.0%	99.0%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**7,224,873**	**47.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	689,369	0.00
FY26 Recommended	**7,914,242**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of zoning and fire department access reviews	29,614	29,581	29,600	29,600	29,600
Percent of MNCPPC active site plans in compliance every 10 business days	96%	98%	96%	96%	96%
Percent of Zoning service requests started and responded to the customer within 2 business days	87%	87%	87%	87%	87%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,586,373**	**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.	268,264	0.00

FY26 Recommended Changes	Expenditures	FTEs
FY26 Recommended	**4,854,637**	**29.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
PERMITTING SERVICES					
EXPENDITURES					
Salaries and Wages	26,387,608	28,996,079	28,835,716	30,379,750	4.8 %
Employee Benefits	7,087,506	7,823,025	7,824,529	8,735,390	11.7 %
Permitting Services Personnel Costs	**33,475,114**	**36,819,104**	**36,660,245**	**39,115,140**	**6.2 %**
Operating Expenses	6,512,320	8,722,851	8,227,111	9,465,993	8.5 %
Capital Outlay	0	117,600	117,600	0	-100.0 %
Permitting Services Expenditures	**39,987,434**	**45,659,555**	**45,004,956**	**48,581,133**	**6.4 %**
PERSONNEL					
Full-Time	243	244	244	247	1.2 %
Part-Time	0	0	0	0	—
FTEs	249.03	252.03	252.03	255.03	1.2 %
REVENUES					
Building Permits	26,293,231	26,757,490	26,757,490	24,649,598	-7.9 %
Electrical Permits and Licenses	4,602,577	4,500,000	4,500,000	4,571,658	1.6 %
Fire Code Enforcement Permits	2,329,844	2,354,099	2,354,099	2,012,462	-14.5 %
Grading/Storm Drains/Paving/Driveway Permits	3,444,965	4,400,000	4,400,000	4,446,125	1.0 %
Occupancy Permits	597,491	578,272	578,272	581,763	0.6 %
Other Licenses/Permits	495,613	578,009	578,009	493,140	-14.7 %
Sediment Control Permits	2,943,789	3,437,873	3,437,873	3,145,299	-8.5 %
Sign Permits	179,199	205,983	205,983	201,696	-2.1 %
Special Exception Fee	187,784	203,782	203,782	197,207	-3.2 %
Stormwater Mgmt and Water Quality Plan Fee	302,636	209,117	209,117	197,207	-5.7 %
Well and Septic	398,160	498,893	498,893	437,930	-12.2 %
Automation Enhancement Fee	59	0	0	0	—
Other Charges/Fees	1,891,389	1,690,858	1,690,858	1,890,045	11.8 %
Other Fines/Forfeitures	115,591	86,275	86,275	84,663	-1.9 %
Miscellaneous Revenues	5,282	0	0	0	—
Investment Income	3,502,739	2,580,520	3,178,350	2,676,510	3.7 %
Mechanical Construction Permit	1,976,191	2,146,150	2,146,150	2,173,243	1.3 %
Information Requests	0	116,634	116,634	139,756	19.8 %
Permitting Services Revenues	**49,266,540**	**50,343,955**	**50,941,785**	**47,898,302**	**-4.9 %**
GRANT FUND - MCG					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%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	385	0	0	0	—
Grant Fund - MCG Expenditures	**385**	**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	385	0	0	0	—
Grant Fund - MCG Revenues	**385**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**39,987,819**	**45,659,555**	**45,004,956**	**48,581,133**	**6.4 %**
Total Full-Time Positions	**243**	**244**	**244**	**247**	**1.2 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**249.03**	**252.03**	**252.03**	**255.03**	**1.2 %**
Total Revenues	**49,266,925**	**50,343,955**	**50,941,785**	**47,898,302**	**-4.9 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
PERMITTING SERVICES		
FY25 ORIGINAL APPROPRIATION	**45,659,555**	**252.03**
Changes (with service impacts)		
Enhance: Senior Permitting Services Specialist [Commercial Building Construction]	108,482	1.00
Enhance: New Program Manager Position [Commercial Building Construction]	107,319	1.00
Enhance: Administrative Specialist II for Outreach [Administration]	93,369	1.00
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	1,607,758	0.00
Increase Cost: Laptops and Electronic Tablets [Administration]	743,112	0.00
Increase Cost: Annualization of FY25 Compensation Increases	742,968	0.00
Increase Cost: Lapse Adjustment [Administration]	390,109	0.00
Increase Cost: IT Equipment, Maintenance and Support [Administration]	332,440	0.00
Increase Cost: Motor Pool Adjustment	252,253	0.00
Increase Cost: Microsoft License Chargeback [Administration]	150,458	0.00
Increase Cost: Annualization of FY25 Lapsed Positions	131,909	0.00
Increase Cost: Retirement Adjustment	125,904	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Printing and Mail Adjustment	35,575	0.00
Increase Cost: IT Maintenance and Support [Administration]	4,171	0.00
Decrease Cost: Risk Management Adjustment	(5,616)	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(544,278)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(597,404)	0.00
Decrease Cost: Eliminate Expenditures Associated with Terminated Contract [Administration]	(756,951)	0.00
FY26 RECOMMENDED	**48,581,133**	**255.03**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration	11,591,756	26.13	11,966,724	27.13
Commercial Building Construction	8,695,076	54.00	9,478,715	56.00
Customer Support & Outreach	4,963,864	41.90	5,275,967	41.90
Land Development	8,597,613	54.00	9,090,848	54.00
Residential Construction & Fire Code Compliance	7,224,873	47.00	7,914,242	47.00
Zoning and Code Compliance	4,586,373	29.00	4,854,637	29.00
Total	**45,659,555**	**252.03**	**48,581,133**	**255.03**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
PERMITTING SERVICES						
EXPENDITURES						
FY26 Recommended	**48,581**	**48,581**	**48,581**	**48,581**	**48,581**	**48,581**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY26	**0**	**90**	**90**	**90**	**90**	**90**
New positions in the FY26 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.						
Elimination of One-Time Items Recommended in FY26	**0**	**2**	**2**	**2**	**2**	**2**
Items recommended for one-time funding in FY26, including operating expenses for new staff, computer equipment for department staff and an IT contract, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**142**	**142**	**142**	**142**	**142**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**48,581**	**48,815**	**48,815**	**48,815**	**48,815**	**48,815**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY26 Recommended		FY27 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
New Program Manager Position	101,219	1.00	133,549	1.00
Senior Permitting Services Specialist	105,082	1.00	135,108	1.00
Administrative Specialist II for Outreach	87,569	1.00	115,495	1.00
Total	**293,870**	**3.00**	**384,152**	**3.00**

FY26-31 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Permitting Services							
FISCAL PROJECTIONS	FY25 APPROVED	FY25 ESTIMATE	FY26 REC	FY27 PROJECTION	FY28 PROJECTION	FY29 PROJECTION	FY30 PROJECTION	FY31 PROJECTION
ASSUMPTIONS								
Property Tax Rate: Real Property	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Assessable Base: Real Property (000)	-	-	-	-	-	-	-	-
Property Tax Collection Factor: Real Property	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Property Tax Rate: Personal Property	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Assessable Base: Personal Property (000)	-	-	-	-	-	-	-	-
Property Tax Collection Factor: Personal Property	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Indirect Cost Rate	19.96%	19.96%	19.98%	19.98%	19.98%	19.98%	19.98%	19.98%
CPI (Fiscal Year)	2.2%	2.6%	2.7%	2.7%	2.4%	2.2%	2.2%	2.3%
Investment Income Yield	4.3%	4.8%	4.1%	3.8%	3.3%	3.0%	3.0%	3.0%
Assumption #6	0	0	0	0	0	0	0	0
Assumption #7	0	0	0	0	0	0	0	0
Assumption #8	0	0	0	0	0	0	0	0
BEGINNING FUND BALANCE	39,951,518	44,321,990	40,821,616	34,227,162	20,065,300	20,022,490	20,021,085	19,983,894
REVENUES								
Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	45,869,668	45,869,668	43,107,328	44,262,603	45,329,331	46,322,042	47,336,496	48,406,302
Charges For Services	1,807,492	1,807,492	2,029,801	2,084,199	2,134,428	2,181,172	2,228,940	2,279,314
Fines & Forfeitures	86,275	86,275	84,663	86,932	89,027	90,977	92,969	95,070
Intergovernmental	0	0	0	0	0	0	0	0
Miscellaneous	2,580,520	2,580,520	3,020,836	0	0	0	0	0
Subtotal Revenues	50,343,955	50,343,955	48,242,628	46,433,734	47,552,786	48,594,191	49,658,405	50,780,686
ESFS Fee Increase				(5,500,000)	7,500,000	6,500,000	5,400,000	4,350,000
INTERFUND TRANSFERS (Net Non-CIP)	(8,184,774)	(8,184,774)	(8,354,861)	(8,383,232)	(8,383,232)	(8,383,232)	(8,383,232)	(8,383,232)
Transfers To Debt Service Fund	(871,276)	(871,276)	(872,571)	(872,571)	(872,571)	(872,571)	(872,571)	(872,571)
GO Bonds	0	0	0	0	0	0	0	0
Wheaton Redevelopment	(871,276)	(871,276)	(872,571)	(872,571)	(872,571)	(872,571)	(872,571)	(872,571)
Transfers To The General Fund	(7,313,498)	(7,313,498)	(7,482,290)	(7,510,661)	(7,510,661)	(7,510,661)	(7,510,661)	(7,510,661)
Indirect Costs	(7,313,498)	(7,313,498)	(7,482,290)	(7,510,661)	(7,510,661)	(7,510,661)	(7,510,661)	(7,510,661)
TOTAL RESOURCES	82,110,699	86,481,171	80,709,383	66,777,664	66,734,854	66,733,449	66,696,258	66,731,348
CIP CURRENT REVENUE APPROP.	0	0	0	0	0	0	0	0
PSP OPER. BUDGET APPROP/ EXP'S.								
Operating Budget	(45,659,555)	(45,659,555)	(46,482,221)	(46,482,221)	(46,482,221)	(46,482,221)	(46,482,221)	(46,482,221)
Labor Agreement	n/a	n/a	0	(142,000)	(142,000)	(142,000)	(142,000)	(142,000)
Annualizations and One-Time	n/a	n/a	n/a	(88,143)	(88,143)	(88,143)	(88,143)	(88,143)
Subtotal PSP Oper Budget Approp / Exp's	(45,659,555)	(45,659,555)	(46,482,221)	(46,712,364)	(46,712,364)	(46,712,364)	(46,712,364)	(46,712,364)
TOTAL USE OF RESOURCES	(45,659,555)	(45,659,555)	(46,482,221)	(46,712,364)	(46,712,364)	(46,712,364)	(46,712,364)	(46,712,364)
YEAR END FUND BALANCE	36,451,144	40,821,616	34,227,162	20,065,300	20,022,490	20,021,085	19,983,894	20,018,984
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	44.4%	47.2%	42.4%	30.0%	30.0%	30.0%	30.0%	30.0%

Assumptions:

1. The projections are based on the Executive's recommended budget and include CPI, revenue, and resource assumptions in that budget. The projected future revenues and fund balances may vary based on changes to the EFSF, future labor agreements, increases in County administrative expenses, lease and maintenance expenses, and other factors not assumed here.
2. The fund balance policy is 30 percent of total resources.

Environmental Protection

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$49,216,826	134.50

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 FY26 Operating Budget for the Department of Environmental Protection is $49,216,826, an increase of $3,523,664 or 7.71 percent from the FY25 Approved Budget of $45,693,162. Personnel Costs comprise 37.00 percent of the budget for 129 full-time position(s) and one part-time position(s), and a total of 134.50 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 63.00 percent of the FY26 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 $10,865,220 is required in FY26 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

- Add a new position to work on the Best Management Practice inspection program, focusing on stormwater management structures on private property.
- Add funds to initiate outreach and communications to residents and affected businesses regarding the County's amended bag fee law. Under the revised law, plastic bags may no longer be offered at most retail establishments as of January 1, 2026, and

the fee per non-plastic bag increases from $0.05 to $0.10.

- Increase Funding for Clean Water Montgomery Grants to help property owners manage stormwater runoff on their properties and earn credit toward the County's MS4 Permit. Demand for the program continues to exceed available funding.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Established regulations and launched a new electric leaf blower campaign and a related rebate program. Launched a county-wide campaign to inform the public about the ban on the sale of gas-powered leaf blowers and the upcoming ban on the use of gas-powered leaf blowers, and developed a new online application portal to manage rebate program.
- Continued to grow and improve the annual Montgomery County Energy Summit. Attracting 200-300 attendees each year, this educational conference and networking event is DEP's flagship event to educate and engage with the commercial and multifamily building community on sustainable green building and County energy requirements. DEP continues to build the event's reach year-over-year with new partnerships, keynote speakers, and cutting-edge educational opportunities.
- Won a grant for $2.7 million for up to 17 electric vehicle charging stations from the Maryland Department of Transportation through the Carbon Reduction Program. Funding will support the installation of EV charging stations at 17 county-owned locations, including parking garages, Park-N-Ride lots, libraries, and community centers.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

PROGRAM DESCRIPTIONS

Administration

The Office of the Deputy 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, and oversees the human resources 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 WSSC Water. The DEP Communications team is responsible for increasing media hits, growing an audience on social media, improving the DEP web experience, and reaching new and diverse audiences through public

engagement.

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 operating and capital 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,045,184**	**9.05**
Increase Cost: Restore One-Time Lapse Increase	469,612	0.00
Shift: Adjust FTE Allocation to Better Align With Responsibilities (Water Quality Protection Fund)	60,254	0.20
Increase Cost: Finance Chargeback Adjustment	37,320	0.00
Add: Administrative Services Program Support	33,753	0.00
Add: New Internship Program	19,224	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	11,855	0.00
Increase Cost: Communications & Public Engagement	5,445	0.00
Shift: Adjust FTE Allocation to Better Align With Responsibilities (General Fund)	(257,704)	(1.10)
Decrease Cost: Lapse Adjustment	(720,337)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(528,199)	(2.10)
FY26 Recommended	**1,176,407**	**6.05**

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 under-served 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Percent of commercial buildings in compliance with the building benchmarking law [1]	93.9%	89.2%	90.0%	90.0%	90.0%
Average days to close environmental cases	36.0	39.3	36.3	37.0	37.5
Percent of customers rating themselves as satisfied with DEP's response to environmental complaints	86.0%	78.0%	82.0%	82.0%	81.0%

[1] *Amendments to the benchmarking law doubled the number of covered buildings in FY23.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**6,158,344**	**20.01**
Increase Cost: Restore One-Time Lapse Increase	284,361	0.00
Shift: Adjust FTE Allocation to Better Align With Responsibilities (General Fund)	58,189	0.30
Increase Cost: Energy Summit	31,436	0.00
Decrease Cost: Lapse Adjustment	(112,306)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	353,008	0.00
FY26 Recommended	**6,773,032**	**20.31**

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 Department of Transportation, Montgomery County Department of 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Percent of stormwater management triennial inspections completed [1]	99.6%	93.0%	96.0%	96.0%	95.0%
Percent of stormwater management facility maintenance work orders completed	85.0%	97.0%	88.0%	90.0%	92.0%

[1] *Does not include triennial inspections of best management practices on Single Family Residential (SFR) properties which are covered under a separate inspection program.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**37,489,634**	**103.63**
Increase Cost: Department of Transportation Storm Drains Chargeback	763,358	0.00
Shift: Adjust FTE Allocation to Better Align With Responsibilities (Water Quality Protection Fund)	507,983	2.85
Increase Cost: Support for Water Quality Work at the Maryland-National Capital Park and Planning Commission	372,248	0.00
Add: Outreach on Amended Bag Fee Law	250,000	0.00
Increase Cost: Inspection Services	246,500	0.00
Increase Cost: Above Ground Maintenance	209,241	0.00
Add: Clean Water Montgomery Grants	150,000	0.00
Add: New Position for Maintenance Compliance Program (Permitting and Code Enforcement Inspector III)	147,367	1.00
Increase Cost: Below Ground Maintenance	134,433	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	29,481	0.00
Increase Cost: Office of Agriculture Chargeback	26,757	0.00
Increase Cost: Move Spongy Moth Program to Water Quality Protection Fund From General Fund	15,000	0.00
Increase Cost: Department of Finance Chargeback	7,000	0.00
Shift: Move Spongy Moth Program From General Fund to Water Quality Protection Fund	(10,000)	0.00
Shift: Adjust FTE Allocation to Better Align With Responsibilities (General Fund)	(241,067)	(1.44)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,169,452	2.10
FY26 Recommended	**41,267,387**	**108.14**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec

COUNTY GENERAL FUND

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	2,657,918	3,144,456	3,072,070	3,122,889	-0.7 %
Employee Benefits	685,575	804,654	775,794	872,717	8.5 %
County General Fund Personnel Costs	**3,343,493**	**3,949,110**	**3,847,864**	**3,995,606**	**1.2 %**
Operating Expenses	5,987,987	5,733,811	5,733,811	5,843,679	1.9 %
County General Fund Expenditures	**9,331,480**	**9,682,921**	**9,581,675**	**9,839,285**	**1.6 %**
PERSONNEL					
Full-Time	64	62	62	61	-1.6 %
Part-Time	0	0	0	0	—
FTEs	31.65	29.00	29.00	26.76	-7.7 %
REVENUES					
Other Licenses/Permits	25,900	20,000	20,000	20,000	—
Other Charges/Fees	576,801	60,400	60,400	60,400	—
Other Fines/Forfeitures	18,850	15,000	15,000	15,000	—
Tree Canopy	636,870	1,500,000	1,500,000	1,500,000	—
County General Fund Revenues	**1,258,421**	**1,595,400**	**1,595,400**	**1,595,400**	**—**

WATER QUALITY PROTECTION FUND

EXPENDITURES					
Salaries and Wages	8,532,126	9,519,933	9,155,972	10,766,109	13.1 %
Employee Benefits	2,428,306	2,924,749	2,804,499	3,449,602	18.0 %
Water Quality Protection Fund Personnel Costs	**10,960,432**	**12,444,682**	**11,960,471**	**14,215,711**	**14.2 %**
Operating Expenses	21,608,427	23,565,559	23,565,559	25,161,830	6.8 %
Water Quality Protection Fund Expenditures	**32,568,859**	**36,010,241**	**35,526,030**	**39,377,541**	**9.4 %**
PERSONNEL					
Full-Time	65	67	67	68	1.5 %
Part-Time	1	1	1	1	—
FTEs	101.84	103.69	103.69	107.74	3.9 %
REVENUES					
Bag Tax	2,933,918	2,700,000	2,700,000	2,568,000	-4.9 %
Water Quality Protection Charge	47,507,468	49,639,440	49,639,440	53,481,687	7.7 %
Investment Income	2,314,887	1,987,000	2,100,510	1,768,850	-11.0 %
Other Charges/Fees	257,774	47,500	47,500	47,500	—
Miscellaneous Revenues	62,306	0	0	0	—
Water Quality Protection Fund Revenues	**53,076,353**	**54,373,940**	**54,487,450**	**57,866,037**	**6.4 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	0	0	0	0	—

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,331,736	0	0	0	—
Grant Fund - MCG Expenditures	**1,331,736**	**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	182,978	0	0	0	—
Federal Grants	485,555	0	0	0	—
Miscellaneous Revenues	470,134	0	0	0	—
Grant Fund - MCG Revenues	**1,138,667**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**43,232,075**	**45,693,162**	**45,107,705**	**49,216,826**	**7.7 %**
Total Full-Time Positions	**129**	**129**	**129**	**129**	**—**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**133.49**	**132.69**	**132.69**	**134.50**	**1.4 %**
Total Revenues	**55,473,441**	**55,969,340**	**56,082,850**	**59,461,437**	**6.2 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**9,682,921**	**29.00**
Other Adjustments (with no service impacts)		
Increase Cost: Restore One-Time Lapse Increase [Energy, Climate, and Compliance]	284,361	0.00
Increase Cost: FY26 Compensation Adjustment	180,984	0.00
Increase Cost: Annualization of FY25 Compensation Increases	91,356	0.00
Shift: Adjust FTE Allocation to Better Align With Responsibilities (General Fund) [Energy, Climate, and Compliance]	58,189	0.30
Increase Cost: Elimination of One-Time Items Approved in FY25	56,345	0.00
Increase Cost: Energy Summit [Energy, Climate, and Compliance]	31,436	0.00
Increase Cost: Annualization of FY25 Personnel Costs	29,503	0.00
Increase Cost: Motor Pool Adjustment	17,025	0.00
Increase Cost: Retirement Adjustment	13,180	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	11,855	0.00
Increase Cost: Communications & Public Engagement [Administration]	5,445	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Printing and Mail Adjustment	(2,238)	0.00
Shift: Move Spongy Moth Program From General Fund to Water Quality Protection Fund [Watershed Restoration]	(10,000)	0.00
Decrease Cost: Lapse Adjustment [Energy, Climate, and Compliance]	(112,306)	0.00
Shift: Adjust FTE Allocation to Better Align With Responsibilities (General Fund) [Watershed Restoration]	(241,067)	(1.44)
Shift: Adjust FTE Allocation to Better Align With Responsibilities (General Fund) [Administration]	(257,704)	(1.10)
FY26 RECOMMENDED	**9,839,285**	**26.76**

WATER QUALITY PROTECTION FUND

FY25 ORIGINAL APPROPRIATION	**36,010,241**	**103.69**
Changes (with service impacts)		
Add: Outreach on Amended Bag Fee Law [Watershed Restoration]	250,000	0.00
Add: Clean Water Montgomery Grants [Watershed Restoration]	150,000	0.00
Add: New Position for Maintenance Compliance Program (Permitting and Code Enforcement Inspector III) [Watershed Restoration]	147,367	1.00
Add: Administrative Services Program Support [Administration]	33,753	0.00
Add: New Internship Program [Administration]	19,224	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Department of Transportation Storm Drains Chargeback [Watershed Restoration]	763,358	0.00
Shift: Adjust FTE Allocation to Better Align With Responsibilities (Water Quality Protection Fund) [Watershed Restoration]	507,983	2.85
Increase Cost: Restore One-Time Lapse Increase [Administration]	469,612	0.00
Increase Cost: FY26 Compensation Adjustment	423,979	0.00
Increase Cost: Support for Water Quality Work at the Maryland-National Capital Park and Planning Commission [Watershed Restoration]	372,248	0.00
Increase Cost: Inspection Services [Watershed Restoration]	246,500	0.00
Increase Cost: Above Ground Maintenance [Watershed Restoration]	209,241	0.00
Increase Cost: Motor Pool Adjustment	178,427	0.00
Increase Cost: Annualization of FY25 Compensation Increases	177,258	0.00
Increase Cost: Below Ground Maintenance [Watershed Restoration]	134,433	0.00
Shift: Adjust FTE Allocation to Better Align With Responsibilities (Water Quality Protection Fund) [Administration]	60,254	0.20
Increase Cost: Annualization of FY25 Lapsed Positions	40,533	0.00
Increase Cost: Finance Chargeback Adjustment [Administration]	37,320	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Watershed Restoration]	29,481	0.00
Increase Cost: Retirement Adjustment	29,109	0.00
Increase Cost: Office of Agriculture Chargeback [Watershed Restoration]	26,757	0.00
Increase Cost: Move Spongy Moth Program to Water Quality Protection Fund From General Fund [Watershed Restoration]	15,000	0.00
Increase Cost: Printing and Mail Adjustment	12,092	0.00
Increase Cost: Department of Finance Chargeback [Watershed Restoration]	7,000	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Elimination of One-Time Items Approved in FY25	(110,000)	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(143,292)	0.00
Decrease Cost: Lapse Adjustment [Administration]	(720,337)	0.00
FY26 RECOMMENDED	**39,377,541**	**107.74**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration	2,045,184	9.05	1,176,407	6.05
Energy, Climate, and Compliance	6,158,344	20.01	6,773,032	20.31
Watershed Restoration	37,489,634	103.63	41,267,387	108.14
Total	**45,693,162**	**132.69**	**49,216,826**	**134.50**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
WATER QUALITY PROTECTION FUND					
CIP	Capital Fund	2,912,717	18.90	3,092,953	18.65

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**9,839**	**9,839**	**9,839**	**9,839**	**9,839**	**9,839**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**21**	**21**	**21**	**21**	**21**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**9,839**	**9,860**	**9,860**	**9,860**	**9,860**	**9,860**
WATER QUALITY PROTECTION FUND						
EXPENDITURES						
FY26 Recommended	**39,378**	**39,378**	**39,378**	**39,378**	**39,378**	**39,378**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY26	**0**	**30**	**30**	**30**	**30**	**30**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
New positions in the FY26 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.						
Elimination of One-Time Items Recommended in FY26	**0**	**(57)**	**(57)**	**(57)**	**(57)**	**(57)**
Items recommended for one-time funding in FY26, including a vehicle for a new position, will be eliminated from the base in the outyears.						
Bag Tax Implemenation Outreach	**0**	**0**	**(100)**	**(250)**	**(250)**	**(250)**
Outreach and communications surrounding the amended bag fee law will run through FY28.						
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	**39,378**	**39,404**	**39,304**	**39,154**	**39,154**	**39,154**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY26 Recommended		FY27 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
New Position for Maintenance Compliance Program (Permitting and Code Enforcement Inspector III)	90,065	1.00	120,086	1.00
Total	**90,065**	**1.00**	**120,086**	**1.00**

FY26-31 PUBLIC SERVICES PROGRAM: FISCAL PLAN							
FISCAL PROJECTIONS	FY25 Estimate	FY26 CE Rec	FY27 Projection	FY28 Projection	FY29 Projection	FY30 Projection	FY31 Projection
ASSUMPTIONS							
Indirect Cost Rate	19.96%	19.98%	19.98%	19.98%	19.98%	19.98%	19.98%
CPI (Fiscal Year)	2.60%	2.65%	2.68%	2.41%	2.19%	2.19%	2.26%
Investment Income Yield	4.75%	4.10%	3.75%	3.25%	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)	$136.50	$147.00	$157.50	$168.00	$178.50	$189.00	$199.50
Target Debt Service Coverage Ratio	1.25	1.25	1.25	1.25	1.25	1.25	1.25
BEGINNING FUND BALANCE	**25,209,321**	**13,689,761**	**9,020,801**	**7,903,868**	**8,353,103**	**8,132,710**	**10,241,370**
REVENUES							
Charges For Services	49,639,440	53,481,687	57,323,950	61,166,188	65,008,418	68,850,659	72,692,887
Bag Tax Receipts	2,700,000	2,568,000	2,568,000	2,368,000	2,368,000	2,368,000	2,368,000
Miscellaneous	2,148,010	1,816,350	1,624,900	1,414,580	1,309,420	1,309,420	1,309,420
Subtotal Revenues	**54,487,450**	**57,866,037**	**61,516,850**	**64,948,768**	**68,685,838**	**72,528,079**	**76,370,307**
INTERFUND TRANSFERS (Net Non-CIP)	**(12,871,980)**	**(13,705,520)**	**(15,773,560)**	**(18,713,150)**	**(22,716,660)**	**(25,186,410)**	**(28,465,170)**
Transfers To General Fund	(2,483,960)	(2,840,300)	(2,932,940)	(2,929,330)	(2,924,220)	(2,925,590)	(2,929,370)
Transfers to Debt Service Fund (Non-Tax)	(10,388,020)	(10,865,220)	(12,840,620)	(15,783,820)	(19,792,440)	(22,260,820)	(25,535,800)
WQPF Required Debt Service	(9,446,100)	(9,921,900)	(11,897,300)	(14,841,900)	(18,849,400)	(21,318,300)	(26,478,200)
TOTAL RESOURCES	**66,824,791**	**57,850,278**	**54,764,092**	**54,139,486**	**54,322,282**	**55,474,379**	**58,146,508**
CIP CURRENT REVENUE APPROPRIATION	**(17,609,000)**	**(9,451,936)**	**(6,402,000)**	**(5,483,000)**	**(6,109,000)**	**(5,137,000)**	**(5,137,000)**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(35,526,030)	(39,377,541)	(39,377,541)	(39,377,541)	(39,377,541)	(39,377,541)	(39,377,541)
FFIs (Future Fiscal Impacts) Requested & Projected							
CPI - OE Adjustment	0	0	(674,337)	(637,522)	(590,291)	(598,899)	(631,771)
Outreach for Amended Bag Fee law	0	0	0	100,000	250,000	250,000	250,000
Elimination of one-time Items	0	0	57,302	57,302	57,302	57,302	57,302
CPI - PC Adjustment	0	0	(380,981)	(362,954)	(337,375)	(344,204)	(363,139)
Annualizations of New Positions	0	0	(30,021)	(30,021)	(30,021)	(30,021)	(30,021)
Labor Contracts	0	0	(52,646)	(52,646)	(52,646)	(52,646)	(52,646)
Subtotal PSP Oper Budget Approp / Exp's	**(35,526,030)**	**(39,377,541)**	**(40,458,224)**	**(40,303,382)**	**(40,080,572)**	**(40,096,008)**	**(40,147,816)**
TOTAL USE OF RESOURCES	**(53,135,030)**	**(48,829,477)**	**(46,860,224)**	**(45,786,382)**	**(46,189,572)**	**(45,233,008)**	**(45,284,816)**
ACFR YEAR END FUND BALANCE	**13,689,761**	**9,020,801**	**7,903,868**	**8,353,103**	**8,132,710**	**10,241,370**	**12,861,691**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	**20.5%**	**15.6%**	**14.4%**	**15.4%**	**15.0%**	**18.5%**	**22.1%**
NET REVENUE	**16,477,460**	**15,648,196**	**18,125,686**	**21,716,056**	**25,681,046**	**29,506,481**	**33,293,121**
DEBT SERVICE COVERAGE RATIO	**1.74**	**1.58**	**1.52**	**1.46**	**1.36**	**1.38**	**1.26**

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 FY27 and FY31 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. 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.
5. Future WQPC rates are subject to change based on the timing and size of future debt issuance, State Aid, and legislation.
6. Charges are adjusted to fund the planned service program and maintain net revenues sufficient to cover 1.25 times debt service costs.
7. The Water Quality Protection fund balance minimum policy target is 5% of resources.

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Recycling and Resource Management

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$199,152,183	117.34

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 FY26 Operating Budget for the Recycling and Resource Management is $199,152,183, an increase of $44,292,000 or 28.60 percent from the FY25 Approved Budget of $154,860,183. Personnel Costs comprise 8.71 percent of the budget for 77 full-time position(s) and one part-time position(s), and a total of 117.34 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 91.29 percent of the FY26 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**

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Established four Food Scraps Recycling Drop-Off collection points at existing farmers markets. Program provides residents convenient access to drop-off their food scraps for recycling. Markets are located in Silver Spring, Bethesda, Derwood, and Olney. Three of these markets operate year-round, one operates seasonally, and all operate during the weekends.
- Continued Phase I and Phase II of the Single-Family Residential Curbside Food Scraps Recycling Pilot Program. Through this program, which was recognized with a 2024 Achievement Award by the National Association of Counties, over 1,126,000

pounds of food scraps have been recycled by 1,535 participant households in parts of Silver Spring, Potomac, Bethesda, and Rockville.

- Coordinated and organized bulk volume sale of successfully tested rodent-proof backyard food scraps compost bins. Residents were provided the opportunity to purchase either the dual chamber tumbler or the stationary model at a discounted price. Almost 200 food scraps compost bins were sold, evenly split between the two options.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

PROGRAM DESCRIPTIONS

Administration and Support

The Office of the Deputy 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 manages partnerships with multiple County departments, 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 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. The Department of Environmental Protection's (DEP) 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 the 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.

The "Clean or Lien" program provides for the removal of dangerous or unsightly trash, perimeter grass, and weeds on properties which the owners have failed to maintain as required.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**10,493,895**	**41.10**
Decrease Cost: Debt Service	1,484,000	0.00
Increase Cost: Security Camera Installation	121,775	0.00
Increase Cost: Adjust FTE Allocation to Better Align With Responsibilities (Disposal Fund)	101,237	(0.06)
Increase Cost: Communications and Public Engagement	6,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	5,559	0.00
Increase Cost: Department of Housing and Community Affairs Chargeback	1,700	0.00
Decrease Cost: Outside Mail	(35)	0.00
Decrease Cost: Finance Chargeback Adjustment (Collection Fund)	(2,330)	0.00
Decrease Cost: Administration	(2,348)	0.00
Decrease Cost: Finance Chargeback Adjustment (Disposal Fund)	(5,650)	0.00
Decrease Cost: Department of Environmental Protection Chargeback	(25,000)	0.00
Decrease Cost: Adjust FTE Allocation to Better Align With Responsibilities (Collection Fund)	(146,373)	(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.	555,947	0.00
FY26 Recommended	**12,588,377**	**40.04**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of tons of County-wide yard trim and leaves collected	166,578	163,447	161,997	165,627	165,347
Number of tons of County-wide Commingled Recycling collected	33,701	31,885	33,136	33,239	33,085
Number of tons of County-wide Mixed Paper collected	113,695	108,382	109,796	111,722	111,084
Number of tons of County-wide Food Waste collected	8,822	14,444	15,000	15,000	15,000
Number of tons of County-wide Household Hazardous Waste collected	3,615	3,991	3,735	3,818	3,886
Number of tons of Municipal Solid Waste accepted at the Transfer Station: Residential, single family, and townhouse communities	197,838	190,642	199,757	198,077	198,139

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**67,598,877**	**25.65**
Increase Cost: Resource Recovery Facility - Waste Management Contract	35,500,000	0.00
Increase Cost: Out-of-County Haul	4,081,975	0.00
Increase Cost: Adjust FTE Allocation to Better Align With Responsibilities (Disposal Fund)	328,241	1.50
Increase Cost: Site 2 Landfill Structure Improvements	250,000	0.00
Increase Cost: Overtime Adjusment	210,805	0.00
Increase Cost: Household Hazardous Waste	158,171	0.00
Increase Cost: Oaks Landfill Planning and Monitoring	107,499	0.00
Increase Cost: Resource Recovery Facility Management and Routine Capital Replacements	54,089	0.00
Increase Cost: Engineering, Planning, and Construction Support Services	22,646	0.00
Increase Cost: Gude Landfill Planning and Monitoring	21,771	0.00
Increase Cost: Transfer Station Management and Routine Capital Replacements	14,907	0.00

FY26 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,560,339)	3.00
FY26 Recommended	**106,788,642**	**30.15**

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. The program also 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of tons of Municipal Solid Waste accepted at the Transfer Station: Commercial and multi-family buildings	299,282	304,514	287,167	299,859	300,179
Number of business site visits to provide guidance and recycling support	6,619	7,988	5,917	6,841	6,915
Number of Multi-Family Building site visits to provide guidance and recycling support	2,653	2,568	2,086	2,436	2,363
Average number of refuse collections missed per week, not picked up within 24 hours	12	12	15	12	12
Average number of recycling collections missed per week, not picked up within 24 hours	25	18	22	18	18

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**76,767,411**	**51.15**

FY26 Recommended Changes	Expenditures	FTEs
Increase Cost: Residential Recycling Contracts	1,774,780	0.00
Increase Cost: Residential Refuse Collection Contracts	827,882	0.00
Increase Cost: Yard Trim Composting	183,492	0.00
Increase Cost: Recycling Center	173,169	0.00
Increase Cost: Adjust FTE Allocation to Better Align With Responsibilities (Disposal Fund)	138,931	0.00
Re-align: Central Duplicating Services - Mail Appropriation	90,000	0.00
Increase Cost: Paper Recycling	58,361	0.00
Increase Cost: Food Waste Residential Collection	40,082	0.00
Increase Cost: Commercial Recycling	18,865	0.00
Increase Cost: Multifamily Recycling Program	9,994	0.00
Increase Cost: Recycling Outreach, Education, and Volunteers	9,963	0.00
Decrease Cost: Lapse Adjustment	(47,667)	0.00
Decrease Cost: Adjust FTE Allocation to Better Align With Responsibilities (Collection Fund)	(117,065)	(1.00)
Decrease Cost: Reduced Staff Augmentation Needs	(2,040,382)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,887,348	(3.00)
FY26 Recommended	**79,775,164**	**47.15**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	10,028,445	11,051,142	10,638,800	12,094,227	9.4 %
Employee Benefits	2,634,389	3,174,601	3,051,855	3,603,268	13.5 %
Solid Waste Disposal Personnel Costs	**12,662,834**	**14,225,743**	**13,690,655**	**15,697,495**	**10.3 %**
Operating Expenses	129,450,751	123,782,286	125,352,286	165,120,511	33.4 %
Capital Outlay	6,962,323	2,718,863	2,718,863	2,064,295	-24.1 %
Debt Service Other	0	1,820,000	0	3,304,000	81.5 %
Solid Waste Disposal Expenditures	**149,075,908**	**142,546,892**	**141,761,804**	**186,186,301**	**30.6 %**
PERSONNEL					
Full-Time	76	72	72	73	1.4 %
Part-Time	1	1	1	1	—
FTEs	104.52	106.12	106.12	107.56	1.4 %
REVENUES					
Other Licenses/Permits	11,506	12,000	12,000	12,000	—
Other Charges/Fees	219,808	188,000	195,005	190,000	1.1 %
Sale of Recycled Materials	5,639,012	5,718,424	5,639,012	6,403,034	12.0 %
Solid Waste Disposal Fees/Operating Revenues	28,718,631	33,700,024	30,338,675	33,551,750	-0.4 %
Systems Benefit Charge	88,432,944	93,688,259	92,505,977	143,340,026	53.0 %
Other Fines/Forfeitures	22,550	15,000	22,000	22,000	46.7 %
Miscellaneous Revenues	174,575	95,000	37,000	37,000	-61.1 %

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Property Rentals	0	5,000	4,000	4,000	-20.0 %
Investment Income	6,864,611	5,469,990	3,911,410	3,293,820	-39.8 %
Other Intergovernmental	52,200	0	0	0	—
Solid Waste Disposal Revenues	**130,135,837**	**138,891,697**	**132,665,079**	**186,853,630**	**34.5 %**
SOLID WASTE COLLECTION					
EXPENDITURES					
Salaries and Wages	1,322,835	1,449,944	1,388,796	1,285,511	-11.3 %
Employee Benefits	300,775	398,447	382,180	370,981	-6.9 %
Solid Waste Collection Personnel Costs	**1,623,610**	**1,848,391**	**1,770,976**	**1,656,492**	**-10.4 %**
Operating Expenses	9,700,544	10,464,900	10,464,900	11,309,390	8.1 %
Solid Waste Collection Expenditures	**11,324,154**	**12,313,291**	**12,235,876**	**12,965,882**	**5.3 %**
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	12.08	11.78	11.78	9.78	-17.0 %
REVENUES					
Other Charges/Fees	24,414	0	10,000	0	—
Systems Benefit Charge	14,835,040	14,963,680	14,830,560	15,000,000	0.2 %
Investment Income	(1,767,436)	180,580	713,720	601,030	232.8 %
Solid Waste Collection Revenues	**13,092,018**	**15,144,260**	**15,554,280**	**15,601,030**	**3.0 %**
DEPARTMENT TOTALS					
Total Expenditures	**160,400,062**	**154,860,183**	**153,997,680**	**199,152,183**	**28.6 %**
Total Full-Time Positions	**80**	**76**	**76**	**77**	**1.3 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**116.60**	**117.90**	**117.90**	**117.34**	**-0.5 %**
Total Revenues	**143,227,855**	**154,035,957**	**148,219,359**	**202,454,660**	**31.4 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
SOLID WASTE DISPOSAL		
FY25 ORIGINAL APPROPRIATION	**142,546,892**	**106.12**
Other Adjustments (with no service impacts)		
Increase Cost: Resource Recovery Facility - Waste Management Contract [Disposal]	35,500,000	0.00
Increase Cost: Out-of-County Haul [Disposal]	4,081,975	0.00
Increase Cost: Residential Recycling Contracts [Materials and Collection]	1,774,780	0.00
Decrease Cost: Debt Service [Administration and Support]	1,484,000	0.00

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: FY26 Compensation Adjustment	592,444	0.00
Increase Cost: Adjust FTE Allocation to Better Align With Responsibilities (Disposal Fund) [Disposal]	328,241	1.50
Increase Cost: Annualization of FY25 Compensation Increases	263,164	0.00
Increase Cost: Site 2 Landfill Structure Improvements [Disposal]	250,000	0.00
Increase Cost: Overtime Adjusment [Disposal]	210,805	0.00
Increase Cost: Yard Trim Composting [Materials and Collection]	183,492	0.00
Increase Cost: Recycling Center [Materials and Collection]	173,169	0.00
Increase Cost: Household Hazardous Waste [Disposal]	158,171	0.00
Increase Cost: Adjust FTE Allocation to Better Align With Responsibilities (Disposal Fund) [Materials and Collection]	138,931	0.00
Increase Cost: Security Camera Installation [Administration and Support]	121,775	0.00
Increase Cost: Oaks Landfill Planning and Monitoring [Disposal]	107,499	0.00
Increase Cost: Adjust FTE Allocation to Better Align With Responsibilities (Disposal Fund) [Administration and Support]	101,237	(0.06)
Increase Cost: Motor Pool Adjustment	99,322	0.00
Re-align: Central Duplicating Services - Mail Appropriation [Materials and Collection]	90,000	0.00
Increase Cost: Paper Recycling [Materials and Collection]	58,361	0.00
Increase Cost: Resource Recovery Facility Management and Routine Capital Replacements [Disposal]	54,089	0.00
Increase Cost: Food Waste Residential Collection [Materials and Collection]	40,082	0.00
Increase Cost: Retirement Adjustment	38,309	0.00
Increase Cost: Annualization of FY25 Lapsed Positions	31,937	0.00
Increase Cost: Engineering, Planning, and Construction Support Services [Disposal]	22,646	0.00
Increase Cost: Gude Landfill Planning and Monitoring [Disposal]	21,771	0.00
Increase Cost: Commercial Recycling [Materials and Collection]	18,865	0.00
Increase Cost: Transfer Station Management and Routine Capital Replacements [Disposal]	14,907	0.00
Increase Cost: Multifamily Recycling Program [Materials and Collection]	9,994	0.00
Increase Cost: Recycling Outreach, Education, and Volunteers [Materials and Collection]	9,963	0.00
Increase Cost: Communications and Public Engagement [Administration and Support]	6,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration and Support]	5,559	0.00
Increase Cost: Department of Housing and Community Affairs Chargeback [Administration and Support]	1,700	0.00
Decrease Cost: Administration [Administration and Support]	(2,348)	0.00
Decrease Cost: Finance Chargeback Adjustment (Disposal Fund) [Administration and Support]	(5,650)	0.00
Decrease Cost: Risk Management Adjustment	(19,825)	0.00
Decrease Cost: Department of Environmental Protection Chargeback [Administration and Support]	(25,000)	0.00
Decrease Cost: Printing and Mail Adjustment	(27,258)	0.00
Decrease Cost: Lapse Adjustment [Materials and Collection]	(47,667)	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(185,649)	0.00
Decrease Cost: Reduced Staff Augmentation Needs [Materials and Collection]	(2,040,382)	0.00
FY26 RECOMMENDED	**186,186,301**	**107.56**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
SOLID WASTE COLLECTION		
FY25 ORIGINAL APPROPRIATION	**12,313,291**	**11.78**
Other Adjustments (with no service impacts)		
Increase Cost: Residential Refuse Collection Contracts [Materials and Collection]	827,882	0.00
Increase Cost: FY26 Compensation Adjustment	57,887	0.00
Increase Cost: Annualization of FY25 Compensation Increases	33,101	0.00
Increase Cost: Motor Pool Adjustment	15,642	0.00
Increase Cost: Printing and Mail Adjustment	5,031	0.00
Increase Cost: Retirement Adjustment	3,185	0.00
Decrease Cost: Outside Mail [Administration and Support]	(35)	0.00
Decrease Cost: Risk Management Adjustment	(1,700)	0.00
Decrease Cost: Finance Chargeback Adjustment (Collection Fund) [Administration and Support]	(2,330)	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(22,634)	0.00
Decrease Cost: Adjust FTE Allocation to Better Align With Responsibilities (Collection Fund) [Materials and Collection]	(117,065)	(1.00)
Decrease Cost: Adjust FTE Allocation to Better Align With Responsibilities (Collection Fund) [Administration and Support]	(146,373)	(1.00)
FY26 RECOMMENDED	**12,965,882**	**9.78**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration and Support	10,493,895	41.10	12,588,377	40.04
Disposal	67,598,877	25.65	106,788,642	30.15
Materials and Collection	76,767,411	51.15	79,775,164	47.15
Total	**154,860,183**	**117.90**	**199,152,183**	**117.34**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
SOLID WASTE DISPOSAL					
General Services	General Fund	417,192	0.00	956,622	0.00
Parking District Services	Bethesda Parking	80,570	0.00	184,748	0.00
Parking District Services	Silver Spring Parking	156,105	0.00	357,949	0.00
Parking District Services	Wheaton Parking	15,107	0.00	34,640	0.00
Alcohol Beverage Services	Liquor	21,624	0.00	49,584	0.00

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund		FY25 Total$	FY25 FTEs	FY26 Total$	FY26 FTEs
		Total	**690,598**	**0.00**	**1,583,543**	**0.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
SOLID WASTE DISPOSAL						
EXPENDITURES						
FY26 Recommended	**186,186**	**186,186**	**186,186**	**186,186**	**186,186**	**186,186**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**63**	**63**	**63**	**63**	**63**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**186,186**	**186,249**	**186,249**	**186,249**	**186,249**	**186,249**
SOLID WASTE COLLECTION						
EXPENDITURES						
FY26 Recommended	**12,966**	**12,966**	**12,966**	**12,966**	**12,966**	**12,966**
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	**12,966**	**12,969**	**12,969**	**12,969**	**12,969**	**12,969**

SOLID WASTE ENTERPRISE FUND

RATES AND FISCAL PROJECTIONS FOR FY26-FY31

Assumptions:

- In FY26, the County Executive recommends the following solid waste system service charges:

  Single-Family: $ 407.39
  Multi-Family: $ 39.11
  Non-Residential: $1,293.56
  (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 FY26.

- 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 increase to $93/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, Mixed Paper Facility, Residential 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.

