



# Board of Elections

## RECOMMENDED FY27 BUDGET

\$15,044,171

## FULL TIME EQUIVALENTS

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 FY27 Operating Budget for the Montgomery County Board of Elections is \$15,044,171, an increase of \$809,341 or 5.69 percent from the FY26 Approved Budget of \$14,234,830. Personnel Costs comprise 44.68 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 55.32 percent of the FY27 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 conduct on-site trainings for election judges and on-site canvassing of mail-in ballots.
-  Improved audio and video livestreaming of the vote by mail canvass will further enhance the transparency of Board of Elections' operations.
-  The Board of Elections will further increase its multilingual outreach efforts by publishing on its website the Voter Guide translated into multiple languages.
-  Building on the initial efforts made in the 2024 elections, the Board of Elections will further leverage technological solutions to enhance the efficiency of election administration at polling places and streamline real-time communication.

## PROGRAM CONTACTS

Contact Lisa Merino of the Montgomery County Board of Elections at 240-777-8562 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 FY26 estimates reflect funding based on the FY26 Approved Budget. The FY27 and FY28 figures are performance targets based on the FY27 Recommended Budget and funding for comparable service levels in FY28.

## 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Total ballots cast (000s) <sup>1</sup>	172	521	220	385	200
Percent of precincts reporting election results by 11:00 p.m.	99.22%	99.10%	96.50%	96.50%	96.50%
Average voter wait time on Election Day (minutes) <sup>2</sup>	0	8	3	5	5
Number of public outreach events	303	327	300	250	300

<sup>1</sup> The increase in total ballots cast in FY25 corresponds to the historical pattern of higher voter turnout for a presidential general election.

<sup>2</sup> The increase in voter wait times is correlated to the higher voter turn out for in-person voting in the 2024 presidential general election.

FY27 Recommended Changes	Expenditures	FTEs
<b>FY26 Approved</b>	<b>5,819,072</b>	<b>4.00</b>
Increase Cost: Election Judge Stipends	200,000	0.00
Increase Cost: Seasonal Temporary Staff	167,319	0.00
Increase Cost: Overtime Expenses	59,860	0.00
Increase Cost: Outside Postage for Sample Ballots	25,000	0.00
Increase Cost: Sample Ballot Printing	21,385	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	292	0.00
Decrease Cost: State Board of Elections-Related Operating Expenses	(30,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	89,992	0.00
<b>FY27 Recommended</b>	<b>6,352,920</b>	<b>4.00</b>

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## 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, 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 transportation of the voting equipment and 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 and election workers who serve as Ballot Drop Box attendants and support Nursing Homes Program. 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 Montgomery County over a period of approximately 12 weeks. Each precinct team includes volunteers that are registered with 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 implementing the new Language Assistance program required by election law, 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.

<b>Program Performance Measures</b>	<b>Actual FY24</b>	<b>Actual FY25</b>	<b>Estimated FY26</b>	<b>Target FY27</b>	<b>Target FY28</b>
Recruitment and Training: Number of election workers who served at polling places during	3,190	3,938	3,900	4,000	4,100

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
early voting and Election Day					
Number of election judges trained per Trainer FTE	438	563	400	500	500
Number of in-person training sessions for election workers	248	274	240	250	250
Percent of no-show election workers on Election Day	7.6%	6.3%	5%	4%	5%
Number of designated polling place equivalents per election <sup>1</sup>	344	344	342	342	344
Percent of polling places opening on time	99.7%	100%	100%	100%	100%
Percent of voters rating Election Day polling place as well organized	98%	96%	95%	95%	95%
Tax dollars saved by leveraging Future Vote students earning Student Learning (SSL) hours <sup>2</sup>	\$44,008	\$89,463	\$44,960	\$65,250	\$51,770

<sup>1</sup> 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.

<sup>2</sup> This performance measure is based on the number of Future Vote students who assist at the polling places without monetary compensation. Tax dollars saved were higher due to an increase in the number of students who volunteered to serve.

FY27 Recommended Changes	Expenditures	FTEs
<b>FY26 Approved</b>	<b>4,272,182</b>	<b>20.53</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	43,808	0.00
<b>FY27 Recommended</b>	<b>4,315,990</b>	<b>20.53</b>

## 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, and modify polling place precincts and district boundaries.

The IT program collaborates with Montgomery County's Department of Technology and Enterprise Business Solutions (TEBS) to implement enhancements to the Election Resource Management System (ERMS). The ERMS 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of pieces of election equipment (scanners, ballot marking devices, and pollbooks) prepared for an election	2,152	2,342	2,100	2,300	2,300
Average response time to resolve equipment and/or maintenance concerns during voting hours (hours)	1	1	1	1	1

  

FY27 Recommended Changes	Expenditures	FTEs
<b>FY26 Approved</b>	<b>1,563,515</b>	<b>13.45</b>
Increase Cost: Election Worker Management System Licenses and Software	112,400	0.00
Increase Cost: Election Worker Management System Maintenance and Support	23,453	0.00

<b>FY27 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	21,996	0.00
<b>FY27 Recommended</b>	<b>1,721,364</b>	<b>13.45</b>

## 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 collected signatures for 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.

<b>Program Performance Measures</b>	<b>Actual FY24</b>	<b>Actual FY25</b>	<b>Estimated FY26</b>	<b>Target FY27</b>	<b>Target FY28</b>
Number of active registered voters (000s)	684	705	710	710	710
Number of registered voters served per program FTE	35,025	35,585	33,500	33,500	33,500
Number of mail-in ballots requested (000s)	134	192	180	200	200
Number of mail-in ballots returned (000s)	80	166	100	175	110
Number of provisional ballots issued on election day(s) <sup>1</sup>	6,563	27,433	8,000	15,000	8,000
Number of Nursing Homes and Assisted Living Facilities Served	43	53	56	58	60

<sup>1</sup> The number of provisional ballots issued increased for a variety of reasons related to increased overall turnout for the presidential election.

<b>FY27 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY26 Approved</b>	<b>2,580,061</b>	<b>18.70</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	73,836	0.00
<b>FY27 Recommended</b>	<b>2,653,897</b>	<b>18.70</b>

## BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	4,685,676	5,099,324	5,055,389	5,461,333	7.1 %
Employee Benefits	1,157,927	1,180,765	1,109,314	1,260,431	6.8 %
<b>County General Fund Personnel Costs</b>	<b>5,843,603</b>	<b>6,280,089</b>	<b>6,164,703</b>	<b>6,721,764</b>	<b>7.0 %</b>
Operating Expenses	11,057,735	7,954,741	7,954,741	8,322,407	4.6 %
<b>County General Fund Expenditures</b>	<b>16,901,338</b>	<b>14,234,830</b>	<b>14,119,444</b>	<b>15,044,171</b>	<b>5.7 %</b>
<b>PERSONNEL</b>					
Full-Time	32	34	34	34	—
Part-Time	2