FY26 - FY31 Solid Waste Refuse Collection: Net Asset Balance and Collection Charge Calculation

	FY25 Estimate	FY26 Projection	FY27 Projection	FY28 Projection	FY29 Projection	FY30 Projection	FY31 Projection
ASSUMPTIONS							
Indirect Cost Rate	19.96%	19.98%	19.98%	19.98%	19.98%	19.98%	19.98%
CPI (Fiscal Year)	2.60%	2.65%	2.68%	2.41%	2.19%	2.19%	2.26%
Number of Households (mid-FY)	93,051	93,750	94,597	95,444	96,291	97,138	97,973
Charge Per Household	**$ 160.00**	**$ 160.00**	**$ 160.00**	**$ 160.00**	**$ 160.00**	**$ 160.00**	**$ 161.00**
Percent Rate Increase (Decrease)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.63%
Beginning Cash	2,560,361	4,694,826	6,194,007	6,769,892	7,787,811	8,470,961	8,841,458
Revenues	15,544,280	15,601,030	15,671,500	15,735,560	15,835,350	15,970,870	16,202,443
Expenses	(12,235,876)	(12,965,882)	(13,945,185)	(14,352,288)	(14,771,352)	(15,203,439)	(15,646,589)
Transfers	(373,939)	(335,967)	(350,430)	(365,353)	(380,848)	(396,934)	(413,631)
Loan Payoff	(800,000)	(800,000)	(800,000)				
Ending Cash Balance	4,694,826	6,194,007	6,769,892	7,787,811	8,470,961	8,841,458	8,983,681
BEGINNING NET ASSETS	(782,695)	2,161,770	4,460,951	5,836,836	6,854,755	7,537,905	7,908,402
REVENUES							
Charges for Services	14,830,560	15,000,000	15,135,520	15,271,040	15,406,560	15,542,080	15,773,653
Investment Income (per Dept. of Finance)	713,720	601,030	535,980	464,520	428,790	428,790	428,790
Miscellaneous	10,000						
Subtotal Revenues	**15,554,280**	**15,601,030**	**15,671,500**	**15,735,560**	**15,835,350**	**15,970,870**	**16,202,443**
INTERFUND TRANSFERS (Net Non-CIP)	**(373,939)**	**(335,967)**	**(350,430)**	**(365,353)**	**(380,848)**	**(396,934)**	**(413,631)**
TOTAL RESOURCES	**14,397,646**	**17,426,833**	**19,782,021**	**21,207,043**	**22,309,257**	**23,111,841**	**23,697,214**
OPERATING BUDGET APPROP/EXPENSES							
Personnel Costs	(1,770,976)	(1,656,492)	(1,728,881)	(1,803,568)	(1,881,122)	(1,961,634)	(2,045,199)
OMB Adjustments - Labor Contract Adjustments			(3,350)	(3,350)	(3,350)	(3,350)	(3,350)
Refuse Collection Contracts	(10,464,900)	(10,934,753)	(11,830,048)	(12,154,178)	(12,487,283)	(12,830,334)	(13,181,277)
Other Operating Costs		(374,637)	(382,906)	(391,192)	(399,597)	(408,121)	(416,763)
Subtotal PSP Oper. Budget Approp / Exp.	**(12,235,876)**	**(12,965,882)**	**(13,945,185)**	**(14,352,288)**	**(14,771,352)**	**(15,203,439)**	**(15,646,589)**
TOTAL USE OF RESOURCES	**(12,235,876)**	**(12,965,882)**	**(13,945,185)**	**(14,352,288)**	**(14,771,352)**	**(15,203,439)**	**(15,646,589)**
YEAR END - NET ASSETS*	**2,161,770**	**4,460,951**	**5,836,836**	**6,854,755**	**7,537,905**	**7,908,402**	**8,050,625**
End-of-Year Net Assets as a % of Resources	**15.0%**	**25.6%**	**29.5%**	**32.3%**	**33.8%**	**34.2%**	**34.0%**

FY26-31 DIVISION OF RECYCLING AND RESOURCE MANAGEMENT							
FISCAL PROJECTIONS	ESTIMATED FY25	PROJECTED FY26	PROJECTED FY27	PROJECTED FY28	PROJECTED FY29	PROJECTED FY30	PROJECTED FY31
Single-Family Charges ($/Household)	310.89	407.39	434.01	404.31	397.65	407.80	417.17
% change in rate from previous year	6.0%	31.0%	6.5%	-6.8%	-1.6%	2.6%	2.3%
Multi-Family Charges ($/Dwelling Unit)	19.13	39.11	50.69	37.78	30.80	31.28	32.13
% change in rate from previous year	6.0%	104.4%	29.6%	-25.5%	-18.5%	1.6%	2.7%
Non-residential Charges (medium category charge)	631.31	1,293.56	1,468.60	1,097.41	938.30	964.05	1,047.58
% change in rate from previous year	0.6%	104.9%	13.5%	-25.3%	-14.5%	2.7%	8.7%

OPERATIONS CALCULATION

REVENUES							
Disposal Fees	33,149,782	36,802,522	36,716,285	36,612,764	36,436,173	36,256,075	36,072,318
Charges for Services/SBC	80,186,321	130,707,179	145,700,988	124,769,673	117,513,080	122,262,760	128,896,036
Miscellaneous	15,417,566	16,050,108	16,314,286	16,583,627	16,858,240	17,138,583	17,424,827
Investment Income	3,911,410	3,293,820	2,937,330	2,545,680	2,349,860	2,349,860	2,349,860
Subtotal Revenues	**132,665,079**	**186,853,629**	**201,668,889**	**180,511,744**	**173,157,353**	**178,007,278**	**184,743,041**
INTERFUND TRANSFERS	**(248,326)**	**(466,895)**	**(580,577)**	**(812,055)**	**(979,741)**	**(1,019,544)**	**(381,159)**
EXPENDITURES							
Personnel Costs	(13,690,655)	(15,697,495)	(16,383,476)	(17,091,242)	(17,826,165)	(18,589,126)	(19,381,022)
Operating Expenses	(125,352,286)	(168,424,511)	(171,001,153)	(148,012,989)	(153,377,236)	(157,938,232)	(163,479,673)
Capital Outlay	(2,718,863)	(2,064,295)	(2,576,680)	(1,276,795)	(2,182,178)	(1,459,457)	(2,784,999)
Subtotal Expenditures	**(141,761,804)**	**(186,186,301)**	**(189,961,309)**	**(166,381,026)**	**(173,385,579)**	**(177,986,815)**	**(185,645,694)**
CURRENT RECEIPTS TO CIP	**(6,879,000)**	**(16,928,000)**	**(12,990,000)**	**(12,060,000)**	-	-	-
POTENTIAL FUTURE EXP. - LABOR CONTRACTS FFI	-	-	**(62,858)**	**(62,858)**	**(62,858)**	**(62,858)**	**(62,858)**
PAYOUT OF GUDE REMEDIATION	**14,510,021**	**5,858,000**	**748,000**	-	-	-	-
PAYOUT OF CLOSURE COSTS (Non-CIP)	**2,388,417**	**2,506,950**	**2,566,988**	**2,627,107**	**2,688,637**	**875,258**	**900,904**
CY ACCRUED CLOSURE COSTS	**(62,598)**	**(65,317)**	**(69,368)**	**(64,699)**	**(60,813)**	**(62,302)**	**(65,633)**
NET CHANGE	**611,789**	**(8,427,933)**	**1,319,765**	**3,758,212**	**1,356,998**	**(248,983)**	**(511,399)**

CASH POSITION

ENDING CASH & INVESTMENTS							
Unrestricted Cash	30,535,200	21,710,900	24,701,763	20,739,307	19,790,889	20,632,079	21,844,177
Restricted Cash	48,391,878	45,788,923	43,038,278	47,264,686	48,439,769	47,880,455	46,958,647
Subtotal Cash & Investments	**78,927,078**	**67,499,823**	**67,740,041**	**68,003,993**	**68,230,658**	**68,512,534**	**68,802,824**
RESERVE & LIABILITY REQUIREMENTS							
Management Reserve	(38,100,479)	(38,753,189)	(33,551,255)	(35,009,912)	(35,967,670)	(37,564,832)	(37,564,832)
Debt Service Reserve	-	-	(643,000)	(2,032,000)	(2,032,400)	(2,036,000)	(2,032,500)
Renewal & Replacement Reserve	(4,651,163)	(4,774,418)	(4,902,373)	(5,020,521)	(5,130,469)	(5,242,827)	(5,361,315)
Stability Reserve	(5,640,236)	(2,261,316)	(3,941,650)	(5,202,253)	(5,309,230)	(3,036,796)	(2,000,000)
Subtotal Reserve Requirements	**(48,391,878)**	**(45,788,923)**	**(43,038,278)**	**(47,264,686)**	**(48,439,769)**	**(47,880,455)**	**(46,958,647)**
Closure/Postclosure Liability	(12,380,607)	(9,938,973)	(7,441,353)	(4,878,946)	(2,251,122)	(2,288,166)	(2,327,895)
Gude Remediation Liability	(6,606,000)	(748,000)	-	-	-	-	-
Subtotal Reserve & Liability Requirements	**(67,378,485)**	**(56,475,896)**	**(50,479,631)**	**(52,143,632)**	**(50,690,891)**	**(50,168,621)**	**(49,286,542)**
CASH & INVESTMENTS OVER/(UNDER) RESERVE & LIABILITY REQUIREMENTS	**11,548,593**	**11,023,927**	**17,260,410**	**15,860,361**	**17,539,767**	**18,343,913**	**19,516,282**

Net Assets

ENDING NET ASSETS	94,948,722	93,928,157	100,641,276	107,670,690	115,576,259	121,051,632	127,787,405
Less: Reserve Requirements	**(48,391,878)**	**(45,788,923)**	**(43,038,278)**	**(47,264,686)**	**(48,439,769)**	**(47,880,455)**	**(46,958,647)**
NET ASSETS OVER/(UNDER) RESERVE REQUIREMENTS	**46,556,844**	**48,139,234**	**57,602,998**	**60,406,004**	**67,136,490**	**73,171,177**	**80,828,758**

FY26 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/ Tip Fee	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

FY26 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		0.80295		$ 56.21		$ 106.84		$ 244.34		$ 160.00		$ 123.67		$ 691.06
Outside Leaf Vacuuming District	$ 70.00		0.80295		$ 56.21		$ 106.84		$ 244.34		$ 160.00				$ 567.39
Incorporated							$ 106.84								$ 106.84
SUBDISTRICT B SINGLE-FAMILY**															
Incorporated							$ 106.84								$ 106.84
Inside Leaf Vacuuming District															
Unincorporated	$ 70.00		0.80295		$ 56.21		$ 106.84		$ 244.34				$ 123.67		$ 531.06
Outside Leaf Vacuuming District															
Unincorporated	$ 70.00		0.80295		$ 56.21		$ 106.84		$ 244.34						$ 407.39
MULTI-FAMILY RESIDENTIAL**															
Incorporated							$ 35.16		$ 3.95						$ 39.11
Unincorporated															
Outside Leaf Vacuuming District							$ 35.16		$ 3.95						$ 39.11
Inside Leaf Vacuuming District							$ 35.16		$ 3.95				$ 4.61		$ 43.72
NON-RESIDENTIAL - $/2,000 SQ. FT. * **															
Code Reference															
Waste Generation Categories															
Low							$ 235.10		$ 23.61						$ 258.71
Medium Low							$ 705.31		$ 70.83						$ 776.14
Medium							$ 1,175.51		$ 118.05						$ 1,293.56
Medium High							$ -		$ -						
High							$ 2,115.92		$ 212.49						$ 2,328.41

OTHER FY26 SOLID WASTE FEES

Base Solid Waste Charge under Section 48-32(a)(1): (This is known as the "Tipping Fee") $ 70.00 / disposal ton	Waste delivered to DOT Pad (Non-Processible) $70 / disposal ton
Waste delivered for disposal <500 lb loads in privately owned and operated vehicles or trailers <1,000 capacity per Section 48-32(c)(2): $0.00/disposal ton	Solid Waste Service Charges (Section 48-32(a)(2)): Paper and Commingled Containers $0.00 / ton Solid Waste Service Charges (Section 48-32(b)(2)): All Yard Trim received at the Transfer Station (weighing > 500 pounds/load) $46.00 / ton
Waste delivered in open-top roll-off box and declared C&D $ 93.00 / 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 Non-residential rate multiplied by the total number of 2,000 square foot units of enclosed area equals the non-residential charge.

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Alcohol Beverage Services

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$77,951,615	433.30

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 FY26 Operating Budget for the Alcohol Beverage Services is $77,951,615, an increase of $3,346,962 or 4.49 percent from the FY25 Approved Budget of $74,604,653. Personnel Costs comprise 63.68 percent of the budget for 350 full-time position(s) and 117 part-time position(s), and a total of 433.30 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 36.32 percent of the FY26 budget.

In FY26, Alcohol Beverage Services will transfer $19.6 million to the General Fund and make $8.7 million in debt service payments on Liquor Control Revenue Bonds for a total contribution of $28.3 million.

The above projections and proposed expenditures form the basis for working capital decisions concerning the ABS Enterprise Fund. The following information is provided to facilitate County Council and public input for final County Executive decisions on the determination of adequate working capital within, and use of resources in, the Liquor Enterprise Fund and net proceeds to be deposited to the General Fund. Consistent with Article 2B, Section 15-207, the County Executive must make resource allocation decisions for the Fund.

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

COUNTY PRIORITY OUTCOMES

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

- **A Growing Economy**

- **A Greener County**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INITIATIVES

- Open three new store locations, with updated and enhanced shopping environments, while proceeding with scheduled renovations to existing properties, in conjunction with landlord funded tenant improvement dollars.
- Extend the newly implemented keg and specials picking process to the customer pickup window to minimize paper usage and enhance operational efficiency.
- Upgrade the current conveyor system to enhance operational efficiencies, including increased productivity and reduced product breakage. This upgrade will also contribute to lowering employee injuries and minimizing overtime, creating a safer and more efficient work environment.
- Develop a lifting technique training program aimed at reducing workplace injuries as part of the employee wellness initiative. This program will equip employees with proper lifting practices, promoting safety and long-term well-being in the workplace.
- Enhance warehouse safety by mandating that all visitors and non-warehouse personnel wear safety vests. Additionally, increasing the number of safety lights on forklifts will contribute to reducing incidents, accidents, and near misses.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Introduced a new podcast series, *Spirited Discussions: A Podcast by Montgomery County Alcohol Beverage Services*, to help residents and businesses understand alcohol products, trends, and policies in Montgomery County.
- Optimized the keg and specials picking process by transitioning from paper-based methods to iPads. This shift has significantly reduced the time required for picking kegs and special items, while enhancing order fulfillment accuracy.
- Implemented pre-shift stretching routines to reduce workplace injuries, promoting a safer and healthier environment for the workforce.

PROGRAM CONTACTS

Contact John Utermohle of the Alcohol Beverage Services at 240-777-1929 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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Total sales overall [1]	$316,054,561	$309,456,561	$303,000,000	$303,000,000	$303,000,000
Gross profit	$98,909,943	$100,707,363	$99,818,282	$99,818,282	$99,818,282
Transfer to General Fund [2]	$39,353,888	$39,072,413	$31,000,000	$25,500,000	$25,500,000

[1] *The FY25-FY27 projections reflect recent shifts in the U.S. alcohol market which are attributed to evolving consumer preferences and economic factors.*

[2] *The FY24 General Fund transfer includes $8.8 million in indirect costs and bond payments. The FY25-FY27 projections reflect stabilized revenues post-pandemic.*

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**18,518,236**	**44.30**
Increase Cost: Microsoft License Chargeback	461,947	0.00
Increase Cost: Debt Service	74,900	0.00
Increase Cost: IT and POS Contracts	2,083	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	233,777	1.50
FY26 Recommended	**19,290,943**	**45.80**

Delivery Operations

This program includes the distribution of distilled spirits, wine, and beer to licensed establishments and County retail stores.

Program Performance Measures	Actual FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of unique licensees that ordered items (monthly average)	841	864	864	864	864
Number of items shipped to customers - licensees only	4,006,221	3,854,217	3,892,759	3,931,686	3,971,003
Percent of items shipped on time and intact - licensees only	95.4%	96.4%	96.5%	97.0%	98.0%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**8,051,154**	**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.	224,053	0.00
FY26 Recommended	**8,275,207**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Number of valid licensed businesses registered with ABS	1,032	1,056	1,060	1,060	1,060
Number of annual alcohol compliance checks to minors (under 21)	219	114	300	300	300
Number of licensed business inspections	3,898	2,744	3,500	3,500	3,500
Percent of licensees that fail compliance checks (number of establishments that fail / number of total compliance checks)	36.0%	13.2%	25.0%	25.0%	25.0%

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,416,072**	**13.39**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	236,424	0.00
FY26 Recommended	**2,652,496**	**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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Same store sales year over year	$136,547,591	$132,586,061	$133,248,991	$135,247,726	$136,938,322
Average licensee satisfaction score from annual survey - Retail Operations (scale of 1-5)	4.0	4.1	4.8	4.8	5.0

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**34,824,596**	**206.78**
Increase Cost: Retail Store Leases	11,794	0.00
Re-align: Five Liquor Store Positions (1 FT and 4 PT)	(335,300)	(3.00)
Decrease Cost: Lapse Adjustment	(592,178)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,963,075	(1.50)
FY26 Recommended	**35,871,987**	**202.28**

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Percent of shipped items returned	0.4%	0.1%	0.1%	0.1%	0.1%
Percent of items shipped on time and intact - stock products - licensees only	95.8%	96.8%	97.0%	98.0%	99.0%
Percent of items shipped on time and intact - special order products - licensees only	90.2%	89.6%	90.0%	91.5%	92.0%
Average licensee satisfaction score from annual survey - Wholesale Operations (scale of 1-5)	4.1	4.0	4.8	4.8	5.0

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**10,794,595**	**93.83**
Re-align: Four Supply Technician Positions	340,151	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.	726,236	0.00
FY26 Recommended	**11,860,982**	**97.83**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
LIQUOR CONTROL					
EXPENDITURES					
Salaries and Wages	32,467,057	34,999,290	35,351,100	36,433,306	4.1 %
Employee Benefits	10,515,384	11,986,007	11,829,465	13,206,177	10.2 %
Liquor Control Personnel Costs	**42,982,441**	**46,985,297**	**47,180,565**	**49,639,483**	**5.6 %**
Operating Expenses	20,533,435	18,927,066	18,823,874	19,544,942	3.3 %
Capital Outlay	214,576	100,800	0	100,800	—
Debt Service GO Bonds	8,242,690	0	0	0	—
Debt Service Other	0	8,591,490	8,591,490	8,666,390	0.9 %
Liquor Control Expenditures	**71,973,142**	**74,604,653**	**74,595,929**	**77,951,615**	**4.5 %**
PERSONNEL					
Full-Time	341	347	347	350	0.9 %
Part-Time	130	121	121	117	-3.3 %
FTEs	428.70	432.30	432.30	433.30	0.2 %
REVENUES					
Liquor Licenses	1,867,286	1,206,955	1,206,955	1,206,955	—
Other Licenses/Permits	65,820	117,600	117,600	117,600	—
Other Charges/Fees	15,440	23,887	23,887	23,887	—
Other Fines/Forfeitures	59,915	63,383	63,383	63,383	—
Liquor Sales	100,426,892	102,583,645	99,818,282	99,818,282	-2.7 %
Miscellaneous Revenues	430,620	0	0	0	—
Investment Income	574,311	312,920	521,130	438,850	40.2 %
Bag Tax	7,478	0	0	0	—
Health Inspection: Restaurants	(9,632)	0	0	0	—
Liquor Control Revenues	**103,438,130**	**104,308,390**	**101,751,237**	**101,668,957**	**-2.5 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
LIQUOR CONTROL		
FY25 ORIGINAL APPROPRIATION	**74,604,653**	**432.30**
Other Adjustments (with no service impacts)		
Increase Cost: FY26 Compensation Adjustment	2,340,842	0.00
Increase Cost: Annualization of FY25 Compensation Increases	963,250	0.00
Increase Cost: Microsoft License Chargeback [Administration]	461,947	0.00
Re-align: Four Supply Technician Positions [Warehouse Operations]	340,151	4.00
Increase Cost: Motor Pool Adjustment	298,606	0.00
Increase Cost: Retirement Adjustment	134,946	0.00
Increase Cost: Salary Equity Adjustment	123,091	0.00
Increase Cost: Debt Service [Administration]	74,900	0.00
Increase Cost: Printing and Mail Adjustment	50,898	0.00
Increase Cost: Retail Store Leases [Retail Sales Operations]	11,794	0.00
Increase Cost: IT and POS Contracts [Administration]	2,083	0.00
Decrease Cost: Risk Management Adjustment	(7,452)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(202,000)	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(318,616)	0.00
Re-align: Five Liquor Store Positions (1 FT and 4 PT) [Retail Sales Operations]	(335,300)	(3.00)
Decrease Cost: Lapse Adjustment [Retail Sales Operations]	(592,178)	0.00
FY26 RECOMMENDED	**77,951,615**	**433.30**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Administration	18,518,236	44.30	19,290,943	45.80
Delivery Operations	8,051,154	74.00	8,275,207	74.00
Licensure, Regulation and Education	2,416,072	13.39	2,652,496	13.39
Retail Sales Operations	34,824,596	206.78	35,871,987	202.28
Warehouse Operations	10,794,595	93.83	11,860,982	97.83
Total	**74,604,653**	**432.30**	**77,951,615**	**433.30**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
LIQUOR CONTROL						
EXPENDITURES						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
FY26 Recommended	**77,952**	**77,952**	**77,952**	**77,952**	**77,952**	**77,952**
No inflation or compensation change is included in outyear projections.						
Debt Service	**0**	**1,854**	**1,852**	**1,857**	**(1,801)**	**(1,800)**
Debt service estimates include Liquor Control Revenue Bonds, Master Lease Agreements for Forklifts, Delivery Trucks, and ERP system.						
IT and POS	**0**	**(110)**	**(43)**	**(122)**	**(126)**	**(126)**
The implementation costs of new software and other technologies, including a new Point of Sale (POS) system, eliminated from the base in the outyears.						
Retail Store Leases	**0**	**55**	**296**	**544**	**799**	**799**
The leases for retail stores are based on average annual increases per lease agreement.						
Labor Contracts	**0**	**328**	**328**	**328**	**328**	**328**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**77,952**	**80,079**	**80,385**	**80,559**	**77,152**	**77,153**

FY26-31 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Alcohol Beverage Services						
FISCAL PROJECTIONS	FY25 ESTIMATE	FY26 REC	FY27 PROJECTION	FY28 PROJECTION	FY29 PROJECTION	FY30 PROJECTION	FY31 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	10.00%	**10.00%**	10.00%	10.00%	10.00%	10.00%	10.00%
CPI (Fiscal Year)	2.6%	**2.7%**	2.7%	2.4%	2.2%	2.2%	2.3%
Investment Income Yield	4.8%	**4.1%**	3.8%	3.3%	3.0%	3.0%	3.0%
BEGINNING FUND BALANCE	**8,308,154**	**2,397,932**	**5,046,366**	**5,184,132**	**5,287,932**	**5,392,445**	**5,504,873**
REVENUES							
Licenses & Permits	1,324,555	**1,324,555**	1,360,053	1,392,830	1,423,333	1,454,504	1,487,376
Charges For Services	23,887	**23,887**	24,527	25,118	25,668	26,230	26,823
Fines & Forfeitures	63,383	**63,383**	65,082	66,650	68,110	69,602	71,175
Miscellaneous	100,339,412	**100,257,132**	103,204,780	106,236,385	109,387,212	112,659,436	116,029,826
Subtotal Revenues	**101,751,237**	**101,668,957**	**104,654,442**	**107,720,983**	**110,904,323**	**114,209,772**	**117,615,200**
INTERFUND TRANSFERS (Net Non-CIP)	**(31,298,530)**	**(19,598,908)**	**(20,375,808)**	**(21,037,968)**	**(21,103,688)**	**(25,565,818)**	**(26,463,318)**
Transfers To The General Fund	(31,298,530)	(19,598,908)	(20,375,808)	(21,037,968)	(21,103,688)	(25,565,818)	(26,463,318)
Indirect Costs	(4,698,530)	(4,963,948)	(4,996,748)	(4,996,748)	(4,996,748)	(4,996,748)	(4,996,748)
Earnings Transfer	(26,600,000)	(14,634,960)	(15,379,060)	(16,041,220)	(16,106,940)	(20,569,070)	(21,466,570)
TOTAL RESOURCES	**78,760,861**	**84,467,981**	**89,325,000**	**91,867,148**	**95,088,567**	**94,036,398**	**96,656,756**
CIP CURRENT REVENUE APPROP.	**(1,767,000)**	**(1,470,000)**	**(1,158,000)**	**(811,000)**	**(1,276,000)**	**(893,000)**	**(893,000)**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(66,004,439)	**(69,285,225)**	(72,189,458)	(74,668,918)	(77,147,135)	(79,771,628)	(82,294,344)
Debt Service: Other (Non-Tax Funds only)	(8,591,490)	**(8,666,390)**	(10,520,390)	(10,518,440)	(10,523,620)	(6,865,480)	(6,866,730)
Labor Agreement	n/a	**0**	(328,001)	(328,001)	(328,001)	(328,001)	(328,001)
IT and POS	n/a	**n/a**	109,576	42,697	122,376	126,320	126,320
Retail Store Leases	n/a	**n/a**	(54,595)	(295,554)	(543,742)	(799,736)	(799,736)
Subtotal PSP Oper Budget Approp / Exp's	**(74,595,929)**	**(77,951,615)**	**(82,982,868)**	**(85,768,216)**	**(88,420,122)**	**(87,638,525)**	**(90,162,491)**
TOTAL USE OF RESOURCES	**(76,362,929)**	**(79,421,615)**	**(84,140,868)**	**(86,579,216)**	**(89,696,122)**	**(88,531,525)**	**(91,055,491)**
YEAR END FUND BALANCE	**2,397,932**	**5,046,366**	**5,184,132**	**5,287,932**	**5,392,445**	**5,504,873**	**5,601,265**
END-OF-YEAR RESERVES AS A							
PERCENT OF RESOURCES	**3.0%**	**6.0%**	**5.8%**	**5.8%**	**5.7%**	**5.9%**	**5.8%**

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 FY26 BUDGET	FULL TIME EQUIVALENTS
$5,645,170	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.

BUDGET OVERVIEW

The total recommended FY26 Operating Budget for the Office of Broadband Programs is $5,645,170, a decrease of $911,800 or 13.91 percent from the FY25 Approved Budget of $6,556,970. 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 FY26 budget.

In FY26, franchise fee and PEG revenue is projected to fall $1,467,353 or 7.8 percent relative to FY25 approved levels. Current projections predict revenue to continue to decline by 7.5 to 10.7 percent annually for the next 6 fiscal years.

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

- Host strategic meetings with key stakeholders for member stations with the goal of gaining direction and support for the reorganization of the Connect Montgomery Alliance.
- Work with TEBS to plan support for the dissolution of the existing Connect Montgomery Alliance organization and creation of a new, centralized approach to managing the County's cable access stations and audio/video production efforts.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Developed Over the Top (OTT) applications for sharing select Connect Montgomery Alliance (CoMo) programming. Led by the CoMo Engineering Committee, CoMo Programming Committee and the TEBS' Community Engagement Team, CoMo has made significant strides in developing a technical approach that will bring select CoMo Network programming to Apple TV, Amazon Fire, RokuTV, and other digital platforms. This effort is among several outlined in the FY25 strategic plan that call for progress in combining efforts to create a unified outcome from one entity, the Connect Montgomery Network. The County Cable Montgomery and Community Engagement Teams are leading the way in demonstrating this technology and have successfully launched apps on both Apple TV and RokuTV.

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 FY25 estimates reflect funding based on the FY25 Approved Budget. The FY26 and FY27 figures are performance targets based on the FY26 Recommended Budget and funding for comparable service levels in FY27.

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**667,349**	**0.00**
Re-align: Connect Montgomery Alliance Adjustment	151,030	0.00
FY26 Recommended	**818,379**	**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 (e.g., 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Hours of first-run locally produced and acquired Montgomery College MC-ITV programming	317	290	299	308	309
Hours of Montgomery College student-assisted original programming	106	141	145	150	154

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**0**	**0.00**
FY26 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 reflected in Schedule A5.*

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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Hours of first run locally produced, block, and acquired Montgomery County Public Schools (MCPS) ITV programming	203	302	320	335	350

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**0**	**0.00**
FY26 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 reflected in Schedule A5.*

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, and 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 FY23	Actual FY24	Estimated FY25	Target FY26	Target FY27
Hours of Montgomery Community Media (MCM) volunteer effort in creating public access programming	884	8,525	8,951	9,377	9,803

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,857,084**	**0.00**
Reduce: Montgomery Community Media Adjustment Due to a Decline in Revenue	(376,662)	0.00
FY26 Recommended	**2,480,422**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,032,537**	**0.00**
Reduce: Municipal Transfer Adjustment Due to a Decline in Revenue	(686,168)	0.00
FY26 Recommended	**2,346,369**	**0.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
CABLE TELEVISION					

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	2,531,544	0	0	0	—
Employee Benefits	656,908	0	0	0	—
Cable Television Personnel Costs	**3,188,452**	**0**	**0**	**0**	**—**
Operating Expenses	9,834,687	6,556,970	6,556,970	5,645,170	-13.9 %
Cable Television Expenditures	**13,023,139**	**6,556,970**	**6,556,970**	**5,645,170**	**-13.9 %**
PERSONNEL					
Full-Time	14	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	24.34	0.00	0.00	0.00	—
REVENUES					
Franchise Fees	12,574,218	11,586,334	11,593,257	10,816,490	-6.6 %
PEG Capital Revenue	4,736,033	4,350,302	4,450,103	4,272,790	-1.8 %
PEG Operating Revenue	2,866,285	2,676,134	2,505,851	2,217,104	-17.2 %
Tower Application Fees	60,500	250,000	89,032	89,032	-64.4 %
Miscellaneous Revenues	0	1,000,000	1,000,000	0	-100.0 %
Investment Income	73,979	117,960	117,960	92,860	-21.3 %
Cable Television Revenues	**20,311,015**	**19,980,730**	**19,756,203**	**17,488,276**	**-12.5 %**

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
CABLE TELEVISION		
FY25 ORIGINAL APPROPRIATION	**6,556,970**	**0.00**
Changes (with service impacts)		
Reduce: Montgomery Community Media Adjustment Due to a Decline in Revenue [Montgomery Community Media]	(376,662)	0.00
Reduce: Municipal Transfer Adjustment Due to a Decline in Revenue [Municipal Support]	(686,168)	0.00
Other Adjustments (with no service impacts)		
Re-align: Connect Montgomery Alliance Adjustment [Connect Montgomery Alliance]	151,030	0.00
FY26 RECOMMENDED	**5,645,170**	**0.00**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Connect Montgomery Alliance	667,349	0.00	818,379	0.00
Media - Montgomery College	0	0.00	0	0.00
Media - Montgomery County Public Schools	0	0.00	0	0.00

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Montgomery Community Media	2,857,084	0.00	2,480,422	0.00
Municipal Support	3,032,537	0.00	2,346,369	0.00
Total	**6,556,970**	**0.00**	**5,645,170**	**0.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
CABLE TELEVISION						
EXPENDITURES						
FY26 Recommended	**5,645**	**5,645**	**5,645**	**5,645**	**5,645**	**5,645**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**5,645**	**5,645**	**5,645**	**5,645**	**5,645**	**5,645**

FY26-31 PUBLIC SERVICES PROGRAM: FISCAL PLAN				Cable Communications Plan					
FISCAL PROJECTIONS	FY25 APPROVED	FY25 ESTIMATE	FY25 ESTIMATE	FY26 REC	FY27 PROJECTION	FY28 PROJECTION	FY29 PROJECTION	FY30 PROJECTION	FY31 PROJECTION
ASSUMPTIONS									
Indirect Cost Rate	19.96%	19.96%	19.96%	19.98%	19.98%	19.98%	19.98%	19.98%	19.98%
CPI (Fiscal Year)	2.2%	2.6%	2.6%	2.7%	2.7%	2.4%	2.2%	2.2%	2.3%
Investment Income Yield	4.3%	4.8%	4.8%	4.1%	3.8%	3.3%	3.0%	3.0%	3.0%
BEGINNING FUND BALANCE	2,056,583	2,958,139	2,958,139	1,851,188	1,499,689	2,371,798	3,326,323	4,361,430	5,479,474
REVENUES									
Charges For Services	18,862,770	18,638,243	0	17,395,416	16,091,062	14,788,550	13,486,337	12,184,256	10,882,304
Miscellaneous	1,117,960	1,117,960	0	92,860	70,220	68,820	64,820	64,820	64,820
Subtotal Revenues	19,980,730	19,756,203	0	17,488,276	16,161,282	14,857,370	13,551,157	12,249,076	10,947,124
INTERFUND TRANSFERS (Net Non-CIP)	(10,812,185)	(10,812,185)	0	(9,225,365)	(8,200,117)	(7,439,549)	(6,677,406)	(5,918,019)	(5,158,639)
Transfer to General Fund	(7,626,135)	(7,626,135)	0	(6,469,433)	(5,683,169)	(5,157,482)	(4,630,707)	(4,105,837)	(3,580,971)
Transfer to Montgomery College for MC Cable Fund	(1,604,850)	(1,604,850)		(1,378,278)	(1,258,474)	(1,141,033)	(1,023,349)	(906,091)	(788,834)
Transfer to MCPS for MCPS Instructional TV Fund	(1,581,200)	(1,581,200)	0	(1,378,278)	(1,258,474)	(1,141,033)	(1,023,349)	(906,091)	(788,834)
Other	0	0	0	0	0	0	0	0	0
TOTAL RESOURCES	11,225,128	11,902,157	2,958,139	10,113,476	9,460,854	9,789,619	10,200,074	10,692,486	11,267,959
CIP CURRENT REVENUE APPROP.	(3,494,000)	(3,494,000)	0	(3,020,000)	(2,773,000)	(2,526,000)	(2,280,000)	(2,033,000)	(2,033,000)
PSP OPER. BUDGET APPROP/ EXP'S.									
Operating Budget	(6,556,970)	(6,556,970)	0	(5,645,170)	(4,316,056)	(3,937,297)	(3,558,644)	(3,180,012)	(2,625,229)
Transfer to City of Rockville	(1,304,156)	(1,304,156)		(1,235,952)	(830,759)	(763,014)	(695,292)	(627,574)	(559,858)
Transfer to City of Takoma Park	(600,324)	(600,324)		(490,877)	(439,536)	(388,205)	(336,876)	(285,547)	(58,062)
Transfer to Other Municipalities	(1,128,057)	(1,128,057)		(568,155)	(514,817)	(461,524)	(408,241)	(354,960)	(301,680)
Transfer to Montgomery Community Media	(2,857,084)	(2,857,084)		(2,480,422)	(1,903,058)	(1,747,670)	(1,592,736)	(1,437,612)	(1,282,490)
Transfer to Connect Montgomery Alliance	(667,349)	(667,349)		(818,379)	(627,886)	(576,684)	(525,500)	(474,319)	(423,139)
Subtotal PSP Oper Budget Approp / Exp's	(6,556,970)	(6,556,970)	0	(5,593,786)	(4,316,056)	(3,937,297)	(3,558,644)	(3,180,012)	(2,625,229)
OTHER CLAIMS ON FUND BALANCE	0	0	0	0	0	0	0	0	0
TOTAL USE OF RESOURCES	(10,050,970)	(10,050,970)	0	(8,613,786)	(7,089,056)	(6,463,297)	(5,838,644)	(5,213,012)	(4,658,229)
YEAR END FUND BALANCE	1,174,158	1,851,188	2,958,139	1,499,689	2,371,798	3,326,323	4,361,430	5,479,474	6,609,731
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	10.5%	15.6%	100.0%	14.8%	25.1%	34.0%	42.8%	51.2%	58.7%

Assumptions:

1. "Cord cutting" will continue to drive revenue shortfalls for the Cable Fund at an accelerating rate.

Major Issues:

1. Cable Fund Revenue continues to decline at a rapid rate with no new revenue to offset these losses.

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. These projections assume that future reductions in Cable Revenue will track outyear projections, however there is a strong possibility that Cable revenues will decline faster than OMB's projections predict.

3. The "Transfers to the General Fund" referenced in Interfund Transfers will be used for programs including FiberNet, Community Technology, Community Engagement, Digital Equity, County Council Communications, Public Information, Park and Planning Wi-Fi in the Parks, Montgomery College TV, and MCPS TV. All expenditures will comply with the requirements of the County Code. These programs will also be supported by additional General Fund dollars.

4. Operating Budget line items do not display the full detail of all programs funded in the Cable Fund for FY24 as numerous programs previously funded by the Cable Fund were moved to the General Fund in FY25. In the FY24 Approved Budget these items totaled $6,713,144 and as of FY24 3rd quarter those expenditures totaled $6,037,601.

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Non-Departmental Accounts

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$351,278,190	40.84

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 FY26, 47 NDAs are funded.

BUDGET OVERVIEW

The total recommended FY26 Operating Budget for the Non-Departmental Accounts is $351,278,190, an increase of $9,015,124 or 2.6 percent from the FY25 Approved Budget of $342,263,066. Personnel Costs comprise 2.5 percent of the budget for 26 full-time position(s) and no part-time position(s), and a total of 40.84 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 97.5 percent of the FY26 budget.

PROGRAM CONTACTS

Contact Julie Knight of the Office of Management and Budget at 240-777-2760 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**6,848,500**	**0.00**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	205,455	0.00
FY26 Recommended	**7,053,955**	**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 the 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**562,436**	**0.00**
Increase Cost: Required Operating Cost Adjustment	16,873	0.00
FY26 Recommended	**579,309**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**49,665**	**0.00**
Re-align: Reduce Appropriation to Reflect Projected Expenditures	(20,000)	0.00
FY26 Recommended	**29,665**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**150**	**0.00**
Add: Workload Adjustment to Support the Commission's Preparation of its Biennial Report	1,000	0.00
FY26 Recommended	**1,150**	**0.00**

Children's Opportunity Alliance (COA)

Designated as Montgomery County's Early Care and Education Coordinating Entity on July 12, 2022, under Bill 42-21, the Children's Opportunity Alliance, 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, and 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, the Universities at Shady Grove, and ex officio appointees from Montgomery County Public Schools, the Department of Health and Human Services, the Office of Management and Budget, and County Council.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,984,079**	**0.00**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	22,586	0.00
Eliminate: One-time FY25 Enhancements for Children's Opportunity Alliance NDA	(231,200)	0.00
Shift: Funding from Children's Opportunity Alliance NDA to Early Care and Education NDA to Create Pre-Kindergarten Seats	(1,000,000)	0.00
FY26 Recommended	**775,465**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**718,344**	**0.00**
Restore: External Consultant Support for Climate Outreach Efforts	230,000	0.00
Eliminate: Remove Funding for External Consultant Support Approved by Council as One-Time in FY25	(230,000)	0.00
FY26 Recommended	**718,344**	**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 non-profit partners that cut across County government. Community needs do not always fit neatly into a single department's mission, often have complex multifaceted root causes, and require innovative and flexible solutions. Non-profit 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 non-profit community and County government. Re-competing programs within the Community Grants budget was an important step in reforming the 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 non-profits providing new kinds of services or targeting new County communities, national trends in the non-profit sector that negatively impact County non-profits, and uncertainty surrounding Federal grant funding for nonprofit services require a continued significant investment in the County's most critical partners.

The $13,379,684 within the Community Grants NDA will support:

- Continuing funding for Multi-Year Community Grants NDA Awards: $6,214,724 will maintain current funding levels for all Community Grants and Underserved Communities Projects awards through FY26.
- Legacy Renewals: $4,775,260 will continue all Legacy Renewals grants through FY26 at current funding levels.
- Non-Profit Technical Assistance and Management Support Grants: $1 million will be available to strengthen County non-profit organizations.
- Non-Profit Incubators: $1 million will continue to support sustained, innovative, accessible, and community-based developmental and shared services support for emerging non-profit organizations with the potential to serve the County's most hard-to-reach and underserved communities.
- Three Percent Inflationary Increase for Non-Profit Partners: $389,700 provides a three percent increase to all continuing grants to non-profit partners funded through the Community Grants NDA.
- The Capital Budget Cost Sharing: MCG Project (CIP#720601) also includes $3,000,000 for Arts Facility Capital Grants and Cost Sharing Community Capital Grants to match non-profit State capital awards.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**10,920,201**	**0.00**
Add: Continuation of FY25 Legacy Renewals	4,775,260	0.00

FY26 Recommended Changes	Expenditures	FTEs
Decrease Cost: Community Projects Fund (Small Grants)	(1,200,000)	0.00
Decrease Cost: Continuation of FY25 Community Grants Winners	(505,477)	0.00
Decrease Cost: Non-Profit Technical Assistance and Management Support Grants	(1,000,000)	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	389,700	0.00
FY26 Recommended	**13,379,684**	**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 FY26.

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,336,137**	**0.91**
Increase Cost: FY26 Compensation Adjustment	5,842	0.00
Decrease Cost: Annualization of FY25 Personnel Costs	(74,025)	(0.22)
Decrease Cost: Annualization of FY25 Compensation Increases	(615,722)	0.00

FY26 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.	768	0.00
FY26 Recommended	**3,653,000**	**0.69**

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, and increase 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,262,724**	**0.00**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	67,882	0.00
Add: Influencer Marketing Campaign to Highlight Montgomery County Attractions	20,000	0.00
FY26 Recommended	**2,350,606**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**566,972**	**1.00**
Increase Cost: FY26 Compensation Adjustment	9,064	0.00

FY26 Recommended Changes	Expenditures	FTEs
Increase Cost: Annualization of FY25 Personnel Costs	3,793	0.00
FY26 Recommended	**579,829**	**1.00**

Consolidated Retiree Health Benefit Trust - College

This NDA provides consolidated funding for Montgomery College's contribution to the Retiree Health Benefits Trust.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**0**	**0.00**
FY26 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**59,106,261**	**0.00**
Decrease Cost: Actuarial Valuation Adjustment	(1,135,933)	0.00
FY26 Recommended	**57,970,328**	**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).

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**76,533**	**0.00**
FY26 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**16,181,677**	**0.00**
Increase Cost: Microsoft Enterprise Agreement	951,661	0.00
Enhance: Microsoft EA - Copilot365 Licenses	434,000	0.00
Increase Cost: Windows 10 Extended Service	408,000	0.00
Increase Cost: Microsoft EA - Additional SQL Server Licenses	113,300	0.00

FY26 Recommended Changes	Expenditures	FTEs
Increase Cost: ServiceNow Software Licenses	78,531	0.00
FY26 Recommended	**18,167,169**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**10,260,344**	**26.00**
Enhance: Funding for Early Care and Education Initiative to Continue Ongoing Services and Programs in FY26	4,038,634	0.00
Shift: Funding from Children's Opportunity Alliance NDA to Early Care and Education NDA to Create Pre-Kindergarten Seats	1,000,000	0.00
Increase Cost: Annualization of FY25 Personnel Costs	260,420	0.00
Increase Cost: FY26 Compensation Adjustment	74,098	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	11,427	0.00
Shift: Existing Expense from Personnel Cost to Operating Expense to Reflect Elimination of Five Vacant Merit Staff That Were Funded by the Early Care and Education NDA	0	(5.00)
Shift: Existing Expense from Personnel Cost to Operating Expense to Reflect Shift of Five Positions to HHS Grant Fund, Consolidated Local Implementation Grant (CLIG)	0	(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.	6,127	0.00
FY26 Recommended	**15,651,050**	**16.00**

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**20,000,000**	**0.00**
FY26 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**28,020**	**0.00**
FY26 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**44,393,473**	**0.00**
Increase Cost: Restore Funding from One-Time Utilization of OPEB in FY25	8,886,000	0.00
Increase Cost: Additional Cost for Increased Claims Expense	6,221,886	0.00
Decrease Cost: Utilization of OPEB Trust Funds, per FY26 Valuation	(13,538,000)	0.00
FY26 Recommended	**45,963,359**	**0.00**

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**221,866**	**0.00**
Enhance: County 250th Anniversary Project - The Black Resistance Oral History Initiative	35,000	0.00
Enhance: County 250th Anniversary Project - The Unfinished Revolution	15,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	6,656	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY25	(50,000)	0.00
FY26 Recommended	**228,522**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**62,089**	**0.00**
FY26 Recommended	**62,089**	**0.00**

Housing Opportunities Commission

The Housing Opportunities Commission of Montgomery County (HOC) is a public body 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**8,295,315**	**0.00**
Increase Cost: Rental License Fee Increases	389,968	0.00
Increase Cost: Incremental FY26 Compensation, Health, and Retirement Benefits	368,849	0.00
FY26 Recommended	**9,054,132**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**0**	**0.00**
FY26 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,437,584**	**3.00**
Enhance: Entrepreneurship Ecosystem Support (technical assistance, educational programs, etc.)	1,200,000	0.00
Enhance: Coaching and Mentoring Support for Entrepreneurs	800,000	0.00
Increase Cost: Annualization of FY25 Personnel Costs	130,148	0.00
Increase Cost: FY26 Compensation Adjustment	21,988	0.00
FY26 Recommended	**4,589,720**	**3.00**

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**432,242**	**0.15**
Increase Cost: FY26 Compensation Adjustment	1,286	0.00
Increase Cost: Annualization of FY25 Compensation Increases	977	0.00
Increase Cost: Annualization of FY25 Personnel Costs	511	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(281)	0.00
FY26 Recommended	**434,735**	**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.

FY26 Recommended Changes	Expenditures	FTEs

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,000**	**0.00**
FY26 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,916,622**	**0.00**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	57,499	0.00
FY26 Recommended	**1,974,121**	**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 FY26, there is sufficient fund balance available for use.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**0**	**0.00**
FY26 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 FY26, approximately 78 leased facilities are budgeted. The inventory of leases is constantly shifting as new leases are added and existing leases are terminated.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**18,619,006**	**0.00**
Re-align: Rent and Maintenance Chargebacks	322,666	0.00
Increase Cost: New Lease for Office of the County Executive - 6116 Executive Blvd., Rockville	200,000	0.00
Eliminate: One-Time Enhancement Approved in FY25	(314,835)	0.00

FY26 Recommended Changes	Expenditures	FTEs
Decrease Cost: Net Change in Lease Cost (Leases)	(1,760,577)	0.00
FY26 Recommended	**17,066,260**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,605,536**	**13.00**
Increase Cost: FY26 Compensation Adjustment	84,359	0.00
Increase Cost: Annualization of FY25 Personnel Costs	12,710	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	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.	4,859	0.00
FY26 Recommended	**2,708,064**	**13.00**

Metro Washington Council of Governments

The Metropolitan Washington Council of Governments (COG) is a voluntary association of major local governments in the Washington Metropolitan Area. COG seeks to provide regional answers to, and coordination of, area-wide issues such as air and water pollution, child 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 WSSC Water will provide Montgomery County's contribution to support the Water Resources Management Planning Program and the Blue Plains Users Program.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,957,533**	**0.00**
Increase Cost: Membership Dues	181,615	0.00
FY26 Recommended	**2,139,148**	**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 English for Speakers of Other Languages (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 of adult English classes. The County's contribution is implemented by a contract between Montgomery County Public Libraries and MCAEL.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,512,032**	**0.00**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	75,361	0.00
FY26 Recommended	**2,587,393**	**0.00**

Montgomery County Economic Development Corporation

This is the private non-profit corporation established by 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,670,948**	**0.00**
Enhance: Increase Funding to Establish International Offices	250,000	0.00
Enhance: Increase Funding for International Business Development	200,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	140,128	0.00
FY26 Recommended	**5,261,076**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**0**	**0.00**
FY26 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**19,126,186**	**0.00**
Decrease Cost: Adjust for FY26 Energy Tax Projection	(1,080,032)	0.00
Reduce: Lower Transfer by 12.5% Due to Affordability	(2,291,804)	0.00
FY26 Recommended	**15,754,350**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,524,609**	**0.00**
Add: Five New Vehicles for DHHS Mobile Crisis Outreach Teams and Supervisory Therapist	190,000	0.00
Eliminate: One-Time Items Approved in FY25	(324,609)	0.00
FY26 Recommended	**1,390,000**	**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.

Payments to Municipalities - FY26 Recommended		
Municipality	**FY26 Payment**	
Brookeville	$	17,593
Chevy Chase, Sec. III	$	64,277
Chevy Chase View	$	89,816
Chevy Chase Village	$	357,605
Town of Chevy Chase	$	274,860
Drummond	$	10,038
Friendship Heights	$	122,221
Gaithersburg	$	5,472,621
Garrett Park	$	136,051
Glen Echo	$	41,474
Kensington	$	310,376
Laytonsville	$	83,819
Martin's Additions	$	58,380
North Chevy Chase	$	54,946
Oakmont	$	7,132
Poolesville	$	613,810
Rockville	$	8,983,396
Somerset	$	123,347
Takoma Park	$	5,377,151
Washington Grove	$	97,741
Total	**$**	**22,296,655**

The amounts above do not include the estimated Municipalities Speed Camera payment of $129,344.

The amounts above include a one-time increase to Takoma Park for crossing guards.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**21,700,055**	**0.00**
Increase Cost: FY26 Required Increase	1,393,633	0.00
Increase Cost: One-Time Increase to Takoma Park for Crossing Guards	66,321	0.00
Decrease Cost: One-Time Increases to Rockville and Gaithersburg for Police Services, and Garrett Park for Park Maintenance	(734,010)	0.00
FY26 Recommended	**22,425,999**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**788,743**	**2.00**
Increase Cost: Trial Board Member Compensation	37,500	0.00
Increase Cost: Annualization of FY25 Personnel Costs	20,518	0.00
Increase Cost: FY26 Compensation Adjustment	15,670	0.00
Enhance: Police Accountability Board Dashboard Automation and New Technological Requests	15,000	0.00
Increase Cost: Azure Storage System for the Police Accountability Board	6,446	0.00
Increase Cost: PAB Member Salary	6,000	0.00
Increase Cost: Trial Board Member Training	2,000	0.00
FY26 Recommended	**891,877**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**20,000**	**0.00**
FY26 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**333,000**	**0.00**
Increase Cost: Public Election Fund "Catch-Up" Increase	283,000	0.00
Increase Cost: Contractor Support for State of Maryland Public Financing Program	50,000	0.00
Eliminate: One-Time FY25 Funding for Council Catch-Up Option Year 1 of 3	(333,000)	0.00
FY26 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**5,000**	**0.00**
FY26 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 FY26 budget resulted in an ADC that was $13.5 million less than the pay-as-you-go amount, and the FY26 budget assumes the utilization of this $13.5 million for payment of a portion of the County's retiree health insurance

claims.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**0**	**0.00**
FY26 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**24,651,871**	**0.00**
Decrease Cost: Risk Management Adjustment	(155,740)	0.00
FY26 Recommended	**24,496,131**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**426,900**	**0.00**
Increase Cost: Contribution to the City of Rockville	3,100	0.00
FY26 Recommended	**430,000**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**293,317**	**0.00**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	8,800	0.00

FY26 Recommended Changes	Expenditures	FTEs
FY26 Recommended	**302,117**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,281,233**	**4.00**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	49,462	0.00
Increase Cost: FY26 Compensation Adjustment	29,220	0.00
Increase Cost: Annualization of FY25 Personnel Costs	2,645	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	835	0.00
FY26 Recommended	**2,363,395**	**4.00**

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**3,565,615**	**0.00**
FY26 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**184,090**	**0.00**
Increase Cost: Takoma Park Library FY26 Increase	36,963	0.00
FY26 Recommended	**221,053**	**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 and

Enterprise Business Solutions charged individual departments and funds for expenses incurred.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**4,086,126**	**0.00**
FY26 Recommended	**4,086,126**	**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, the 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 University of Maryland Medical System.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**6,300,000**	**0.00**
Eliminate: Remove Funding for Rental Expenses Approved by Council as One-Time in FY25	(1,300,000)	0.00
FY26 Recommended	**5,000,000**	**0.00**

Universities at Shady Grove

This NDA provides for the services of the Resilient Education for All, Designed for You (READY) Institute at the Universities of Shady Grove (USG). The school-based and out-of-school time programs will drive impactful change on the County's talent pipeline efforts and educational ecosystem by focusing on the changing workforce demands of biotechnology, healthcare, construction, hospitality, cybersecurity, data analytics, and entrepreneurship.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**0**	**0.00**
FY26 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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**373,882**	**1.00**
Increase Cost: Annualization of FY25 Personnel Costs	7,288	0.00
Increase Cost: FY26 Compensation Adjustment	6,545	0.00

FY26 Recommended Changes	Expenditures	FTEs
Eliminate: Safe Streets 4 All Grant	(160,000)	0.00
FY26 Recommended	**227,715**	**1.00**

Weather 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. Beginning with FY25, the name for this Non-Departmental Account has changed from "Climate Response" to "Weather Response." 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 Countywide with Fire and Rescue, Police, Emergency Management and Homeland Security, local utility companies, and other County agencies and local jurisdictions as needed. The primary goal for the emergency response component of this program is to keep the County residents and traveling public safe, while providing reliable access to the extensive transportation network. Emergency operations under this program are funded by approximately 50 percent of the program's proposed budget. Actual annual costs associated with the emergency response activities regularly exceed the approved budget by over 900 percent; therefore, expenditures over the budgeted program amount are covered by the Weather Response Non-Departmental Account.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,884,990**	**0.00**
FY26 Recommended	**2,884,990**	**0.00**

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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**28,123,522**	**0.00**
Increase Cost: Increase Due to Actual State Billing	3,179,321	0.00
FY26 Recommended	**31,302,843**	**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.

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**2,274,032**	**0.00**
Replace: Increase County Funds for Summer RISE Previously Supported with Federal Funds	100,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	68,221	0.00
Replace: Increase County Funds for the Jobs Center in Montgomery County Correctional Facility Previously Supported with Federal Funds	50,000	0.00
FY26 Recommended	**2,492,253**	**0.00**

REALIGNED PROGRAMS

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

Guaranteed Income

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**1,229,850**	**1.00**
Eliminate: Guaranteed Income Program at its Conclusion	(1,229,850)	(1.00)
FY26 Recommended	**0**	**0.00**

State Positions Supplement

FY26 Recommended Changes	Expenditures	FTEs
FY25 Approved	**60,756**	**0.00**
Shift: Funding for State Positions Supplement NDA to Circuit Court	(60,756)	0.00
FY26 Recommended	**0**	**0.00**

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	8,964,704	7,482,803	3,911,123	6,386,548	-14.7 %
Employee Benefits	755,070	1,469,348	1,013,947	1,364,279	-7.2 %
County General Fund Personnel Costs	**9,719,774**	**8,952,151**	**4,925,070**	**7,750,827**	**-13.4 %**
Operating Expenses	314,460,744	312,150,915	342,212,694	322,527,363	3.3 %
County General Fund Expenditures	**324,180,518**	**321,103,066**	**347,137,764**	**330,278,190**	**2.9 %**
PERSONNEL					
Full-Time	23	26	26	26	—
Part-Time	0	0	0	0	—
FTEs	36.27	52.06	52.06	40.84	-21.6 %
REVENUES					
Indirect Costs: Grants	80,018	0	0	0	—
Conference Center - Rental Income	319,070	319,100	319,100	319,100	—
Miscellaneous Revenues	366	431,171	431,171	431,171	—
Property Rentals	3,132,540	3,500,000	3,500,000	3,500,000	—
Conference Center - Net Proceeds	3,069,509	2,500,000	2,500,000	2,500,000	—
County General Fund Revenues	**6,601,503**	**6,750,271**	**6,750,271**	**6,750,271**	**—**
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	0	20,160,000	20,160,000	20,000,000	-0.8 %
Grant Fund - MCG Expenditures	**0**	**21,160,000**	**21,160,000**	**21,000,000**	**-0.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
State Grants	0	20,000,000	20,000,000	20,000,000	—

BUDGET SUMMARY

	Actual FY24	Budget FY25	Estimate FY25	Recommended FY26	%Chg Bud/Rec
Federal Grants	0	160,000	160,000	0	-100.0 %
Grant Fund - MCG Revenues	**0**	**20,160,000**	**20,160,000**	**20,000,000**	**-0.8 %**

DEPARTMENT TOTALS

Total Expenditures	**324,180,518**	**342,263,066**	**368,297,764**	**351,278,190**	**2.6 %**
Total Full-Time Positions	**23**	**26**	**26**	**26**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**36.27**	**52.06**	**52.06**	**40.84**	**-21.6 %**
Total Revenues	**6,601,503**	**26,910,271**	**26,910,271**	**26,750,271**	**-0.6 %**

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
Arts and Humanities Council	6,848,500	0.00	7,053,955	0.00
BioHub Maryland at Montgomery County	562,436	0.00	579,309	0.00
Boards, Committees and Commissions	49,665	0.00	29,665	0.00
Charter Review Commission	150	0.00	1,150	0.00
Children's Opportunity Alliance (COA)	1,984,079	0.00	775,465	0.00
Climate Change Planning	718,344	0.00	718,344	0.00
Community Grants	10,920,201	0.00	13,379,684	0.00
Compensation and Employee Benefit Adjustments	4,336,137	0.91	3,653,000	0.69
Conference and Visitors Bureau	2,262,724	0.00	2,350,606	0.00
Conference Center	566,972	1.00	579,829	1.00
Consolidated Retiree Health Benefit Trust - College	0	0.00	0	0.00
Consolidated Retiree Health Benefit Trust - MCPS	59,106,261	0.00	57,970,328	0.00
County Associations	76,533	0.00	76,533	0.00
Device Client Management	16,181,677	0.00	18,167,169	0.00
Early Care and Education	10,260,344	26.00	15,651,050	16.00
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	44,393,473	0.00	45,963,359	0.00
Guaranteed Income	1,229,850	1.00	0	0.00
Historical Activities	221,866	0.00	228,522	0.00
Homeowners' Association Road Maintenance Reimburse	62,089	0.00	62,089	0.00
Housing Opportunities Commission	8,295,315	0.00	9,054,132	0.00
Inauguration and Transition	0	0.00	0	0.00
Incubator Programs	2,437,584	3.00	4,589,720	3.00
Independent Audit	432,242	0.15	434,735	0.15
Interagency Technology, Policy, and Coordination Commission	3,000	0.00	3,000	0.00

PROGRAM SUMMARY

Program Name	FY25 APPR Expenditures	FY25 APPR FTEs	FY26 REC Expenditures	FY26 REC FTEs
KID Museum	1,916,622	0.00	1,974,121	0.00
Labor Management Relations Committee	0	0.00	0	0.00
Leases	18,619,006	0.00	17,066,260	0.00
Legislative Branch Communications Outreach	2,605,536	13.00	2,708,064	13.00
Metro Washington Council of Governments	1,957,533	0.00	2,139,148	0.00
Montgomery Coalition for Adult English Literacy	2,512,032	0.00	2,587,393	0.00
Montgomery County Economic Development Corporation	4,670,948	0.00	5,261,076	0.00
Montgomery County Employee Retirement Plans	0	0.00	0	0.00
Montgomery County Green Bank	19,126,186	0.00	15,754,350	0.00
Motor Pool Fund Contribution	1,524,609	0.00	1,390,000	0.00
Payments to Municipalities	21,700,055	0.00	22,425,999	0.00
Police Accountability Board	788,743	2.00	891,877	2.00
Prisoner Medical Services	20,000	0.00	20,000	0.00
Public Elections Fund	333,000	0.00	333,000	0.00
Public Technology, Inc.	5,000	0.00	5,000	0.00
UM 3 - Institute for Health Computing	6,300,000	0.00	5,000,000	0.00
Universities at Shady Grove	0	0.00	0	0.00
Retiree Health Benefits Trust	0	0.00	0	0.00
Risk Management (General Fund)	24,651,871	0.00	24,496,131	0.00
Rockville Parking District	426,900	0.00	430,000	0.00
Skills for the Future	293,317	0.00	302,117	0.00
Weather Response	2,884,990	0.00	2,884,990	0.00
Small Business Support Services	2,281,233	4.00	2,363,395	4.00
State Positions Supplement	60,756	0.00	0	0.00
State Property Tax Services	3,565,615	0.00	3,565,615	0.00
Takoma Park Library Annual Payments	184,090	0.00	221,053	0.00
Telecommunications	4,086,126	0.00	4,086,126	0.00
Vision Zero	373,882	1.00	227,715	1.00
Working Families Income Supplement	28,123,522	0.00	31,302,843	0.00
WorkSource Montgomery, Inc	2,274,032	0.00	2,492,253	0.00
Total	**342,263,066**	**52.06**	**351,278,190**	**40.84**

Utilities

RECOMMENDED FY26 BUDGET	FULL TIME EQUIVALENTS
$42,367,271	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 FY26 Recommended Budget for the tax-supported Utilities NDA is $42,367,271, an increase of $5,191,621 or 14.0 percent from the FY25 Approved Budget of $37,175,650. Allocation of these utilities expenditures is approximately: electricity, 81.6 percent; natural gas, 8.7 percent; and water and sewer, 6.1 percent. Other utilities and expenses total 3.6 percent. Approximately 26.6 percent of electricity expenditures are budgeted for solar energy generated by resiliency hubs at County facilities.

The FY26 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 $96,899,818, which includes the entire bi-county area of WSSC Water.

The FY26 Recommended tax-supported budget for utilities, including both the General Fund NDA ($42,367,271) and the other tax-supported funds ($5,346,931), is $47,714,202, an increase of $6,115,780 or 14.7 percent above the FY25 Approved Utilities

Budget. The FY26 Recommended Budget for non-tax supported utilities expenditures is $4,323,152, an increase of $313,000 over the FY25 Approved Budget.

Increased utilities expenditures result primarily from greater consumption due to new facilities or services, increased use of facilities after pandemic 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. Planned 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 that 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 social 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 FY24	Budget FY25	Estimate FY25	Recommended FY26	%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	35,719,068	37,175,650	37,390,949	42,367,271	14.0 %
County General Fund Expenditures	**35,719,068**	**37,175,650**	**37,390,949**	**42,367,271**	**14.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

FY26 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY25 ORIGINAL APPROPRIATION	**37,175,650**	**0.00**
Changes (with service impacts)		
Enhance: Resiliency Hub and Microgrid Payments [Utilities]	2,363,610	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Utility Commodity Cost Escalation [Utilities]	2,288,165	0.00
Increase Cost: Solid Waste Charges [Utilities]	539,846	0.00
FY26 RECOMMENDED	**42,367,271**	**0.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY26	FY27	FY28	FY29	FY30	FY31
COUNTY GENERAL FUND						
EXPENDITURES						
FY26 Recommended	**42,367**	**42,367**	**42,367**	**42,367**	**42,367**	**42,367**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**42,367**	**42,367**	**42,367**	**42,367**	**42,367**	**42,367**

EXPENDITURES BY DEPARTMENT/AGENCY						
	ACTUAL FY23	ACTUAL FY24	APPROVED FY25	RECOMMENDED FY26	CHANGE BUD/REC	% CHANGE BUD/REC
COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS						
NON-DEPARTMENTAL ACCOUNT						
Facilities	22,540,470	24,926,750	28,866,656	33,389,012	4,522,356	15.7%
Traffic Signals and Streetlighting	8,837,958	10,512,278	8,308,994	8,978,259	669,265	8.1%
GENERAL FUND NDA EXPENDITURES	**31,378,428**	**35,439,028**	**37,175,650**	**42,367,271**	**5,191,621**	**13.97%**
OTHER TAX SUPPORTED OPERATIONS						
Transit Services	394,588	412,958	201,200	417,089	215,889	107.3%
Recreation	4,025,538	3,859,628	4,221,572	4,929,842	708,270	16.8%
SUBTOTAL	4,420,126	4,272,586	4,422,772	5,346,931	924,159	20.9%
TOTAL TAX SUPPORTED	**35,798,554**	**39,711,614**	**41,598,422**	**47,714,202**	**6,115,780**	**14.70%**
COUNTY GOVERNMENT NON-TAX SUPPORTED OPERATIONS						
Fleet Management Services	1,034,901	1,034,901	1,230,392	1,230,392	0	0.0%
Parking Districts	1,938,135	2,041,380	1,863,700	2,176,700	313,000	16.8%
Alcohol Beverage Services	655,074	632,690	725,810	725,810	0	0.0%
Environmental Protection (Recycling and Resource Management)	251,929	304,469	190,250	190,250	0	0.0%
TOTAL NON-TAX SUPPORTED	**3,880,040**	**4,013,440**	**4,010,152**	**4,323,152**	**313,000**	**7.81%**
SUMMARY - COUNTY GOVERNMENT						
TOTAL TAX SUPPORTED	35,798,554	39,711,614	41,598,422	47,714,202	6,115,780	14.7%
TOTAL NON-TAX SUPPORTED	3,880,040	4,013,440	4,010,152	4,323,152	313,000	7.8%
TOTAL COUNTY GOVERNMENT	**39,678,593**	**43,725,054**	**45,608,574**	**52,037,354**	**6,428,780**	**14.10%**
OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS						
Montgomery County Public Schools	45,144,284	45,606,194	48,432,150	52,559,453	4,127,303	8.5%
Montgomery College	7,615,499	8,037,186	9,562,387	9,962,387	400,000	4.2%
WSSC Water	22,126,073	22,078,964	27,593,091	29,518,000	1,924,909	7.0%
M-NCPPC	4,099,560	4,308,478	4,375,116	4,859,978	484,862	11.1%
TOTAL OTHER AGENCIES EXPENDITURES	**78,985,416**	**80,030,822**	**89,962,744**	**96,899,818**	**6,937,074**	**7.71%**
TOTAL UTILITIES EXPENDITURES	**118,664,009**	**123,755,876**	**135,571,318**	**148,937,172**	**13,365,854**	**9.86%**

EXPENDITURES BY ENERGY SOURCE						
	ACTUAL FY23	ACTUAL FY24	APPROVED FY25	RECOMMENDED FY26	CHANGE BUDGET/REC	% CHANGE BUDGET/REC
COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS						
NON-DEPARTMENTAL ACCOUNT						
Electricity	22,465,444	28,810,106	29,958,610	34,553,342	4,594,732	15.3%
Water & Sewer	2,603,797	3,218,451	2,585,064	2,585,064	0	0.0%
Fuel Oil	68,000	91,171	33,833	75,665	41,832	123.6%
Natural Gas	3,210,112	2,638,795	3,702,797	3,702,797	0	0.0%
Propane	24,424	32,649	8,699	23,575	14,876	171.0%
Renewable Energy	1,182,702	0	0	0	0	0.0%
Other	1,823,949	647,856	886,647	1,426,828	540,181	60.9%
GENERAL FUND NDA EXPENDITURES	**31,378,428**	**35,439,028**	**37,175,650**	**42,367,271**	**5,191,621**	**13.97%**
OTHER TAX SUPPORTED OPERATIONS						
Electricity	2,799,866	2,989,091	2,667,340	3,782,714	1,115,374	41.8%
Water & Sewer	799,446	610,082	533,822	700,000	166,178	31.1%
Fuel Oil	0	0	9,628	9,628	0	0.0%
Natural Gas	740,269	630,020	616,679	796,679	180,000	29.2%
Propane	36,679	0	57,910	57,910	0	0.0%
Renewable Energy	0	0	0	0	0	0.0%
Other	43,864	43,393	537,393	0	(537,393)	-100.0%
SUBTOTAL	4,420,126	4,272,586	4,422,772	5,346,931	924,159	20.9%
TOTAL TAX SUPPORTED	**35,798,554**	**39,711,614**	**41,598,422**	**47,714,202**	**6,115,780**	**14.70%**
NON-TAX SUPPORTED OPERATIONS						
Electricity	3,122,763	3,242,445	3,370,486	3,650,486	280,000	8.3%
Water & Sewer	297,809	303,585	225,171	248,171	23,000	10.2%
Fuel Oil	1,008	875	4,382	4,382	0	0.0%
Natural Gas	389,485	357,137	358,977	368,977	10,000	2.8%
Propane	0	0	1,040	1,040	0	0.0%
Renewable Energy	0	0	0	0	0	0.0%
Other	68,974	109,398	50,096	50,096	0	0.0%
TOTAL NON-TAX SUPPORTED	**3,880,040**	**4,013,440**	**4,010,152**	**4,323,152**	**313,000**	**7.81%**
SUMMARY - COUNTY GOVERNMENT						
Electricity	28,388,074	35,041,642	35,996,436	41,986,542	5,990,106	16.6%
Water & Sewer	3,701,053	4,132,118	3,344,057	3,533,235	189,178	5.7%
Fuel Oil	69,008	92,046	47,843	89,675	41,832	87.4%
Natural Gas	4,339,867	3,625,952	4,678,453	4,868,453	190,000	4.1%
Propane	61,103	32,649	67,649	82,525	14,876	22.0%
Renewable Energy	1,182,702	0	0	0	0	0.0%
Other	1,936,788	800,647	1,474,136	1,476,924	2,788	0.2%
TOTAL COUNTY GOVERNMENT	**39,678,593**	**43,725,054**	**45,608,574**	**52,037,354**	**6,428,780**	**14.10%**
OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS						
Electricity	60,723,795	61,906,565	65,241,600	74,815,056	9,573,456	14.7%
Water & Sewer	8,804,997	9,328,643	9,541,405	9,334,813	(206,592)	-2.2%
Fuel Oil	58,415	81,231	88,150	86,850	(1,300)	-1.5%
Natural Gas	8,748,495	8,047,056	14,300,756	11,855,343	(2,445,413)	-17.1%
Propane	193,734	218,696	326,356	319,546	(6,810)	-2.1%
Renewable Energy	196,711	230,246	186,939	210,672	23,733	12.7%
Other	259,269	218,385	277,538	277,538	0	0.0%
SUBTOTAL	**78,985,416**	**80,030,822**	**89,962,744**	**96,899,818**	**6,937,074**	**7.71%**
TOTAL UTILITIES EXPENDITURES						
Electricity	89,111,869	96,948,207	101,238,036	116,801,598	15,563,562	15.4%
Water & Sewer	12,506,050	13,460,761	12,885,462	12,868,048	(17,414)	-0.1%
Fuel Oil	127,423	173,277	135,993	176,525	40,532	29.8%
Natural Gas	13,088,362	11,673,008	18,979,209	16,723,796	(2,255,413)	-11.9%
Propane	254,837	251,345	394,005	402,071	8,066	2.0%
Renewable Energy	1,379,413	230,246	186,939	210,672	23,733	12.7%
Other	2,196,057	1,019,032	1,751,674	1,754,462	2,788	0.2%
TOTAL UTILITIES EXPENDITURES	**118,664,009**	**123,755,876**	**135,571,318**	**148,937,172**	**13,365,854**	**9.86%**

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.

FY26 RECOMMENDED BUDGET

The FY26 Recommended Budget includes approximately $312.8 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.

Short-term Resolution and Housing Program (SHaRP)

- The goal of the Short-term Resolution and Housing Program (SHARP) is to help households in shelter or in need of shelter to quickly resolve their housing crisis so they can avoid a lengthy stay in shelter by securing permanent housing. The program targets families and provides a 12-month rental subsidy and navigation services.

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 Amended 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 FY26 Recommended Operating Budget		
Tax-Supported		
Department	**Project/Program**	**FY26 Recommended**
Housing and Community Affairs		
	Housing Code Enforcement	5,456,853
	Affordable Housing - MPDU	450,527
	Multifamily Housing Program	262,434
	Housing Development	196,171
	Tenant and Landlord Mediation	1,704,507
	Licensing and Regulations	1,079,113
	Common Ownership Communities	1,213,094
	Neighborhood Revitalization	547,626
	Rent Stabilization	1,523,824
	Grant Management	408,334
	Administration	2,408,470
	Multi-family Housing Program - Housing Production & Preservation	12,400,707
	Affordable Housing - Homeowner Downpayment Assistance	5,509,000
	Affordable Housing - Home Accessibility Rehabilitation Program (HARP)	318,373
	Housing First (HHS)	9,706,200
	HHS Permanent Supportive Housing - TBD	
	HHS Prevention - TBD	
	HHS Rapid Rehousing - TBD	
	HHS Housing Initiative Program - Rental Subsidies, Client Costs, and Administration - TBD	
	Rental Assistance Program (RAP)	25,397,109
	DHCA RAP - $6,877,536	
	DHCA Homeless Prevention and Relocation Assistance (HPRA) - $472,128	
	HHS RAP - $8,802,463	
	HHS Housing Initiative Progam - Rental Subsidies - $3,306,584	
	HOC RAP - $3,263,570	
	Neighborhood Revitalization - Neighborhood to Call Home	1,990,713
	Affordable Housing Acquisition and Preservation CIP	102,000,000
	Revitalization for Troubled and Distressed Common Ownership Communities	1,850,000
Sub-total, Housing and Community Affairs		174,423,055
Health and Human Services		
	Admin - Services to End and Prevent Homelessness	1,049,875
	Coordinated Entry	1,585,039
	Healthcare for the Homeless	2,604,515
	Homeless Services for Families	3,997,735
	Homeless Services for Single Adults	13,711,014
	Housing Initiative Program	2,461,167
	Interagency Commission on Homelessness	4,000
	Permanent Supportive Housing	12,905,324
	Prevention	13,464,178
	Rapid Rehousing	3,517,390
	Rental Assistance Program	1,898,063
Sub-total, Health and Human Services		57,198,300
Housing Opportunities Commission		
	Supplemental Funds for Deeply Subsidized HOC Owned Units Improvements CIP Project	1,250,000
	NDA - Housing Opportunities Commission	9,054,132
Sub-total, Housing Opportunities Commission		10,304,132
Total Tax-Supported		241,925,487
Total Non-Tax Supported		13,681,083
Grand Total		312,804,870

Affordable Housing Services FY26 Recommended Operating Budget		
Non-Tax-Supported		
Department	**Project/Program**	**FY26 Recommended**
Housing and Community Affairs		
	CDBG - Housing Acquisition and Preservation	1,632,291
	CDBG - Community Public Services with Nonprofit Organizations	660,000
	CDBG - Group Home Rehabilitation	1,000,000
	CDBG - Facility Planning/Administration	1,050,000
	CDBG - Focused Neighborhood Assistance	600,000
	CDBG - Code Enforcement	250,000
	CDBG - Fair Housing Activities	20,000
	CDBG - Municipality Housing Projects	354,000
	HOME - Housing Production and Preservation	1,971,853
	HOME - Community Housing Development Organizations Program	445,000
	ESG - Rapid-Rehousing (HHS)	430,074
	HHS Rapid Rehousing - $326,400	
	HHS Homeless Services for Families - $106,128	
	Takoma Park Grant - Code Enforcement	302,180
	Weatherization/Energy Efficiency Program	350,000
Sub-total, Housing and Community Affairs		**9,065,398**
Health and Human Services		
	Admin - Services to End and Prevent Homelessness	63,316
	Homeless Services for Single Adults	362,600
	Permanent Supportive Housing	493,050
	Prevention	2,983,676
	Rapid Rehousing	713,043
Sub-total, Health and Human Services		**4,615,685**
TOTAL		**13,681,083**

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.

Sustaining Climate Investments

Since the release of the County's Climate Action Plan in 2021, the County has added $183.0 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 $28.2 million. With new and continued investments combined, the FY26 budget dedicates $379.2 million to climate change efforts.

What's New for FY26

The County's FY26 budget for climate initiatives provides new resources that supplement the climate resources provided in the FY25 budget.

Support Climate Change Solutions in the Transportation Sector

- The budget increases funds to purchase additional zero emission County vehicles. These funds will allow the Department of General Services (DGS) to accelerate the County's elimination of fossil fuel vehicles in the County fleet.

Support Zero Waste Efforts

- Initial design for a Materials Recovery and Biological Treatment facility is added to the capital budget. Once complete, the facility will separate out from municipal waste material that can be recycled and recoverable organic waste, dramatically reducing the remainder.
- Funds are added for outreach and enforcement of the amended bag fee law, which goes into effect January 1, 2026. The law bans plastic bags from most retail transactions and increases the fee for a paper bag from 5 cents to 10 cents.

Increase the County's Resilience to Weather Events

- New funds are added for the Resiliency Hub Project to become more resilient to the effects of climate change and power County buildings through solar energy. 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 to continue 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 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 has completed the move to cloud-based applications and systems, reducing on-premise servers. 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)

DEP provides leadership for the County's actions on reducing greenhouse gas emissions and adapting to a changing climate. DEP manages zero emissions vehicle outreach and engagement program to help residents and businesses electrify their ride and continues to provide residential energy programs to assist county residents with energy efficiency opportunities. DEP also administers the Montgomery Energy Connection program, 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 tTree Montgomery, a program that plants shade trees for property owners, free of charge. Additional programs for tree planting are implemented in partnership with the Department of Transportation (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.

Department of General Services (DGS)

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.

Department of Health and Human Services (HHS)

In response to the COVID-19 pandemic, HHS 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 health programs at HHS 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 with 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 Office of Common Ownership Communities (OCOC) helps to increase the resiliency of County residents by helping to ensure that common ownership communities maintain the proper funding necessary to properly maintain their communities. This is done through board training and also through reserve studies.

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, identifying violations related to gutters, downspouts, and storm drains help to reduce flooding and stormwater runoff. The Community Revitalization program has helped to increase the resiliency of County residents by replacing outdated and inefficient lighting with new LED lighting in that several CDGB eligible neighborhoods.

Office of Human Resources

The Office of Human Resources administers the County's Telework Policy to encourage County staff to reduce vehicle miles traveled.

Department of Permitting Services (DPS)

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)

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 U.S. 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 practices reduce trips across fields by equipment that produces greenhouse gases. Other benefits of this practice include improving soil tilth. By making small soil clumps it is easier for plants to establish roots, improving soil tilth that minimizes soil compaction. The district's programs include practices to increase the infiltration of stormwater during storm events, reduce the intensity of flow to create less erosive conditions, promote forest and vegetative buffers to protect streams from negative impacts from storm events, and to recommend land management strategies to not only address resource concerns but improve efficiency of an operation.

The District also promotes programs and practices that are designed to help sequester carbon in the soil. conservation tillage, conservation cover, pasture management, annual cover crops provide avenues to increase organic matter in the soil. Research shows the more soil is tilled, the more carbon is released to the air and the less carbon is available to build organic matter for future crops. Conservation cover, Pasture Management and annual cover crops protect the soil from erosion while increasing the organic matter in the soil. All of these practices promoted by the District and implemented by farmers help to sequester carbon in the soil.

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. The Office of Procurement has lowered resource consumption through the digitization of County contracting. The Office of Procurement is currently 95 percent paperless and working towards the goal of being 100 percent paperless.

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.
- Hosting 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 a light bulb exchange program.
- Having prominent displays at library branches 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. The department considers the climate impacts of administrative decisions and policies in all aspects of its work.

Climate Change Efforts in the County Executive's FY26 Recommended Budget

The chart below details the budget numbers associated with the initiatives and programs discussed in this chapter. The budget dedicates $379.2 million to climate change efforts.

FY26 CE Recommended						
Department	**Program**	**GF**	**Other Operating Funds**	**CIP**	**Ride On**	**Non-County**
Office of Agriculture	Agricultural Business Development Specialist Position	$111,932				
	Cover Crop Program		$70,000			
	Soil Amendment Program	$16,500				
	Subtotal Office of Agriculture	**$128,432**	**$70,000**			
	Total Office of Agriculture	**$198,432**				
Community Use of Public Fac.	Energy Management of Montgomery County Public Schools Facilities		$135,377			
	Total Community Use of Public Facilities		**$135,377**			
Office of the County Executive	Climate Change Officer	$25,829	$172,860			
	Subtotal Office of the County Executive	**$25,829**	**$172,860**			
	Total Office of the County Executive	**$198,689**				
Climate Change Planning NDA	Climate Action Plan Implementation	$718,344				
	Total Climate Change Planning NDA	**$718,344**				
Emergency Management	Staff and programs on hazard mitigation and climate adaptation planning	$333,856				
	Total Emergency Management and Homeland Security	**$333,856**				
Department of Environmental Protection	Initial Design of Material Recovery and Biological Treatment Facility -- New FY26			$12,000,000		
	Outreach and enforcement regarding the amended bag fee law -- New FY26		$250,000			
	Outreach and enforcement regarding the amended bag fee law -- Base Budget		$82,000			
	Zero Waste Programs		$565,657	$2,500,000		
	Implementation of Electric Leaf Blower Incentive Program	$300,000				
	Tree Montgomery Program	$1,500,000	$753,814			
	County Recycling Programs		$68,301,205			
	Staff focused on climate efforts	$4,058,746	$869,288			
	Subtotal Environmental Protection	**$5,858,746**	**$70,821,964**	**$14,500,000**		
	Total Environmental Protection	**$91,180,710**				
Department of General Services	Increase the availability of electric vehicle charging stations at County facilities -- New FY26			$3,861,000		
	Solar Resiliency Hubs -- New FY26	$2,363,610				
	Solar Resiliency Hubs -- Base Budget	$5,258,280				
	Green Fleet: DGS is pursuing an all-electric fleet of County vehicles and buses -- New FY26[1]		$9,700,000			
	Green Fleet: DGS is pursuing an all-electric fleet of County vehicles and buses -- Base Budget[1]		$15,000,000			
	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	**$8,416,049**	**$24,700,000**	**$4,311,000**		
	Total General Services	**$37,427,049**				
Office of Grants Management	Climate-focused Grants Position	$131,198				
	Total Office of Grants Management	**$131,198**				
Green Bank NDA	Transfer to Montgomery County Green Bank[2]	$15,754,350				
	Total Montgomery County Green Bank NDA	**$15,754,350**				
Department of Housing and Community Affairs	Electric Efficiency Appliance Program: Assists homeowners and low-income residents in reducing home energy use by providing energy inspections, energy-efficiency appliance upgrades, and gas-to-electric system retrofits, if applicable.[3]					$614,010
	Total Housing and Community Affairs					**$614,010**

FY26 Recommended						
Department	**Program**	**GF**	**Other Operating Funds**	**CIP**	**Ride On**	**Non-County**
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		$1,435,823			
	Total Permitting Services		**$1,435,823**			
Department of Transportation	Ongoing Urban Forest Efforts	$6,064,698		$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	$1,567,314				
	Green Fleet: Electric bus replacements			$16,870,000		
	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		$5,324,031			
	Ride On Bus service, including express bus programs				$197,867,934	
	Subtotal Transportation	**$7,632,012**	**$5,324,031**	**$20,218,000**	**$197,867,934**	
	Total Transportation	**$231,041,977**				
Countywide Total	**Subtotal Montgomery County**	**$38,998,816**	**$102,660,055**	**$39,029,000**	**$197,867,934**	**$614,010**
	Total Montgomery County (CIP and PSP)	**$379,169,815**				

[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]Due to affordability, the transfer to the Montgomery County Green Bank is less than the County's goal of appropriating 10 percent of the Energy Tax. This is for FY26 only.

[3]Department of Housing and Community Affairs figure is the balance of multi-year funding.

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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.

WHAT'S NEW FOR FY26

The FY26 Recommended Budget includes approximately $58.0 million to support growing the County's economy, including funds for economic development organizations that augment County services. The County Executive recommends several enhancements to continue his efforts to grow the County's economy.

Innovation Ecosystem

- Increase resources for the County's incubator tenants and other County entrepreneurs using globally recognized experts skilled at providing one-to-one 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

- Accelerate funding in the White Oak Science Gateway project for the construction of master-planned road infrastructure related to the 280-acre development in the White Oak sector area and elsewhere in the Eastern portion of the County.

Workforce Development and Training

- Add funding to expand Summer RISE Program.
- Add funding to support additional workforce 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 County Government processes, including licensing, permitting, and taxation.
- 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, information technology, 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. The County's incubators provide a range of affordable, wet lab, co-working and office space, and business growth resources to early-stage companies to support their business growth. The County's partnership with the Henry Jackson Foundation for the Advancement of Military Medicine will increase inventory of smaller-sized labs, innovation space, and innovation resources for growing health-related and life sciences businesses in the County.

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.
- The JOBS (Jobs, Opportunities & Business Support) Initiative includes three separate complementary funds that incentivize the creation and filling of high-paying jobs; promote innovative technology that help advance Montgomery County entrepreneurs towards commercialization; and assist early and growth stage entrepreneurs from underserved communities achieve business success.

Conference and Visitors Bureau - NDA

The Conference and Visitors Bureau, doing business 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 The 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 FY26 Recommended Operating Budget and Capital Improvements Program		
Department	**Project/Program**	**FY26 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	$598,257
Economic Development Fund	Supports business growth through direct grants and loans, including $900k for businesses specifically impacted by the Purple Line	$4,180,782
NDA - BioHub Maryland at Montgomery County	Life sciences training facility for skills and upskills training	$579,309
NDA - Conference and Visitors Bureau	Attracts tourism to Montgomery County by highlighting the rich and diverse culture, entertainment and recreation activities	$2,350,606
NDA - Conference Center	The Conference Center, managed by Marriott International supports a venue to host business and private events in Montgomery County.	$579,829
NDA - Incubator Programs	The County's incubators feature a full menu of resources and support services, including access to state and county funding programs to support business growth.	$4,589,720
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	$5,000,000
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.	$5,261,076
NDA - Small Business Support Services	Provides business, marketing and technical assistance to Montgomery County's businesses	$2,363,395
NDA - WorkSource Montgomery	Supports the County's economic growth through workforce development and training programs	$2,492,253
	Total FY26 PSP	$27,995,227
Capital Improvements Program (CIP)		
White Oak Science Gateway Redevelopment	Public-private partnership to advance the White Oak life science, mixed-use development	$30,000,000
	Total FY26 CIP	$30,000,000
	Total FY26 Funding	$57,995,227

Racial Equity & Social Justice

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 FY26 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 FY26 Recommended Operating Budget enables the County's commitment to advancing racial equity and social justice. FY26 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 such as CORE team meetings and ORESJ-led convenings
- Allocating resources for relevant professional development, including department-specific training
- 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 advancement 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 gap.

- **Department of Environmental Protection** - *Energy, Climate, and Compliance* - Racial disparities and other inequities related to health, safety, financial, and energy efficiency outcomes for low-and moderate-income residents.
- **Department of Environmental Protection**- *Watershed Restoration* - Racial disparities and inequities among populations most negatively impacted by environmental injustices.
- **Department of Health and Human Services** - *Childcare Subsidies* - Racial disparities and other inequities affecting low-income single mothers and BIPOC families burdened by economic inequities and struggling to meet the County's self-sufficiency standard.
- **Department of Housing and Community Affairs** - *Affordable Housing Programs* - Racial disparities and inequities in the racial wealth gap, homeownership, and housing cost-burden. -
- **Department of Recreation** - *Community & Neighborhood Centers* - Racial disparities and other inequities in health outcomes and well-being indicators of low-income BIPOC seniors and youth.
- **Technology and Business Enterprise Solutions** - *Office of Broadband Programs and Infrastructure Modernization* - Racial disparities and inequities in "digital equity", enabling the County to put resources towards narrowing racially disparate outcomes in education and employment by targeting broadband and related programs to community members with the greatest need.
- **Department of Transportation** - *Transit Services* - Racial disparities and inequities related to public transportation access and helping to expand economic, health, and educational opportunity in the County.

Overall, this budget provides resources for the County to expand its commitments 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.

FY26 Recommended Budget includes:

Some departments and non-departmental accounts (NDAs) have not been reviewed by ORESJ but have the potential to advance racial equity and social justice:

Office of County Attorney

- Funding for staff to support the Office of Grants Management.

Office of Grants Management

- Funding for grant data tracking and approval 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.

- Enhance funding to expand the school-based food assistance program to serve additional schools.
- Funding to enhance the Capital Area Food Bank and Manna Food Center during the Food Staples transition.

Department of Health and Human Services

- Expand the dental program to meet the increased demand.
- Allocate funding for the recruitment and retention of bilingual staff to support the Linkages to Learning clients.
- Subsidize funding for dedicated nurses for new community schools.
- Increase funding to maintain Rapid Rehousing (RRH) Program.
- Continue serving older adults with Senior Nutrition Services.
- Include $2.9 million in funding to support the Eviction Prevention and Rental Assistance Program (RAP).
- Include funding of $6.9 million for the Short-Term Housing and Resolution Program (SHARP).
- Allocate funding to provide permanent supportive housing for households through the Housing Initiative Program.
- Increase funding to support increased utilization of the domestic violence shelter.

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 over $168.7 million to expand the preservation and production of affordable housing for the County's most economically burdened residents, including new funding of $108.9 million for three CIP projects and $59.8 million in the Housing Initiative Fund (HIF) to continue various programs and projects dedicated to creating and preserving affordable housing and related services.
- Add an additional $1.5M to provide more resources to support first-time homebuyers with downpayment assistance and counseling services through Homeownership Assistance programs.
- Continue funding support for the Rent Stabilization Program, which implements legislative mandates and maximum allowable rent increases to stabilize rents in the County.
- Continue to actively underwrite affordable housing loans to preserve and produce affordable housing.
- Fourteen multi-family developments have already been identified for potential funding in FY26. These developments would preserve or produce 2,353 units, including 2,018 affordable units.

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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 (DHHS) at 240-777-4253 or Grace Pedersen of the Office of Management and Budget at 240-773-1088 for more information.

FY26 COUNTY EXECUTIVE RECOMMENDED BUDGET

The FY26 Recommended Budget includes $65.1 million in tax-supported resources identified for older adults, including funds for community organizations that augment County services for older adults. In addition, the recommended budget includes $23.8 million in non-tax supported resources for older adults.

Enhancements in the FY26 Recommended Budget Include:

- Fund Senior Nutrition services at the new Silver Spring Recreation and Aquatic Center.
- Increase funding to maintain countywide Senior Nutrition service levels amidst rising food costs.
- Support affordable senior housing projects including the Seabury in Silver Spring and Sanctuary at Takoma Park.

Non-Departmental Account Community Grants

- The FY26 Recommended Budget continues $1.5 million in grants awarded 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 and 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 50+ 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 World Elder Abuse Day, Cardboard Boat Regatta, Cultural Celebrations, Active Aging Week, and Wellness Expos.
- Partner with local hospitals and DHHS to offer evidence-based fitness programs such as Bone Builders and Senior Fit designed to improve the healthspan 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 9,500 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 Maryland 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 and 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 (TEBS)

- Provide technology training for older adults through Senior Planet in Montgomery County in English, Spanish, Mandarin, and Vietnamese. Senior Planet enables older people to use technology, artificial intelligence (AI), and the internet for independent daily living, health monitoring, finances, employment, connections with family and friends, and engagement in the digital world. Program outcomes demonstrate that seniors participating in the program feel more confident using online resources and staying safe and detecting scams when using email and the internet; feel more connected to families, friends, and their community; have better access to health information; feel more confident in their ability to live independently; and recommend Senior Planet to others.
- Operate Virtual Reality (VR) for Seniors in partnership with Recreation's Senior Centers to train older adults to use VR headsets with built-in AI accessibility features at eight senior centers to improve cognitive function and fitness and to reduce social isolation.
- Pursue grant opportunities to expand Montgomery Connects training programs and device distribution programs to residential senior living communities and in additional languages, to grow partnerships with healthcare providers to enhance older people's use of providers' online health platforms and use of wearable monitoring technology, and to seek grant funding to demonstrate return-on-investment improved health and cognitive health outcomes through use of training, technology, and health monitoring equipment. TEBS' Montgomery Connects and Extended Reality (XR) Montgomery programs partner with Senior Planet from AARP, the Department of Recreation Senior Centers, the Department of Health and Human Services, Benjamin Gather Center, Rockville Senior Center, the Chinese Culture and Community Service Center (CCACC), the Gilchrist Immigration Resource Center, the Vietnamese American Society (VAS), the Housing Opportunities Commission (HOC), and Affordable Homes & Communities, Inc. (AHC).

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.
- 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 and Habitat for Humanity by funding a highly leveraged program that provides accessibility upgrades for low-income homeowners, focusing on the incorporation of accessibility features. Most of the homeowners are seniors and unable to undertake home repairs on their own.
- Provide gap financing to preserve and produce more affordable housing units through two projects, Seabury in Silver Spring and Sanctuary at Takoma Park, for eligible senior residents.
- Continue partnering with the Housing Opportunities Commission of Montgomery County and directly with other senior facilities 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 alternative point of collection 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 (targeted 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
FY26 Recommended Operating Budget

Tax-Supported

Department	Project/Program	FY26 Recommended
Health and Human Services	Adult Foster Care	$856,580
	Adult Protective Services/SSTA/Public Guardianship	$8,815,058
	Aging and Disability Services Resource Unit	$276,636
	CFC Nurse Monitoring	$2,671,850
	CFC Supports Planning	$1,253,865
	Mental Health Services for Seniors and Persons with Disabilities	$87,782
	Ombudsman Services	$1,243,598
	Respite Services	$645,194
	Senior Community Programs	$2,488,207
	Senior Dental Services	$252,035
	Senior Food Program	$1,346,554
	Senior Group Homes	$25,564
	The Adult Day Care Subsidies Initiative	$321,565
	The Home Care Services program	$2,587,836
	The Medical Assistance Eligibility Services	$420,959
Sub-total, Health and Human Services		**$23,293,283**
Recreation	Damascus Senior Center	$220,394
	Holiday Park Senior Center	$422,222
	JCA Senior Transportation	$701,688
	Long Branch Senior Center	$223,923
	Senior Services	$892,981
	North Potomac Senior Center	$241,266
	Schweinhaut Senior Center	$367,781
	Senior Mini Trips	$52,886
	Senior Neighborhood Programs	$277,558
	Senior Outdoor Adventure Recreation	$399,655
	South County Regional Center: Senior Center (OBI)	$101,320
	Wheaton Senior Center	$232,966
	White Oak Community Recreation Center Senior Programs	$268,173
Sub-total, Recreation		**$4,402,813**
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	$117,520
	Community Grants NDA - Grants for Senior Services	$1,545,000
	Department of Housing and Community Affairs - Seabury in Silver Spring and Sanctuary at Takoma Park	$29,574,000
	Fire and Rescue - Mobile Integrated Health for Seniors	$590,409
	Public Information - Senior Beacon & Advertising	$24,000
	State's Attorney - Crimes Against Seniors and Vulnerable Adults Unit	$973,321
	Technology Services - Senior Planet Montgomery	$250,000
Sub-total, Other Departments		**$33,195,941**
Total Tax-Supported		**$65,094,710**
Total Non-Tax Supported		**$23,786,801**
Grand Total		**$88,881,511**

Non-Tax Supported

Department	Project/Program	FY26 Recommended
Health and Human Services	Adult Foster Care	$513,608
	Adult Protective Services/SSTA/ Public Guardianship	$5,267,682
	Aging and Disability Services Resource Unit	$1,227,642
	Ombudsman Services	$432,740
	Respite Services	$87,384
	Senior Community Programs	$1,231,966
	Senior Food Program	$2,388,176
	Senior Group Homes	$594,700
	The Home Care Services program	$1,504,143
	The Medical Assistance Long Term Care program	$4,401,112
Sub-total, Health and Human Services		**$17,649,153**
Other Departments	Department of Transportation - Call N Ride Program	$379,107
	Department of Technology Services – Chinese Culture and Community Service Center	$15,420
	Department of Transportation - Medicaid Special Transportation	$3,879,386
	Department of Transportation - Transportation Service Improvement Fund Initiatives	$1,863,735
Sub-total, Other Departments		**$6,137,648**
Total Non-Tax Supported		**$23,786,801**

Note: Appropriations reported for programs in the Department of Transportation include funds supporting both older adults and individuals with disabilities. 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; Brady Goldsmith of the Department of Transportation at 240-777-7170; Capt. Warren Jensen of the Department of Police at 240-773-6600; 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 Vision Zero 2030 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 injury and fatal collisions by 2030. The goal will be advanced through the completion of 45 action items in the areas of complete streets, a multi-modal future, and building a culture of safety. To learn more about Vision Zero and to read the 2030 Action Plan, visit the Vision Zero website.

RESULTS

According to preliminary data, there were 270 serious injury and fatal collisions in 2024, a 27 percent reduction compared to the pre-Vision Zero five-year average from 2012 through 2016. To advance the county's long-term goal of zero serious injury and fatal crashes, the Montgomery County Department of Transportation (MCDOT) continued reviews of roadway segments within the High Injury Network (HIN) including Montgomery Village Avenue, Ridge Road, and Shady Grove Road. The Maryland Department of Transportation State Highway Administration (MDOT SHA) announced as part of the Pedestrian Safety Action Plan, it will advance the county's safety audit along New Hampshire Avenue (MD 650) for further design and construction. MCDOT continued installing protected bicycle lanes across the county. During fiscal year 2024, MCDOT and MDOT SHA had five projects completed or under construction, three completed design and were ready for construction, and twenty-one projects were under design. Educational efforts have been conducted in HINs, pedestrian collision hot spots, as well as targeted to high-risk groups including a bilingual 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 perceptions of risk and responsibility on the roads and sidewalks. For a full update, see the FY24 Vision Zero Annual Report

available on the Vision Zero website.

The County Executive recommends $133.0 million in FY26 expenditures in support of Vision Zero. The FY26 Recommended Operating Budget includes $62.9 million for Vision Zero initiatives. In addition, the Capital Improvements Program (CIP) includes $70.1 million in expenditures for FY26.

Services dedicated to improving traffic safety include general program offerings, as well as targeted services. These services address current critical needs and the desired outcome of reducing serious and fatal collisions. Below are some of the major County government programs currently supporting Vision Zero.

Department of Transportation

- Continued expansion of traffic signals and Pedestrian Hybrid Beacons (PHBs) to increase pedestrian and bicycle visibility and safety. Over sixty new PHBs and traffic signals have been installed by the county and State since the first Vision Zero Action Plan in 2018.
- Conducted 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.
- Improved 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.
- Participated in regional Street Smart education campaigns to enhance pedestrian safety. The campaigns use transit/bus shelters, transit-related advertising, and gas station advertising throughout Montgomery 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. In 2024, the Street Smart campaign retired the *Shattered Lives* campaign and refreshed with a new *Slow Down, Life Ahead* messaging.
- Implemented traffic calming improvements including the installation of pedestrian refuge islands, curb extensions, speed humps, and improved signage and markings. Where traffic calming has been employed in areas with collisions, there has been a measurable reduction in vehicles traveling above the posted speed limit and a 44 percent reduction in pedestrian-vehicle collisions.
- Modified 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.
- Implemented the Safe Streets Act of 2023 by installing no-turn-on-red and leading pedestrian intervals in urban areas and reviewing crashes involving people going to and from school.
- Improved sidewalk connectivity to transportation, commercial and employment areas, and medical facilities throughout the county. New funding is focused on accelerating sidewalk construction near schools.
- Provided curb ramps for sidewalks and other accessibility enhancements on county roadways through the ADA compliance program.
- 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.
- Conducted evaluations of pedestrian and bicycle facilities in eight of the county's twenty-eight Bicycle and Pedestrian Priority Areas (BiPPAs) and constructed improvements to pedestrian and bicycle connectivity and safety in these BiPPAs. Design is on-going for pedestrian and bike facilities along Veirs Mill Road, in Wheaton Central Business District, and Purple Line stations in Silver Spring and Langley Park.
- Updated accessibility design guide to improve safety for people with disabilities and align with the county's Complete Streets Design Guide.
- Coordinated with Maryland National Capital Park and Planning Commission to review and approve trail crossings and intersections, projects that enhance safety at many mid-block crossings throughout Montgomery County.

- Coordinated with MDOT SHA to implement many safety improvements throughout important High Injury Network corridors. This year MDOT SHA advanced projects along New Hampshire Avenue and University Boulevard as part of SHA's Pedestrian Safety Action Plan.

Department of Police

- Managed and analyzed 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.
- Prioritized 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 2024 to January 2025 with 238 arrests for driving under the influence of alcohol and/or drugs. During the task force, the Montgomery County Police Department partnered with MCDOT and Alcohol Beverage Services (ABS) for a safety campaign providing safe alternatives to driving impaired.
- Coordinated with municipalities, Maryland Transportation Authority, and State Police for joint efforts to address excess speed and car races.
- Continued 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 crosswalk high visibility enforcement details;
    - 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.

Office of Public Information

- Elevated Vision Zero events, campaigns, and safety messaging through timely press releases, media advisories, and posts on social media.
- Continued the bilingual education of the public, in cooperation with all departments represented on the Vision Zero Steering Committee regarding the three main causes of fatal and serious-injury crashes, including distracted drivers, impaired driving 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 FY26 Recommended Capital Improvements Program and Operating Budget		
Department	Project/Program	FY26 Recommended
Capital Improvements Program (CIP)		
Maryland-National Capital Park and Planning Commission	Trails: Hard Surface Design and Construction*	$ 750,000
	Trails: Natural Surface & Resource-based Recreation	$ 700,000
	Trails: Hard Surface Renovation	$ 2,000,000
	Vision Zero*	$ 750,000
	Total M-NCPPC	**$ 4,200,000**
Department of Transportation	Pedestrian Facilities/Bikeways	$ 47,477,000
	Intersection and Spot Improvements	$ 2,532,000
	Pedestrian Safety Program	$ 5,200,000
	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
	U.S. 29 Streetlighting	$ 1,553,000
	Total Department of Transportation	**$ 65,900,000**
	Total FY26 CIP	**$ 70,100,000**
Operating Budget (PSP)		
Department of Transportation	Community/Transportation Safety	$ 6,326,487
	Transportation Infrastructure Construction & Maintenance	$ 21,244,952
	Transportation Policy, Planning, and Project Development	$ 3,931,185
	Transportation Management, Operations and Emergency/Storm Response	$ 9,018,967
	Total Department of Transportation	**$ 40,521,591**
Department of Police	Police Enforcement for HIAs - Overtime	$ 1,638,139
	Police Enforcement for HIAs - Data Analyst	$ 164,490
	School Safety Program/General Fund	$ 8,811,070
	Automated Traffic Enforcement	$ 11,563,127
	Total Department of Police	**$ 22,176,826**
NDA-Vision Zero	Vision Zero Oversight and Outreach	$ 227,715
	Total Department of Transportation	**$ 227,715**
	Total FY26 PSP	**$ 62,926,132**
	TOTAL FY26 RECOMMENDED EXPENDITURES (CIP & PSP)	**$ 133,026,132**

Source: FY26 Recommended 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.*

**M-NCPPC received a Federal grant for $3.5 million in FY25 for both Trails: Hard Surface Design and Construction and Vision Zero, which is why there is a large reduction in FY26.*

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

FY26 RECOMMENDED FISCAL SUMMARY BY FUND ($000)

(A) Agencies By Fund	(B) FY25 Est Fund Bal	(C) FY26 Est Revenue	(D) Net Inter-Fund Transfers	(E) FY26 Total Resources	(F) CIP Current Revenue & PAYGO	(G) FY26 Operating Budget GO & LTL Debt Service	(H) FY26 Operating Budget Agy/Fund Approp.	(I) FY26 Operating Budget Total Approp.	(J) Total Use of Approp.	(K) Designated Fund Balance	(L) FY26 Projected Fund Bal.
GENERAL FUND: TAX SUPPORTED											
County Government	221,739	4,597,994	(365,361)	4,454,371	58,967	247,254	1,747,715	1,994,969	2,053,936	0	0
Debt Service: Non-Agency	0	190	438,387	438,577	0	7,750	0	7,750	7,750	0	0
Montgomery County Public Schools	0	1,001,582	0	1,001,582	28,792	154,369	3,380,225	3,534,594	3,563,386	0	0
Montgomery College	44,461	133,271	(17,285)	160,448	15,084	29,204	294,332	323,536	338,620	0	0
SUBTOTAL GENERAL FUND	**266,200**	**5,733,038**	**55,741**	**6,054,978**	**102,843**	**438,577**	**5,422,272**	**5,860,849**	**5,963,692**	**0**	**91,286**
OTHER FUNDS: TAX SUPPORTED											
County Government											
Urban Districts	(523)	3,332	9,940	12,749	0	0	13,198	13,198	13,198	0	(450)
Fire	(21,021)	347,486	(14,068)	312,398	1,541	0	310,659	310,659	312,200	0	197
Mass Transit	(8,329)	261,511	(52,317)	200,865	(5,118)	0	206,038	206,038	200,920	(176)	121
Recreation	4,159	75,249	(15,875)	63,533	0	0	62,973	62,973	62,973	0	559
Economic Development	0	430	3,751	4,181	0	0	4,181	4,181	4,181	0	0
M-NCPPC	15,759	185,386	(3,985)	197,160	450	7,936	181,609	189,545	189,995	0	7,165
SUBTOTAL OTHER TAX SUPPORTED	**(9,956)**	**873,393**	**(72,553)**	**790,885**	**(3,127)**	**7,936**	**778,659**	**786,595**	**783,468**	**(176)**	**7,592**
TOTAL AVAIL. TAX SUPPORTED	**256,244**	**6,606,431**	**(16,812)**	**6,845,863**	**99,716**	**446,513**	**6,200,931**	**6,647,444**	**6,747,160**	**(176)**	**98,879**
Revenue Stabilization (Designated)	684,863	30,005	0	714,868	0	0	0	0	0	714,868	0
TOTAL TAX SUPPORTED (W RSF)	**941,108**	**6,636,436**	**(16,812)**	**7,560,731**	**99,716**	**446,513**	**6,200,931**	**6,647,444**	**6,747,160**	**714,693**	**98,879**
ENTERPRISE FUNDS											
County Government											
Community Use of Public Facilities	286	13,164	(1,256)	12,194	0	0	12,192	12,192	12,192	0	2
Parking Districts	13,349	38,255	(3,279)	48,325	9,483	0	30,434	30,434	39,917	0	8,408
Permitting Services	42,074	47,898	(8,688)	81,285	0	0	48,581	48,581	48,581	0	32,703
Solid Waste Collection	2,162	15,601	(336)	17,427	0	0	12,966	12,966	12,966	0	4,461
Solid Waste Disposal	0	186,854	(467)	186,387	16,928	0	186,186	186,186	203,114	(8,300)	(8,428)
Vacuum Leaf Collection	2,286	9,327	(2,723)	8,891	0	0	7,555	7,555	7,555	0	1,335
Liquor Control	2,398	101,669	(19,599)	84,468	1,470	0	77,952	77,952	79,422	0	5,046
Non-Tax Supported Debt Service	0	0	34,260	34,260	0	34,260	0	34,260	34,260	0	0
Montgomery County Public Schools	30,964	84,246	7,978	123,189	0	0	92,225	92,225	92,225	0	30,964
Montgomery College	48,105	31,758	2,138	82,002	0	0	32,976	32,976	32,976	0	49,026
M-NCPPC	24,165	20,702	3,900	48,767	1,250	0	24,016	24,016	25,266	0	23,500
FEE SUPPORTED FUNDS											
Cable TV	1,851	17,488	(9,226)	10,113	3,020	0	5,645	5,645	8,665	0	1,448
Montgomery Housing Initiative	8,497	40,208	12,780	61,485	0	0	59,822	59,822	59,822	50	1,612
Water Quality Protection Fund	13,690	57,866	(13,706)	57,850	9,452	0	39,378	39,378	48,829	0	9,021
Recreation-NonTax Supported	1,414	8,877	(3,700)	6,592	0	0	5,000	5,000	5,000	0	1,592
Detention Center Non-Tax Supported	774	294	0	1,068	0	0	543	543	543	0	525
Opioid Abatement	10,527	1,563	0	12,091	0	0	1,579	1,579	1,579	0	10,511
GRANT FUNDS											
County Government	0	168,512	0	168,512	0	0	169,512	169,512	169,512	0	(1,000)
Montgomery County Public Schools	0	148,688	0	148,688	0	0	148,688	148,688	148,688	0	0
Montgomery College	0	18,207	0	18,207	0	0	18,207	18,207	18,207	0	0
M-NCPPC	0	550	0	550	0	0	550	550	550	0	0
SUBTOTAL NON-TAX SUPPORTED	**202,543**	**1,011,728**	**(1,922)**	**1,212,348**	**41,603**	**34,260**	**974,008**	**1,008,267**	**1,049,870**	**(8,250)**	**170,728**

FY26 RECOMMENDED FISCAL SUMMARY BY FUND ($000)

TOTAL BUDGET (with Revenue Stabilization)	1,143,650	7,648,164	(18,734)	8,773,080	141,319	480,772	7,174,939	7,655,712	7,797,030	706,443	269,606

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				
FY25 Approved	2,197.3	161.6	428.6	2,787.5
FY26 Recommended	2,344.8	169.5	487.8	3,002.1
Percent Change From FY25	6.7%	4.9%	13.8%	7.7%
MONTGOMERY COUNTY PUBLIC SCHOOLS				
FY25 Approved	3,105.9	125.4	91.0	3,322.3
FY26 Recommended	3,380.2	148.7	92.2	3,621.1
Percent Change From FY25	8.8%	18.6%	1.3%	9.0%
MONTGOMERY COLLEGE				
FY25 Approved	283.8	18.1	32.8	334.7
FY26 Recommended	294.3	18.2	33.0	345.5
Percent Change From FY25	3.7%	0.4%	0.5%	3.2%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION				
FY25 Approved	175.4	0.6	22.0	198.0
FY26 Recommended	181.6	0.6	24.0	206.2
Percent Change From FY25	3.5%	----	9.2%	4.1%
ALL AGENCIES WITHOUT DEBT SERVICE				
FY25 Approved	5,762.3	305.7	574.5	6,642.5
FY26 Recommended	6,200.9	337.0	637.1	7,174.9
Percent Change From FY25	7.6%	10.2%	10.9%	8.0%
DEBT SERVICE: GENERAL OBLIGATION & LONG TERM LEASES				
FY25 Approved	460.3		27.7	488.1
FY26 Recommended	446.5		34.3	480.8
Percent Change From FY25	-3.0%	----	23.5%	-1.5%
TOTAL BUDGETS				
FY25 Approved	6,222.6	305.7	602.2	7,130.5
FY26 Recommended	6,647.4	337.0	671.3	7,655.7
Percent Change From FY25	6.8%	10.2%	11.5%	7.4%

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Schedule A-2

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	378,758,731	198,905	74,537	120,988	(771,898)	(8,276,095)	(12,946,518)
Revenues	4,313,639,153	1,159,895	1,182,852	299,192	617,518	263,505,980	330,258,771
Net Transfers	(328,680,477)	2,441,215	3,569,132	3,507,438	0	(55,406,025)	(21,603,801)
TOTAL RESOURCES	4,363,717,407	3,800,015	4,826,521	3,927,618	(154,380)	199,823,860	295,708,452
Contributions	(2,277,702,034)	0	0	0	0	0	0
To CIP: Current Revenue	(185,189,000)	0	0	0	0	(9,218,000)	(7,620,000)
Expenditures	(1,672,687,860)	(3,801,420)	(4,980,165)	(3,523,987)	(617,518)	(199,413,434)	(309,109,107)
TOTAL USE OF RESOURCES	(4,135,578,894)	(3,801,420)	(4,980,165)	(3,523,987)	(617,518)	(208,631,434)	(316,729,107)
ESTIMATED FY25 ENDING FUND BALANCE	228,138,513	(1,405)	(153,644)	403,631	(771,898)	(8,807,574)	(21,020,655)
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	(6,400,000)	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY26	**221,738,513**	**(1,405)**	**(153,644)**	**403,631**	**(771,898)**	**(8,328,893)**	**(21,020,655)**

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY26

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	FrndShip Heights	Mass Transit	Fire
Beginning Fund Balance	221,738,513	(1,405)	(153,644)	403,631	(771,898)	(8,328,893)	(21,020,655)
Revenues	4,597,993,867	1,163,896	1,245,009	305,623	617,518	261,510,695	347,485,836
Net Transfers	(365,360,992)	2,961,881	3,912,974	3,065,222	0	(52,316,504)	(14,067,610)
TOTAL RESOURCES	4,454,371,388	4,124,372	5,004,339	3,774,476	(154,380)	200,865,298	312,397,571
Contributions	(2,527,702,034)	0	0	0	0	0	0
To CIP: Current Revenue	(102,843,000)	0	0	0	0	5,118,000	(1,541,000)
Expenditures	(1,747,715,271)	(4,021,251)	(4,880,102)	(3,679,553)	(617,518)	(206,037,901)	(310,659,486)
TOTAL USE OF RESOURCES	(4,378,260,305)	(4,021,251)	(4,880,102)	(3,679,553)	(617,518)	(200,919,901)	(312,200,486)
ESTIMATED FY26 ENDING FUND BALANCE	76,111,083	103,121	124,237	94,923	(771,898)	(54,603)	197,085
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	0	0	0	0	0	175,624	0
Less Claims on Fund Balance	0	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY27	**76,111,083**	**103,121**	**124,237**	**94,923**	**(771,898)**	**121,021**	**197,085**

Schedule A-2

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
6,889,297	20,631,698	649,232,474	1,033,912,119	0	11,893,057	58,270,358	22,379,283	1,126,454,817
72,158,638	1,268,000	35,630,920	5,019,720,919	202,900	977,247,073	129,044,266	179,681,711	6,305,896,869
(15,822,404)	3,193,249	0	(408,801,673)	430,105,959	0	(9,920,000)	(3,178,192)	8,206,094
63,225,531	25,092,947	684,863,394	5,644,831,365	430,308,859	989,140,130	177,394,624	198,882,802	7,440,557,780
0	0	0	(2,277,702,034)	0	2,128,642,338	149,059,696	0	0
0	0	0	(202,027,000)	0	0	0	(450,000)	(202,477,000)
(59,066,821)	(25,092,947)	0	(2,278,293,259)	(430,308,859)	(3,117,782,468)	(281,993,033)	(182,674,289)	(6,291,051,908)
(59,066,821)	(25,092,947)	0	(4,758,022,293)	(430,308,859)	(989,140,130)	(132,933,337)	(183,124,289)	(6,493,528,908)
4,158,710	0	684,863,394	886,809,072	0	0	44,461,287	15,758,513	947,028,872
0	0	(684,863,394)	(684,863,394)	0	0	0	0	(684,863,394)
0	0	0	478,681	0	0	0	0	478,681
0	0	0	(6,400,000)	0	0	0	0	(6,400,000)
4,158,710	0	0	196,024,359	0	0	44,461,287	15,758,513	256,244,159

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY26

Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
4,158,710	0	684,863,394	880,887,753	0	0	44,461,287	15,758,513	941,107,553
75,248,533	430,000	30,004,990	5,316,005,967	189,940	1,001,582,365	133,271,446	185,386,285	6,636,436,003
(15,874,635)	3,750,782	0	(433,928,882)	438,386,725	0	(17,285,000)	(3,984,958)	(16,812,115)
63,532,608	4,180,782	714,868,384	5,762,964,838	438,576,665	1,001,582,365	160,447,733	197,159,840	7,560,731,441
0	0	0	(2,527,702,034)	0	2,378,642,338	149,059,696	0	0
0	0	0	(99,266,000)	0	0	0	(450,000)	(99,716,000)
(62,973,469)	(4,180,782)	0	(2,344,765,333)	(438,576,665)	(3,380,224,703)	(294,332,393)	(189,544,985)	(6,647,444,079)
(62,973,469)	(4,180,782)	0	(4,971,733,367)	(438,576,665)	(1,001,582,365)	(145,272,697)	(189,994,985)	(6,747,160,079)
559,139	0	714,868,384	791,231,471	0	0	15,175,036	7,164,855	813,571,362
0	0	(714,868,384)	(714,868,384)	0	0	0	0	(714,868,384)
0	0	0	175,624	0	0	0	0	175,624
0	0	0	0	0	0	0	0	0
559,139	0	0	76,538,711	0	0	15,175,036	7,164,855	98,878,602

Schedule A-3

CURRENT REVENUE REQUIREMENTS FOR THE CAPITAL IMPROVEMENTS PROGRAM

March 14, 2025

TAX SUPPORTED APPROPRIATIONS ($000s)	ACTUAL FY23 EXP	ACTUAL FY24 EXP	Recommended 6 YR	LATEST FY25 APPROP	Recommended FY26 APPROP	Recommended FY27	Recommended FY28	Recommended FY29	Recommended FY30
GENERAL REVENUE SUPPORTED									
MCG	58,571	30,326	214,300	115,348	22,367	22,250	19,349	17,609	17,377
M-NCPPC PARKS	3,611	3,702	36,900	6,150	6,150	6,150	6,150	6,150	6,150
PUBLIC SCHOOLS (MCPS)	23,118	28,603	171,156	27,087	28,792	31,001	28,092	28,092	28,092
MONTGOMERY COLLEGE	15,205	13,803	88,404	7,584	15,084	16,434	16,434	16,434	16,434
HOC	-	16,899	7,270	1,020	1,250	1,250	1,250	1,250	1,250
CIP PAYGO - REGULAR	33,900	58,745	171,200	28,000	29,200	29,000	29,000	28,000	28,000
CIP PAYGO - RSF CONTRIBUTION	-	-		-	-	-	-	-	-
TOTAL CIP PAYGO	33,900	58,745	171,200	28,000	29,200	29,000	29,000	28,000	28,000
SUBTOTAL	134,404	152,077	689,230	185,189	102,843	106,085	100,275	97,535	97,303
OTHER TAX SUPPORTED									
MASS TRANSIT	12,757	11,447	152,938	9,218	(5,118)	42,714	37,173	31,503	37,448
FIRE CONSOLIDATED	1,527	1,381	57,048	7,620	1,541	10,117	10,458	12,728	14,584
M-NCPPC PARKS	450	450	2,700	450	450	450	450	450	450
SUBTOTAL	14,734	13,278	212,686	17,288	(3,127)	53,281	48,081	44,681	52,482
SUBTOTAL TAX SUPPORTED CURRENT REVENUE APPROPRIATION:	149,138	165,355	901,916	202,477	99,716	159,366	148,356	142,216	149,785
INFLATION	-	-	30,082	-	-	3,488	6,149	8,510	11,935
SUBTOTAL ALLOCATION:	-	-	30,082	-	-	3,488	6,149	8,510	11,935
TOTAL TAX SUPPORTED CURRENT REVENUE REQUIREMENT:	149,138	165,355	931,998	202,477	99,716	162,854	154,505	150,726	161,720
NON-TAX SUPPORTED APPROPRIATIONS ($000s)	ACTUAL FY23 EXP	ACTUAL FY24 EXP	Recommended 6 YR	APPROVED FY25 APPROP	Recommended FY26 APPROP	Recommended FY27	Recommended FY28	Recommended FY29	Recommended FY30
NON-TAX SUPPORTED									
PARKING DISTRICTS	3,319	4,728	63,147	8,694	9,483	10,466	11,093	11,373	12,038
SOLID WASTE DISPOSAL	18,380	20,515	72,640	5,890	41,700	12,990	12,060	-	-
M-NCPPC ENTERPRISE FUND	137	-	3,750	2,500	1,250	-	-	-	-
CABLE TV FUND	4,404	387	16,126	3,494	3,020	2,773	2,526	2,280	2,033
WATER QUALITY PROTECTION CHARGE	2,630	12,781	48,683	18,090	7,462	6,402	5,483	6,109	5,137
LIQUOR CONTROL	1,893	1,409	7,375	1,767	1,470	1,158	811	1,276	893
MOTOR POOL	-	-	3,861	-	3,861	-	-	-	-
SUBTOTAL EXPENDITURES:	31,206	39,821	215,582	40,435	68,246	33,789	31,973	21,038	20,101
TOTAL CURRENT REVENUE REQUIREMENTS	180,343	205,176	1,147,580	242,912	167,962	196,643	186,478	171,764	181,821

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Schedule A-4

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
BEGINNING FUND BALANCE	**423,317,667**	**312,573,087**	**378,758,731**	**221,738,513**	**-29.1%**
REVENUES					
Taxes	3,947,287,892	4,012,060,069	4,128,407,807	4,398,242,343	9.6%
Licenses & Permits	12,319,611	14,763,903	14,696,123	14,725,882	-0.3%
Charges for Services	11,066,831	13,903,904	13,527,599	15,440,823	11.1%
Fines & Forfeitures	28,536,036	26,969,000	29,601,500	29,606,500	9.8%
Intergovernmental	159,098,520	86,458,621	86,235,863	102,495,008	18.5%
Investment Income	31,857,016	21,437,740	26,150,060	22,021,110	2.7%
Miscellaneous	18,355,879	14,320,201	15,020,201	15,462,201	8.0%
Total REVENUES	4,208,521,785	4,189,913,438	4,313,639,153	4,597,993,867	9.7%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	52,814,597	59,005,242	59,005,242	47,141,497	-20.1%
To Non-Tax Supported Funds	(34,153,239)	(34,675,798)	(34,675,798)	(39,004,921)	12.5%
From Tax Supported Funds	28,484,269	46,652,760	46,652,760	36,013,813	-22.8%
To Tax Supported Funds	(439,767,574)	(404,849,976)	(387,713,769)	(397,704,823)	-1.8%
To Internal Service Funds	(5,200,000)	0	0	0	----
To Component Units/Agencies	(12,244,029)	(11,948,912)	(11,948,912)	(11,806,558)	-1.2%
Total NET INTER-FUND TRANSFERS	(410,065,976)	(345,816,684)	(328,680,477)	(365,360,992)	5.7%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
To Tax Supported Funds	(2,154,548,731)	(2,277,702,034)	(2,277,702,034)	(2,527,702,034)	11.0%
County Contribution to CIP Fund	(152,076,960)	(208,348,000)	(185,189,000)	(102,843,000)	-50.6%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	(2,306,625,691)	(2,486,050,034)	(2,462,891,034)	(2,630,545,034)	5.8%
Total Resources	***1,915,147,785***	***1,670,619,807***	***1,900,826,373***	***1,823,826,354***	***9.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,552,255,983)	(1,639,692,933)	(1,672,687,860)	(1,747,715,271)	6.6%
Adjustment for Prior Year Encumbrances/Reserves	15,866,929	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,536,389,054)	(1,639,692,933)	(1,672,687,860)	(1,747,715,271)	6.6%
CLAIMS ON FUND					
Set Aside: Future Needs	0	0	(6,400,000)	0	----
Total CLAIMS ON FUND	0	0	(6,400,000)	0	----
Total Use of Resources	***(1,536,389,054)***	***(1,639,692,933)***	***(1,679,087,860)***	***(1,747,715,271)***	***6.6%***
PROJECTED FUND BALANCE	**378,758,731**	**30,926,874**	**221,738,513**	**76,111,083**	**146.1%**
Bethesda Urban District					
BEGINNING FUND BALANCE	**278,328**	**277,133**	**198,905**	**(1,405)**	**-100.5%**
REVENUES					
Taxes	813,121	981,572	926,703	979,921	-0.2%
Charges for Services	209,132	183,975	233,192	183,975	----
Total REVENUES	1,022,253	1,165,547	1,159,895	1,163,896	-0.1%
NET INTER-FUND TRANSFERS					

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
From Non-Tax Supported Funds	2,003,834	1,581,122	1,581,122	1,581,122	----
From Tax Supported Funds	432,923	883,753	883,753	1,406,720	59.2%
To Tax Supported Funds	(22,033)	(23,660)	(23,660)	(25,961)	9.7%
Total NET INTER-FUND TRANSFERS	2,414,724	2,441,215	2,441,215	2,961,881	21.3%
Total Resources	***3,715,305***	***3,883,895***	***3,800,015***	***4,124,372***	***6.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,490,491)	(3,800,017)	(3,801,420)	(4,021,251)	5.8%
Adjustment for Prior Year Encumbrances/Reserves	(25,909)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,516,400)	(3,800,017)	(3,801,420)	(4,021,251)	5.8%
Total Use of Resources	***(3,516,400)***	***(3,800,017)***	***(3,801,420)***	***(4,021,251)***	***5.8%***
PROJECTED FUND BALANCE	**198,905**	**83,878**	**(1,405)**	**103,121**	**22.9%**
Friendship Heights Urban District					
BEGINNING FUND BALANCE	**0**	**0**	**(771,898)**	**(771,898)**	**----**
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***	***(154,380)***	***(154,380)***	***-125.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(771,898)	(617,518)	(617,518)	(617,518)	----
Total APPROPRIATION/EXPENDITURE	(771,898)	(617,518)	(617,518)	(617,518)	----
Total Use of Resources	***(771,898)***	***(617,518)***	***(617,518)***	***(617,518)***	***----***
PROJECTED FUND BALANCE	**(771,898)**	**0**	**(771,898)**	**(771,898)**	**----**
Silver Spring Urban District					
BEGINNING FUND BALANCE	**100,059**	**(48,641)**	**74,537**	**(153,644)**	**215.9%**
REVENUES					
Taxes	991,335	1,112,440	1,062,852	1,125,009	1.1%
Charges for Services	189,467	120,000	120,000	120,000	----
Total REVENUES	1,180,802	1,232,440	1,182,852	1,245,009	1.0%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,642,581	2,058,464	2,058,464	150,000	-92.7%
From Tax Supported Funds	922,279	2,141,467	2,141,467	4,442,896	107.5%
To Tax Supported Funds	(537,282)	(630,799)	(630,799)	(679,922)	7.8%
Total NET INTER-FUND TRANSFERS	3,027,578	3,569,132	3,569,132	3,912,974	9.6%
Total Resources	***4,308,439***	***4,752,931***	***4,826,521***	***5,004,339***	***5.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(4,389,007)	(4,607,137)	(4,980,165)	(4,880,102)	5.9%
Adjustment for Prior Year Encumbrances/Reserves	155,105	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(4,233,902)	(4,607,137)	(4,980,165)	(4,880,102)	5.9%
Total Use of Resources	***(4,233,902)***	***(4,607,137)***	***(4,980,165)***	***(4,880,102)***	***5.9%***
PROJECTED FUND BALANCE	**74,537**	**145,794**	**(153,644)**	**124,237**	**-14.8%**
Wheaton Urban District					
BEGINNING FUND BALANCE	**143,814**	**82,058**	**120,988**	**403,631**	**391.9%**
REVENUES					
Taxes	273,890	348,056	288,791	305,623	-12.2%
Charges for Services	1,641	0	10,401	0	----
Miscellaneous	15	0	0	0	----
Total REVENUES	275,546	348,056	299,192	305,623	-12.2%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	500,000	225,000	225,000	225,000	----

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
From Tax Supported Funds	2,624,321	3,766,786	3,766,786	3,305,858	-12.2%
To Tax Supported Funds	(343,889)	(484,348)	(484,348)	(465,636)	-3.9%
Total NET INTER-FUND TRANSFERS	2,780,432	3,507,438	3,507,438	3,065,222	-12.6%
Total Resources	***3,199,792***	***3,937,552***	***3,927,618***	***3,774,476***	***-4.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,129,835)	(3,757,371)	(3,523,987)	(3,679,553)	-2.1%
Adjustment for Prior Year Encumbrances/Reserves	51,031	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,078,804)	(3,757,371)	(3,523,987)	(3,679,553)	-2.1%
Total Use of Resources	***(3,078,804)***	***(3,757,371)***	***(3,523,987)***	***(3,679,553)***	***-2.1%***
PROJECTED FUND BALANCE	**120,988**	**180,181**	**403,631**	**94,923**	**-47.3%**
Mass Transit					
BEGINNING FUND BALANCE	**(1,571,965)**	**(10,561,471)**	**(8,276,095)**	**(8,328,893)**	**-21.1%**
REVENUES					
Taxes	192,537,043	213,971,756	213,514,101	211,415,487	-1.2%
Licenses & Permits	57,115	80,000	32,000	80,000	----
Charges for Services	9,409,343	10,518,408	7,339,648	6,274,383	-40.3%
Fines & Forfeitures	1,030,727	800,000	963,515	960,000	20.0%
Intergovernmental	42,111,370	41,575,573	41,666,067	42,780,825	2.9%
Miscellaneous	52,321	0	(9,351)	0	----
Total REVENUES	245,197,919	266,945,737	263,505,980	261,510,695	-2.0%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	42,555,310	531,310	531,310	731,310	37.6%
To Tax Supported Funds	(47,035,405)	(59,263,138)	(55,937,335)	(53,047,814)	-10.5%
Total NET INTER-FUND TRANSFERS	(4,480,095)	(58,731,828)	(55,406,025)	(52,316,504)	-10.9%
Total Resources	***239,145,859***	***197,652,438***	***199,823,860***	***200,865,298***	***1.6%***
CIP CURRENT REVENUE	***(11,447,401)***	***(9,218,000)***	***(9,218,000)***	***5,118,000***	***-155.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(188,609,873)	(188,541,034)	(199,413,434)	(206,037,901)	9.3%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	(47,364,680)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(235,974,553)	(188,541,034)	(199,413,434)	(206,037,901)	9.3%
CLAIMS ON FUND					
Designated Reserves	0	478,681	478,681	175,624	-63.3%
Total CLAIMS ON FUND	0	478,681	478,681	175,624	-63.3%
Total Use of Resources	***(247,421,954)***	***(197,280,353)***	***(208,152,753)***	***(200,744,277)***	***1.8%***
PROJECTED FUND BALANCE	**(8,276,095)**	**372,085**	**(8,328,893)**	**121,021**	**-67.5%**
Fire					
BEGINNING FUND BALANCE	**(2,360,290)**	**(2,497,090)**	**(12,946,518)**	**(21,020,655)**	**741.8%**
REVENUES					
Taxes	267,596,022	288,334,137	287,717,433	310,785,836	7.8%
Charges for Services	15,069,828	23,000,000	33,000,000	23,000,000	----
Intergovernmental	18,908,764	13,700,000	8,941,338	13,700,000	----
Miscellaneous	923,460	244,882	600,000	0	-100.0%
Total REVENUES	302,498,074	325,279,019	330,258,771	347,485,836	6.8%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	250,000	250,000	250,000	250,000	----
To Tax Supported Funds	(16,180,506)	(22,708,040)	(21,853,801)	(14,317,610)	-36.9%
Total NET INTER-FUND TRANSFERS	(15,930,506)	(22,458,040)	(21,603,801)	(14,067,610)	-37.4%
Total Resources	***284,207,278***	***300,323,889***	***295,708,452***	***312,397,571***	***4.0%***
CIP CURRENT REVENUE	***(1,380,568)***	***(7,620,000)***	***(7,620,000)***	***(1,541,000)***	***-79.8%***

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(289,184,258)	(292,436,391)	(309,109,107)	(310,659,486)	6.2%
Adjustment for Prior Year Encumbrances/Reserves	(6,588,970)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(295,773,228)	(292,436,391)	(309,109,107)	(310,659,486)	6.2%
Total Use of Resources	***(297,153,796)***	***(300,056,391)***	***(316,729,107)***	***(312,200,486)***	***4.0%***
PROJECTED FUND BALANCE	**(12,946,518)**	**267,498**	**(21,020,655)**	**197,085**	**-26.3%**
Recreation					
BEGINNING FUND BALANCE	**5,273,609**	**6,065,358**	**6,889,297**	**4,158,710**	**-31.4%**
REVENUES					
Taxes	65,014,084	66,444,797	66,418,638	71,672,882	7.9%
Charges for Services	5,601,811	3,410,187	5,700,000	3,410,187	----
Miscellaneous	37,112	120,232	40,000	165,464	37.6%
Total REVENUES	70,653,007	69,975,216	72,158,638	75,248,533	7.5%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	3,400,000	3,400,000	2,400,000	3,700,000	8.8%
From Tax Supported Funds	1,009,700	1,009,700	1,009,700	1,009,700	----
To Tax Supported Funds	(19,200,444)	(20,500,015)	(19,232,104)	(20,584,335)	0.4%
Total NET INTER-FUND TRANSFERS	(14,790,744)	(16,090,315)	(15,822,404)	(15,874,635)	-1.3%
Total Resources	***61,135,872***	***59,950,259***	***63,225,531***	***63,532,608***	***6.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(55,198,418)	(59,634,144)	(59,066,821)	(62,973,469)	5.6%
Adjustment for Prior Year Encumbrances/Reserves	951,843	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(54,246,575)	(59,634,144)	(59,066,821)	(62,973,469)	5.6%
Total Use of Resources	***(54,246,575)***	***(59,634,144)***	***(59,066,821)***	***(62,973,469)***	***5.6%***
PROJECTED FUND BALANCE	**6,889,297**	**316,115**	**4,158,710**	**559,139**	**76.9%**
Economic Development Fund					
BEGINNING FUND BALANCE	**932,150**	**0**	**20,631,698**	**0**	**----**
REVENUES					
Investment Income	119,199	55,000	630,000	55,000	----
Miscellaneous	351,718	375,000	638,000	375,000	----
Total REVENUES	470,917	430,000	1,268,000	430,000	----
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	22,171,497	3,739,168	3,193,249	3,750,782	0.3%
Total NET INTER-FUND TRANSFERS	22,171,497	3,739,168	3,193,249	3,750,782	0.3%
Total Resources	***23,574,564***	***4,169,168***	***25,092,947***	***4,180,782***	***0.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,942,866)	(4,169,168)	(25,092,947)	(4,180,782)	0.3%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,942,866)	(4,169,168)	(25,092,947)	(4,180,782)	0.3%
Total Use of Resources	***(2,942,866)***	***(4,169,168)***	***(25,092,947)***	***(4,180,782)***	***0.3%***
PROJECTED FUND BALANCE	**20,631,698**	**0**	**0**	**0**	**----**
Revenue Stabilization Fund					
BEGINNING FUND BALANCE	**609,965,009**	**647,013,369**	**649,232,474**	**684,863,394**	**5.8%**
REVENUES					
Investment Income	39,267,465	29,164,160	35,630,920	30,004,990	2.9%
Total REVENUES	39,267,465	29,164,160	35,630,920	30,004,990	2.9%
Total Resources	***649,232,474***	***676,177,529***	***684,863,394***	***714,868,384***	***5.7%***
DESIGNATED FUND BALANCE	**649,232,474**	**676,177,529**	**684,863,394**	**714,868,384**	**5.7%**

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
DEBT SERVICE					
Debt Service					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	1,924,440	202,900	202,900	189,940	-6.4%
Total REVENUES	1,924,440	202,900	202,900	189,940	-6.4%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,145,820	2,142,868	2,142,868	2,146,053	0.1%
From Tax Supported Funds	424,636,830	449,485,032	427,446,791	435,915,022	-3.0%
From Internal Service Funds	514,250	516,300	516,300	325,650	-36.9%
Total NET INTER-FUND TRANSFERS	427,296,900	452,144,200	430,105,959	438,386,725	-3.0%
Total Resources	***429,221,340***	***452,347,100***	***430,308,859***	***438,576,665***	***-3.0%***
APPROPRIATION/EXPENDITURE					
Debt Service - GO Bonds	(404,261,965)	(422,316,560)	(403,983,219)	(408,290,190)	-3.3%
Debt Service - Other	(24,959,375)	(30,030,540)	(26,325,640)	(30,286,475)	0.9%
Total APPROPRIATION/EXPENDITURE	(429,221,340)	(452,347,100)	(430,308,859)	(438,576,665)	-3.0%
Total Use of Resources	***(429,221,340)***	***(452,347,100)***	***(430,308,859)***	***(438,576,665)***	***-3.0%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund MCPS					
BEGINNING FUND BALANCE	**8,225,109**	**0**	**11,893,057**	**0**	**----**
REVENUES					
Charges for Services	1,461,651	3,645,622	3,645,622	3,807,933	4.5%
Intergovernmental	933,674,442	970,601,451	970,601,451	991,088,743	2.1%
Investment Income	8,441,251	0	0	0	----
Miscellaneous	3,022,759	3,000,000	3,000,000	6,685,689	122.9%
Total REVENUES	946,600,103	977,247,073	977,247,073	1,001,582,365	2.5%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	2,005,489,035	2,128,642,338	2,128,642,338	2,378,642,338	11.7%
County Contribution to CIP Fund	28,603,000	27,087,000	27,087,000	28,792,000	6.3%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	2,034,092,035	2,155,729,338	2,155,729,338	2,407,434,338	11.7%
Total Resources	***2,988,917,247***	***3,132,976,411***	***3,144,869,468***	***3,409,016,703***	***8.8%***
CIP CURRENT REVENUE	***(28,603,000)***	***(27,087,000)***	***(27,087,000)***	***(28,792,000)***	***6.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,977,136,015)	(3,105,889,411)	(3,117,782,468)	(3,380,224,703)	8.8%
Adjustment for Prior Year Encumbrances/Reserves	28,714,825	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,948,421,190)	(3,105,889,411)	(3,117,782,468)	(3,380,224,703)	8.8%
Total Use of Resources	***(2,977,024,190)***	***(3,132,976,411)***	***(3,144,869,468)***	***(3,409,016,703)***	***8.8%***
PROJECTED FUND BALANCE	**11,893,057**	**0**	**0**	**0**	**----**
MONTGOMERY COLLEGE					
Current Fund MC					
BEGINNING FUND BALANCE	**56,182,783**	**63,682,783**	**57,573,120**	**43,593,049**	**-31.5%**
REVENUES					
Charges for Services	66,174,761	63,926,064	70,008,687	72,600,367	13.6%
Intergovernmental	58,098,291	56,514,579	56,464,579	56,414,579	-0.2%
Investment Income	2,382,070	1,700,000	2,000,000	2,235,000	31.5%
Miscellaneous	1,667,582	3,373,949	550,000	2,000,000	-40.7%

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Total REVENUES	128,322,704	125,514,592	129,023,266	133,249,946	6.2%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(7,257,221)	(10,110,000)	(9,920,000)	(17,285,000)	71.0%
Total NET INTER-FUND TRANSFERS	(7,257,221)	(10,110,000)	(9,920,000)	(17,285,000)	71.0%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	148,409,696	148,409,696	148,409,696	148,409,696	----
County Contribution to CIP Fund	13,802,514	7,584,000	7,584,000	15,084,000	98.9%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	162,212,210	155,993,696	155,993,696	163,493,696	4.8%
Total Resources	***339,460,476***	***335,081,071***	***332,670,082***	***323,051,691***	***-3.6%***
CIP CURRENT REVENUE	***(13,802,514)***	***(7,584,000)***	***(7,584,000)***	***(15,084,000)***	***98.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(268,084,842)	(283,008,780)	(281,493,033)	(293,582,393)	3.7%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(268,084,842)	(283,008,780)	(281,493,033)	(293,582,393)	3.7%
Total Use of Resources	***(281,887,356)***	***(290,592,780)***	***(289,077,033)***	***(308,666,393)***	***6.2%***
PROJECTED FUND BALANCE	**57,573,120**	**44,488,291**	**43,593,049**	**14,385,298**	**-67.7%**
Emergency Repair Fund					
BEGINNING FUND BALANCE	**599,548**	**684,070**	**697,238**	**868,238**	**26.9%**
REVENUES					
Investment Income	30,838	18,000	21,000	21,500	19.4%
Miscellaneous	120,620	0	0	0	----
Total REVENUES	151,458	18,000	21,000	21,500	19.4%
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	***1,001,006***	***952,070***	***968,238***	***1,139,738***	***19.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(303,768)	(350,000)	(100,000)	(350,000)	----
Total APPROPRIATION/EXPENDITURE	(303,768)	(350,000)	(100,000)	(350,000)	----
Total Use of Resources	***(303,768)***	***(350,000)***	***(100,000)***	***(350,000)***	***----***
PROJECTED FUND BALANCE	**697,238**	**602,070**	**868,238**	**789,738**	**31.2%**
MC Grants Tax Supported Fund					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	400,000	400,000	400,000	400,000	----
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	400,000	400,000	400,000	400,000	----
Total Resources	***400,000***	***400,000***	***400,000***	***400,000***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(400,000)	(400,000)	(400,000)	(400,000)	----
Total APPROPRIATION/EXPENDITURE	(400,000)	(400,000)	(400,000)	(400,000)	----
Total Use of Resources	***(400,000)***	***(400,000)***	***(400,000)***	***(400,000)***	***----***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Administration Fund					
BEGINNING FUND BALANCE	**3,079,751**	**3,865,502**	**7,373,629**	**5,895,079**	**52.5%**
REVENUES					
Taxes	40,285,964	41,097,188	41,083,885	41,315,199	0.5%

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Charges for Services	539,639	221,200	221,200	276,200	24.9%
Intergovernmental	476,882	480,970	480,970	505,019	5.0%
Investment Income	691,453	10,000	600,000	175,000	1650.0%
Miscellaneous	1,057	0	0	0	----
Total REVENUES	41,994,995	41,809,358	42,386,055	42,271,418	1.1%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(500,000)	(950,000)	(950,000)	(1,500,000)	57.9%
To Tax Supported Funds	0	(100,000)	(100,000)	0	-100.0%
Total NET INTER-FUND TRANSFERS	(500,000)	(1,050,000)	(1,050,000)	(1,500,000)	42.9%
Total Resources	***44,574,746***	***44,624,860***	***48,709,684***	***46,666,497***	***4.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(37,201,117)	(43,204,550)	(42,814,605)	(45,132,154)	4.5%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(37,201,117)	(43,204,550)	(42,814,605)	(45,132,154)	4.5%
Total Use of Resources	***(37,201,117)***	***(43,204,550)***	***(42,814,605)***	***(45,132,154)***	***4.5%***
PROJECTED FUND BALANCE	**7,373,629**	**1,420,310**	**5,895,079**	**1,534,343**	**8.0%**
Park Fund					
BEGINNING FUND BALANCE	**7,219,805**	**12,808,343**	**14,999,918**	**9,863,434**	**-23.0%**
REVENUES					
Taxes	127,110,567	124,952,056	124,911,608	131,417,493	5.2%
Charges for Services	3,731,401	3,613,251	3,613,251	3,653,576	1.1%
Intergovernmental	4,138,538	4,289,641	4,289,641	4,637,840	8.1%
Investment Income	2,137,817	125,000	2,040,000	775,000	520.0%
Miscellaneous	108,634	47,500	47,500	96,000	102.1%
Total REVENUES	137,226,957	133,027,448	134,902,000	140,579,909	5.7%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	50,000	150,000	150,000	50,000	-66.7%
Total NET INTER-FUND TRANSFERS	50,000	150,000	150,000	50,000	-66.7%
Total Resources	***144,496,762***	***145,985,791***	***150,051,918***	***150,493,343***	***3.1%***
CIP CURRENT REVENUE	***(450,000)***	***(450,000)***	***(450,000)***	***(450,000)***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(122,112,440)	(132,209,619)	(131,876,794)	(136,476,774)	3.2%
Debt Service - Other	(6,934,404)	(7,861,690)	(7,861,690)	(7,936,057)	0.9%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(129,046,844)	(140,071,309)	(139,738,484)	(144,412,831)	3.1%
Total Use of Resources	***(129,496,844)***	***(140,521,309)***	***(140,188,484)***	***(144,862,831)***	***3.1%***
PROJECTED FUND BALANCE	**14,999,918**	**5,464,482**	**9,863,434**	**5,630,512**	**3.0%**
ALA Debt Service Fund					
BEGINNING FUND BALANCE	**5,381**	**0**	**5,736**	**0**	**----**
REVENUES					
Taxes	2,257,191	2,398,786	2,393,656	2,534,958	5.7%
Total REVENUES	2,257,191	2,398,786	2,393,656	2,534,958	5.7%
NET INTER-FUND TRANSFERS					
To Internal Service Funds	(2,133,236)	(2,277,586)	(2,278,192)	(2,534,958)	11.3%
Total NET INTER-FUND TRANSFERS	(2,133,236)	(2,277,586)	(2,278,192)	(2,534,958)	11.3%
Total Resources	***129,336***	***121,200***	***121,200***	***0***	***-100.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(123,600)	(121,200)	(121,200)	0	-100.0%
Total APPROPRIATION/EXPENDITURE	(123,600)	(121,200)	(121,200)	0	-100.0%
Total Use of Resources	***(123,600)***	***(121,200)***	***(121,200)***	***0***	***-100.0%***

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
PROJECTED FUND BALANCE	**5,736**	**0**	**0**	**0**	**----**
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
Grant Fund MCG					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	15,841	0	0	0	----
Intergovernmental	187,174,429	159,275,671	159,275,671	167,361,022	5.1%
Investment Income	465,595	0	0	0	----
Miscellaneous	30,089,378	1,365,377	1,365,377	1,150,870	-15.7%
Total REVENUES	217,745,243	160,641,048	160,641,048	168,511,892	4.9%
Total Resources	***217,745,243***	***160,641,048***	***160,641,048***	***168,511,892***	***4.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(217,745,243)	(161,641,048)	(161,641,048)	(169,511,892)	4.9%
Total APPROPRIATION/EXPENDITURE	(217,745,243)	(161,641,048)	(161,641,048)	(169,511,892)	4.9%
Total Use of Resources	***(217,745,243)***	***(161,641,048)***	***(161,641,048)***	***(169,511,892)***	***4.9%***
PROJECTED FUND BALANCE	**0**	**(1,000,000)**	**(1,000,000)**	**(1,000,000)**	**----**
Water Quality Protection Fund					
BEGINNING FUND BALANCE	**20,104,923**	**16,688,431**	**25,209,321**	**13,689,761**	**-18.0%**
REVENUES					
Taxes	50,441,386	52,339,440	52,339,440	56,049,687	7.1%
Charges for Services	257,774	47,500	47,500	47,500	----
Investment Income	2,314,887	1,987,000	2,100,510	1,768,850	-11.0%
Miscellaneous	62,306	0	0	0	----
Total REVENUES	53,076,353	54,373,940	54,487,450	57,866,037	6.4%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(8,701,792)	(9,446,100)	(9,446,100)	(9,921,900)	5.0%
To Tax Supported Funds	(3,039,131)	(3,425,880)	(3,425,880)	(3,783,620)	10.4%
Total NET INTER-FUND TRANSFERS	(11,740,923)	(12,871,980)	(12,871,980)	(13,705,520)	6.5%
Total Resources	***61,440,353***	***58,190,391***	***66,824,791***	***57,850,278***	***-0.6%***
CIP CURRENT REVENUE	***(12,781,254)***	***(18,090,000)***	***(17,609,000)***	***(9,451,936)***	***-47.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(32,568,859)	(36,010,241)	(35,526,030)	(39,377,541)	9.4%
Adjustment for Prior Year Encumbrances/Reserves	9,119,081	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(23,449,778)	(36,010,241)	(35,526,030)	(39,377,541)	9.4%
Total Use of Resources	***(36,231,032)***	***(54,100,241)***	***(53,135,030)***	***(48,829,477)***	***-9.7%***
PROJECTED FUND BALANCE	**25,209,321**	**4,090,150**	**13,689,761**	**9,020,801**	**120.5%**
Opioid Abatement					
BEGINNING FUND BALANCE	**5,095,311**	**0**	**10,649,559**	**10,527,232**	**----**
REVENUES					
Intergovernmental	5,519,965	1,563,273	1,563,273	1,563,273	----
Investment Income	506,045	0	0	0	----
Total REVENUES	6,026,010	1,563,273	1,563,273	1,563,273	----
Total Resources	***11,121,321***	***1,563,273***	***12,212,832***	***12,090,505***	***673.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(471,762)	(1,563,273)	(1,685,600)	(1,579,392)	1.0%
Total APPROPRIATION/EXPENDITURE	(471,762)	(1,563,273)	(1,685,600)	(1,579,392)	1.0%
Total Use of Resources	***(471,762)***	***(1,563,273)***	***(1,685,600)***	***(1,579,392)***	***1.0%***

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
PROJECTED FUND BALANCE	**10,649,559**	**0**	**10,527,232**	**10,511,113**	**----**
Recreation Non-Tax Supported					
BEGINNING FUND BALANCE	**47,843**	**25,592**	**622,644**	**1,414,474**	**5427.0%**
REVENUES					
Charges for Services	8,701,349	8,100,000	8,800,000	8,800,000	8.6%
Investment Income	108,800	3,100	91,830	77,050	2385.5%
Total REVENUES	8,810,149	8,103,100	8,891,830	8,877,050	9.6%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(3,400,000)	(3,400,000)	(2,400,000)	(3,700,000)	8.8%
Total NET INTER-FUND TRANSFERS	(3,400,000)	(3,400,000)	(2,400,000)	(3,700,000)	8.8%
Total Resources	***5,457,992***	***4,728,692***	***7,114,474***	***6,591,524***	***39.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(4,835,348)	(4,700,000)	(5,700,000)	(5,000,000)	6.4%
Total APPROPRIATION/EXPENDITURE	(4,835,348)	(4,700,000)	(5,700,000)	(5,000,000)	6.4%
Total Use of Resources	***(4,835,348)***	***(4,700,000)***	***(5,700,000)***	***(5,000,000)***	***6.4%***
PROJECTED FUND BALANCE	**622,644**	**28,692**	**1,414,474**	**1,591,524**	**5446.9%**
Detention Center Non-Tax Supported					
BEGINNING FUND BALANCE	**789,677**	**764,352**	**1,057,430**	**773,717**	**1.2%**
REVENUES					
Investment Income	64,266	36,450	58,310	49,100	34.7%
Miscellaneous	454,938	245,065	245,065	245,065	----
Total REVENUES	519,204	281,515	303,375	294,165	4.5%
Total Resources	***1,308,881***	***1,045,867***	***1,360,805***	***1,067,882***	***2.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(286,094)	(683,000)	(587,088)	(543,000)	-20.5%
Adjustment for Prior Year Encumbrances/Reserves	34,643	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(251,451)	(683,000)	(587,088)	(543,000)	-20.5%
Total Use of Resources	***(251,451)***	***(683,000)***	***(587,088)***	***(543,000)***	***-20.5%***
PROJECTED FUND BALANCE	**1,057,430**	**362,867**	**773,717**	**524,882**	**44.6%**
Cable Television					
BEGINNING FUND BALANCE	**1,530,340**	**2,056,583**	**2,958,139**	**1,851,187**	**-10.0%**
REVENUES					
Charges for Services	20,237,036	18,862,770	18,638,243	17,395,416	-7.8%
Investment Income	73,979	117,960	117,960	92,860	-21.3%
Miscellaneous	0	1,000,000	1,000,000	0	-100.0%
Total REVENUES	20,311,015	19,980,730	19,756,203	17,488,276	-12.5%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(4,137,111)	(10,812,185)	(10,812,185)	(9,225,989)	-14.7%
Total NET INTER-FUND TRANSFERS	(4,137,111)	(10,812,185)	(10,812,185)	(9,225,989)	-14.7%
Total Resources	***17,704,244***	***11,225,128***	***11,902,157***	***10,113,474***	***-9.9%***
CIP CURRENT REVENUE	***(387,402)***	***(3,494,000)***	***(3,494,000)***	***(3,020,000)***	***-13.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(13,023,139)	(6,556,970)	(6,556,970)	(5,645,170)	-13.9%
Adjustment for Prior Year Encumbrances/Reserves	(1,335,564)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(14,358,703)	(6,556,970)	(6,556,970)	(5,645,170)	-13.9%
Total Use of Resources	***(14,746,105)***	***(10,050,970)***	***(10,050,970)***	***(8,665,170)***	***-13.8%***
PROJECTED FUND BALANCE	**2,958,139**	**1,174,158**	**1,851,187**	**1,448,304**	**23.3%**
Montgomery Housing Initiative					

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
BEGINNING FUND BALANCE	**10,965,827**	**5,146,068**	**16,885,434**	**8,497,054**	**65.1%**
REVENUES					
Taxes	20,865,147	22,986,826	23,057,932	25,407,109	10.5%
Charges for Services	77,120	4,853,742	3,538,950	4,696,758	-3.2%
Investment Income	10,589,467	4,043,580	5,239,820	4,412,480	9.1%
Miscellaneous	23,341,535	5,545,006	5,545,006	5,691,600	2.6%
Total REVENUES	54,873,269	37,429,154	37,381,708	40,207,947	7.4%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(15,300,975)	(18,294,520)	(15,844,520)	(24,337,790)	33.0%
From Tax Supported Funds	33,257,439	33,674,468	33,674,468	37,924,281	12.6%
To Tax Supported Funds	(553,516)	(674,116)	(674,116)	(806,644)	19.7%
Total NET INTER-FUND TRANSFERS	17,402,948	14,705,832	17,155,832	12,779,847	-13.1%
Total Resources	***83,242,044***	***57,281,054***	***71,422,974***	***61,484,848***	***7.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(79,920,619)	(56,196,099)	(62,925,920)	(59,822,428)	6.5%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	13,564,009	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(66,356,610)	(56,196,099)	(62,925,920)	(59,822,428)	6.5%
CLAIMS ON FUND					
Set Aside: Future Needs	0	0	0	(50,000)	----
Total CLAIMS ON FUND	0	0	0	(50,000)	----
Total Use of Resources	***(66,356,610)***	***(56,196,099)***	***(62,925,920)***	***(59,872,428)***	***6.5%***
PROJECTED FUND BALANCE	**16,885,434**	**1,084,955**	**8,497,054**	**1,612,420**	**48.6%**
Community Use of Public Facilities					
BEGINNING UNRESTRICTED NET ASSETS	**2,282,553**	**1,364,210**	**1,366,610**	**286,043**	**-79.0%**
REVENUES					
Charges for Services	10,253,730	11,104,248	11,104,248	12,829,289	15.5%
Investment Income	472,725	269,530	399,000	334,790	24.2%
Total REVENUES	10,726,455	11,373,778	11,503,248	13,164,079	15.7%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	160,000	160,000	160,000	160,000	----
To Tax Supported Funds	(1,214,120)	(1,347,830)	(1,347,830)	(1,415,958)	5.1%
Total NET INTER-FUND TRANSFERS	(1,054,120)	(1,187,830)	(1,187,830)	(1,255,958)	5.7%
Total Resources	***11,954,888***	***11,550,158***	***11,682,028***	***12,194,164***	***5.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(10,605,891)	(11,440,573)	(11,395,985)	(12,192,169)	6.6%
Adjustment for Prior Year Encumbrances/Reserves	17,613	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(10,588,278)	(11,440,573)	(11,395,985)	(12,192,169)	6.6%
Total Use of Resources	***(10,588,278)***	***(11,440,573)***	***(11,395,985)***	***(12,192,169)***	***6.6%***
PROJECTED UNRESTRICTED NET ASSETS	**1,366,610**	**109,585**	**286,043**	**1,995**	**-98.2%**
Bethesda Parking District					
BEGINNING CASH BALANCE	**17,864,134**	**13,607,982**	**19,794,079**	**8,995,531**	**-33.9%**
REVENUES					
Taxes	(1,576)	0	0	0	----
Licenses & Permits	8,795	0	0	0	----
Charges for Services	13,564,217	15,006,851	13,962,000	14,262,000	-5.0%
Fines & Forfeitures	3,467,980	3,379,000	3,339,000	3,339,000	-1.2%
Investment Income	1,084,335	553,610	553,610	418,620	-24.4%

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
Miscellaneous	2,416,986	2,359,120	2,359,120	2,359,120	----
Total REVENUES	20,540,737	21,298,581	20,213,730	20,378,740	-4.3%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	220,000	220,000	0	-100.0%
To Non-Tax Supported Funds	(1,800,000)	(600,000)	(600,000)	0	-100.0%
To Tax Supported Funds	(2,454,025)	(2,122,227)	(2,122,227)	(2,187,797)	3.1%
Total NET INTER-FUND TRANSFERS	(4,254,025)	(2,502,227)	(2,502,227)	(2,187,797)	-12.6%
Total Resources	***34,150,846***	***32,404,336***	***37,505,582***	***27,186,474***	***-16.1%***
CIP CURRENT REVENUE	***(2,432,501)***	***(9,850,000)***	***(13,452,000)***	***(5,178,000)***	***-47.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,644,654)	(12,791,875)	(12,756,351)	(13,500,603)	5.5%
Debt Service - Other	(2,300,810)	(2,301,700)	(2,301,700)	(2,301,600)	----
Adjustment for Prior Year Encumbrances/Reserves	21,198	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(11,924,266)	(15,093,575)	(15,058,051)	(15,802,203)	4.7%
Total Use of Resources	***(14,356,767)***	***(24,943,575)***	***(28,510,051)***	***(20,980,203)***	***-15.9%***
PROJECTED CASH BALANCE	**19,794,079**	**7,460,761**	**8,995,531**	**6,206,271**	**-16.8%**
Silver Spring Parking District					
BEGINNING CASH BALANCE	**4,863,265**	**570,058**	**5,984,689**	**2,174,847**	**281.5%**
REVENUES					
Taxes	(3,472)	0	0	0	----
Charges for Services	9,701,930	12,243,153	10,089,000	10,089,000	-17.6%
Fines & Forfeitures	5,881,132	3,626,689	4,824,000	4,824,000	33.0%
Investment Income	487,067	187,190	187,190	141,550	-24.4%
Miscellaneous	888,575	20,000	20,000	20,000	----
Total REVENUES	16,955,232	16,077,032	15,120,190	15,074,550	-6.2%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,800,000	600,000	600,000	0	-100.0%
To Tax Supported Funds	(3,145,862)	(2,659,026)	(2,659,026)	(771,052)	-71.0%
Total NET INTER-FUND TRANSFERS	(1,345,862)	(2,059,026)	(2,059,026)	(771,052)	-62.6%
Total Resources	***20,472,635***	***14,588,064***	***19,045,853***	***16,478,345***	***13.0%***
CIP CURRENT REVENUE	***(2,249,726)***	***(310,000)***	***(5,182,000)***	***(3,946,000)***	***1172.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(10,262,157)	(11,705,498)	(11,689,006)	(12,478,625)	6.6%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	(1,976,063)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(12,238,220)	(11,705,498)	(11,689,006)	(12,478,625)	6.6%
Total Use of Resources	***(14,487,946)***	***(12,015,498)***	***(16,871,006)***	***(16,424,625)***	***36.7%***
PROJECTED CASH BALANCE	**5,984,689**	**2,572,566**	**2,174,847**	**53,720**	**-97.9%**
Wheaton Parking District					
BEGINNING CASH BALANCE	**1,753,595**	**1,961,560**	**2,783,189**	**2,178,491**	**11.1%**
REVENUES					
Taxes	(177)	0	0	0	----
Charges for Services	2,164,484	1,887,597	1,987,600	1,987,600	5.3%
Fines & Forfeitures	1,027,805	526,000	751,000	751,000	42.8%
Investment Income	203,690	83,170	83,170	62,890	-24.4%
Total REVENUES	3,395,802	2,496,767	2,821,770	2,801,490	12.2%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	(220,000)	(220,000)	0	-100.0%
To Tax Supported Funds	(574,920)	(316,596)	(316,596)	(319,813)	1.0%
Total NET INTER-FUND TRANSFERS	(574,920)	(536,596)	(536,596)	(319,813)	-40.4%

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
Total Resources	***4,574,477***	***3,921,731***	***5,068,363***	***4,660,168***	***18.8%***
CIP CURRENT REVENUE	***(45,805)***	***(132,000)***	***(810,000)***	***(359,000)***	***172.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,493,397)	(2,079,550)	(2,079,872)	(2,153,391)	3.6%
Adjustment for Prior Year Encumbrances/Reserves	(252,086)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,745,483)	(2,079,550)	(2,079,872)	(2,153,391)	3.6%
Total Use of Resources	***(1,791,288)***	***(2,211,550)***	***(2,889,872)***	***(2,512,391)***	***13.6%***
PROJECTED CASH BALANCE	**2,783,189**	**1,710,181**	**2,178,491**	**2,147,777**	**25.6%**
Permitting Services					
BEGINNING UNRESTRICTED NET ASSETS	**43,443,228**	**39,951,518**	**44,321,990**	**42,074,045**	**5.3%**
REVENUES					
Licenses & Permits	43,751,480	45,869,668	45,869,668	43,107,328	-6.0%
Charges for Services	1,891,448	1,807,492	1,807,492	2,029,801	12.3%
Fines & Forfeitures	115,591	86,275	86,275	84,663	-1.9%
Investment Income	3,502,739	2,580,520	3,178,350	2,676,510	3.7%
Miscellaneous	5,282	0	0	0	----
Total REVENUES	49,266,540	50,343,955	50,941,785	47,898,302	-4.9%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(6,820,861)	(8,184,774)	(8,184,774)	(8,687,776)	6.1%
Total NET INTER-FUND TRANSFERS	(6,820,861)	(8,184,774)	(8,184,774)	(8,687,776)	6.1%
Total Resources	***85,888,907***	***82,110,699***	***87,079,001***	***81,284,571***	***-1.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(39,987,434)	(45,659,555)	(45,004,956)	(48,581,133)	6.4%
Adjustment for Prior Year Encumbrances/Reserves	(1,579,483)	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(41,566,917)	(45,659,555)	(45,004,956)	(48,581,133)	6.4%
Total Use of Resources	***(41,566,917)***	***(45,659,555)***	***(45,004,956)***	***(48,581,133)***	***6.4%***
PROJECTED UNRESTRICTED NET ASSETS	**44,321,990**	**36,451,144**	**42,074,045**	**32,703,438**	**-10.3%**
Solid Waste Collection					
BEGINNING RETAINED EARNINGS	**(2,149,454)**	**1,217,629**	**(782,695)**	**2,161,770**	**77.5%**
REVENUES					
Charges for Services	14,859,454	14,963,680	14,840,560	15,000,000	0.2%
Investment Income	(1,767,436)	180,580	713,720	601,030	232.8%
Total REVENUES	13,092,018	15,144,260	15,554,280	15,601,030	3.0%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(325,374)	(373,939)	(373,939)	(335,967)	-10.2%
Total NET INTER-FUND TRANSFERS	(325,374)	(373,939)	(373,939)	(335,967)	-10.2%
Total Resources	***10,617,190***	***15,987,950***	***14,397,646***	***17,426,833***	***9.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(11,324,154)	(12,313,291)	(12,235,876)	(12,965,882)	5.3%
Budget to GAAP Reconciliation	(75,731)	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Current Year Encumbrances	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(11,399,885)	(12,313,291)	(12,235,876)	(12,965,882)	5.3%
Total Use of Resources	***(11,399,885)***	***(12,313,291)***	***(12,235,876)***	***(12,965,882)***	***5.3%***
ENDING RETAINED EARNINGS	**(782,695)**	**3,674,659**	**2,161,770**	**4,460,951**	**21.4%**
Solid Waste Disposal					
	0	**0**	**0**	**0**	**----**
REVENUES					

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Licenses & Permits	11,506	12,000	12,000	12,000	----
Charges for Services	123,010,395	133,294,707	128,678,669	183,484,810	37.7%
Fines & Forfeitures	22,550	15,000	22,000	22,000	46.7%
Intergovernmental	52,200	0	0	0	----
Investment Income	6,864,611	5,469,990	3,911,410	3,293,820	-39.8%
Miscellaneous	174,575	100,000	41,000	41,000	-59.0%
Total REVENUES	130,135,837	138,891,697	132,665,079	186,853,630	34.5%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,708,880	1,986,169	1,986,169	1,985,192	----
From Tax Supported Funds	735,800	841,330	841,330	920,640	9.4%
To Tax Supported Funds	(2,565,896)	(3,075,825)	(3,075,825)	(3,372,727)	9.7%
Total NET INTER-FUND TRANSFERS	(121,216)	(248,326)	(248,326)	(466,895)	88.0%
Total Resources	***130,014,621***	***138,643,371***	***132,416,753***	***186,386,735***	***34.4%***
CIP CURRENT REVENUE	***(20,515,177)***	***(4,000,000)***	***(6,879,000)***	***(16,928,000)***	***323.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(149,075,908)	(142,546,892)	(141,761,804)	(186,186,301)	30.6%
Debt Service - Other	0	0	0	0	----
Less CY Accrued Closure Costs	19,949,849	10,633,700	14,447,423	5,792,683	-45.5%
Plus Payout of Appropriated Closure Costs	3,173,795	2,388,417	2,388,417	2,506,950	5.0%
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(125,952,264)	(129,524,775)	(124,925,964)	(177,886,668)	37.3%
Total Use of Resources	***(146,467,441)***	***(133,524,775)***	***(131,804,964)***	***(194,814,668)***	***45.9%***
NET CHANGE	**(16,452,820)**	**5,118,596**	**611,789**	**(8,427,933)**	**-264.7%**
Vacuum Leaf Collection					
BEGINNING FUND BALANCE	**1,702,623**	**2,262,622**	**2,369,637**	**2,286,452**	**1.1%**
REVENUES					
Charges for Services	9,116,232	9,131,619	9,131,619	9,131,619	----
Investment Income	255,341	151,390	231,690	195,110	28.9%
Miscellaneous	0	0	3,335	0	----
Total REVENUES	9,371,573	9,283,009	9,366,644	9,326,729	0.5%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(1,708,880)	(1,986,169)	(1,986,169)	(1,985,192)	----
To Tax Supported Funds	(646,546)	(721,768)	(721,768)	(737,421)	2.2%
Total NET INTER-FUND TRANSFERS	(2,355,426)	(2,707,937)	(2,707,937)	(2,722,613)	0.5%
Total Resources	***8,718,770***	***8,837,694***	***9,028,344***	***8,890,568***	***0.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(6,233,302)	(7,464,021)	(6,741,892)	(7,555,229)	1.2%
Adjustment for Prior Year Encumbrances/Reserves	(115,831)	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(6,349,133)	(7,464,021)	(6,741,892)	(7,555,229)	1.2%
Total Use of Resources	***(6,349,133)***	***(7,464,021)***	***(6,741,892)***	***(7,555,229)***	***1.2%***
PROJECTED FUND BALANCE	**2,369,637**	**1,373,673**	**2,286,452**	**1,335,339**	**-2.8%**
Liquor Control					
BEGINNING CASH BALANCE	**13,212,492**	**8,389,722**	**8,308,154**	**2,397,932**	**-71.4%**
REVENUES					
Taxes	7,478	0	0	0	----
Licenses & Permits	1,923,474	1,324,555	1,324,555	1,324,555	----
Charges for Services	15,440	23,887	23,887	23,887	----
Fines & Forfeitures	59,915	63,383	63,383	63,383	----
Investment Income	574,311	312,920	521,130	438,850	40.2%
Miscellaneous	100,857,512	102,583,645	99,818,282	99,818,282	-2.7%

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Total REVENUES	103,438,130	104,308,390	101,751,237	101,668,957	-2.5%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(34,629,492)	(31,298,530)	(31,298,530)	(19,598,908)	-37.4%
Total NET INTER-FUND TRANSFERS	(34,629,492)	(31,298,530)	(31,298,530)	(19,598,908)	-37.4%
Total Resources	***82,021,130***	***81,399,582***	***78,760,861***	***84,467,981***	***3.8%***
CIP CURRENT REVENUE	***(1,408,730)***	***(1,767,000)***	***(1,767,000)***	***(1,470,000)***	***-16.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(63,730,452)	(66,013,163)	(66,004,439)	(69,285,225)	5.0%
Debt Service - Other	(8,242,690)	(8,591,490)	(8,591,490)	(8,666,390)	0.9%
Adjustment for Prior Year Encumbrances/Reserves	(331,104)	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	(72,304,246)	(74,604,653)	(74,595,929)	(77,951,615)	4.5%
Total Use of Resources	***(73,712,976)***	***(76,371,653)***	***(76,362,929)***	***(79,421,615)***	***4.0%***
PROJECTED CASH BALANCE	**8,308,154**	**5,027,929**	**2,397,932**	**5,046,366**	**0.4%**

DEBT SERVICE

Debt Service - Non-Tax Supported

BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Total REVENUES	0	0	0	0	----
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	24,153,283	27,740,620	25,290,620	34,259,690	23.5%
Total NET INTER-FUND TRANSFERS	24,153,283	27,740,620	25,290,620	34,259,690	23.5%
Total Resources	***24,153,283***	***27,740,620***	***25,290,620***	***34,259,690***	***23.5%***
APPROPRIATION/EXPENDITURE					
Debt Service - Other	(24,153,283)	(27,740,620)	(25,290,620)	(34,259,690)	23.5%
Total APPROPRIATION/EXPENDITURE	(24,153,283)	(27,740,620)	(25,290,620)	(34,259,690)	23.5%
Total Use of Resources	***(24,153,283)***	***(27,740,620)***	***(25,290,620)***	***(34,259,690)***	***23.5%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**

MONTGOMERY COUNTY PUBLIC SCHOOLS

Grant Fund MCPS

BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	230,937,441	125,376,644	125,376,644	148,688,367	18.6%
Total REVENUES	230,937,441	125,376,644	125,376,644	148,688,367	18.6%
Total Resources	***230,937,441***	***125,376,644***	***125,376,644***	***148,688,367***	***18.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(230,937,441)	(125,376,644)	(125,376,644)	(148,688,367)	18.6%
Total APPROPRIATION/EXPENDITURE	(230,937,441)	(125,376,644)	(125,376,644)	(148,688,367)	18.6%
Total Use of Resources	***(230,937,441)***	***(125,376,644)***	***(125,376,644)***	***(148,688,367)***	***18.6%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**

Food Service Fund

BEGINNING CASH BALANCE	**24,166,509**	**24,166,509**	**30,394,371**	**30,394,371**	**25.8%**
REVENUES					
Charges for Services	16,051,254	28,389,127	28,389,127	28,389,127	----
Intergovernmental	60,599,102	43,943,932	43,943,932	45,310,084	3.1%

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Total REVENUES	76,650,356	72,333,059	72,333,059	73,699,211	1.9%
Total Resources	***100,816,865***	***96,499,568***	***102,727,430***	***104,093,582***	***7.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(73,800,162)	(72,333,059)	(72,333,059)	(73,699,211)	1.9%
Adjustment for Prior Year Encumbrances/Reserves	3,377,668	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(70,422,494)	(72,333,059)	(72,333,059)	(73,699,211)	1.9%
Total Use of Resources	***(70,422,494)***	***(72,333,059)***	***(72,333,059)***	***(73,699,211)***	***1.9%***
PROJECTED CASH BALANCE	**30,394,371**	**24,166,509**	**30,394,371**	**30,394,371**	**25.8%**
Real Estate Fund					
BEGINNING CASH BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Miscellaneous	4,110,364	5,039,226	5,039,226	5,039,226	----
Total REVENUES	4,110,364	5,039,226	5,039,226	5,039,226	----
Total Resources	***4,110,364***	***5,039,226***	***5,039,226***	***5,039,226***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(4,489,789)	(5,039,226)	(5,039,226)	(5,039,226)	----
Adjustment for Prior Year Encumbrances/Reserves	379,425	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(4,110,364)	(5,039,226)	(5,039,226)	(5,039,226)	----
Total Use of Resources	***(4,110,364)***	***(5,039,226)***	***(5,039,226)***	***(5,039,226)***	***----***
PROJECTED CASH BALANCE	**0**	**0**	**0**	**0**	**----**
Field Trip Fund					
BEGINNING CASH BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	1,367,252	2,979,154	2,979,154	2,972,646	-0.2%
Total REVENUES	1,367,252	2,979,154	2,979,154	2,972,646	-0.2%
Total Resources	***1,367,252***	***2,979,154***	***2,979,154***	***2,972,646***	***-0.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,673,419)	(2,979,154)	(2,979,154)	(2,972,646)	-0.2%
Adjustment for Prior Year Encumbrances/Reserves	306,167	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,367,252)	(2,979,154)	(2,979,154)	(2,972,646)	-0.2%
Total Use of Resources	***(1,367,252)***	***(2,979,154)***	***(2,979,154)***	***(2,972,646)***	***-0.2%***
PROJECTED CASH BALANCE	**0**	**0**	**0**	**0**	**----**
Entrepreneurial Activities Fund					
BEGINNING CASH BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	2,204,520	2,507,832	2,507,832	2,535,389	1.1%
Total REVENUES	2,204,520	2,507,832	2,507,832	2,535,389	1.1%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	6,842,318	6,600,000	6,600,000	6,600,000	----
Total NET INTER-FUND TRANSFERS	6,842,318	6,600,000	6,600,000	6,600,000	----
Total Resources	***9,046,838***	***9,107,832***	***9,107,832***	***9,135,389***	***0.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,133,445)	(9,107,832)	(9,107,832)	(9,135,389)	0.3%
Adjustment for Prior Year Encumbrances/Reserves	86,607	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(9,046,838)	(9,107,832)	(9,107,832)	(9,135,389)	0.3%
Total Use of Resources	***(9,046,838)***	***(9,107,832)***	***(9,107,832)***	***(9,135,389)***	***0.3%***
PROJECTED CASH BALANCE	**0**	**0**	**0**	**0**	**----**
Instructional Television Fund					

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
BEGINNING CASH BALANCE	**536,717**	**536,717**	**570,075**	**570,075**	**6.2%**
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,681,286	1,581,200	1,581,200	1,378,278	-12.8%
Total NET INTER-FUND TRANSFERS	1,681,286	1,581,200	1,581,200	1,378,278	-12.8%
Total Resources	***2,218,003***	***2,117,917***	***2,151,275***	***1,948,353***	***-8.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,647,927)	(1,581,200)	(1,581,200)	(1,378,278)	-12.8%
Adjustment for Prior Year Encumbrances/Reserves	(1)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,647,928)	(1,581,200)	(1,581,200)	(1,378,278)	-12.8%
Total Use of Resources	***(1,647,928)***	***(1,581,200)***	***(1,581,200)***	***(1,378,278)***	***-12.8%***
PROJECTED CASH BALANCE	**570,075**	**536,717**	**570,075**	**570,075**	**6.2%**

MONTGOMERY COLLEGE

Grant Fund MC

BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	12,200,000	18,133,500	11,450,000	18,206,500	0.4%
Total REVENUES	12,200,000	18,133,500	11,450,000	18,206,500	0.4%
Total Resources	***12,200,000***	***18,133,500***	***11,450,000***	***18,206,500***	***0.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(12,200,000)	(18,133,500)	(11,450,000)	(18,206,500)	0.4%
Total APPROPRIATION/EXPENDITURE	(12,200,000)	(18,133,500)	(11,450,000)	(18,206,500)	0.4%
Total Use of Resources	***(12,200,000)***	***(18,133,500)***	***(11,450,000)***	***(18,206,500)***	***0.4%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**

Endowment Fund

BEGINNING FUND BALANCE	**599,567**	**624,567**	**628,532**	**650,032**	**4.1%**
REVENUES					
Miscellaneous	28,965	20,000	21,500	20,000	----
Total REVENUES	28,965	20,000	21,500	20,000	----
Total Resources	***628,532***	***644,567***	***650,032***	***670,032***	***4.0%***
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	**628,532**	**644,567**	**650,032**	**670,032**	**4.0%**

Workforce Development & Continuing Ed

BEGINNING FUND BALANCE	**10,034,384**	**11,748,226**	**14,227,165**	**19,047,165**	**62.1%**
REVENUES					
Charges for Services	6,473,664	7,000,000	8,949,978	7,714,038	10.2%
Intergovernmental	13,578,568	13,774,560	13,846,253	13,774,560	----
Miscellaneous	489,216	320,000	298,964	500,000	56.3%
Total REVENUES	20,541,448	21,094,560	23,095,195	21,988,598	4.2%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(708,810)	0	0	0	----
From Tax Supported Funds	476,496	760,000	570,000	760,000	----
Total NET INTER-FUND TRANSFERS	(232,314)	760,000	570,000	760,000	----
Total Resources	***30,343,518***	***33,602,786***	***37,892,360***	***41,795,763***	***24.4%***

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(16,116,353)	(22,748,598)	(18,845,195)	(22,748,598)	----
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(16,116,353)	(22,748,598)	(18,845,195)	(22,748,598)	----
Total Use of Resources	***(16,116,353)***	***(22,748,598)***	***(18,845,195)***	***(22,748,598)***	***----***
PROJECTED FUND BALANCE	**14,227,165**	**10,854,188**	**19,047,165**	**19,047,165**	**75.5%**
Auxiliary Fund					
BEGINNING FUND BALANCE	**2,676,582**	**2,351,298**	**2,402,277**	**1,505,119**	**-36.0%**
REVENUES					
Charges for Services	736,178	896,000	676,478	978,000	9.2%
Miscellaneous	589,556	444,050	458,864	433,050	-2.5%
Total REVENUES	1,325,734	1,340,050	1,135,342	1,411,050	5.3%
Total Resources	***4,002,316***	***3,691,348***	***3,537,619***	***2,916,169***	***-21.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,599,724)	(1,959,598)	(2,032,500)	(2,459,598)	25.5%
Adjustment for Prior Year Encumbrances/Reserves	(315)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,600,039)	(1,959,598)	(2,032,500)	(2,459,598)	25.5%
Total Use of Resources	***(1,600,039)***	***(1,959,598)***	***(2,032,500)***	***(2,459,598)***	***25.5%***
PROJECTED FUND BALANCE	**2,402,277**	**1,731,750**	**1,505,119**	**456,571**	**-73.6%**
Cable Television Fund					
BEGINNING FUND BALANCE	**267,186**	**467,186**	**247,257**	**260,000**	**-44.3%**
REVENUES					
Miscellaneous	23,760	15,000	7,000	12,000	-20.0%
Total REVENUES	23,760	15,000	7,000	12,000	-20.0%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,706,960	1,604,850	1,604,850	1,378,278	-14.1%
Total NET INTER-FUND TRANSFERS	1,706,960	1,604,850	1,604,850	1,378,278	-14.1%
Total Resources	***1,997,906***	***2,087,036***	***1,859,107***	***1,650,278***	***-20.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,750,649)	(1,894,942)	(1,599,107)	(1,567,800)	-17.3%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,750,649)	(1,894,942)	(1,599,107)	(1,567,800)	-17.3%
Total Use of Resources	***(1,750,649)***	***(1,894,942)***	***(1,599,107)***	***(1,567,800)***	***-17.3%***
PROJECTED FUND BALANCE	**247,257**	**192,094**	**260,000**	**82,478**	**-57.1%**
Major Facilities Reserve Fund					
BEGINNING FUND BALANCE	**9,228,611**	**10,861,475**	**10,857,548**	**12,633,800**	**16.3%**
REVENUES					
Charges for Services	3,253,392	3,164,540	3,405,858	3,676,362	16.2%
Investment Income	456,842	350,000	315,000	364,000	4.0%
Total REVENUES	3,710,234	3,514,540	3,720,858	4,040,362	15.0%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(138,691)	0	0	0	----
Total NET INTER-FUND TRANSFERS	(138,691)	0	0	0	----
Total Resources	***12,800,154***	***14,376,015***	***14,578,406***	***16,674,162***	***16.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,942,606)	(2,000,000)	(1,944,606)	(2,000,000)	----
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,942,606)	(2,000,000)	(1,944,606)	(2,000,000)	----

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
Total Use of Resources	***(1,942,606)***	***(2,000,000)***	***(1,944,606)***	***(2,000,000)***	***----***
PROJECTED FUND BALANCE	**10,857,548**	**12,376,015**	**12,633,800**	**14,674,162**	**18.6%**
Transportation Fund					
BEGINNING FUND BALANCE	**10,825,236**	**12,275,236**	**12,425,294**	**14,009,042**	**14.1%**
REVENUES					
Charges for Services	3,481,372	3,364,540	3,640,858	3,876,362	15.2%
Investment Income	0	0	0	400,000	----
Miscellaneous	555,585	260,000	377,000	10,000	-96.2%
Total REVENUES	4,036,957	3,624,540	4,017,858	4,286,362	18.3%
Total Resources	***14,862,193***	***15,899,776***	***16,443,152***	***18,295,404***	***15.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,436,899)	(4,200,000)	(2,434,110)	(4,200,000)	----
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,436,899)	(4,200,000)	(2,434,110)	(4,200,000)	----
Total Use of Resources	***(2,436,899)***	***(4,200,000)***	***(2,434,110)***	***(4,200,000)***	***----***
PROJECTED FUND BALANCE	**12,425,294**	**11,699,776**	**14,009,042**	**14,095,404**	**20.5%**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Grant Fund MNCPPC					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	145,531	550,000	550,000	550,000	----
Total REVENUES	145,531	550,000	550,000	550,000	----
Total Resources	***145,531***	***550,000***	***550,000***	***550,000***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(145,531)	(550,000)	(550,000)	(550,000)	----
Total APPROPRIATION/EXPENDITURE	(145,531)	(550,000)	(550,000)	(550,000)	----
Total Use of Resources	***(145,531)***	***(550,000)***	***(550,000)***	***(550,000)***	***----***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Special Revenue Funds					
BEGINNING FUND BALANCE	**5,418,011**	**4,712,406**	**4,801,834**	**3,926,438**	**-16.7%**
REVENUES					
Charges for Services	3,089,169	3,461,123	3,389,200	3,494,382	1.0%
Intergovernmental	202,175	411,118	375,118	316,000	-23.1%
Investment Income	330,262	19,610	71,730	92,950	374.0%
Miscellaneous	427,557	584,600	574,000	722,500	23.6%
Total REVENUES	4,049,163	4,476,451	4,410,048	4,625,832	3.3%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	500,000	950,000	950,000	1,500,000	57.9%
From Component Units/Agencies	1,963,465	2,112,862	2,112,862	2,400,002	13.6%
Total NET INTER-FUND TRANSFERS	2,463,465	3,062,862	3,062,862	3,900,002	27.3%
Total Resources	***11,930,639***	***12,251,719***	***12,274,744***	***12,452,272***	***1.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(7,128,805)	(9,024,081)	(8,348,306)	(9,455,222)	4.8%
Total APPROPRIATION/EXPENDITURE	(7,128,805)	(9,024,081)	(8,348,306)	(9,455,222)	4.8%
Total Use of Resources	***(7,128,805)***	***(9,024,081)***	***(8,348,306)***	***(9,455,222)***	***4.8%***
PROJECTED FUND BALANCE	**4,801,834**	**3,227,638**	**3,926,438**	**2,997,050**	**-7.1%**
Enterprise Fund					
BEGINNING CASH BALANCE	**15,711,150**	**17,991,966**	**17,625,174**	**19,660,461**	**9.3%**

Fiscal Summary By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
REVENUES					
Charges for Services	13,148,942	11,934,163	12,635,583	12,958,904	8.6%
Miscellaneous	1,327,609	984,747	1,345,510	1,287,680	30.8%
Total REVENUES	14,476,551	12,918,910	13,981,093	14,246,584	10.3%
Total Resources	***30,187,701***	***30,910,876***	***31,606,267***	***33,907,045***	***9.7%***
CIP CURRENT REVENUE	***(890,986)***	***(2,500,000)***	***0***	***(1,250,000)***	***-50.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(11,016,461)	(11,283,610)	(11,945,806)	(12,598,355)	11.7%
Debt Service - Other	0	0	0	0	----
Changes In Working Capital	(655,080)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(11,671,541)	(11,283,610)	(11,945,806)	(12,598,355)	11.7%
Total Use of Resources	***(12,562,527)***	***(13,783,610)***	***(11,945,806)***	***(13,848,355)***	***0.5%***
PROJECTED CASH BALANCE	**17,625,174**	**17,127,266**	**19,660,461**	**20,058,690**	**17.1%**
Prop Mgmt MNCPPC					
BEGINNING FUND BALANCE	**534,858**	**541,089**	**777,634**	**577,634**	**6.8%**
REVENUES					
Charges for Services	1,797,119	1,478,700	1,478,700	1,799,600	21.7%
Investment Income	66,202	10,000	10,000	30,000	200.0%
Miscellaneous	1,535	0	0	0	----
Total REVENUES	1,864,856	1,488,700	1,488,700	1,829,600	22.9%
Total Resources	***2,399,714***	***2,029,789***	***2,266,334***	***2,407,234***	***18.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,622,080)	(1,688,700)	(1,688,700)	(1,962,600)	16.2%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,622,080)	(1,688,700)	(1,688,700)	(1,962,600)	16.2%
Total Use of Resources	***(1,622,080)***	***(1,688,700)***	***(1,688,700)***	***(1,962,600)***	***16.2%***
PROJECTED FUND BALANCE	**777,634**	**341,089**	**577,634**	**444,634**	**30.4%**

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Schedule A-5

Inter-Fund Transfers

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
From Non-Tax Supported Funds					
From Bethesda Parking District: Overhead	450,191	541,105	541,105	606,675	12.1%
From Cable TV	0	7,576,135	7,576,135	6,419,433	-15.3%
From Cable TV: MC Cable Fund	1,706,960	1,604,850	1,604,850	1,378,278	-14.1%
From Cable TV: MCPS Instructional TV Fund	1,681,286	1,581,200	1,581,200	1,378,278	-12.8%
From Cable TV: Overhead	698,865	0	0	0	----
From Community Use of Public Facilities: Other DCM	7,330	7,330	7,330	7,330	----
From Community Use of Public Facilities: Overhead	676,664	810,828	810,828	878,466	8.3%
From Liquor: Earnings Transfer	30,300,000	26,600,000	26,600,000	14,634,960	-45.0%
From Liquor: Overhead	4,329,492	4,698,530	4,698,530	4,963,948	5.6%
From Montgomery Housing Initiative: Overhead	553,516	674,116	674,116	806,644	19.7%
From Permitting Services: Overhead	5,948,385	7,313,498	7,313,498	7,815,205	6.9%
From Silver Spring Parking District: Other	5,000	5,000	5,000	5,000	----
From Silver Spring Parking District: Overhead	498,281	595,562	595,562	616,052	3.4%
From Solid Waste Collection: DCM	5,000	5,000	5,000	5,000	----
From Solid Waste Collection: Overhead	320,374	368,939	368,939	330,967	-10.3%
From Solid Waste Disposal: DCM	23,380	23,380	23,380	23,380	----
From Solid Waste Disposal: Overhead	2,329,529	2,839,458	2,839,458	3,136,360	10.5%
From Vacuum Leaf Collection: Overhead	646,546	721,768	721,768	737,421	2.2%
From Water Quality Protection Fund: Overhead	2,095,891	2,483,960	2,483,960	2,840,300	14.3%
From Wheaton Parking District: Overhead	74,920	91,596	91,596	94,813	3.5%
From Community Use of Public Facilities: CAPP	200,000	200,000	200,000	200,000	----
From Cable TV: M-NCPPC Park Fund	50,000	50,000	50,000	50,000	----
From Solid Waste Disposal: Wheaton	212,987	212,987	212,987	212,987	----
TOTAL From Non-Tax Supported Funds	**52,814,597**	**59,005,242**	**59,005,242**	**47,141,497**	**-20.1%**
From Tax Supported Funds					
From Bethesda Urban District: Overhead	22,033	23,660	23,660	25,961	9.7%
From Fire District: DCM	120,750	120,750	120,750	120,750	----
From Fire District: Fund Balance Transfer	400,000	6,716,600	6,716,600	0	-100.0%
From Mass Transit: Fund Balance Transfer	600,000	6,716,600	6,716,600	0	-100.0%
From Mass Transit: Overhead	18,129,815	22,369,168	22,369,168	24,618,079	10.1%
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	6,484,090	7,744,425	7,744,425	8,257,055	6.6%
From Recreation:Custodial Cleaning Costs	611,360	611,360	611,360	611,360	----
From Silver Spring Urban District: Overhead	537,282	630,799	630,799	679,922	7.8%
From Wheaton Urban District: Overhead	343,889	484,348	484,348	465,636	-3.9%
TOTAL From Tax Supported Funds	**28,484,269**	**46,652,760**	**46,652,760**	**36,013,813**	**-22.8%**
To Non-Tax Supported Funds					
To Community Use of Public Facilities: Elections	(135,000)	(135,000)	(135,000)	(135,000)	----
To Community Use of Public Facilities:After School	(25,000)	(25,000)	(25,000)	(25,000)	----
To Montgomery Housing Initiative	(33,257,439)	(33,674,468)	(33,674,468)	(37,924,281)	12.6%
To Solid Waste Disposal Fund	(735,800)	(841,330)	(841,330)	(920,640)	9.4%

Inter-Fund Transfers

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
TOTAL To Non-Tax Supported Funds	**(34,153,239)**	**(34,675,798)**	**(34,675,798)**	**(39,004,921)**	**12.5%**
To Tax Supported Funds					
To Silver Spring Urban District: Baseline Services	(922,279)	(2,141,467)	(2,141,467)	(4,442,896)	107.5%
To Debt Service: GO Bonds	(360,089,584)	(380,362,170)	(364,774,282)	(367,845,320)	-3.3%
To Debt Service: Short and Long Term Leases	(9,711,960)	(12,165,622)	(11,163,222)	(14,962,237)	23.0%
To Economic Development Fund	(22,171,497)	(3,739,168)	(3,193,249)	(3,750,782)	0.3%
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	(2,548,231)	(3,690,696)	(3,690,696)	(3,229,768)	-12.5%
To Mass Transit	(42,024,000)	0	0	(200,000)	----
To Bethesda Urban District	(432,923)	(883,753)	(883,753)	(1,406,720)	59.2%
TOTAL To Tax Supported Funds	**(439,767,574)**	**(404,849,976)**	**(387,713,769)**	**(397,704,823)**	**-1.8%**
To Internal Service Funds					
To Employee Health Self Insurance Fund	(5,200,000)	0	0	0	----
TOTAL To Internal Service Funds	**(5,200,000)**	**0**	**0**	**0**	**----**
To Component Units/Agencies					
To MC: Cable TV Fund (Non-Tax)	(1,706,960)	(1,604,850)	(1,604,850)	(1,378,278)	-14.1%
To MCPS: Instructional Television Fund (Non-Tax)	(1,681,286)	(1,581,200)	(1,581,200)	(1,378,278)	-12.8%
To MNCPPC: Special Revenue Fund	(1,963,465)	(2,112,862)	(2,112,862)	(2,400,002)	13.6%
To MCPS Entrepreneurial Activities Fund	(6,842,318)	(6,600,000)	(6,600,000)	(6,600,000)	----
To M-NCPPC Park Fund	(50,000)	(50,000)	(50,000)	(50,000)	----
TOTAL To Component Units/Agencies	**(12,244,029)**	**(11,948,912)**	**(11,948,912)**	**(11,806,558)**	**-1.2%**
TOTAL COUNTY GENERAL FUND	**(410,065,976)**	**(345,816,684)**	**(328,680,477)**	**(365,360,992)**	**5.7%**
BETHESDA URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	2,003,834	1,581,122	1,581,122	1,581,122	----
TOTAL From Non-Tax Supported Funds	**2,003,834**	**1,581,122**	**1,581,122**	**1,581,122**	**----**
From Tax Supported Funds					
From General Fund	432,923	883,753	883,753	1,406,720	59.2%
TOTAL From Tax Supported Funds	**432,923**	**883,753**	**883,753**	**1,406,720**	**59.2%**
To Tax Supported Funds					
To General Fund: Overhead	(22,033)	(23,660)	(23,660)	(25,961)	9.7%
TOTAL To Tax Supported Funds	**(22,033)**	**(23,660)**	**(23,660)**	**(25,961)**	**9.7%**
TOTAL BETHESDA URBAN DISTRICT	**2,414,724**	**2,441,215**	**2,441,215**	**2,961,881**	**21.3%**
SILVER SPRING URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	2,642,581	2,058,464	2,058,464	150,000	-92.7%
TOTAL From Non-Tax Supported Funds	**2,642,581**	**2,058,464**	**2,058,464**	**150,000**	**-92.7%**
From Tax Supported Funds					
From General Fund: Baseline Services	922,279	2,141,467	2,141,467	4,442,896	107.5%
TOTAL From Tax Supported Funds	**922,279**	**2,141,467**	**2,141,467**	**4,442,896**	**107.5%**
To Tax Supported Funds					
To General Fund: Overhead	(537,282)	(630,799)	(630,799)	(679,922)	7.8%

Inter-Fund Transfers

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
TOTAL To Tax Supported Funds	**(537,282)**	**(630,799)**	**(630,799)**	**(679,922)**	**7.8%**
TOTAL SILVER SPRING URBAN DISTRICT	**3,027,578**	**3,569,132**	**3,569,132**	**3,912,974**	**9.6%**
WHEATON URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	500,000	225,000	225,000	225,000	----
TOTAL From Non-Tax Supported Funds	**500,000**	**225,000**	**225,000**	**225,000**	**----**
From Tax Supported Funds					
From General Fund: Baseline Services	76,090	76,090	76,090	76,090	----
From General Fund: Non-Baseline Services	2,548,231	3,690,696	3,690,696	3,229,768	-12.5%
TOTAL From Tax Supported Funds	**2,624,321**	**3,766,786**	**3,766,786**	**3,305,858**	**-12.2%**
To Tax Supported Funds					
To General Fund: Overhead	(343,889)	(484,348)	(484,348)	(465,636)	-3.9%
TOTAL To Tax Supported Funds	**(343,889)**	**(484,348)**	**(484,348)**	**(465,636)**	**-3.9%**
TOTAL WHEATON URBAN DISTRICT	**2,780,432**	**3,507,438**	**3,507,438**	**3,065,222**	**-12.6%**
MASS TRANSIT					
From Tax Supported Funds					
From General Fund: Parking Fines	531,310	531,310	531,310	531,310	----
From General Fund	42,024,000	0	0	200,000	----
TOTAL From Tax Supported Funds	**42,555,310**	**531,310**	**531,310**	**731,310**	**37.6%**
To Tax Supported Funds					
To Debt Service: GO Bonds	(22,275,821)	(21,945,870)	(21,019,267)	(21,563,940)	-1.7%
To Debt Service: Long Term Lease	(6,029,769)	(8,231,500)	(5,832,300)	(6,865,795)	-16.6%
To General Fund: Fund Balance Transfer	(600,000)	(6,716,600)	(6,716,600)	0	-100.0%
To General Fund: Overhead	(18,129,815)	(22,369,168)	(22,369,168)	(24,618,079)	10.1%
TOTAL To Tax Supported Funds	**(47,035,405)**	**(59,263,138)**	**(55,937,335)**	**(53,047,814)**	**-10.5%**
TOTAL MASS TRANSIT	**(4,480,095)**	**(58,731,828)**	**(55,406,025)**	**(52,316,504)**	**-10.9%**
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	(6,345,321)	(6,771,350)	(6,468,050)	(5,796,800)	-14.4%
To Debt Service: GO Bonds	(9,314,435)	(9,099,340)	(8,548,401)	(8,400,060)	-7.7%
To General Fund: DCM	(120,750)	(120,750)	(120,750)	(120,750)	----
To General Fund: Fund Balance Transfer	(400,000)	(6,716,600)	(6,716,600)	0	-100.0%
TOTAL To Tax Supported Funds	**(16,180,506)**	**(22,708,040)**	**(21,853,801)**	**(14,317,610)**	**-36.9%**
TOTAL FIRE	**(15,930,506)**	**(22,458,040)**	**(21,603,801)**	**(14,067,610)**	**-37.4%**
RECREATION					
From Non-Tax Supported Funds					
From Recreation Non Tax Fund	3,400,000	3,400,000	2,400,000	3,700,000	8.8%
TOTAL From Non-Tax Supported Funds	**3,400,000**	**3,400,000**	**2,400,000**	**3,700,000**	**8.8%**
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**	**----**

Inter-Fund Transfers

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
To Tax Supported Funds					
To Debt Service: GO Bonds	(10,869,944)	(10,909,180)	(9,641,269)	(10,480,870)	-3.9%
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	(6,484,090)	(7,744,425)	(7,744,425)	(8,257,055)	6.6%
TOTAL To Tax Supported Funds	**(19,200,444)**	**(20,500,015)**	**(19,232,104)**	**(20,584,335)**	**0.4%**
TOTAL RECREATION	**(14,790,744)**	**(16,090,315)**	**(15,822,404)**	**(15,874,635)**	**-1.3%**
ECONOMIC DEVELOPMENT FUND					
From Tax Supported Funds					
Transfer from General Fund	22,171,497	3,739,168	3,193,249	3,750,782	0.3%
TOTAL From Tax Supported Funds	**22,171,497**	**3,739,168**	**3,193,249**	**3,750,782**	**0.3%**
TOTAL ECONOMIC DEVELOPMENT FUND	**22,171,497**	**3,739,168**	**3,193,249**	**3,750,782**	**0.3%**
DEBT SERVICE					
DEBT SERVICE					
From Non-Tax Supported Funds					
From CUPF - Wheaton Redevelopment	330,126	329,672	329,672	330,162	0.1%
From WQPF - Wheaton Redevelopment	943,218	941,920	941,920	943,320	0.1%
From Permitting Services - Wheaton Redevelopment	872,476	871,276	871,276	872,571	0.1%
TOTAL From Non-Tax Supported Funds	**2,145,820**	**2,142,868**	**2,142,868**	**2,146,053**	**0.1%**
From Tax Supported Funds					
From Fire Fund (LTL)	6,345,321	6,771,350	6,468,050	5,796,800	-14.4%
From Fire Tax District	9,314,432	9,099,340	8,548,401	8,400,060	-7.7%
From General Fund: GO Bonds	360,089,584	380,362,170	364,774,282	367,845,320	-3.3%
From General Fund: Long Term Lease	9,711,960	12,165,622	11,163,222	14,962,237	23.0%
From Mass Transit	22,275,818	21,945,870	21,019,267	21,563,940	-1.7%
From Mass Transit (LTL)	6,029,769	8,231,500	5,832,300	6,865,795	-16.6%
From Recreation	10,869,946	10,909,180	9,641,269	10,480,870	-3.9%
TOTAL From Tax Supported Funds	**424,636,830**	**449,485,032**	**427,446,791**	**435,915,022**	**-3.0%**
From Internal Service Funds					
From Motor Pool Fund	514,250	516,300	516,300	325,650	-36.9%
TOTAL From Internal Service Funds	**514,250**	**516,300**	**516,300**	**325,650**	**-36.9%**
TOTAL DEBT SERVICE	**427,296,900**	**452,144,200**	**430,105,959**	**438,386,725**	**-3.0%**
MONTGOMERY COLLEGE					
CURRENT FUND MC					
To Non-Tax Supported Funds					
Non Mandatory Transfer (To Capital Projects Fund)	(6,780,725)	(9,350,000)	(9,350,000)	(16,525,000)	76.7%
Nonmandatory Transfer College To WDCE	(476,496)	(760,000)	(570,000)	(760,000)	----
TOTAL To Non-Tax Supported Funds	**(7,257,221)**	**(10,110,000)**	**(9,920,000)**	**(17,285,000)**	**71.0%**
TOTAL CURRENT FUND MC	**(7,257,221)**	**(10,110,000)**	**(9,920,000)**	**(17,285,000)**	**71.0%**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
ADMINISTRATION FUND					
To Non-Tax Supported Funds					
Transfer to Special Revenue Fund	(500,000)	(950,000)	(950,000)	(1,500,000)	57.9%
TOTAL To Non-Tax Supported Funds	**(500,000)**	**(950,000)**	**(950,000)**	**(1,500,000)**	**57.9%**

Inter-Fund Transfers

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
To Tax Supported Funds					
Transfer To Park Fund	0	(100,000)	(100,000)	0	-100.0%
TOTAL To Tax Supported Funds	**0**	**(100,000)**	**(100,000)**	**0**	**-100.0%**
TOTAL ADMINISTRATION FUND	**(500,000)**	**(1,050,000)**	**(1,050,000)**	**(1,500,000)**	**42.9%**
PARK FUND					
From Tax Supported Funds					
Transfer From Admin Fund	0	100,000	100,000	0	-100.0%
Transfer from General Fund	50,000	50,000	50,000	50,000	----
TOTAL From Tax Supported Funds	**50,000**	**150,000**	**150,000**	**50,000**	**-66.7%**
TOTAL PARK FUND	**50,000**	**150,000**	**150,000**	**50,000**	**-66.7%**
ALA DEBT SERVICE FUND					
To Internal Service Funds					
Transfer To/From ALARF Revolving Fund	(2,133,236)	(2,277,586)	(2,278,192)	(2,534,958)	11.3%
TOTAL To Internal Service Funds	**(2,133,236)**	**(2,277,586)**	**(2,278,192)**	**(2,534,958)**	**11.3%**
TOTAL ALA DEBT SERVICE FUND	**(2,133,236)**	**(2,277,586)**	**(2,278,192)**	**(2,534,958)**	**11.3%**
TOTAL TAX SUPPORTED	**2,583,353**	**9,016,700**	**8,206,094**	**(16,812,115)**	**-286.5%**
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
WATER QUALITY PROTECTION FUND					
To Non-Tax Supported Funds					
To Debt Service - Non-Tax	(8,701,792)	(9,446,100)	(9,446,100)	(9,921,900)	5.0%
TOTAL To Non-Tax Supported Funds	**(8,701,792)**	**(9,446,100)**	**(9,446,100)**	**(9,921,900)**	**5.0%**
To Tax Supported Funds					
To General Fund: Overhead	(2,095,891)	(2,483,960)	(2,483,960)	(2,840,300)	14.3%
To Debt Service - Wheaton Redevelopment	(943,240)	(941,920)	(941,920)	(943,320)	0.1%
TOTAL To Tax Supported Funds	**(3,039,131)**	**(3,425,880)**	**(3,425,880)**	**(3,783,620)**	**10.4%**
TOTAL WATER QUALITY PROTECTION FUND	**(11,740,923)**	**(12,871,980)**	**(12,871,980)**	**(13,705,520)**	**6.5%**
CABLE TELEVISION					
To Tax Supported Funds					
To General Fund: MC Cable Fund	(1,706,960)	(1,604,850)	(1,604,850)	(1,378,278)	-14.1%
To General Fund: MCPS Instructional TV Fund	(1,681,286)	(1,581,200)	(1,581,200)	(1,378,278)	-12.8%
To General Fund: Overhead	(698,865)	0	0	0	----
Transfer to General Fund	0	(7,576,135)	(7,576,135)	(6,419,433)	-15.3%
To General Fund: M-NCPPC Park Fund	(50,000)	(50,000)	(50,000)	(50,000)	----
TOTAL To Tax Supported Funds	**(4,137,111)**	**(10,812,185)**	**(10,812,185)**	**(9,225,989)**	**-14.7%**
TOTAL CABLE TELEVISION	**(4,137,111)**	**(10,812,185)**	**(10,812,185)**	**(9,225,989)**	**-14.7%**
RECREATION NON-TAX SUPPORTED					
To Tax Supported Funds					
To Recreation Tax Supported Fund	(3,400,000)	(3,400,000)	(2,400,000)	(3,700,000)	8.8%
TOTAL To Tax Supported Funds	**(3,400,000)**	**(3,400,000)**	**(2,400,000)**	**(3,700,000)**	**8.8%**
TOTAL RECREATION NON-TAX SUPPORTED	**(3,400,000)**	**(3,400,000)**	**(2,400,000)**	**(3,700,000)**	**8.8%**
MONTGOMERY HOUSING INITIATIVE					
From Tax Supported Funds					

Inter-Fund Transfers

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
From General Fund	33,257,439	33,674,468	33,674,468	37,924,281	12.6%
TOTAL From Tax Supported Funds	**33,257,439**	**33,674,468**	**33,674,468**	**37,924,281**	**12.6%**
To Non-Tax Supported Funds					
To Non-Tax Supported Debt Service - Other	(15,300,975)	(18,294,520)	(15,844,520)	(24,337,790)	33.0%
TOTAL To Non-Tax Supported Funds	**(15,300,975)**	**(18,294,520)**	**(15,844,520)**	**(24,337,790)**	**33.0%**
To Tax Supported Funds					
To General Fund: Overhead	(553,516)	(674,116)	(674,116)	(806,644)	19.7%
TOTAL To Tax Supported Funds	**(553,516)**	**(674,116)**	**(674,116)**	**(806,644)**	**19.7%**
TOTAL MONTGOMERY HOUSING INITIATIVE	**17,402,948**	**14,705,832**	**17,155,832**	**12,779,847**	**-13.1%**
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	(676,664)	(810,828)	(810,828)	(878,466)	8.3%
To General Fund: CAPP	(200,000)	(200,000)	(200,000)	(200,000)	----
To Debt Service: Wheaton Redevelopment	(330,126)	(329,672)	(329,672)	(330,162)	0.1%
TOTAL To Tax Supported Funds	**(1,214,120)**	**(1,347,830)**	**(1,347,830)**	**(1,415,958)**	**5.1%**
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	**(1,054,120)**	**(1,187,830)**	**(1,187,830)**	**(1,255,958)**	**5.7%**
BETHESDA PARKING DISTRICT					
From Non-Tax Supported Funds					
From Wheaton PLD	0	220,000	220,000	0	-100.0%
TOTAL From Non-Tax Supported Funds	**0**	**220,000**	**220,000**	**0**	**-100.0%**
To Non-Tax Supported Funds					
To Silver Spring PLD (PD Service Facility)	(1,800,000)	(600,000)	(600,000)	0	-100.0%
TOTAL To Non-Tax Supported Funds	**(1,800,000)**	**(600,000)**	**(600,000)**	**0**	**-100.0%**
To Tax Supported Funds					
To General Fund: Overhead	(450,191)	(541,105)	(541,105)	(606,675)	12.1%
To Urban District: Meter Revenue	(2,003,834)	(1,581,122)	(1,581,122)	(1,581,122)	----
TOTAL To Tax Supported Funds	**(2,454,025)**	**(2,122,227)**	**(2,122,227)**	**(2,187,797)**	**3.1%**
TOTAL BETHESDA PARKING DISTRICT	**(4,254,025)**	**(2,502,227)**	**(2,502,227)**	**(2,187,797)**	**-12.6%**
SILVER SPRING PARKING DISTRICT					
From Non-Tax Supported Funds					
From Bethesda PLD (PLD Service Facility)	1,800,000	600,000	600,000	0	-100.0%
TOTAL From Non-Tax Supported Funds	**1,800,000**	**600,000**	**600,000**	**0**	**-100.0%**
To Tax Supported Funds					
To General Fund: Other	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(498,281)	(595,562)	(595,562)	(616,052)	3.4%
To Urban District: Meter Revenue	(2,642,581)	(2,058,464)	(2,058,464)	(150,000)	-92.7%
TOTAL To Tax Supported Funds	**(3,145,862)**	**(2,659,026)**	**(2,659,026)**	**(771,052)**	**-71.0%**
TOTAL SILVER SPRING PARKING DISTRICT	**(1,345,862)**	**(2,059,026)**	**(2,059,026)**	**(771,052)**	**-62.6%**
WHEATON PARKING DISTRICT					

Inter-Fund Transfers

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
To Non-Tax Supported Funds					
To Bethesda PLD	0	(220,000)	(220,000)	0	-100.0%
TOTAL To Non-Tax Supported Funds	**0**	**(220,000)**	**(220,000)**	**0**	**-100.0%**
To Tax Supported Funds					
To General Fund: Overhead	(74,920)	(91,596)	(91,596)	(94,813)	3.5%
To Urban District: Meter Revenue	(500,000)	(225,000)	(225,000)	(225,000)	----
TOTAL To Tax Supported Funds	**(574,920)**	**(316,596)**	**(316,596)**	**(319,813)**	**1.0%**
TOTAL WHEATON PARKING DISTRICT	**(574,920)**	**(536,596)**	**(536,596)**	**(319,813)**	**-40.4%**
PERMITTING SERVICES					
To Tax Supported Funds					
To General Fund: Overhead	(5,948,385)	(7,313,498)	(7,313,498)	(7,815,205)	6.9%
To Debt Service: Wheaton Redevelopment	(872,476)	(871,276)	(871,276)	(872,571)	0.1%
TOTAL To Tax Supported Funds	**(6,820,861)**	**(8,184,774)**	**(8,184,774)**	**(8,687,776)**	**6.1%**
TOTAL PERMITTING SERVICES	**(6,820,861)**	**(8,184,774)**	**(8,184,774)**	**(8,687,776)**	**6.1%**
SOLID WASTE COLLECTION					
To Tax Supported Funds					
To General Fund: DCM	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(320,374)	(368,939)	(368,939)	(330,967)	-10.3%
TOTAL To Tax Supported Funds	**(325,374)**	**(373,939)**	**(373,939)**	**(335,967)**	**-10.2%**
TOTAL SOLID WASTE COLLECTION	**(325,374)**	**(373,939)**	**(373,939)**	**(335,967)**	**-10.2%**
SOLID WASTE DISPOSAL					
From Non-Tax Supported Funds					
From Vacuum Leaf Collection	1,708,880	1,986,169	1,986,169	1,985,192	----
TOTAL From Non-Tax Supported Funds	**1,708,880**	**1,986,169**	**1,986,169**	**1,985,192**	**----**
From Tax Supported Funds					
From General Fund: Tip Fee Charges	735,800	841,330	841,330	920,640	9.4%
TOTAL From Tax Supported Funds	**735,800**	**841,330**	**841,330**	**920,640**	**9.4%**
To Tax Supported Funds					
To General Fund: DCM	(23,380)	(23,380)	(23,380)	(23,380)	----
To General Fund: Overhead	(2,329,529)	(2,839,458)	(2,839,458)	(3,136,360)	10.5%
To General Fund: Wheaton	(212,987)	(212,987)	(212,987)	(212,987)	----
TOTAL To Tax Supported Funds	**(2,565,896)**	**(3,075,825)**	**(3,075,825)**	**(3,372,727)**	**9.7%**
TOTAL SOLID WASTE DISPOSAL	**(121,216)**	**(248,326)**	**(248,326)**	**(466,895)**	**88.0%**
VACUUM LEAF COLLECTION					
To Non-Tax Supported Funds					
To Solid Waste Disposal Fund	(1,708,880)	(1,986,169)	(1,986,169)	(1,985,192)	----
TOTAL To Non-Tax Supported Funds	**(1,708,880)**	**(1,986,169)**	**(1,986,169)**	**(1,985,192)**	**----**
To Tax Supported Funds					
To General Fund: Overhead	(646,546)	(721,768)	(721,768)	(737,421)	2.2%
TOTAL To Tax Supported Funds	**(646,546)**	**(721,768)**	**(721,768)**	**(737,421)**	**2.2%**
TOTAL VACUUM LEAF COLLECTION	**(2,355,426)**	**(2,707,937)**	**(2,707,937)**	**(2,722,613)**	**0.5%**
LIQUOR CONTROL					
To Tax Supported Funds					
To General Fund: Earnings Transfer	(30,300,000)	(26,600,000)	(26,600,000)	(14,634,960)	-45.0%

Inter-Fund Transfers

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
To General Fund: Overhead	(4,329,492)	(4,698,530)	(4,698,530)	(4,963,948)	5.6%
TOTAL To Tax Supported Funds	**(34,629,492)**	**(31,298,530)**	**(31,298,530)**	**(19,598,908)**	**-37.4%**
TOTAL LIQUOR CONTROL	**(34,629,492)**	**(31,298,530)**	**(31,298,530)**	**(19,598,908)**	**-37.4%**
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND					
From Tax Supported Funds					
From General Fund	5,200,000	0	0	0	----
TOTAL From Tax Supported Funds	**5,200,000**	**0**	**0**	**0**	**----**
TOTAL EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND	**5,200,000**	**0**	**0**	**0**	**----**
MOTOR POOL INTERNAL SERVICE FUND					
To Tax Supported Funds					
To Debt Service	(514,250)	(516,300)	(516,300)	(325,650)	-36.9%
TOTAL To Tax Supported Funds	**(514,250)**	**(516,300)**	**(516,300)**	**(325,650)**	**-36.9%**
TOTAL MOTOR POOL INTERNAL SERVICE FUND	**(514,250)**	**(516,300)**	**(516,300)**	**(325,650)**	**-36.9%**
DEBT SERVICE					
DEBT SERVICE - NON-TAX SUPPORTED					
From Non-Tax Supported Funds					
From Montgomery Housing Initiative: Other	15,255,500	18,294,520	15,844,520	24,337,790	33.0%
From Water Quality Protection: Other Debt	8,897,783	9,446,100	9,446,100	9,921,900	5.0%
TOTAL From Non-Tax Supported Funds	**24,153,283**	**27,740,620**	**25,290,620**	**34,259,690**	**23.5%**
TOTAL DEBT SERVICE - NON-TAX SUPPORTED	**24,153,283**	**27,740,620**	**25,290,620**	**34,259,690**	**23.5%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
ENTREPRENEURIAL ACTIVITIES FUND					
From Tax Supported Funds					
From General Fund	6,842,318	6,600,000	6,600,000	6,600,000	----
TOTAL From Tax Supported Funds	**6,842,318**	**6,600,000**	**6,600,000**	**6,600,000**	**----**
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	**6,842,318**	**6,600,000**	**6,600,000**	**6,600,000**	**----**
INSTRUCTIONAL TELEVISION FUND					
From Tax Supported Funds					
From MCG General Fund	1,681,286	1,581,200	1,581,200	1,378,278	-12.8%
TOTAL From Tax Supported Funds	**1,681,286**	**1,581,200**	**1,581,200**	**1,378,278**	**-12.8%**
TOTAL INSTRUCTIONAL TELEVISION FUND	**1,681,286**	**1,581,200**	**1,581,200**	**1,378,278**	**-12.8%**
MONTGOMERY COLLEGE					
WORKFORCE DEVELOPMENT & CONTINUING ED					
From Tax Supported Funds					
Nonmandatory Transfer From Current Fund	476,496	760,000	570,000	760,000	----
TOTAL From Tax Supported Funds	**476,496**	**760,000**	**570,000**	**760,000**	**----**
To Non-Tax Supported Funds					
Non Mandatory Transfer	(708,810)	0	0	0	----
TOTAL To Non-Tax Supported Funds	**(708,810)**	**0**	**0**	**0**	**----**
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	**(232,314)**	**760,000**	**570,000**	**760,000**	**----**

Inter-Fund Transfers

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
CABLE TELEVISION FUND					
From Tax Supported Funds					
From MCG: County Cable Plan	1,706,960	1,604,850	1,604,850	1,378,278	-14.1%
TOTAL From Tax Supported Funds	**1,706,960**	**1,604,850**	**1,604,850**	**1,378,278**	**-14.1%**
TOTAL CABLE TELEVISION FUND	**1,706,960**	**1,604,850**	**1,604,850**	**1,378,278**	**-14.1%**
MAJOR FACILITIES RESERVE FUND					
To Non-Tax Supported Funds					
Non-Mandatory Transfer	8,130,484	0	0	0	----
Non Mandatory Transfer (To Capital Fund)	(8,269,175)	0	0	0	----
TOTAL To Non-Tax Supported Funds	**(138,691)**	**0**	**0**	**0**	**----**
TOTAL MAJOR FACILITIES RESERVE FUND	**(138,691)**	**0**	**0**	**0**	**----**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL REVENUE FUNDS					
From Tax Supported Funds					
Transfer From Administration Fund	500,000	950,000	950,000	1,500,000	57.9%
TOTAL From Tax Supported Funds	**500,000**	**950,000**	**950,000**	**1,500,000**	**57.9%**
From Component Units/Agencies					
From County GF (Ballfields)	1,963,465	2,112,862	2,112,862	2,400,002	13.6%
TOTAL From Component Units/Agencies	**1,963,465**	**2,112,862**	**2,112,862**	**2,400,002**	**13.6%**
TOTAL SPECIAL REVENUE FUNDS	**2,463,465**	**3,062,862**	**3,062,862**	**3,900,002**	**27.3%**
TOTAL NON-TAX SUPPORTED	**(12,194,325)**	**(20,644,286)**	**(19,834,286)**	**(2,247,843)**	**-89.1%**
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(9,610,972)**	**(11,627,586)**	**(11,628,192)**	**(19,059,958)**	**63.9%**

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Schedule A-6

Contribution To/From Other Funds

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% 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	(2,005,489,035)	(2,128,642,338)	(2,128,642,338)	(2,378,642,338)	11.7%
TOTAL To Tax Supported Funds	**(2,154,548,731)**	**(2,277,702,034)**	**(2,277,702,034)**	**(2,527,702,034)**	**11.0%**
County Contribution to CIP Fund					
Contribution To CIP: PAYGO	(58,745,000)	(51,159,000)	(28,000,000)	(29,200,000)	-42.9%
Contribution To HOC: CIP	(16,898,807)	(1,020,000)	(1,020,000)	(1,250,000)	22.5%
Contribution To MC: CIP	(13,802,514)	(7,584,000)	(7,584,000)	(15,084,000)	98.9%
Contribution To MCG: CIP	(30,325,725)	(115,348,000)	(115,348,000)	(22,367,000)	-80.6%
Contribution To MCPS: CIP	(28,603,000)	(27,087,000)	(27,087,000)	(28,792,000)	6.3%
Contribution To MNCPPC: Regional Parks CIP	(3,701,914)	(6,150,000)	(6,150,000)	(6,150,000)	----
TOTAL County Contribution to CIP Fund	**(152,076,960)**	**(208,348,000)**	**(185,189,000)**	**(102,843,000)**	**-50.6%**
TOTAL COUNTY GENERAL FUND	**(2,306,625,691)**	**(2,486,050,034)**	**(2,462,891,034)**	**(2,630,545,034)**	**5.8%**
TOTAL MONTGOMERY COUNTY GOVERNMENT	**(2,306,625,691)**	**(2,486,050,034)**	**(2,462,891,034)**	**(2,630,545,034)**	**5.8%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	2,005,489,035	2,128,642,338	2,128,642,338	2,378,642,338	11.7%
TOTAL County Contribution to Current/Other Fund	**2,005,489,035**	**2,128,642,338**	**2,128,642,338**	**2,378,642,338**	**11.7%**
County Contribution to CIP Fund					
County Contribution to CIP	28,603,000	27,087,000	27,087,000	28,792,000	6.3%
TOTAL County Contribution to CIP Fund	**28,603,000**	**27,087,000**	**27,087,000**	**28,792,000**	**6.3%**
TOTAL CURRENT FUND MCPS	**2,034,092,035**	**2,155,729,338**	**2,155,729,338**	**2,407,434,338**	**11.7%**
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	**2,034,092,035**	**2,155,729,338**	**2,155,729,338**	**2,407,434,338**	**11.7%**
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	13,802,514	7,584,000	7,584,000	15,084,000	98.9%
TOTAL County Contribution to CIP Fund	**13,802,514**	**7,584,000**	**7,584,000**	**15,084,000**	**98.9%**

Contribution To/From Other Funds

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
TOTAL CURRENT FUND MC	**162,212,210**	**155,993,696**	**155,993,696**	**163,493,696**	**4.8%**
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	**162,862,210**	**156,643,696**	**156,643,696**	**164,143,696**	**4.8%**
TOTAL TAX SUPPORTED	**(109,671,446)**	**(173,677,000)**	**(150,518,000)**	**(58,967,000)**	**-66.0%**
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(109,671,446)**	**(173,677,000)**	**(150,518,000)**	**(58,967,000)**	**-66.0%**

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 FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	1,552,255,983	1,639,692,933	1,672,687,860	1,747,715,271	6.6%
Montgomery County Government Special Funds	547,716,646	557,562,780	605,605,399	597,050,062	7.1%
Debt Service Special Funds	429,221,340	452,347,100	430,308,859	438,576,665	-3.0%
Montgomery County Public Schools Current Fund	2,977,136,015	3,105,889,411	3,117,782,468	3,380,224,703	8.8%
Montgomery College Current Fund	268,084,842	283,008,780	281,493,033	293,582,393	3.7%
Montgomery College Special Funds	703,768	750,000	500,000	750,000	----
M-NCPPC Special Funds	166,371,561	183,397,059	182,674,289	189,544,985	3.4%
TOTAL TAX SUPPORTED	5,941,490,155	6,222,648,063	6,291,051,908	6,647,444,079	6.8%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	312,900,849	322,907,608	320,563,371	375,866,548	16.4%
Montgomery County Government Special Funds	348,851,064	267,350,631	274,622,656	281,479,423	5.3%
Debt Service Special Funds	24,153,283	27,740,620	25,290,620	34,259,690	23.5%
Montgomery County Public Schools Enterprise Funds	90,744,742	91,040,471	91,040,471	92,224,750	1.3%
Montgomery County Public Schools Special Funds	230,937,441	125,376,644	125,376,644	148,688,367	18.6%
Montgomery College Enterprise Funds	23,846,231	32,803,138	26,855,518	32,975,996	0.5%
Montgomery College Special Funds	12,200,000	18,133,500	11,450,000	18,206,500	0.4%
M-NCPPC Enterprise Funds	19,767,346	21,996,391	21,982,812	24,016,177	9.2%
M-NCPPC Special Funds	145,531	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	1,063,546,487	907,899,003	897,732,092	1,008,267,451	11.1%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	7,005,036,642	7,130,547,066	7,188,784,000	7,655,711,530	7.4%

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Schedule B-2

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
General Government					
Board of Appeals	635,898	588,642	581,597	608,334	3.3%
Board of Elections	12,425,265	17,141,137	17,141,104	14,234,830	-17.0%
Circuit Court	17,413,326	19,389,766	19,693,690	20,548,763	6.0%
Community Engagement Cluster	8,691,934	10,072,919	9,885,646	10,245,038	1.7%
County Attorney	8,355,807	10,489,686	10,053,719	10,665,669	1.7%
County Council	14,952,365	19,226,192	19,303,914	19,911,977	3.6%
County Executive	13,682,110	6,960,110	7,013,881	7,948,787	14.2%
Ethics Commission	347,488	416,473	321,775	365,818	-12.2%
Finance	15,452,181	19,369,018	21,437,247	20,784,167	7.3%
Food Systems Resilience	5,038,540	14,200,511	14,214,829	13,946,720	-1.8%
General Services	48,125,824	41,414,591	45,397,232	46,168,352	11.5%
Grants Management	660,392	1,044,508	1,027,907	1,195,203	14.4%
Human Resources	10,448,689	12,831,821	11,835,007	13,501,357	5.2%
Human Rights	1,510,317	2,117,953	1,912,725	2,145,485	1.3%
Inspector General	2,797,502	3,612,200	3,602,154	4,094,443	13.4%
Intergovernmental Relations	807,999	1,010,462	964,865	1,036,284	2.6%
Labor Relations	1,607,303	2,213,839	2,223,105	2,523,120	14.0%
Legislative Oversight	2,384,800	2,645,735	2,683,026	2,984,114	12.8%
Management and Budget	7,256,653	7,693,959	7,622,697	8,436,938	9.7%
Merit System Protection Board	672,236	307,445	288,343	373,383	21.4%
People's Counsel	0	0	0	261,783	----
Procurement	5,099,478	5,641,088	5,657,720	6,796,756	20.5%
Public Information	6,789,215	2,957,149	2,962,949	3,006,832	1.7%
Racial Equity and Social Justice	1,109,581	1,567,682	1,486,542	1,676,448	6.9%
State's Attorney	22,439,468	25,104,998	25,161,649	27,378,730	9.1%
Technology and Enterprise Business Solutions	75,359,261	73,468,256	72,602,115	72,702,971	-1.0%
Urban Districts	11,781,231	12,782,043	12,923,090	13,198,424	3.3%
Zoning and Administrative Hearings	822,751	819,477	808,083	883,196	7.8%
Total General Government	296,667,614	315,087,660	318,806,611	327,623,922	4.0%
Public Safety					
Animal Services	9,714,218	10,500,840	10,028,570	11,003,361	4.8%
Consumer Protection	2,556,363	2,839,549	2,681,963	3,007,804	5.9%
Correction and Rehabilitation	82,643,421	84,203,400	89,388,284	95,410,554	13.3%
Emergency Management and Homeland Security	11,905,284	4,766,028	4,596,782	5,722,207	20.1%
Fire and Rescue Service	293,169,451	292,436,391	309,109,107	310,659,486	6.2%
Police	313,110,865	330,106,567	328,673,129	352,670,765	6.8%
Sheriff	29,972,664	30,558,372	29,339,056	33,328,745	9.1%
Total Public Safety	743,072,266	755,411,147	773,816,891	811,802,922	7.5%
Transportation					
Parking District Services	23,701,018	28,878,623	28,826,929	30,434,219	5.4%
Transit Services	193,053,533	193,665,417	204,537,817	211,045,285	9.0%
Transportation	79,227,871	63,647,476	62,511,863	67,416,826	5.9%
Total Transportation	295,982,422	286,191,516	295,876,609	308,896,330	7.9%
Health and Human Services					

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
Health and Human Services	510,336,308	510,954,898	514,543,576	554,683,441	8.6%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	10,605,891	11,440,573	11,395,985	12,192,169	6.6%
Public Libraries	47,632,154	52,847,301	51,491,355	54,948,439	4.0%
Recreation	60,366,544	64,615,217	65,047,894	68,254,542	5.6%
Total Libraries, Culture, and Recreation	118,604,589	128,903,091	127,935,234	135,395,150	5.0%
Community Development and Housing					
Agriculture	1,349,694	1,455,952	1,444,497	1,532,515	5.3%
Economic Development Fund	2,942,866	4,169,168	25,092,947	4,180,782	0.3%
Housing and Community Affairs	104,252,960	78,527,281	85,010,968	83,803,854	6.7%
Permitting Services	39,987,819	45,659,555	45,004,956	48,581,133	6.4%
Total Community Development and Housing	148,533,339	129,811,956	156,553,368	138,098,284	6.4%
Environment					
Environmental Protection	43,232,075	45,693,162	45,107,705	49,216,826	7.7%
Recycling and Resource Management	160,400,062	154,860,183	153,997,680	199,152,183	28.6%
Total Environment	203,632,137	200,553,345	199,105,385	248,369,009	23.8%
Other County Government Functions					
Alcohol Beverage Services	71,973,142	74,604,653	74,595,929	77,951,615	4.5%
Cable Television Communications Plan	13,023,139	6,556,970	6,556,970	5,645,170	-13.9%
Non-Departmental Accounts	324,180,518	342,263,066	368,297,764	351,278,190	2.6%
Utilities	35,719,068	37,175,650	37,390,949	42,367,271	14.0%
Total Other County Government Functions	444,895,867	460,600,339	486,841,612	477,242,246	3.6%
TOTAL MONTGOMERY COUNTY GOVERNMENT	2,761,724,542	2,787,513,952	2,873,479,286	3,002,111,304	7.7%
DEBT SERVICE					
Debt Service	453,374,623	480,087,720	455,599,479	472,836,355	-1.5%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Maryland-National Capital Park and Planning Commission	186,284,438	205,943,450	205,207,101	214,111,162	4.0%
MONTGOMERY COLLEGE					
Montgomery College	304,834,841	334,695,418	320,298,551	345,514,889	3.2%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Montgomery County Public Schools	3,298,818,198	3,322,306,526	3,334,199,583	3,621,137,820	9.0%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	7,005,036,642	7,130,547,066	7,188,784,000	7,655,711,530	7.4%

Schedule B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
General Government					
Board of Appeals	635,898	588,642	581,597	608,334	3.3%
Board of Elections	12,425,265	17,141,137	17,141,104	14,234,830	-17.0%
Circuit Court	14,155,133	15,221,599	15,525,523	16,321,558	7.2%
Community Engagement Cluster	8,398,234	9,997,919	9,810,646	10,089,628	0.9%
County Attorney	8,355,807	10,489,686	10,053,719	10,665,669	1.7%
County Council	14,952,365	19,226,192	19,303,914	19,911,977	3.6%
County Executive	6,579,538	6,960,110	7,013,881	7,948,787	14.2%
Ethics Commission	347,488	416,473	321,775	365,818	-12.2%
Finance	18,115,457	19,369,018	21,437,247	20,784,167	7.3%
Food Systems Resilience	5,038,540	14,200,511	14,214,829	13,946,720	-1.8%
General Services	48,125,585	41,414,591	45,397,232	46,168,352	11.5%
Grants Management	660,392	1,044,508	1,027,907	1,195,203	14.4%
Human Resources	10,448,689	12,831,821	11,835,007	13,501,357	5.2%
Human Rights	1,510,317	2,117,953	1,912,725	2,145,485	1.3%
Inspector General	2,797,502	3,612,200	3,602,154	4,094,443	13.4%
Intergovernmental Relations	807,999	1,010,462	964,865	1,036,284	2.6%
Labor Relations	1,607,303	2,213,839	2,223,105	2,523,120	14.0%
Legislative Oversight	2,384,800	2,645,735	2,683,026	2,984,114	12.8%
Management and Budget	7,256,653	7,693,959	7,622,697	8,436,938	9.7%
Merit System Protection Board	672,236	307,445	288,343	373,383	21.4%
People's Counsel	0	0	0	261,783	----
Procurement	5,099,478	5,641,088	5,657,720	6,796,756	20.5%
Public Information	6,789,215	2,957,149	2,962,949	3,006,832	1.7%
Racial Equity and Social Justice	1,109,581	1,567,682	1,486,542	1,676,448	6.9%
State's Attorney	21,952,538	24,557,231	24,613,882	26,494,785	7.9%
Technology and Enterprise Business Solutions	51,966,344	73,468,256	72,602,115	72,702,971	-1.0%
Zoning and Administrative Hearings	822,751	819,477	808,083	883,196	7.8%
Total General Government	253,015,108	297,514,683	301,092,587	309,158,938	3.9%
Public Safety					
Animal Services	9,714,218	10,500,840	10,028,570	11,003,361	4.8%
Consumer Protection	2,556,363	2,839,549	2,681,963	3,007,804	5.9%
Correction and Rehabilitation	82,357,327	83,520,400	88,801,196	94,867,554	13.6%
Emergency Management and Homeland Security	5,303,929	3,566,282	3,397,036	4,821,729	35.2%
Police	311,109,916	330,106,567	328,673,129	352,670,765	6.8%
Sheriff	28,790,291	29,556,443	28,337,127	32,330,644	9.4%
Total Public Safety	439,832,044	460,090,081	461,919,021	498,701,857	8.4%
Transportation					
Transportation	69,115,603	55,968,948	55,555,464	59,861,597	7.0%
Health and Human Services					
Health and Human Services	362,389,126	390,781,758	394,248,109	426,171,826	9.1%
Libraries, Culture, and Recreation					
Public Libraries	47,072,809	52,451,701	51,095,755	54,552,839	4.0%
Community Development and Housing					
Agriculture	1,349,694	1,455,952	1,444,497	1,532,515	5.3%
Housing and Community Affairs	10,250,533	13,468,173	13,222,039	15,250,953	13.2%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
Total Community Development and Housing	11,600,227	14,924,125	14,666,536	16,783,468	12.5%
Environment					
Environmental Protection	9,331,480	9,682,921	9,581,675	9,839,285	1.6%
Other County Government Functions					
Non-Departmental Accounts	324,180,518	321,103,066	347,137,764	330,278,190	2.9%
Utilities	35,719,068	37,175,650	37,390,949	42,367,271	14.0%
Total Other County Government Functions	359,899,586	358,278,716	384,528,713	372,645,461	4.0%
TOTAL GENERAL FUND TAX SUPPORTED	1,552,255,983	1,639,692,933	1,672,687,860	1,747,715,271	6.6%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts	11,781,231	12,782,043	12,923,090	13,198,424	3.3%
Public Safety					
Fire and Rescue Service	289,184,258	292,436,391	309,109,107	310,659,486	6.2%
Transportation					
Transit Services	188,609,873	188,541,034	199,413,434	206,037,901	9.3%
Libraries, Culture, and Recreation					
Recreation	55,198,418	59,634,144	59,066,821	62,973,469	5.6%
Community Development and Housing					
Economic Development Fund	2,942,866	4,169,168	25,092,947	4,180,782	0.3%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Parking District Services	23,701,018	28,878,623	28,826,929	30,434,219	5.4%
Transportation	6,233,302	7,464,021	6,741,892	7,555,229	1.2%
Total Transportation	29,934,320	36,342,644	35,568,821	37,989,448	4.5%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	10,605,891	11,440,573	11,395,985	12,192,169	6.6%
Community Development and Housing					
Permitting Services	39,987,434	45,659,555	45,004,956	48,581,133	6.4%
Environment					
Recycling and Resource Management	160,400,062	154,860,183	153,997,680	199,152,183	28.6%
Other County Government Functions					
Alcohol Beverage Services	71,973,142	74,604,653	74,595,929	77,951,615	4.5%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Circuit Court	3,258,193	4,168,167	4,168,167	4,227,205	1.4%
Community Engagement Cluster	293,700	75,000	75,000	155,410	107.2%
County Executive	7,102,572	0	0	0	----
Finance	(2,663,276)	0	0	0	----
General Services	239	0	0	0	----
State's Attorney	486,930	547,767	547,767	883,945	61.4%
Technology and Enterprise Business Solutions	23,392,917	0	0	0	----
Total General Government	31,871,275	4,790,934	4,790,934	5,266,560	9.9%
Public Safety					
Correction and Rehabilitation	286,094	683,000	587,088	543,000	-20.5%
Emergency Management and Homeland Security	6,601,355	1,199,746	1,199,746	900,478	-24.9%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
Fire and Rescue Service	3,985,193	0	0	0	----
Police	2,000,949	0	0	0	----
Sheriff	1,182,373	1,001,929	1,001,929	998,101	-0.4%
Total Public Safety	14,055,964	2,884,675	2,788,763	2,441,579	-15.4%
Transportation					
Transit Services	4,443,660	5,124,383	5,124,383	5,007,384	-2.3%
Transportation	3,878,966	214,507	214,507	0	-100.0%
Total Transportation	8,322,626	5,338,890	5,338,890	5,007,384	-6.2%
Health and Human Services					
Health and Human Services	147,947,182	120,173,140	120,295,467	128,511,615	6.9%
Libraries, Culture, and Recreation					
Public Libraries	559,345	395,600	395,600	395,600	----
Recreation	5,168,126	4,981,073	5,981,073	5,281,073	6.0%
Total Libraries, Culture, and Recreation	5,727,471	5,376,673	6,376,673	5,676,673	5.6%
Community Development and Housing					
Housing and Community Affairs	94,002,427	65,059,108	71,788,929	68,552,901	5.4%
Permitting Services	385	0	0	0	----
Total Community Development and Housing	94,002,812	65,059,108	71,788,929	68,552,901	5.4%
Environment					
Environmental Protection	33,900,595	36,010,241	35,526,030	39,377,541	9.4%
Other County Government Functions					
Cable Television Communications Plan	13,023,139	6,556,970	6,556,970	5,645,170	-13.9%
Non-Departmental Accounts	0	21,160,000	21,160,000	21,000,000	-0.8%
Total Other County Government Functions	13,023,139	27,716,970	27,716,970	26,645,170	-3.9%
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	348,851,064	267,350,631	274,622,656	281,479,423	5.3%
TOTAL MONTGOMERY COUNTY GOVERNMENT	2,761,724,542	2,787,513,952	2,873,479,286	3,002,111,304	7.7%
DEBT SERVICE					
DEBT SERVICE FUND TAX SUPPORTED					
Debt Service	429,221,340	452,347,100	430,308,859	438,576,665	-3.0%
SPECIAL FUNDS NON-TAX SUPPORTED					
Debt Service	24,153,283	27,740,620	25,290,620	34,259,690	23.5%
TOTAL DEBT SERVICE	453,374,623	480,087,720	455,599,479	472,836,355	-1.5%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS TAX SUPPORTED					
Montgomery County Public Schools	2,977,136,015	3,105,889,411	3,117,782,468	3,380,224,703	8.8%
ENTREPRENEURIAL ACTIVITIES FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	9,133,445	9,107,832	9,107,832	9,135,389	0.3%
FIELD TRIP FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	1,673,419	2,979,154	2,979,154	2,972,646	-0.2%
FOOD SERVICE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	73,800,162	72,333,059	72,333,059	73,699,211	1.9%
INSTRUCTIONAL TELEVISION FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	1,647,927	1,581,200	1,581,200	1,378,278	-12.8%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
REAL ESTATE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	4,489,789	5,039,226	5,039,226	5,039,226	----
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools	230,937,441	125,376,644	125,376,644	148,688,367	18.6%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	3,298,818,198	3,322,306,526	3,334,199,583	3,621,137,820	9.0%
MONTGOMERY COLLEGE					
CURRENT FUND MC TAX SUPPORTED					
Montgomery College	268,084,842	283,008,780	281,493,033	293,582,393	3.7%
SPECIAL FUNDS TAX SUPPORTED					
Montgomery College	703,768	750,000	500,000	750,000	----
TOTAL SPECIAL FUNDS TAX SUPPORTED	703,768	750,000	500,000	750,000	----
AUXILIARY FUND NON-TAX SUPPORTED					
Montgomery College	1,599,724	1,959,598	2,032,500	2,459,598	25.5%
CABLE TELEVISION FUND NON-TAX SUPPORTED					
Montgomery College	1,750,649	1,894,942	1,599,107	1,567,800	-17.3%
MAJOR FACILITIES RESERVE FUND NON-TAX SUPPORTED					
Montgomery College	1,942,606	2,000,000	1,944,606	2,000,000	----
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery College	12,200,000	18,133,500	11,450,000	18,206,500	0.4%
TRANSPORTATION FUND NON-TAX SUPPORTED					
Montgomery College	2,436,899	4,200,000	2,434,110	4,200,000	----
WORKFORCE DEVELOPMENT & CONTINUING ED NON-TAX SUPPORTED					
Montgomery College	16,116,353	22,748,598	18,845,195	22,748,598	----
TOTAL MONTGOMERY COLLEGE	304,834,841	334,695,418	320,298,551	345,514,889	3.2%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL FUNDS TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	166,371,561	183,397,059	182,674,289	189,544,985	3.4%
TOTAL SPECIAL FUNDS TAX SUPPORTED	166,371,561	183,397,059	182,674,289	189,544,985	3.4%
ENTERPRISE FUND NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	11,016,461	11,283,610	11,945,806	12,598,355	11.7%
PROP MGMT MNCPPC NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	1,622,080	1,688,700	1,688,700	1,962,600	16.2%
SPECIAL FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	145,531	550,000	550,000	550,000	----
SPECIAL REVENUE FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	7,128,805	9,024,081	8,348,306	9,455,222	4.8%
TOTAL M-NCPPC	186,284,438	205,943,450	205,207,101	214,111,162	4.0%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	**7,005,036,642**	**7,130,547,066**	**7,188,784,000**	**7,655,711,530**	**7.4%**

Schedule B-4

Expenditures By Appropriation Category

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
Capital Outlay	1,008,772	986,696	986,696	946,396	-4.1%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Operating Expenses	781,264,025	769,522,401	815,772,543	810,789,502	5.4%
Personnel Costs	769,983,186	869,183,836	855,928,621	935,979,373	7.7%
Total GENERAL FUND TAX SUPPORTED	1,552,255,983	1,639,692,933	1,672,687,860	1,747,715,271	6.6%
SPECIAL FUNDS TAX SUPPORTED					
Capital Outlay	140,747	144,230	144,230	144,230	----
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Operating Expenses	161,582,869	154,279,690	186,118,301	164,749,577	6.8%
Personnel Costs	385,993,030	403,138,860	419,342,868	432,156,255	7.2%
Total SPECIAL FUNDS TAX SUPPORTED	547,716,646	557,562,780	605,605,399	597,050,062	7.1%
GRANT FUND - MCG NON-TAX SUPPORTED					
Capital Outlay	1,495,723	0	0	0	----
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Operating Expenses	142,428,566	87,302,715	87,302,715	81,048,482	-7.2%
Personnel Costs	73,820,954	74,338,333	74,338,333	88,463,410	19.0%
Total GRANT FUND - MCG NON-TAX SUPPORTED	217,745,243	161,641,048	161,641,048	169,511,892	4.9%
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	114,257,692	89,272,292	97,635,590	93,083,172	4.3%
Personnel Costs	16,848,129	16,437,291	15,346,018	18,884,359	14.9%
Total SPECIAL FUNDS NON-TAX SUPPORTED	131,105,821	105,709,583	112,981,608	111,967,531	5.9%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Capital Outlay	7,176,899	2,937,263	2,836,463	2,165,095	-26.3%
Debt Service G.O. Bonds	8,242,690	0	0	0	----
Debt Service Other	2,300,810	12,713,190	10,893,190	14,272,090	12.3%
Operating Expenses	193,096,482	193,474,536	193,966,454	238,103,806	23.1%
Personnel Costs	102,083,968	113,782,619	112,867,264	121,325,557	6.6%

Expenditures By Appropriation Category

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Total ENTERPRISE FUNDS NON-TAX SUPPORTED	312,900,849	322,907,608	320,563,371	375,866,548	16.4%

SUMMARY

Total PERSONNEL COSTS	1,348,729,267	1,476,880,939	1,477,823,104	1,596,808,954	8.1%
Total OPERATING EXPENSES	1,392,629,634	1,293,851,634	1,380,795,603	1,387,774,539	7.3%
Total DEBT SERVICE G.O. BONDS	8,242,690	0	0	0	----
Total DEBT SERVICE OTHER	2,300,810	12,713,190	10,893,190	14,272,090	12.3%
Total CAPITAL OUTLAY	9,822,141	4,068,189	3,967,389	3,255,721	-20.0%
Total MONTGOMERY COUNTY GOVERNMENT	2,761,724,542	2,787,513,952	2,873,479,286	3,002,111,304	7.7%

PERCENT OF TOTAL BUDGET

PERSONNEL COSTS	48.8%	53.0%	51.4%	53.2%	----
OPERATING EXPENSES	50.4%	46.4%	48.1%	46.2%	----
DEBT SERVICE G.O. BONDS	0.3%	----	----	----	----
DEBT SERVICE OTHER	0.1%	0.5%	0.4%	0.5%	----
CAPITAL OUTLAY	0.4%	0.1%	0.1%	0.1%	----

Schedule B-5

Montgomery County Government Internal Service Funds

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
INTERNAL SERVICE FUNDS					
Employee Health Self Insurance	338,076,883	373,381,118	372,627,460	419,189,291	12.3%
Motor Pool Internal Service Fund	100,168,967	102,321,758	108,188,043	116,014,212	13.4%
Printing & Mail Internal Service Fund	10,726,525	9,184,291	10,508,395	9,419,587	2.6%
Self Insurance Internal Service Fund	92,371,784	112,829,557	112,585,755	117,198,841	3.9%
TOTAL INTERNAL SERVICE FUNDS	541,344,159	597,716,724	603,909,653	661,821,931	10.7%

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Revenue Schedules

The revenue schedules include data for the following County agencies: MCG, Debt Service, MCPS, Montgomery College, and M-NCPPC. Not included are: WSSC, HOC, and the Montgomery County Revenue Authority. Note that the General Fund revenues contributed to capital projects (PAYGO) for several agencies are not reported on these schedules. State or Federal aid for capital projects is shown only in the CIP.

SCHEDULE C-1, REVENUES DETAILED BY FUND

This schedule reports by tax supported and non-tax supported fund type, for all agencies, all revenues received and used to fund the operating budgets of MCG, Debt Service on County bonds issued for capital projects, MCPS, Montgomery College, and M-NCPPC.

SCHEDULE C-2, REVENUES DETAILED BY AGENCY

This schedule reports revenue by agency, including debt service on County bonds, and separates revenues by General Fund, special tax supported funds, special non-tax supported funds, and enterprise funds.

SCHEDULE C-3, REVENUES DETAILED BY AGENCY AND TYPE

This schedule details all revenue by agency, fund type, and fund.

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Schedule C-1

Revenues Detailed By Fund

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	4,208,521,785	4,189,913,438	4,313,639,153	4,597,993,867	9.7%
Montgomery County Government Special Funds	660,565,983	695,157,693	706,081,766	718,012,100	3.3%
Debt Service Special Funds	1,924,440	202,900	202,900	189,940	-6.4%
Montgomery County Public Schools Current Fund	946,600,103	977,247,073	977,247,073	1,001,582,365	2.5%
Montgomery College Current Fund	128,322,704	125,514,592	129,023,266	133,249,946	6.2%
Montgomery College Special Funds	151,458	18,000	21,000	21,500	19.4%
M-NCPPC Special Funds	181,479,143	177,235,592	179,681,711	185,386,285	4.6%
TOTAL TAX SUPPORTED	6,127,565,616	6,165,289,288	6,305,896,869	6,636,436,003	7.6%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	356,922,324	369,217,469	359,937,963	412,767,507	11.8%
Montgomery County Government Special Funds	361,361,243	282,372,760	283,024,887	294,808,640	4.4%
Debt Service Special Funds	0	0	0	0	----
Montgomery County Public Schools Enterprise Funds	84,332,492	82,859,271	82,859,271	84,246,472	1.7%
Montgomery County Public Schools Special Funds	230,937,441	125,376,644	125,376,644	148,688,367	18.6%
Montgomery College Enterprise Funds	29,638,133	29,588,690	31,976,253	31,738,372	7.3%
Montgomery College Special Funds	12,228,965	18,153,500	11,471,500	18,226,500	0.4%
M-NCPPC Enterprise Funds	20,390,570	18,884,061	19,879,841	20,702,016	9.6%
M-NCPPC Special Funds	145,531	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	1,095,956,699	927,002,395	915,076,359	1,011,727,874	9.1%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	7,223,522,315	7,092,291,683	7,220,973,228	7,648,163,877	7.8%

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Schedule C-2

Revenues Detailed By Agency

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
Enterprise Funds Non-Tax Supported	356,922,324	369,217,469	359,937,963	412,767,507	10.0%
Special Funds Non-Tax Supported	361,361,243	282,372,760	283,024,887	294,808,640	----
General Fund Tax Supported	4,208,521,785	4,189,913,438	4,313,639,153	4,597,993,867	10.0%
Special Funds Tax Supported	660,565,983	695,157,693	706,081,766	718,012,100	----
TOTAL MONTGOMERY COUNTY GOVERNMENT	5,587,371,335	5,536,661,360	5,662,683,769	6,023,582,114	10.0%
DEBT SERVICE					
Special Funds Non-Tax Supported	0	0	0	0	----
Debt Service Fund Tax Supported	1,924,440	202,900	202,900	189,940	-10.0%
TOTAL DEBT SERVICE	1,924,440	202,900	202,900	189,940	-10.0%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Enterprise Funds Non-Tax Supported	84,332,492	82,859,271	82,859,271	84,246,472	----
Special Funds Non-Tax Supported	230,937,441	125,376,644	125,376,644	148,688,367	20.0%
Current Fund Tax Supported	946,600,103	977,247,073	977,247,073	1,001,582,365	----
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	1,261,870,036	1,185,482,988	1,185,482,988	1,234,517,204	----
MONTGOMERY COLLEGE					
Enterprise Funds Non-Tax Supported	29,638,133	29,588,690	31,976,253	31,738,372	10.0%
Special Funds Non-Tax Supported	12,228,965	18,153,500	11,471,500	18,226,500	----
Current Fund Tax Supported	128,322,704	125,514,592	129,023,266	133,249,946	10.0%
Special Funds Tax Supported	151,458	18,000	21,000	21,500	20.0%
TOTAL MONTGOMERY COLLEGE	170,341,260	173,274,782	172,492,019	183,236,318	10.0%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Enterprise Funds Non-Tax Supported	20,390,570	18,884,061	19,879,841	20,702,016	10.0%
Special Funds Non-Tax Supported	145,531	550,000	550,000	550,000	----
Special Funds Tax Supported	181,479,143	177,235,592	179,681,711	185,386,285	----
TOTAL M-NCPPC	202,015,244	196,669,653	200,111,552	206,638,301	10.0%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	7,223,522,315	7,092,291,683	7,220,973,228	7,648,163,877	10.0%

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Schedule C-3

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
Taxes					
Admissions Tax	3,703,817	4,400,144	3,500,000	3,500,000	-20.5%
County Income Tax	2,023,561,278	2,051,146,619	2,170,138,166	2,259,935,002	10.2%
E-Cigarette Tax	801,269	824,999	630,000	600,000	-27.3%
Energy Tax	182,130,483	191,261,860	177,068,109	180,461,544	-5.6%
Hotel/Motel Tax	23,084,973	23,098,383	22,115,252	22,892,041	-0.9%
Property Tax	1,516,971,245	1,545,917,936	1,551,413,000	1,718,794,927	11.2%
Real Property Transfer Tax	96,468,076	94,722,310	99,675,771	104,705,005	10.5%
Recordation Tax	44,958,808	44,878,953	47,111,952	49,489,029	10.3%
Telephone Tax	55,607,943	55,808,865	56,755,557	57,864,795	3.7%
TOTAL TAXES	3,947,287,892	4,012,060,069	4,128,407,807	4,398,242,343	9.6%
Licenses & Permits					
Clerk of the Court Business Licenses	75,400	65,000	65,000	65,000	----
Hazardous Materials Permits	613,900	865,000	865,000	865,000	----
Health Inspection: Restaurants	2,005,835	1,785,785	1,855,985	1,869,885	4.7%
Health Inspections: Living Facilities	271,880	235,675	236,410	240,010	1.8%
Health Inspections: Swimming Pools	536,925	582,480	551,310	554,780	-4.8%
Landlord-Tenant Fees	7,382,002	9,092,318	9,319,818	9,319,818	2.5%
Marriage Licenses	288,000	276,960	304,420	316,319	14.2%
New Home Builder's License	139,505	140,000	140,000	140,000	----
Other Licenses and Permits	292	0	0	0	----
Other Licenses/Permits	290,595	925,685	663,180	660,070	-28.7%
Pet Licenses	299,686	400,000	300,000	300,000	-25.0%
Residential Parking Permits	117,587	115,000	115,000	115,000	----
Trader's License	298,004	280,000	280,000	280,000	----
TOTAL LICENSES & PERMITS	12,319,611	14,763,903	14,696,123	14,725,882	-0.3%
Charges for Services					
Board of Appeals Fees	187,775	193,684	193,684	193,684	----
Bus Advertising	42,500	0	0	0	----
Care of Federal/State Prisoners	309,299	667,580	179,280	269,370	-59.6%
Commission for Women Fees	1,763	0	0	0	----
Common Ownership Community Fees	956,399	998,378	998,378	998,378	----
Facility Rental Fees	14,149	10,500	10,500	10,500	----
Health and Human Services Fees	1,724,408	1,628,774	2,014,844	2,307,550	41.7%
Home Confinement Fees	0	30,000	30,000	30,000	----
Library Fees	1,019	600	600	600	----
Motor Pool Charges/Fees	8,969	0	0	0	----
Other Charges and Fees	(2,405)	0	0	0	----
Other Charges/Fees	5,460,351	7,533,988	7,199,913	8,745,341	16.1%
Parking Fees	205,018	175,400	175,400	175,400	----
Sheriff Fees	956,496	800,000	800,000	800,000	----
Street Tree Planting	154,950	75,000	75,000	75,000	----
Subdivision Plan Review	266,601	225,000	225,000	225,000	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	% CHG BUD/REC
Tree Canopy	636,870	1,500,000	1,500,000	1,500,000	----
Zoning Fees	142,669	65,000	125,000	110,000	69.2%
TOTAL CHARGES FOR SERVICES	11,066,831	13,903,904	13,527,599	15,440,823	11.1%
Fines & Forfeitures					
Library Fines	(129)	0	0	0	----
Other Fines/Forfeitures	11,363,313	11,404,000	11,401,500	11,406,500	----
Parking Fines	1,132,499	1,200,000	1,200,000	1,200,000	----
Photo Red Light Citations	3,739,529	3,365,000	5,000,000	5,000,000	48.6%
Speed Camera Citations	12,300,824	11,000,000	12,000,000	12,000,000	9.1%
TOTAL FINES & FORFEITURES	28,536,036	26,969,000	29,601,500	29,606,500	9.8%
Intergovernmental					
Cannabis State Sale and Use - Tax Distribution	241,989	0	0	0	----
Core Health Services Funding	7,237,092	5,592,428	5,047,428	5,274,562	-5.7%
EEOC Reimbursement	54,500	54,700	54,700	54,700	----
Emergency 911	15,944,049	15,000,000	13,500,000	25,526,020	70.2%
Federal Financial Participation Reimbursements	13,120,685	18,217,652	19,395,953	20,353,251	11.7%
FEMA Reimbursement	63,816,049	0	374,156	0	----
Illegal Alien Inmate Reimbursement	1,562,278	0	0	0	----
Indirect Costs: Grants	1,393,923	950,000	1,100,000	1,100,000	15.8%
Medicaid/Medicare Reimbursement	1,619,953	2,936,505	1,987,946	3,378,889	15.1%
Other Intergovernmental	9,523,034	6,601,591	7,669,935	7,577,171	14.8%
State Aid: Highway User	10,416,338	12,725,353	12,725,353	14,189,000	11.5%
State Aid: Police Protection	17,000,548	16,374,595	16,374,595	16,472,845	0.6%
State Grants	10,046,993	650,000	650,000	650,000	----
State Jury Fee Reimbursement	744,570	1,165,570	1,165,570	1,165,570	----
State Reimbursement: Library Operations	3,776,281	3,852,227	3,852,227	3,959,000	2.8%
State Reimbursement: Library Staff Retirement	1,581,238	1,344,000	1,344,000	1,800,000	33.9%
Traffic Signals Maintenance	1,019,000	994,000	994,000	994,000	----
TOTAL INTERGOVERNMENTAL	159,098,520	86,458,621	86,235,863	102,495,008	18.5%
Investment Income					
Investment Income	31,857,016	21,437,740	26,150,060	22,021,110	2.7%
Miscellaneous					
Conference Center - Net Proceeds	3,069,509	2,500,000	2,500,000	2,500,000	----
Conference Center - Rental Income	319,070	319,100	319,100	319,100	----
Liquor Sales	155	0	0	0	----
Loan Payments	31,234	35,000	35,000	35,000	----
Miscellaneous Revenues	9,435,976	6,216,101	6,666,101	7,358,101	18.4%
Property Rentals	3,132,540	3,500,000	3,500,000	3,500,000	----
Vehicle/Bike Auction Proceeds	2,367,395	1,750,000	2,000,000	1,750,000	----
TOTAL MISCELLANEOUS	18,355,879	14,320,201	15,020,201	15,462,201	8.0%
TOTAL COUNTY GENERAL FUND	4,208,521,785	4,189,913,438	4,313,639,153	4,597,993,867	9.7%
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					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Taxes					
Property Tax	813,121	981,572	926,703	979,921	-0.2%
Charges for Services					
Optional Method Development	209,132	183,975	233,192	183,975	----
TOTAL BETHESDA URBAN DISTRICT	1,022,253	1,165,547	1,159,895	1,163,896	-0.1%
Silver Spring Urban District					
Taxes					
Property Tax	991,335	1,112,440	1,062,852	1,125,009	1.1%
Charges for Services					
Optional Method Development	139,467	120,000	120,000	120,000	----
Other Charges & Fees	50,000	0	0	0	----
TOTAL CHARGES FOR SERVICES	189,467	120,000	120,000	120,000	----
TOTAL SILVER SPRING URBAN DISTRICT	1,180,802	1,232,440	1,182,852	1,245,009	1.0%
Wheaton Urban District					
Taxes					
Property Tax	273,890	348,056	288,791	305,623	-12.2%
Charges for Services					
Optional Method Development	1,641	0	10,401	0	----
Miscellaneous					
Miscellaneous Revenues	15	0	0	0	----
TOTAL WHEATON URBAN DISTRICT	275,546	348,056	299,192	305,623	-12.2%
Mass Transit					
Taxes					
Property Tax	192,537,043	213,971,756	213,514,101	211,415,487	-1.2%
Licenses & Permits					
Taxi Licensing Fees	57,115	80,000	32,000	80,000	----
Charges for Services					
Bus Advertising	1,681,491	1,720,000	820,000	1,780,000	3.5%
Insurance Recoveries	8,798	0	103,607	0	----
Motor Pool Charges/Fees	680,181	0	813,868	0	----
Other Charges/Fees	3,375,675	3,148,906	3,305,850	3,719,383	18.1%
Parking Fees	871,288	828,704	712,430	775,000	-6.5%
Ride On Fare Revenue	2,791,910	4,820,798	1,583,893	0	-100.0%
TOTAL CHARGES FOR SERVICES	9,409,343	10,518,408	7,339,648	6,274,383	-40.3%
Fines & Forfeitures					
Other Fines/Forfeitures	2,625	0	1,925	160,000	----
Parking Fines	1,028,102	800,000	961,590	800,000	----
TOTAL FINES & FORFEITURES	1,030,727	800,000	963,515	960,000	20.0%
Intergovernmental					
Other Intergovernmental	0	0	0	1,119,413	----
State Aid: Call N' Ride	379,107	379,107	395,666	391,011	3.1%
State Aid: Damascus Fixed Route	425,094	607,466	681,401	681,401	12.2%
State Aid: Ride On	41,307,169	40,589,000	40,589,000	40,589,000	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
TOTAL INTERGOVERNMENTAL	42,111,370	41,575,573	41,666,067	42,780,825	2.9%
Miscellaneous					
Miscellaneous Revenues	46,104	0	(11,218)	0	----
Property Rentals	6,217	0	1,867	0	----
TOTAL MISCELLANEOUS	52,321	0	(9,351)	0	----
TOTAL MASS TRANSIT	245,197,919	266,945,737	263,505,980	261,510,695	-2.0%
Fire					
Taxes					
Property Tax	267,596,022	288,334,137	287,717,433	310,785,836	7.8%
Charges for Services					
EMS Reimbursement-Ambulance Fee	15,069,828	23,000,000	33,000,000	23,000,000	----
Intergovernmental					
Other Intergovernmental	16,970,147	13,700,000	7,000,000	13,700,000	----
State Fire/Rescue 508 Funds	1,938,617	0	1,941,338	0	----
TOTAL INTERGOVERNMENTAL	18,908,764	13,700,000	8,941,338	13,700,000	----
Miscellaneous					
Miscellaneous Revenues	923,460	244,882	600,000	0	-100.0%
TOTAL FIRE	302,498,074	325,279,019	330,258,771	347,485,836	6.8%
Recreation					
Taxes					
Property Tax	65,014,084	66,444,797	66,418,638	71,672,882	7.9%
Charges for Services					
Facility Rental Fees	645,683	120,000	700,000	120,000	----
Recreation Fee Subsidy	0	(800,000)	0	(800,000)	----
Recreation Fees	4,956,128	4,090,187	5,000,000	4,090,187	----
TOTAL CHARGES FOR SERVICES	5,601,811	3,410,187	5,700,000	3,410,187	----
Miscellaneous					
Miscellaneous Revenues	37,112	75,000	40,000	120,232	60.3%
Miscellaneous Revenues - Parks ActiveNet	0	45,232	0	45,232	----
TOTAL MISCELLANEOUS	37,112	120,232	40,000	165,464	37.6%
TOTAL RECREATION	70,653,007	69,975,216	72,158,638	75,248,533	7.5%
Economic Development Fund					
Investment Income					
Investment Income	119,199	55,000	630,000	55,000	----
Miscellaneous					
Loan Payments	351,718	375,000	638,000	375,000	----
TOTAL ECONOMIC DEVELOPMENT FUND	470,917	430,000	1,268,000	430,000	----
Revenue Stabilization					
Investment Income					
Investment Income	39,267,465	29,164,160	35,630,920	30,004,990	2.9%
TOTAL REVENUE STABILIZATION	39,267,465	29,164,160	35,630,920	30,004,990	2.9%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
TOTAL MONTGOMERY COUNTY GOVERNMENT	4,869,087,768	4,885,071,131	5,019,720,919	5,316,005,967	8.8%
DEBT SERVICE					
Debt Service Fund					
Debt Service					
Intergovernmental					
Federal Grants	212,255	202,900	202,900	189,940	-6.4%
Premium on General Obligation Bonds	1,712,185	0	0	0	----
TOTAL INTERGOVERNMENTAL	1,924,440	202,900	202,900	189,940	-6.4%
TOTAL DEBT SERVICE	1,924,440	202,900	202,900	189,940	-6.4%
TOTAL DEBT SERVICE	1,924,440	202,900	202,900	189,940	-6.4%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund MCPS					
Charges for Services					
Tuition-Other Sources	1,461,651	3,645,622	3,645,622	3,807,933	4.5%
Intergovernmental					
Basic State Aid	415,772,353	426,200,692	426,200,692	450,226,733	5.6%
Blueprint	34,188,921	39,274,278	39,274,278	25,026,491	-36.3%
Comparable Wage Index	33,818,923	34,667,164	34,667,164	35,126,690	1.3%
Compensatory Education	200,618,950	202,027,881	202,027,881	201,992,717	----
Federal Revenues	479,406	100,000	100,000	200,000	100.0%
Foster Care/Miscellaneous	80,268	180,000	180,000	180,000	----
Limited English Proficiency	104,568,200	113,697,716	113,697,716	115,515,739	1.6%
Students With Disabilities	88,579,108	98,094,064	98,094,064	104,769,824	6.8%
Transportation	55,568,313	56,359,656	56,359,656	58,050,549	3.0%
TOTAL INTERGOVERNMENTAL	933,674,442	970,601,451	970,601,451	991,088,743	2.1%
Investment Income					
Interest Income	8,441,251	0	0	0	----
Miscellaneous					
Miscellaneous Revenues	3,022,759	3,000,000	3,000,000	6,685,689	122.9%
TOTAL CURRENT FUND MCPS	946,600,103	977,247,073	977,247,073	1,001,582,365	2.5%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	946,600,103	977,247,073	977,247,073	1,001,582,365	2.5%
MONTGOMERY COLLEGE					
Current Fund MC					
Charges for Services					
Other Student Fees: Current Fund	3,652,929	2,872,459	0	4,007,640	39.5%
Tuition and Fees: Current Fund	62,521,832	61,053,605	70,008,687	68,592,727	12.3%
TOTAL CHARGES FOR SERVICES	66,174,761	63,926,064	70,008,687	72,600,367	13.6%
Intergovernmental					
Fed. State & Priv. Gifts & Grants	583,887	400,000	350,000	300,000	-25.0%
State Aid	57,514,404	56,114,579	56,114,579	56,114,579	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
TOTAL INTERGOVERNMENTAL	58,098,291	56,514,579	56,464,579	56,414,579	-0.2%
Investment Income					
Current Fund: Interest	2,382,070	1,700,000	2,000,000	2,235,000	31.5%
Miscellaneous					
Current Fund: Other Revenue	1,635,029	3,258,949	515,000	2,000,000	-38.6%
Current Fund: Performing Arts Center	32,553	115,000	35,000	0	-100.0%
TOTAL MISCELLANEOUS	1,667,582	3,373,949	550,000	2,000,000	-40.7%
TOTAL CURRENT FUND MC	128,322,704	125,514,592	129,023,266	133,249,946	6.2%
Special Funds					
Emergency Repair Fund					
Investment Income					
EPMRF: Investment Income Non-Pooled	30,838	18,000	21,000	21,500	19.4%
Miscellaneous					
Miscellaneous Revenues	120,620	0	0	0	----
TOTAL EMERGENCY REPAIR FUND	151,458	18,000	21,000	21,500	19.4%
TOTAL MONTGOMERY COLLEGE	128,474,162	125,532,592	129,044,266	133,271,446	6.2%
M-NCPPC					
Special Funds					
Administration Fund					
Taxes					
Property Tax	40,285,964	41,097,188	41,083,885	41,315,199	0.5%
Charges for Services					
User Fees	539,639	221,200	221,200	276,200	24.9%
Intergovernmental					
Intergovernmental	476,882	480,970	480,970	505,019	5.0%
Investment Income					
Investment Income	691,453	10,000	600,000	175,000	1650.0%
Miscellaneous					
Miscellaneous	1,057	0	0	0	----
TOTAL ADMINISTRATION FUND	41,994,995	41,809,358	42,386,055	42,271,418	1.1%
Park Fund					
Taxes					
Property Tax	127,110,567	124,952,056	124,911,608	131,417,493	5.2%
Charges for Services					
Facility User Fees	3,731,401	3,613,251	3,613,251	3,653,576	1.1%
Intergovernmental					
Intergovernmental	4,138,538	4,289,641	4,289,641	4,637,840	8.1%
Investment Income					
Investment Income	1,871,578	100,000	1,750,000	600,000	500.0%
Investment Income: CIP	266,239	25,000	290,000	175,000	600.0%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
TOTAL INVESTMENT INCOME	2,137,817	125,000	2,040,000	775,000	520.0%
Miscellaneous					
Miscellaneous	108,634	47,500	47,500	96,000	102.1%
TOTAL PARK FUND	137,226,957	133,027,448	134,902,000	140,579,909	5.7%
ALA Debt Service Fund					
Taxes					
Property Tax	2,257,191	2,398,786	2,393,656	2,534,958	5.7%
TOTAL ALA DEBT SERVICE FUND	2,257,191	2,398,786	2,393,656	2,534,958	5.7%
TOTAL M-NCPPC	181,479,143	177,235,592	179,681,711	185,386,285	4.6%
TOTAL TAX SUPPORTED	6,127,565,616	6,165,289,288	6,305,896,869	6,636,436,003	7.6%
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
Special Funds					
Detention Center Non-Tax					
Investment Income					
Investment Income	64,266	36,450	58,310	49,100	34.7%
Miscellaneous					
Canteen Profits	454,938	245,065	245,065	245,065	----
TOTAL DETENTION CENTER NON-TAX	519,204	281,515	303,375	294,165	4.5%
Opioid Abatement					
Intergovernmental					
Other Intergovernmental	5,519,965	1,563,273	1,563,273	1,563,273	----
Investment Income					
Investment Income	506,045	0	0	0	----
TOTAL OPIOID ABATEMENT	6,026,010	1,563,273	1,563,273	1,563,273	----
Grant Fund					
Charges for Services					
Other Charges/Fees	15,841	0	0	0	----
Intergovernmental					
Federal Grants	96,230,201	53,035,222	53,325,983	43,851,143	-17.3%
HB669 Social Services State Reimbursement	49,652,000	48,698,232	48,698,232	64,171,884	31.8%
Other Intergovernmental	13,059,166	302,180	302,180	317,255	5.0%
State Grants	28,233,062	57,240,037	56,949,276	59,020,740	3.1%
TOTAL INTERGOVERNMENTAL	187,174,429	159,275,671	159,275,671	167,361,022	5.1%
Investment Income					
Investment Income	465,595	0	0	0	----
Miscellaneous					
Loan Payments	2,380,038	1,000,000	1,000,000	1,000,000	----
Miscellaneous Revenues	27,709,340	365,377	365,377	150,870	-58.7%
TOTAL MISCELLANEOUS	30,089,378	1,365,377	1,365,377	1,150,870	-15.7%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
TOTAL GRANT FUND	217,745,243	160,641,048	160,641,048	168,511,892	4.9%
Cable TV					
Charges for Services					
Franchise Fees	12,574,218	11,586,334	11,593,257	10,816,490	-6.6%
PEG Capital Revenue	4,736,033	4,350,302	4,450,103	4,272,790	-1.8%
PEG Operating Revenue	2,866,285	2,676,134	2,505,851	2,217,104	-17.2%
Tower Application Fees	60,500	250,000	89,032	89,032	-64.4%
TOTAL CHARGES FOR SERVICES	20,237,036	18,862,770	18,638,243	17,395,416	-7.8%
Investment Income					
Investment Income	73,979	117,960	117,960	92,860	-21.3%
Miscellaneous					
Miscellaneous Revenues	0	1,000,000	1,000,000	0	-100.0%
TOTAL CABLE TV	20,311,015	19,980,730	19,756,203	17,488,276	-12.5%
Water Quality Protection					
Taxes					
Bag Tax	2,933,918	2,700,000	2,700,000	2,568,000	-4.9%
Water Quality Protection Charge	47,507,468	49,639,440	49,639,440	53,481,687	7.7%
TOTAL TAXES	50,441,386	52,339,440	52,339,440	56,049,687	7.1%
Charges for Services					
Other Charges/Fees	257,774	47,500	47,500	47,500	----
Investment Income					
Investment Income	2,314,887	1,987,000	2,100,510	1,768,850	-11.0%
Miscellaneous					
Miscellaneous Revenues	62,306	0	0	0	----
TOTAL WATER QUALITY PROTECTION	53,076,353	54,373,940	54,487,450	57,866,037	6.4%
Recreation Non-Tax Supported					
Charges for Services					
Recreation Fees	8,701,349	8,100,000	8,800,000	8,800,000	8.6%
Investment Income					
Investment Income	108,800	3,100	91,830	77,050	2385.5%
TOTAL RECREATION NON-TAX SUPPORTED	8,810,149	8,103,100	8,891,830	8,877,050	9.6%
Montgomery Housing Initiative					
Taxes					
MHI Transfer Tax	9,200	100,000	0	10,000	-90.0%
Recordation Tax	20,855,947	22,886,826	23,057,932	25,397,109	11.0%
TOTAL TAXES	20,865,147	22,986,826	23,057,932	25,407,109	10.5%
Charges for Services					
Asset Management Fee	0	70,200	70,200	71,758	2.2%
HOC Contributions	0	4,783,542	3,468,750	4,625,000	-3.3%
Other Charges and Fees	77,120	0	0	0	----
TOTAL CHARGES FOR SERVICES	77,120	4,853,742	3,538,950	4,696,758	-3.2%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Investment Income					
Investment Income	10,589,467	4,043,580	5,239,820	4,412,480	9.1%
Miscellaneous					
Commitment Fee	0	200,000	200,000	520,000	160.0%
Loan Payments	20,505,983	3,300,000	3,300,000	3,300,000	----
Miscellaneous Revenues	838,344	75,006	75,006	171,600	128.8%
MPDU Revenues	1,997,208	1,970,000	1,970,000	1,700,000	-13.7%
TOTAL MISCELLANEOUS	23,341,535	5,545,006	5,545,006	5,691,600	2.6%
TOTAL MONTGOMERY HOUSING INITIATIVE	54,873,269	37,429,154	37,381,708	40,207,947	7.4%
Enterprise Funds					
Community Use of Public Facilities					
Charges for Services					
Facility Rental Fees	10,253,730	11,104,248	11,104,248	12,829,289	15.5%
Investment Income					
Investment Income	472,725	269,530	399,000	334,790	24.2%
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	10,726,455	11,373,778	11,503,248	13,164,079	15.7%
Bethesda Parking					
Taxes					
Property Tax	(1,576)	0	0	0	----
Licenses & Permits					
Residential Parking Permits	8,795	0	0	0	----
Charges for Services					
Parking Fees	13,564,217	15,006,851	13,962,000	14,262,000	-5.0%
Fines & Forfeitures					
Parking Fines	3,467,980	3,379,000	3,339,000	3,339,000	-1.2%
Investment Income					
Investment Income	1,084,335	553,610	553,610	418,620	-24.4%
Miscellaneous					
Miscellaneous Revenues	626	284,120	284,120	284,120	----
Property Rentals	2,416,360	2,075,000	2,075,000	2,075,000	----
TOTAL MISCELLANEOUS	2,416,986	2,359,120	2,359,120	2,359,120	----
TOTAL BETHESDA PARKING	20,540,737	21,298,581	20,213,730	20,378,740	-4.3%
Silver Spring Parking					
Taxes					
Property Tax	(3,472)	0	0	0	----
Charges for Services					
Parking Fees	9,701,930	12,243,153	10,089,000	10,089,000	-17.6%
Fines & Forfeitures					
Parking Fines	5,881,132	3,626,689	4,824,000	4,824,000	33.0%
Investment Income					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Investment Income	487,067	187,190	187,190	141,550	-24.4%
Miscellaneous					
Miscellaneous Revenues	874,057	20,000	20,000	20,000	----
Property Rentals	14,518	0	0	0	----
TOTAL MISCELLANEOUS	888,575	20,000	20,000	20,000	----
TOTAL SILVER SPRING PARKING	16,955,232	16,077,032	15,120,190	15,074,550	-6.2%
Wheaton Parking					
Taxes					
Property Tax	(177)	0	0	0	----
Charges for Services					
Parking Fees	2,164,484	1,887,597	1,987,600	1,987,600	5.3%
Fines & Forfeitures					
Parking Fines	1,027,805	526,000	751,000	751,000	42.8%
Investment Income					
Investment Income	203,690	83,170	83,170	62,890	-24.4%
TOTAL WHEATON PARKING	3,395,802	2,496,767	2,821,770	2,801,490	12.2%
Permitting Services					
Licenses & Permits					
Building Permits	26,293,231	26,757,490	26,757,490	24,649,598	-7.9%
Electrical Permits and Licenses	4,602,577	4,500,000	4,500,000	4,571,658	1.6%
Fire Code Enforcement Permits	2,329,844	2,354,099	2,354,099	2,012,462	-14.5%
Grading/Storm Drains/Paving/Driveway Permits	3,444,965	4,400,000	4,400,000	4,446,125	1.0%
Mechanical Construction Permit	1,976,191	2,146,150	2,146,150	2,173,243	1.3%
Occupancy Permits	597,491	578,272	578,272	581,763	0.6%
Other Licenses/Permits	495,613	578,009	578,009	493,140	-14.7%
Sediment Control Permits	2,943,789	3,437,873	3,437,873	3,145,299	-8.5%
Sign Permits	179,199	205,983	205,983	201,696	-2.1%
Special Exception Fee	187,784	203,782	203,782	197,207	-3.2%
Stormwater Mgmt and Water Quality Plan Fee	302,636	209,117	209,117	197,207	-5.7%
Well and Septic	398,160	498,893	498,893	437,930	-12.2%
TOTAL LICENSES & PERMITS	43,751,480	45,869,668	45,869,668	43,107,328	-6.0%
Charges for Services					
Automation Enhancement Fee	59	0	0	0	----
Information Requests	0	116,634	116,634	139,756	19.8%
Other Charges/Fees	1,891,389	1,690,858	1,690,858	1,890,045	11.8%
TOTAL CHARGES FOR SERVICES	1,891,448	1,807,492	1,807,492	2,029,801	12.3%
Fines & Forfeitures					
Other Fines/Forfeitures	115,591	86,275	86,275	84,663	-1.9%
Investment Income					
Investment Income	3,502,739	2,580,520	3,178,350	2,676,510	3.7%
Miscellaneous					
Miscellaneous Revenues	5,282	0	0	0	----
TOTAL PERMITTING SERVICES	49,266,540	50,343,955	50,941,785	47,898,302	-4.9%
Solid Waste Collection					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Charges for Services					
Other Charges/Fees	24,414	0	10,000	0	----
Systems Benefit Charge	14,835,040	14,963,680	14,830,560	15,000,000	0.2%
TOTAL CHARGES FOR SERVICES	14,859,454	14,963,680	14,840,560	15,000,000	0.2%
Investment Income					
Investment Income	(1,767,436)	180,580	713,720	601,030	232.8%
TOTAL SOLID WASTE COLLECTION	13,092,018	15,144,260	15,554,280	15,601,030	3.0%
Solid Waste Disposal					
Licenses & Permits					
Other Licenses/Permits	11,506	12,000	12,000	12,000	----
Charges for Services					
Other Charges/Fees	219,808	188,000	195,005	190,000	1.1%
Sale of Recycled Materials	5,639,012	5,718,424	5,639,012	6,403,034	12.0%
Solid Waste Disposal Fees/Operating Revenues	28,718,631	33,700,024	30,338,675	33,551,750	-0.4%
Systems Benefit Charge	88,432,944	93,688,259	92,505,977	143,340,026	53.0%
TOTAL CHARGES FOR SERVICES	123,010,395	133,294,707	128,678,669	183,484,810	37.7%
Fines & Forfeitures					
Other Fines/Forfeitures	22,550	15,000	22,000	22,000	46.7%
Intergovernmental					
Other Intergovernmental	52,200	0	0	0	----
Investment Income					
Investment Income	6,864,611	5,469,990	3,911,410	3,293,820	-39.8%
Miscellaneous					
Miscellaneous Revenues	174,575	95,000	37,000	37,000	-61.1%
Property Rentals	0	5,000	4,000	4,000	-20.0%
TOTAL MISCELLANEOUS	174,575	100,000	41,000	41,000	-59.0%
TOTAL SOLID WASTE DISPOSAL	130,135,837	138,891,697	132,665,079	186,853,630	34.5%
Leaf Vacuuming					
Charges for Services					
Leaf Vaccuum Collection Fees	9,100,737	9,131,619	9,131,619	9,131,619	----
Other Charges/Fees	15,495	0	0	0	----
TOTAL CHARGES FOR SERVICES	9,116,232	9,131,619	9,131,619	9,131,619	----
Investment Income					
Investment Income	255,341	151,390	231,690	195,110	28.9%
Miscellaneous					
Miscellaneous Revenues	0	0	3,335	0	----
TOTAL LEAF VACUUMING	9,371,573	9,283,009	9,366,644	9,326,729	0.5%
Liquor					
Taxes					
Bag Tax	7,478	0	0	0	----
Licenses & Permits					
Health Inspection: Restaurants	(9,632)	0	0	0	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Liquor Licenses	1,867,286	1,206,955	1,206,955	1,206,955	----
Other Licenses/Permits	65,820	117,600	117,600	117,600	----
TOTAL LICENSES & PERMITS	1,923,474	1,324,555	1,324,555	1,324,555	----
Charges for Services					
Other Charges/Fees	15,440	23,887	23,887	23,887	----
Fines & Forfeitures					
Other Fines/Forfeitures	59,915	63,383	63,383	63,383	----
Investment Income					
Investment Income	574,311	312,920	521,130	438,850	40.2%
Miscellaneous					
Liquor Sales	100,426,892	102,583,645	99,818,282	99,818,282	-2.7%
Miscellaneous Revenues	430,620	0	0	0	----
TOTAL MISCELLANEOUS	100,857,512	102,583,645	99,818,282	99,818,282	-2.7%
TOTAL LIQUOR	103,438,130	104,308,390	101,751,237	101,668,957	-2.5%
TOTAL MONTGOMERY COUNTY GOVERNMENT	718,283,567	651,590,229	642,962,850	707,576,147	8.6%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Special Funds					
Grant Fund MCPS					
Intergovernmental					
Federal Grants	222,853,897	112,733,603	112,733,603	107,126,170	-5.0%
Private Grants	565,268	11,531,204	11,531,204	11,531,204	----
State Grants	7,518,276	1,111,837	1,111,837	30,030,993	2601.0%
TOTAL INTERGOVERNMENTAL	230,937,441	125,376,644	125,376,644	148,688,367	18.6%
TOTAL GRANT FUND MCPS	230,937,441	125,376,644	125,376,644	148,688,367	18.6%
Enterprise Funds					
Food Service Fund					
Charges for Services					
Sale of Meals	16,051,254	28,389,127	28,389,127	28,389,127	----
Intergovernmental					
Federal Food	56,772,498	41,982,540	41,982,540	43,348,692	3.3%
State Food	3,826,604	1,961,392	1,961,392	1,961,392	----
TOTAL INTERGOVERNMENTAL	60,599,102	43,943,932	43,943,932	45,310,084	3.1%
TOTAL FOOD SERVICE FUND	76,650,356	72,333,059	72,333,059	73,699,211	1.9%
Real Estate Fund					
Miscellaneous					
Real Estate Fund	4,110,364	5,039,226	5,039,226	5,039,226	----
TOTAL REAL ESTATE FUND	4,110,364	5,039,226	5,039,226	5,039,226	----
Field Trip Fund					
Charges for Services					
Field Trip Fees	1,367,252	2,979,154	2,979,154	2,972,646	-0.2%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
TOTAL FIELD TRIP FUND	1,367,252	2,979,154	2,979,154	2,972,646	-0.2%
Entrepreneurial Activities Fund					
Charges for Services					
Entrepreneurial Activities Fee	2,204,520	2,507,832	2,507,832	2,535,389	1.1%
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	2,204,520	2,507,832	2,507,832	2,535,389	1.1%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	315,269,933	208,235,915	208,235,915	232,934,839	11.9%
MONTGOMERY COLLEGE					
Special Funds					
Grant Fund MC					
Intergovernmental					
Federal/State/Private Grants	12,200,000	18,133,500	11,450,000	18,206,500	0.4%
TOTAL GRANT FUND MC	12,200,000	18,133,500	11,450,000	18,206,500	0.4%
Endowment Fund					
Miscellaneous					
Interest	28,965	20,000	21,500	20,000	----
TOTAL ENDOWMENT FUND	28,965	20,000	21,500	20,000	----
Enterprise Funds					
Workforce Development & Continuing Ed					
Charges for Services					
Tuition and Fees: Continuing Education	6,473,664	7,000,000	8,949,978	7,714,038	10.2%
Intergovernmental					
State Aid	13,578,568	13,774,560	13,846,253	13,774,560	----
Miscellaneous					
Other Revenues: Interest	489,216	320,000	298,964	500,000	56.3%
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	20,541,448	21,094,560	23,095,195	21,988,598	4.2%
Auxiliary Fund					
Charges for Services					
Sales	736,178	896,000	676,478	978,000	9.2%
Miscellaneous					
Auxiliary Fund: Interest Income	158,864	75,000	158,864	64,000	-14.7%
Other Revenues: Miscellaneous	430,692	369,050	300,000	369,050	----
TOTAL MISCELLANEOUS	589,556	444,050	458,864	433,050	-2.5%
TOTAL AUXILIARY FUND	1,325,734	1,340,050	1,135,342	1,411,050	5.3%
Cable Television Fund					
Miscellaneous					
Cable: Other Revenue	23,760	15,000	7,000	12,000	-20.0%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
TOTAL CABLE TELEVISION FUND	23,760	15,000	7,000	12,000	-20.0%
Major Facilities Reserve Fund					
Charges for Services					
Student Fees	3,253,392	3,164,540	3,405,858	3,676,362	16.2%
Investment Income					
Interest Income	456,842	350,000	315,000	364,000	4.0%
TOTAL MAJOR FACILITIES RESERVE FUND	3,710,234	3,514,540	3,720,858	4,040,362	15.0%
Transportation Fund					
Charges for Services					
Student Fees	3,481,372	3,364,540	3,640,858	3,876,362	15.2%
Investment Income					
Interest	0	0	0	400,000	----
Miscellaneous					
Miscellaneous Other	555,585	260,000	377,000	10,000	-96.2%
TOTAL TRANSPORTATION FUND	4,036,957	3,624,540	4,017,858	4,286,362	18.3%
TOTAL MONTGOMERY COLLEGE	41,867,098	47,742,190	43,447,753	49,964,872	4.7%
M-NCPPC					
Special Funds					
Grant Fund M-NCPPC					
Intergovernmental					
Administration Fund Grants	3,046	150,000	150,000	150,000	----
Park Fund Grants	142,485	400,000	400,000	400,000	----
TOTAL INTERGOVERNMENTAL	145,531	550,000	550,000	550,000	----
TOTAL GRANT FUND M-NCPPC	145,531	550,000	550,000	550,000	----
Enterprise Funds					
Special Revenue Funds					
Charges for Services					
Service Charges	3,089,169	3,461,123	3,389,200	3,494,382	1.0%
Intergovernmental					
Intergovernmental	202,175	411,118	375,118	316,000	-23.1%
Investment Income					
Investment Income	330,262	19,610	71,730	92,950	374.0%
Miscellaneous					
Miscellaneous	427,557	584,600	574,000	722,500	23.6%
TOTAL SPECIAL REVENUE FUNDS	4,049,163	4,476,451	4,410,048	4,625,832	3.3%
Enterprise Fund					
Charges for Services					
Fees and Charges	8,111,368	7,235,680	7,352,639	7,807,860	7.9%
Merchandise Sales	695,154	794,200	817,050	829,750	4.5%
Rentals	4,342,420	3,904,283	4,465,894	4,321,294	10.7%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
TOTAL CHARGES FOR SERVICES	13,148,942	11,934,163	12,635,583	12,958,904	8.6%
Miscellaneous					
Miscellaneous	0	836,747	890,215	905,390	8.2%
Non-Operating Revenues/Interest	1,327,609	148,000	455,295	382,290	158.3%
TOTAL MISCELLANEOUS	1,327,609	984,747	1,345,510	1,287,680	30.8%
TOTAL ENTERPRISE FUND	14,476,551	12,918,910	13,981,093	14,246,584	10.3%
Prop Mgmt M-NCPPC					
Charges for Services					
Rental Income	1,797,119	1,478,700	1,478,700	1,799,600	21.7%
Investment Income					
Investment Income	66,202	10,000	10,000	30,000	200.0%
Miscellaneous					
Miscellaneous	1,535	0	0	0	----
TOTAL PROP MGMT M-NCPPC	1,864,856	1,488,700	1,488,700	1,829,600	22.9%
TOTAL M-NCPPC	20,536,101	19,434,061	20,429,841	21,252,016	9.4%
TOTAL NON-TAX SUPPORTED	1,095,956,699	927,002,395	915,076,359	1,011,727,874	9.1%

SUMMARY

GRAND TOTAL ALL FUNDS/AGENCIES	7,223,522,315	7,092,291,683	7,220,973,228	7,648,163,877	7.8%

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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 FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund					
Full-Time Positions	6,041	6,137	6,137	6,234	1.6%
Part-Time Positions	773	740	740	736	-0.5%
FTEs	6,210.84	6,304.70	6,304.70	6,377.38	1.2%
Montgomery County Government Special Funds					
Full-Time Positions	2,465	2,490	2,490	2,519	1.2%
Part-Time Positions	18	11	11	11	----
FTEs	2,897.58	2,919.58	2,919.58	2,952.01	1.1%
Montgomery County Public Schools Current Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	23,242.56	23,456.63	23,456.63	23,970.81	2.2%
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	974.43	1,004.61	1,004.61	1,004.61	----
Total Full-Time Positions	8,506	8,627	8,627	8,753	1.5%
Total Part-Time Positions	791	751	751	747	-0.5%
Total FTEs	35,139.26	35,499.37	35,499.37	36,118.66	1.7%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds					
Full-Time Positions	742	746	746	756	1.3%
Part-Time Positions	132	123	123	119	-3.3%
FTEs	904.36	910.66	910.66	915.44	0.5%
Montgomery County Government Internal Service Funds					
Full-Time Positions	251	251	251	254	1.2%
Part-Time Positions	0	0	0	0	----
FTEs	303.29	300.69	300.69	306.69	2.0%
Montgomery County Government Special Funds					
Full-Time Positions	754	738	738	764	3.5%
Part-Time Positions	33	34	34	33	-2.9%
FTEs	721.33	705.03	705.03	744.05	5.5%
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 FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
FTEs	648.07	665.57	665.57	667.45	0.3%
Montgomery County Public Schools Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	638.70	642.34	642.34	749.06	16.6%
Montgomery College Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	108.50	112.50	112.50	112.50	----
Montgomery College Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
M-NCPPC Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	160.70	164.90	164.90	164.90	----
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	1,747	1,735	1,735	1,774	2.2%
Total Part-Time Positions	165	157	157	152	-3.2%
Total FTEs	3,484.95	3,501.69	3,501.69	3,660.09	4.5%

SUMMARY

Total Full-Time Positions	10,253	10,362	10,362	10,527	1.6%
Total Part-Time Positions	956	908	908	899	-1.0%
Total FTEs	38,624.21	39,001.06	39,001.06	39,778.75	2.0%

Schedule D-2

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%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	3.00	3.00	3.00	----
Board of Elections					
Full-Time Positions	32	32	32	34	6.3%
Part-Time Positions	2	2	2	0	-100.0%
FTEs	56.35	56.35	56.35	56.68	0.6%
Circuit Court					
Full-Time Positions	124	126	126	127	0.8%
Part-Time Positions	5	5	5	4	-20.0%
FTEs	126.50	128.50	128.50	129.00	0.4%
Community Engagement Cluster					
Full-Time Positions	36	37	37	35	-5.4%
Part-Time Positions	21	21	21	21	----
FTEs	46.25	47.25	47.25	45.25	-4.2%
County Attorney					
Full-Time Positions	78	78	78	81	3.8%
Part-Time Positions	1	1	1	1	----
FTEs	43.60	50.75	50.75	51.75	2.0%
County Council					
Full-Time Positions	124	122	122	124	1.6%
Part-Time Positions	1	4	4	2	-50.0%
FTEs	106.55	111.60	111.60	112.05	0.4%
County Executive					
Full-Time Positions	44	44	44	45	2.3%
Part-Time Positions	6	6	6	5	-16.7%
FTEs	36.33	34.33	34.33	34.83	1.5%
Ethics Commission					
Full-Time Positions	2	2	2	2	----
Part-Time Positions	0	0	0	0	----
FTEs	2.00	2.00	2.00	2.00	----
Finance					
Full-Time Positions	126	125	125	125	----
Part-Time Positions	0	0	0	0	----
FTEs	132.29	129.24	129.24	131.24	1.5%
Fleet Management Services					
Full-Time Positions	206	206	206	209	1.5%
Part-Time Positions	0	0	0	0	----
FTEs	211.10	211.10	211.10	215.10	1.9%
Food Systems Resilience					
Full-Time Positions	3	4	4	6	50.0%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	3.00	4.00	4.00	6.00	50.0%
General Services					
Full-Time Positions	239	237	237	240	1.3%
Part-Time Positions	0	0	0	0	----
FTEs	174.30	173.30	173.30	175.30	1.2%
Grants Management					
Full-Time Positions	5	6	6	6	----
Part-Time Positions	0	0	0	0	----
FTEs	5.00	6.00	6.00	6.00	----
Human Resources					
Full-Time Positions	81	83	83	84	1.2%
Part-Time Positions	1	1	1	1	----
FTEs	82.50	84.95	84.95	85.95	1.2%
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	19	21	21	22	4.8%
Part-Time Positions	0	0	0	0	----
FTEs	19.00	21.00	21.00	22.00	4.8%
Intergovernmental Relations					
Full-Time Positions	5	4	4	4	----
Part-Time Positions	1	1	1	1	----
FTEs	5.30	4.30	4.30	4.30	----
Labor Relations					
Full-Time Positions	8	13	13	13	----
Part-Time Positions	0	0	0	0	----
FTEs	8.00	13.00	13.00	13.00	----
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	42	42	42	44	4.8%
Part-Time Positions	1	1	1	1	----
FTEs	42.25	42.25	42.25	44.25	4.7%
Merit System Protection Board					
Full-Time Positions	0	0	0	1	----
Part-Time Positions	2	2	2	1	-50.0%
FTEs	1.50	1.50	1.50	1.75	16.7%
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	39	38	38	38	----
Part-Time Positions	2	1	1	1	----
FTEs	38.90	37.40	37.40	37.40	----
Public Information					

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Full-Time Positions	75	17	17	17	----
Part-Time Positions	1	1	1	1	----
FTEs	60.11	17.50	17.50	17.50	----
Racial Equity and Social Justice					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	1	1	1	1	----
FTEs	8.50	8.50	8.50	8.50	----
State's Attorney					
Full-Time Positions	151	162	162	165	1.9%
Part-Time Positions	8	8	8	8	----
FTEs	156.25	167.25	167.25	170.25	1.8%
Technology and Enterprise Business Solutions					
Full-Time Positions	172	241	241	238	-1.2%
Part-Time Positions	1	1	1	0	-100.0%
FTEs	172.75	231.45	231.45	226.70	-2.1%
Urban Districts					
Full-Time Positions	62	61	61	61	----
Part-Time Positions	1	1	1	1	----
FTEs	60.70	59.70	59.70	59.70	----
Zoning and Administrative Hearings					
Full-Time Positions	4	4	4	4	----
Part-Time Positions	0	0	0	0	----
FTEs	4.00	4.00	4.00	4.00	----
Total Full-Time Positions	1,713	1,741	1,741	1,764	1.3%
Total Part-Time Positions	55	57	57	49	-14.0%
Total FTEs	1,631.98	1,675.67	1,675.67	1,691.95	1.0%
Public Safety					
Animal Services					
Full-Time Positions	76	77	77	77	----
Part-Time Positions	0	0	0	0	----
FTEs	77.00	78.00	78.00	78.00	----
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	536	535	535	536	0.2%
Part-Time Positions	0	0	0	0	----
FTEs	545.57	544.07	544.07	543.07	-0.2%
Emergency Management and Homeland Security					
Full-Time Positions	18	21	21	23	9.5%
Part-Time Positions	0	1	1	0	-100.0%
FTEs	18.70	22.20	22.20	23.70	6.8%
Fire and Rescue Service					
Full-Time Positions	1,361	1,370	1,370	1,383	0.9%
Part-Time Positions	1	1	1	1	----
FTEs	1,363.01	1,372.01	1,372.01	1,385.01	0.9%
Police					
Full-Time Positions	1,830	1,802	1,802	1,831	1.6%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Part-Time Positions	224	202	202	227	12.4%
FTEs	1,903.10	1,880.85	1,880.85	1,920.60	2.1%
Sheriff					
Full-Time Positions	189	189	189	189	----
Part-Time Positions	5	5	5	5	----
FTEs	191.76	191.80	191.80	191.80	----
Total Full-Time Positions	4,029	4,013	4,013	4,058	1.1%
Total Part-Time Positions	230	209	209	233	11.5%
Total FTEs	4,117.14	4,106.93	4,106.93	4,160.18	1.3%
Transportation					
Parking District Services					
Full-Time Positions	49	49	49	52	6.1%
Part-Time Positions	0	0	0	0	----
FTEs	48.73	48.73	48.73	50.23	3.1%
Transit Services					
Full-Time Positions	868	884	884	899	1.7%
Part-Time Positions	16	9	9	9	----
FTEs	898.61	909.36	909.36	922.86	1.5%
Transportation					
Full-Time Positions	461	456	456	453	-0.7%
Part-Time Positions	4	4	4	3	-25.0%
FTEs	283.78	268.44	268.44	268.44	----
Total Full-Time Positions	1,378	1,389	1,389	1,404	1.1%
Total Part-Time Positions	20	13	13	12	-7.7%
Total FTEs	1,231.12	1,226.53	1,226.53	1,241.53	1.2%
Health and Human Services					
Health and Human Services					
Full-Time Positions	1,722	1,793	1,793	1,854	3.4%
Part-Time Positions	319	318	318	312	-1.9%
FTEs	1,948.48	2,002.27	2,002.27	2,067.89	3.3%
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	29	30	30	30	----
Part-Time Positions	1	1	1	1	----
FTEs	30.27	31.07	31.07	31.07	----
Public Libraries					
Full-Time Positions	241	247	247	255	3.2%
Part-Time Positions	199	187	187	173	-7.5%
FTEs	385.11	384.61	384.61	385.31	0.2%
Recreation					
Full-Time Positions	189	190	190	191	0.5%
Part-Time Positions	0	0	0	0	----
FTEs	591.77	598.70	598.70	603.73	0.8%
Total Full-Time Positions	459	467	467	476	1.9%
Total Part-Time Positions	200	188	188	174	-7.4%
Total FTEs	1,007.15	1,014.38	1,014.38	1,020.11	0.6%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Community Development and Housing					
Agriculture					
Full-Time Positions	10	10	10	10	----
Part-Time Positions	0	0	0	0	----
FTEs	5.90	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	112	127	127	132	3.9%
Part-Time Positions	0	0	0	0	----
FTEs	106.20	121.00	121.00	126.00	4.1%
Permitting Services					
Full-Time Positions	243	244	244	247	1.2%
Part-Time Positions	0	0	0	0	----
FTEs	249.03	252.03	252.03	255.03	1.2%
Total Full-Time Positions	365	381	381	389	2.1%
Total Part-Time Positions	0	0	0	0	----
Total FTEs	362.13	379.93	379.93	387.93	2.1%
Environment					
Environmental Protection					
Full-Time Positions	129	129	129	129	----
Part-Time Positions	1	1	1	1	----
FTEs	133.49	132.69	132.69	134.50	1.4%
Recycling and Resource Management					
Full-Time Positions	80	76	76	77	1.3%
Part-Time Positions	1	1	1	1	----
FTEs	116.60	117.90	117.90	117.34	-0.5%
Total Full-Time Positions	209	205	205	206	0.5%
Total Part-Time Positions	2	2	2	2	----
Total FTEs	250.09	250.59	250.59	251.84	0.5%
Other County Government Functions					
Alcohol Beverage Services					
Full-Time Positions	341	347	347	350	0.9%
Part-Time Positions	130	121	121	117	-3.3%
FTEs	428.70	432.30	432.30	433.30	0.2%
Cable Television Communications Plan					
Full-Time Positions	14	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	24.34	0.00	0.00	0.00	----
Non-Departmental Accounts					
Full-Time Positions	23	26	26	26	----
Part-Time Positions	0	0	0	0	----
FTEs	36.27	52.06	52.06	40.84	-21.6%
Utilities					
Full-Time Positions	0	0	0	0	----

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Total Full-Time Positions	378	373	373	376	0.8%
Total Part-Time Positions	130	121	121	117	-3.3%
Total FTEs	489.31	484.36	484.36	474.14	-2.1%
Total Full-Time Positions	10,253	10,362	10,362	10,527	1.6%
Total Part-Time Positions	956	908	908	899	-1.0%
Total FTEs	11,037.40	11,140.66	11,140.66	11,295.57	1.4%

MONTGOMERY COUNTY PUBLIC SCHOOLS

Montgomery County Public Schools

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	24,529.33	24,764.54	24,764.54	25,387.32	2.5%

MONTGOMERY COLLEGE

Montgomery College

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,922.35	1,926.35	1,926.35	1,926.35	----

M-NCPPC

Maryland-National Capital Park and Planning Commission

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,135.13	1,169.51	1,169.51	1,169.51	----

SUMMARY

Total Full-Time Positions	10,253	10,362	10,362	10,527	1.6%
Total Part-Time Positions	956	908	908	899	-1.0%
Total FTEs	38,624.21	39,001.06	39,001.06	39,778.75	2.0%

Schedule D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%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	3.00	3.00	3.00	----
Board of Elections					
Full-Time Positions	32	32	32	34	6.3%
Part-Time Positions	2	2	2	0	-100.0%
FTEs	56.35	56.35	56.35	56.68	0.6%
Circuit Court					
Full-Time Positions	99	99	99	99	----
Part-Time Positions	4	4	4	3	-25.0%
FTEs	101.60	101.28	101.28	100.78	-0.5%
Community Engagement Cluster					
Full-Time Positions	35	36	36	34	-5.6%
Part-Time Positions	21	21	21	21	----
FTEs	45.75	46.75	46.75	44.25	-5.3%
County Attorney					
Full-Time Positions	78	78	78	81	3.8%
Part-Time Positions	1	1	1	1	----
FTEs	43.60	50.75	50.75	51.75	2.0%
County Council					
Full-Time Positions	124	122	122	124	1.6%
Part-Time Positions	1	4	4	2	-50.0%
FTEs	106.55	111.60	111.60	112.05	0.4%
County Executive					
Full-Time Positions	44	44	44	45	2.3%
Part-Time Positions	6	6	6	5	-16.7%
FTEs	36.33	34.33	34.33	34.83	1.5%
Ethics Commission					
Full-Time Positions	2	2	2	2	----
Part-Time Positions	0	0	0	0	----
FTEs	2.00	2.00	2.00	2.00	----
Finance					
Full-Time Positions	115	114	114	114	----
Part-Time Positions	0	0	0	0	----
FTEs	99.92	97.87	97.87	97.87	----
Food Systems Resilience					
Full-Time Positions	3	4	4	6	50.0%
Part-Time Positions	0	0	0	0	----
FTEs	3.00	4.00	4.00	6.00	50.0%
General Services					
Full-Time Positions	205	203	203	206	1.5%
Part-Time Positions	0	0	0	0	----
FTEs	139.73	138.73	138.73	140.73	1.4%
Grants Management					
Full-Time Positions	5	6	6	6	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	5.00	6.00	6.00	6.00	----
Human Resources					
Full-Time Positions	81	83	83	84	1.2%
Part-Time Positions	1	1	1	1	----
FTEs	57.25	61.30	61.30	62.30	1.6%
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	19	21	21	22	4.8%
Part-Time Positions	0	0	0	0	----
FTEs	19.00	21.00	21.00	22.00	4.8%
Intergovernmental Relations					
Full-Time Positions	5	4	4	4	----
Part-Time Positions	1	1	1	1	----
FTEs	5.30	4.30	4.30	4.30	----
Labor Relations					
Full-Time Positions	8	13	13	13	----
Part-Time Positions	0	0	0	0	----
FTEs	8.00	13.00	13.00	13.00	----
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	42	42	42	44	4.8%
Part-Time Positions	1	1	1	1	----
FTEs	42.25	42.25	42.25	44.25	4.7%
Merit System Protection Board					
Full-Time Positions	0	0	0	1	----
Part-Time Positions	2	2	2	1	-50.0%
FTEs	1.50	1.50	1.50	1.75	16.7%
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	39	38	38	38	----
Part-Time Positions	2	1	1	1	----
FTEs	38.90	37.40	37.40	37.40	----
Public Information					
Full-Time Positions	75	17	17	17	----
Part-Time Positions	1	1	1	1	----
FTEs	60.11	17.50	17.50	17.50	----
Racial Equity and Social Justice					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	1	1	1	1	----
FTEs	8.50	8.50	8.50	8.50	----
State's Attorney					
Full-Time Positions	147	154	154	154	----
Part-Time Positions	7	7	7	7	----
FTEs	153.70	160.96	160.96	161.44	0.3%
Technology and Enterprise Business Solutions					
Full-Time Positions	172	241	241	238	-1.2%
Part-Time Positions	1	1	1	0	-100.0%
FTEs	172.75	231.45	231.45	226.70	-2.1%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%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	***1,370***	***1,393***	***1,393***	***1,409***	***1.1%***
Total Part-Time Positions	***52***	***54***	***54***	***46***	***-14.8%***
Total FTEs	***1,240.04***	***1,281.27***	***1,281.27***	***1,287.53***	***0.5%***
Public Safety					
Animal Services					
Full-Time Positions	76	77	77	77	----
Part-Time Positions	0	0	0	0	----
FTEs	77.00	78.00	78.00	78.00	----
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	536	535	535	536	0.2%
Part-Time Positions	0	0	0	0	----
FTEs	545.57	544.07	544.07	543.07	-0.2%
Emergency Management and Homeland Security					
Full-Time Positions	12	14	14	18	28.6%
Part-Time Positions	0	1	1	0	-100.0%
FTEs	11.46	13.72	13.72	16.22	18.2%
Police					
Full-Time Positions	1,830	1,802	1,802	1,831	1.6%
Part-Time Positions	224	202	202	227	12.4%
FTEs	1,903.10	1,880.85	1,880.85	1,920.60	2.1%
Sheriff					
Full-Time Positions	181	181	181	181	----
Part-Time Positions	5	5	5	5	----
FTEs	187.00	187.07	187.07	187.10	----
Total Full-Time Positions	***2,654***	***2,628***	***2,628***	***2,662***	***1.3%***
Total Part-Time Positions	***229***	***208***	***208***	***232***	***11.5%***
Total FTEs	***2,742.13***	***2,721.71***	***2,721.71***	***2,762.99***	***1.5%***
Transportation					
Transportation					
Full-Time Positions	461	456	456	453	-0.7%
Part-Time Positions	4	4	4	3	-25.0%
FTEs	252.75	239.81	239.81	239.97	0.1%
Total Full-Time Positions	***461***	***456***	***456***	***453***	***-0.7%***
Total Part-Time Positions	***4***	***4***	***4***	***3***	***-25.0%***
Total FTEs	***252.75***	***239.81***	***239.81***	***239.97***	***0.1%***
Health and Human Services					
Health and Human Services					
Full-Time Positions	1,108	1,190	1,190	1,228	3.2%
Part-Time Positions	289	287	287	282	-1.7%
FTEs	1,449.94	1,508.09	1,508.09	1,540.23	2.1%
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	239	245	245	253	3.3%
Part-Time Positions	199	187	187	173	-7.5%
FTEs	382.91	382.41	382.41	383.11	0.2%
Total Full-Time Positions	***239***	***245***	***245***	***253***	***3.3%***
Total Part-Time Positions	***199***	***187***	***187***	***173***	***-7.5%***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Total FTEs	***382.91***	***382.41***	***382.41***	***383.11***	***0.2%***
Community Development and Housing					
Agriculture					
Full-Time Positions	10	10	10	10	----
Part-Time Positions	0	0	0	0	----
FTEs	5.90	5.90	5.90	5.90	----
Housing and Community Affairs					
Full-Time Positions	112	127	127	132	3.9%
Part-Time Positions	0	0	0	0	----
FTEs	69.25	84.45	84.45	90.05	6.6%
Total Full-Time Positions	***122***	***137***	***137***	***142***	***3.6%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***75.15***	***90.35***	***90.35***	***95.95***	***6.2%***
Environment					
Environmental Protection					
Full-Time Positions	64	62	62	61	-1.6%
Part-Time Positions	0	0	0	0	----
FTEs	31.65	29.00	29.00	26.76	-7.7%
Total Full-Time Positions	***64***	***62***	***62***	***61***	***-1.6%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***31.65***	***29.00***	***29.00***	***26.76***	***-7.7%***
Other County Government Functions					
Non-Departmental Accounts					
Full-Time Positions	23	26	26	26	----
Part-Time Positions	0	0	0	0	----
FTEs	36.27	52.06	52.06	40.84	-21.6%
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***	***26***	***26***	***26***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***36.27***	***52.06***	***52.06***	***40.84***	***-21.6%***
Total Full-Time Positions	6,041	6,137	6,137	6,234	1.6%
Total Part-Time Positions	773	740	740	736	-0.5%
Total FTEs	6,210.84	6,304.70	6,304.70	6,377.38	1.2%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts					
Full-Time Positions	62	61	61	61	----
Part-Time Positions	1	1	1	1	----
FTEs	60.70	59.70	59.70	59.70	----
Total Full-Time Positions	***62***	***61***	***61***	***61***	***----***
Total Part-Time Positions	***1***	***1***	***1***	***1***	***----***
Total FTEs	***60.70***	***59.70***	***59.70***	***59.70***	***----***
Public Safety					
Fire and Rescue Service					
Full-Time Positions	1,361	1,370	1,370	1,383	0.9%
Part-Time Positions	1	1	1	1	----
FTEs	1,363.01	1,372.01	1,372.01	1,385.01	0.9%
Total Full-Time Positions	***1,361***	***1,370***	***1,370***	***1,383***	***0.9%***
Total Part-Time Positions	***1***	***1***	***1***	***1***	***----***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Total FTEs	***1,363.01***	***1,372.01***	***1,372.01***	***1,385.01***	***0.9%***
Transportation					
Transit Services					
Full-Time Positions	853	869	869	884	1.7%
Part-Time Positions	16	9	9	9	----
FTEs	885.51	896.26	896.26	910.66	1.6%
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	***853***	***869***	***869***	***884***	***1.7%***
Total Part-Time Positions	***16***	***9***	***9***	***9***	***----***
Total FTEs	***885.51***	***896.26***	***896.26***	***910.66***	***1.6%***
Libraries, Culture, and Recreation					
Recreation					
Full-Time Positions	189	190	190	191	0.5%
Part-Time Positions	0	0	0	0	----
FTEs	587.36	590.61	590.61	595.64	0.9%
Total Full-Time Positions	***189***	***190***	***190***	***191***	***0.5%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***587.36***	***590.61***	***590.61***	***595.64***	***0.9%***
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	2,465	2,490	2,490	2,519	1.2%
Total Part-Time Positions	18	11	11	11	----
Total FTEs	2,897.58	2,919.58	2,919.58	2,952.01	1.1%
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	25	27	27	28	3.7%
Part-Time Positions	1	1	1	1	----
FTEs	24.90	27.22	27.22	28.22	3.7%
Community Engagement Cluster					
Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	0.50	0.50	0.50	1.00	100.0%
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 FY24	BUDGET FY25	EST FY25	REC FY26	%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 FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Full-Time Positions	4	8	8	11	37.5%
Part-Time Positions	1	1	1	1	----
FTEs	2.55	6.29	6.29	8.81	40.1%
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	***30***	***36***	***36***	***40***	***11.1%***
Total Part-Time Positions	***2***	***2***	***2***	***2***	***----***
Total FTEs	***27.95***	***34.01***	***34.01***	***38.03***	***11.8%***
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	7	7	5	-28.6%
Part-Time Positions	0	0	0	0	----
FTEs	7.24	8.48	8.48	7.48	-11.8%
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	4.76	4.73	4.73	4.70	-0.6%
Total Full-Time Positions	***14***	***15***	***15***	***13***	***-13.3%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***12.00***	***13.21***	***13.21***	***12.18***	***-7.8%***
Transportation					
Transit Services					
Full-Time Positions	15	15	15	15	----
Part-Time Positions	0	0	0	0	----
FTEs	13.10	13.10	13.10	12.20	-6.9%
Transportation					

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%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***	***12.20***	***-6.9%***
Health and Human Services					
Health and Human Services					
Full-Time Positions	614	603	603	626	3.8%
Part-Time Positions	30	31	31	30	-3.2%
FTEs	498.54	494.18	494.18	527.66	6.8%
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	8.09	8.09	8.09	----
Total Full-Time Positions	***2***	***2***	***2***	***2***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***6.61***	***10.29***	***10.29***	***10.29***	***----***
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	36.95	36.55	36.55	35.95	-1.6%
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	***36.95***	***36.55***	***36.55***	***35.95***	***-1.6%***
Environment					
Environmental Protection					
Full-Time Positions	65	67	67	68	1.5%
Part-Time Positions	1	1	1	1	----
FTEs	101.84	103.69	103.69	107.74	3.9%
Total Full-Time Positions	***65***	***67***	***67***	***68***	***1.5%***
Total Part-Time Positions	***1***	***1***	***1***	***1***	***----***
Total FTEs	***101.84***	***103.69***	***103.69***	***107.74***	***3.9%***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%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	14	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	24.34	0.00	0.00	0.00	----
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	***14***	***0***	***0***	***0***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***24.34***	***0.00***	***0.00***	***0.00***	***----***
Total Full-Time Positions	754	738	738	764	3.5%
Total Part-Time Positions	33	34	34	33	-2.9%
Total FTEs	721.33	705.03	705.03	744.05	5.5%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Parking District Services					
Full-Time Positions	49	49	49	52	6.1%
Part-Time Positions	0	0	0	0	----
FTEs	48.73	48.73	48.73	50.23	3.1%
Transportation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	31.03	28.63	28.63	28.47	-0.6%
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	29	30	30	30	----
Part-Time Positions	1	1	1	1	----
FTEs	30.27	31.07	31.07	31.07	----
Community Development and Housing					
Permitting Services					
Full-Time Positions	243	244	244	247	1.2%
Part-Time Positions	0	0	0	0	----
FTEs	249.03	252.03	252.03	255.03	1.2%
Environment					
Recycling and Resource Management					
Full-Time Positions	80	76	76	77	1.3%
Part-Time Positions	1	1	1	1	----
FTEs	116.60	117.90	117.90	117.34	-0.5%
Other County Government Functions					
Alcohol Beverage Services					
Full-Time Positions	341	347	347	350	0.9%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Part-Time Positions	130	121	121	117	-3.3%
FTEs	428.70	432.30	432.30	433.30	0.2%
Total Full-Time Positions	742	746	746	756	1.3%
Total Part-Time Positions	132	123	123	119	-3.3%
Total FTEs	904.36	910.66	910.66	915.44	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	31.37	31.37	33.37	6.4%
Fleet Management Services					
Full-Time Positions	206	206	206	209	1.5%
Part-Time Positions	0	0	0	0	----
FTEs	211.10	211.10	211.10	215.10	1.9%
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	23.65	23.65	23.65	----
Total Full-Time Positions	251	251	251	254	1.2%
Total Part-Time Positions	0	0	0	0	----
Total FTEs	303.29	300.69	300.69	306.69	2.0%
Total Full-Time Positions	10,253	10,362	10,362	10,527	1.6%
Total Part-Time Positions	956	908	908	899	-1.0%
Total FTEs	11,037.40	11,140.66	11,140.66	11,295.57	1.4%
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	23,242.56	23,456.63	23,456.63	23,970.81	2.2%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	638.70	642.34	642.34	749.06	16.6%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	648.07	665.57	665.57	667.45	0.3%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	24,529.33	24,764.54	24,764.54	25,387.32	2.5%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%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	108.50	112.50	112.50	112.50	----
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,922.35	1,926.35	1,926.35	1,926.35	----
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	974.43	1,004.61	1,004.61	1,004.61	----
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	160.70	164.90	164.90	164.90	----
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,135.13	1,169.51	1,169.51	1,169.51	----

SUMMARY

Total Full-Time Positions	10,253	10,362	10,362	10,527	1.6%
Total Part-Time Positions	956	908	908	899	-1.0%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY24	BUDGET FY25	EST FY25	REC FY26	%CHG BUD/REC
Total FTEs	38,624.21	39,001.06	39,001.06	39,778.75	2.0%

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 FY24	BUDGET FY25	PROJ. FY25	BUDGET FY26	PROJ. FY27	PROJ. FY28	PROJ. FY29	PROJ. FY30	PROJ. FY31
COUNTYWIDE									
Countywide: Real	218.330	230.683	230.041	244.093	256.505	266.599	274.498	282.887	292.276
Countywide: Personal	4.291	4.243	4.291	4.355	4.311	4.339	4.328	4.348	4.360
SPECIAL DISTRICTS									
Mass Transit: Real	218.330	230.683	230.041	244.093	256.505	266.599	274.498	282.887	292.276
Mass Transit: Personal	4.291	4.243	4.291	4.355	4.311	4.339	4.328	4.348	4.360
Fire: Real	218.330	230.683	230.041	244.093	256.505	266.599	274.498	282.887	292.276
Fire: Personal	4.291	4.243	4.291	4.355	4.311	4.339	4.328	4.348	4.360
Recreation: Real	190.911	201.331	201.151	213.438	224.291	233.117	240.025	247.360	255.569
Recreation: Personal	3.575	3.538	3.575	3.629	3.592	3.616	3.606	3.623	3.633
Storm Drainage: Real	184.253	194.305	194.135	205.994	216.469	224.987	231.653	238.733	246.656
Storm Drainage: Personal	3.432	3.386	3.432	3.484	3.448	3.471	3.461	3.477	3.487
M-NCPPC - Regional: Real	189.645	199.982	199.817	212.023	222.804	231.572	238.433	245.720	253.875
M-NCPPC - Regional: Personal	3.557	3.521	3.558	3.611	3.575	3.598	3.588	3.605	3.615
M-NCPPC - Metropolitan: Real	189.645	199.982	199.817	212.023	222.804	231.572	238.433	245.720	253.875
M-NCPPC - Metropolitan: Personal	3.557	3.521	3.558	3.611	3.575	3.598	3.588	3.605	3.615
M-NCPPC - Land Acquisition: Real	218.330	230.683	230.041	244.093	256.505	266.599	274.498	282.887	292.276
M-NCPPC - Land Acquisition: Personal	4.291	4.243	4.291	4.355	4.311	4.339	4.328	4.348	4.360
URBAN DISTRICTS									
Bethesda: Real	6.786	7.731	7.150	7.587	7.973	8.287	8.532	8.793	9.085
Bethesda: Personal	0.247	0.198	0.247	0.250	0.248	0.249	0.249	0.250	0.251
Silver Spring: Real	3.989	4.351	4.203	4.459	4.686	4.871	5.015	5.168	5.340
Silver Spring: Personal	0.101	0.124	0.101	0.102	0.101	0.102	0.102	0.102	0.102
Wheaton: Real	0.863	1.098	0.909	0.965	1.014	1.054	1.085	1.118	1.155
Wheaton: Personal	0.024	0.028	0.024	0.024	0.024	0.024	0.024	0.024	0.024
NOISE ABATEMENT DISTRICTS									
Bradley: Real	0.047	0.050	0.050	0.053	0.055	0.057	0.059	0.061	0.063
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	0.013	0.013	0.014	0.014	0.015	0.015	0.016	0.016
Cabin John: Personal	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
PARKING DISTRICTS									
Bethesda - Commercial: Real	5.957	6.821	6.277	6.660	6.999	7.274	7.490	7.718	7.975

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY

Bethesda - Commercial: Personal	0.196	0.150	0.196	0.199	0.197	0.198	0.198	0.199	0.199
Bethesda - Unimproved: Real	0.546	0.595	0.575	0.610	0.641	0.666	0.686	0.707	0.730
Bethesda - Unimproved: Personal	0.045	0.041	0.045	0.045	0.045	0.045	0.045	0.045	0.045
Montgomery Hills - Commercial: Real	0.055	0.060	0.058	0.062	0.065	0.067	0.069	0.072	0.074
Montgomery Hills - Commercial: Personal	0.001	0.001	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	3.633	3.966	3.828	4.062	4.269	4.437	4.568	4.708	4.864
Silver Spring - Commercial: Personal	0.000	0.124	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Silver Spring - Unimproved: Real	0.355	0.385	0.374	0.397	0.417	0.434	0.447	0.460	0.476
Silver Spring - Unimproved: Personal	0.100	0.000	0.100	0.102	0.101	0.101	0.101	0.102	0.102
Wheaton - Commercial: Real	0.563	0.581	0.593	0.629	0.661	0.687	0.707	0.729	0.753
Wheaton - Commercial: Personal	0.007	0.009	0.007	0.007	0.007	0.007	0.007	0.007	0.007
Wheaton - Unimproved: Real	0.005	0.006	0.005	0.006	0.006	0.006	0.007	0.007	0.007
Wheaton - Unimproved: Personal	0.004	0.004	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 FY23	ACTUAL FY24	ACTUAL FY25	REC FY26
COUNTYWIDE				
General Fund: Real	0.6940	0.7170	0.7170	0.7560
General Fund: Personal	1.7350	1.7925	1.7925	1.8900
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	0.8060	0.8290	0.8290	0.8680
Countywide: Personal	1.7350	1.7925	1.7925	1.8900
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	0.0832	0.0852	0.0892	0.0834
Mass Transit: Personal	0.2080	0.2130	0.2230	0.2085
Recreation: Real	0.0259	0.0330	0.0318	0.0324
Recreation: Personal	0.0648	0.0825	0.0795	0.0810
Fire: Real	0.1074	0.1184	0.1202	0.1226
Fire: Personal	0.2685	0.2960	0.3005	0.3065
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	0.0170	0.0210	0.0162	0.0158
Discretionary: Personal	0.0425	0.0525	0.0405	0.0395
Regional (Administration)				

PROPERTY TAX RATES				
(dollars per $100 assessed value)	ACTUAL FY23	ACTUAL FY24	ACTUAL FY25	REC FY26
Mandatory: Real	0.0120	0.0120	0.0120	0.0120
Mandatory: Personal	0.0300	0.0300	0.0300	0.0300
Discretionary: Real	0.0070	0.0086	0.0078	0.0068
Discretionary: Personal	0.0175	0.0215	0.0195	0.0170
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 17 AS BASE

(in millions)

	ACTUAL FY17	ACTUAL FY18	ACTUAL FY19	ACTUAL FY20	ACTUAL FY21	ACTUAL FY22	ACTUAL FY23	ACTUAL FY24	APPR FY25	REC FY26
COUNTY GOVERNMENT										
General Fund	1,163.6	1,148.0	1,138.9	1,267.3	1,389.4	1,382.4	1,418.6	1,552.3	1,639.7	1,747.7
Expenditures in FY17$	1,163.6	1,127.7	1,101.5	1,213.9	1,305.8	1,231.0	1,208.3	1,288.2	1,336.3	1,393.7
Special Funds: Tax Supported	395.3	406.5	417.9	432.8	410.7	455.7	512.2	547.7	557.6	597.1
Expenditures in FY17$	395.3	399.3	404.2	414.6	386.0	405.8	436.3	454.5	454.4	476.2
Grant Fund: Non-Tax Supported	111.4	116.6	114.7	147.8	293.4	278.4	252.2	217.7	161.6	169.5
Expenditures in FY17$	111.4	114.5	110.9	141.6	275.8	247.9	214.8	180.7	131.7	135.2
Special Funds: Non-Tax Supported	306.3	329.0	339.0	354.2	360.8	372.7	460.6	444.0	428.6	487.8
Expenditures in FY17$	306.3	323.2	327.9	339.3	339.1	331.9	392.3	368.5	349.3	389.0
TOTAL COUNTY GOVERNMENT	**1,976.5**	**2,000.1**	**2,010.5**	**2,202.0**	**2,454.4**	**2,489.2**	**2,643.6**	**2,761.7**	**2,787.5**	**3,002.1**
Expenditures in FY17$	1,976.5	1,964.7	1,944.4	2,109.2	2,306.8	2,216.6	2,251.8	2,291.9	2,271.8	2,394.0
M. C. PUBLIC SCHOOLS(b)	**2,456.1**	**2,524.8**	**2,612.5**	**2,674.1**	**2,714.9**	**2,754.2**	**2,921.7**	**3,298.8**	**3,322.3**	**3,621.1**
Expenditures in FY17$	2,456.1	2,480.2	2,526.6	2,561.4	2,551.6	2,452.5	2,488.7	2,737.6	2,707.7	2,887.6
MONTGOMERY COLLEGE(b)	**293.7**	**296.5**	**291.2**	**292.6**	**296.0**	**297.3**	**299.4**	**304.8**	**334.7**	**345.5**
Expenditures in FY17$	293.7	291.3	281.6	280.3	278.2	264.7	255.0	252.9	272.8	275.5
M-NCPPC(b)	**136.7**	**144.0**	**148.3**	**152.0**	**151.5**	**164.4**	**176.7**	**186.3**	**205.9**	**214.1**
Expenditures in FY17$	136.7	141.5	143.4	145.6	142.4	146.4	150.5	154.6	167.8	170.7
DEBT SERVICE(a)	**387.5**	**398.0**	**422.6**	**428.5**	**421.9**	**432.8**	**452.2**	**453.4**	**480.1**	**472.8**
Expenditures in FY17$	387.5	391.0	408.7	410.4	396.5	385.4	385.2	376.3	391.3	377.0
TOTAL ALL AGENCIES	**5,250.5**	**5,363.5**	**5,485.1**	**5,749.2**	**6,038.6**	**6,137.9**	**6,493.6**	**7,005.0**	**7,130.5**	**7,655.7**
Expenditures in FY17$	5,250.5	5,268.7	5,304.7	5,506.9	5,675.4	5,465.6	5,531.2	5,813.3	5,811.3	6,105.0
CPI - FISCAL YEAR 17 = 100	**100.0**	**101.8**	**103.4**	**104.4**	**106.4**	**112.3**	**117.4**	**120.5**	**122.7**	**125.4**
Fiscal Year Percent Change	**----**	**1.8%**	**1.6%**	**1%**	**2%**	**5.9%**	**5.1%**	**3.1%**	**2.2%**	**2.7%**

(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
	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$
FY26 Recommended	2,490.3	32.6	2,259.9	29.5	179.6	2.3	321.4	4.2	59.2	0.8	477.6	6.2	1,607.6	21.0	252.5	3.3	7,648.2
FY25 Estimate	2,289.7	31.7	2,170.1	30.1	169.8	2.4	312.4	4.3	61.9	0.9	428.7	5.9	1,525.3	21.1	262.9	3.6	7,221.0
FY25 Approved	2,285.6	32.2	2,051.1	28.9	162.5	2.3	327.8	4.6	62.1	0.9	419.7	5.9	1,536.9	21.7	246.7	3.5	7,092.3
FY24 Actual	2,213.8	30.7	2,023.6	28.1	162.3	2.3	315.8	4.4	58.1	0.8	378.9	5.3	1,716.3	23.8	342.2	4.7	7,211.0
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

* 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 FY17	APPR FY18	APPR FY19	APPR FY20	APPR FY21	APPR FY22	APPR FY23	APPR FY24	APPR FY25	REC FY26
General Government	1,112.55	1,146.20	1,151.67	1,167.91	1,182.46	1,210.71	1,249.00	1,267.02	1,268.32	1,280.65
Public Safety	3,743.63	3,790.18	3,809.33	3,842.39	3,850.99	3,837.49	3,890.78	3,907.38	3,897.13	3,950.38
Transportation	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	1,241.53
Health & Human Services	1,619.38	1,648.71	1,670.36	1,683.09	1,714.49	1,770.62	1,856.66	1,948.48	2,002.27	2,067.89
Libraries, Culture & Recreation	856.40	890.12	893.52	925.66	928.87	934.37	1,008.26	1,007.15	1,014.38	1,020.11
Community Development & Housing	332.75	345.85	346.35	351.85	351.75	352.25	359.38	362.13	379.93	387.93
Environment	210.81	213.11	214.21	216.11	219.96	221.96	236.09	250.09	250.59	251.84
Non-Departmental Accounts	4.18	4.21	4.64	6.38	12.51	23.46	45.34	36.27	52.06	40.84
Liquor Control	432.42	438.20	442.20	427.70	442.50	443.80	428.80	428.70	432.30	433.30
Subtotal	**9,486.42**	**9,682.78**	**9,740.48**	**9,865.29**	**9,946.73**	**10,036.36**	**10,319.74**	**10,438.34**	**10,523.51**	**10,674.47**
Plus Council & Judicial Offices *	544.86	552.85	560.03	567.93	572.18	577.98	601.56	599.06	617.15	621.10
TOTAL COUNTY GOVERNMENT	**10,031.28**	**10,235.63**	**10,300.51**	**10,433.22**	**10,518.91**	**10,614.34**	**10,921.30**	**11,037.40**	**11,140.66**	**11,295.57**
Government FTEs PER 1000 Population										
General Government	1.07	1.08	1.08	1.07	1.09	1.12	1.15	1.18	1.19	1.19
Public Safety	3.60	3.57	3.58	3.53	3.57	3.55	3.59	3.63	3.66	3.68
Transportation	1.13	1.14	1.14	1.14	1.15	1.15	1.15	1.14	1.15	1.16
Health & Human Services	1.56	1.55	1.57	1.55	1.59	1.64	1.71	1.81	1.88	1.93
Libraries, Culture & Recreation	0.82	0.84	0.84	0.85	0.86	0.86	0.93	0.94	0.95	0.95
Community Development & Housing	0.32	0.33	0.33	0.32	0.33	0.33	0.33	0.34	0.36	0.36
Environment	0.20	0.20	0.20	0.20	0.20	0.21	0.22	0.23	0.24	0.23
Non-Departmental Accounts	0.00	0.00	0.00	0.01	0.01	0.02	0.04	0.03	0.05	0.04
Liquor Control	0.42	0.41	0.42	0.39	0.41	0.41	0.40	0.40	0.41	0.40
Total County-Less Elective Offices	**9.13**	**9.11**	**9.16**	**9.06**	**9.21**	**9.28**	**9.53**	**9.70**	**9.88**	**9.94**
Plus Council & Judicial Offices *	0.52	0.52	0.53	0.52	0.53	0.53	0.56	0.56	0.58	0.58
TOTAL COUNTY GOVERNMENT	**9.66**	**9.63**	**9.69**	**9.58**	**9.74**	**9.81**	**10.08**	**10.26**	**10.46**	**10.52**
Population	**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**	**1,073,918**

* 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

	FY17 FTEs	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs	FY22 FTEs	FY23 FTEs	FY24 FTEs	FY25 FTEs	FY26 FTEs
GENERAL FUND										
General Fund	1,076.64	1,107.01	1,117.56	1,135.80	1,153.90	1,186.55	1,247.26	1,267.99	1,315.28	1,325.56
Public Safety	2,646.27	2,709.82	2,717.47	2,733.53	2,741.13	2,715.03	2,748.53	2,754.13	2,734.92	2,775.17
Transportation	252.27	252.27	252.27	255.77	254.77	253.27	255.06	252.75	239.81	239.97
Health & Human Services	1,619.38	1,648.71	1,670.36	1,683.09	1,714.49	1,770.62	1,856.66	1,948.48	2,002.27	2,067.89
Libraries, Culture & Recreation	386.56	395.26	395.51	404.01	404.51	404.06	403.60	385.11	384.61	385.31
Community Development & Housing	73.40	86.40	86.40	87.80	87.80	88.30	91.30	89.95	103.75	107.55
Environment	16.50	16.50	16.50	16.70	16.29	16.29	25.64	31.65	29.00	26.76
Non-Departmental Accounts	4.18	4.21	4.64	6.38	12.51	23.46	45.34	36.27	52.06	40.84
TOTAL GENERAL FUND **	**6,075.20**	**6,220.18**	**6,260.71**	**6,323.08**	**6,385.40**	**6,457.58**	**6,673.39**	**6,766.33**	**6,861.70**	**6,969.05**
SPECIAL FUNDS										
Urban Districts	58.60	58.60	58.60	58.60	58.70	58.70	60.70	60.70	59.70	59.70
Mass Transit	842.47	874.37	876.37	908.87	908.87	908.87	910.61	898.61	909.36	922.86
Fire Tax District	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	1,385.01
Recreation	440.77	464.79	466.94	490.38	493.09	499.04	574.39	591.77	598.70	603.73
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	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	15.20	17.05	17.05	17.05	18.05	22.15	23.15	24.35
Water Quality Protection	88.76	91.47	91.47	93.17	92.11	93.61	96.84	101.84	103.69	107.74
Community Use of Public Facilities	29.07	30.07	31.07	31.27	31.27	31.27	30.27	30.27	31.07	31.07
Parking Districts	48.53	48.53	48.53	48.53	48.53	48.53	48.73	48.73	48.73	50.23
Permitting Services	243.65	243.75	243.75	246.00	245.90	245.90	249.03	249.03	252.03	255.03
Solid Waste Services	105.55	105.14	106.24	106.24	111.56	112.06	113.61	116.60	117.90	117.34
Vaccum Leaf Collection	31.03	31.03	31.03	31.03	31.03	31.03	31.03	31.03	28.63	28.47
Liquor Control	432.42	438.20	442.20	427.70	442.50	443.80	428.80	428.70	432.30	433.30
TOTAL SPECIAL FUNDS	**3,670.81**	**3,720.91**	**3,742.51**	**3,808.95**	**3,831.62**	**3,854.87**	**3,944.62**	**3,967.78**	**3,978.27**	**4,019.83**
INTERNAL SERVICE FUNDS										
Employee Health Benefit Self Insurance	22.30	25.25	25.25	23.65	23.85	23.85	25.25	25.25	23.65	23.65
Motor Pool	204.10	204.10	206.10	211.10	211.10	211.10	211.10	211.10	211.10	215.10
Printing & Mail	28.75	34.07	34.07	34.57	34.57	34.57	34.57	34.57	34.57	34.57
Self Insurance	30.12	31.12	31.87	31.87	32.37	32.37	32.37	32.37	31.37	33.37
TOTAL INTERNAL SERVICE FUNDS	**285.27**	**294.54**	**297.29**	**301.19**	**301.89**	**301.89**	**303.29**	**303.29**	**300.69**	**306.69**
TOTAL COUNTY GOVERNMENT	**10,031.28**	**10,235.63**	**10,300.51**	**10,433.22**	**10,518.91**	**10,614.34**	**10,921.30**	**11,037.40**	**11,140.66**	**11,295.57**
MONT. COUNTY PUBLIC SCHOOLS	**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**	**25,387.32**
MONTGOMERY COLLEGE	**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**	**1,926.35**
M-NCPPC	**1,045.19**	**1,080.64**	**1,089.66**	**1,102.41**	**1,111.94**	**1,136.95**	**1,134.38**	**1,135.13**	**1,169.51**	**1,169.51**
GRAND TOTAL	**35,245.80**	**35,518.20**	**35,768.03**	**36,313.59**	**37,018.49**	**37,298.75**	**37,953.53**	**38,624.21**	**39,001.06**	**39,778.75**

**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
FY26 - Real	0.7560	0.0834	0.1226	0.0324	n/a	0.0796	1.0740	0.1120	1.1860
FY26 - Personal	1.8900	0.2085	0.3065	0.0810	n/a	0.1990	2.6850	n/a	2.6850
FY25 - Real	0.7170	0.0892	0.1202	0.0318	n/a	0.0810	1.0392	0.1120	1.1512
FY25 - Personal	1.7925	0.2230	0.3005	0.0795	n/a	0.2025	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

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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
2026	$1.2178	$0.1120	$0.0453	$1.0605
2025	$1.1830	$0.1120	$0.0455	$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

Notes: Montgomery County' is the weighted average of the tax rates in the FY26 Recommended Budget for the tax-supported property revenues and do not include parking lot districts.

'Montgomery County' weighted rate includes a $0.082 tax rate that is authorized by Maryland Code, Education § 5-104 (d)(1).

Municipalities' are the weighted average of approximately 23 municipal districts and are based on adopted tax rates for FY26 and the taxable assessments for levy year 2025.

MONTGOMERY COUNTY DEPARTMENT OF FINANCE **March 2025**

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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 Expenses 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 a government asset 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 deliver the services described in the program.

COUNCIL TRANSFER OF APPROPRIATION - A transfer of unencumbered appropriation balance by the County Council between agencies, departments, 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 core 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 - An individual 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 Expenses) 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 worked (or 2,496 hours worked for fire fighters) and .50 FTE equals 1,040 hours worked.

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, the debt service fund, the 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 - Costs that cannot be directly attributed to the implementation of one single grant but are incurred when implementing grants across an organization. Indirect costs pay for a portion of the County's cost to provide support and administrative services to grants such as legal, procurement, fiscal, and labor relations. The County calculates its indirect cost rate via a cost allocation plan developed by an independent contractor per the Federal regulation 2 CFR part 200.

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 residents. 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 that 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 performed by the County government that are the means for achieving desired outcomes, that have 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 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
CCL	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 Maintenance and Transit 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 Bond	General Obligation Bond	**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 Department of Police

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 the 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		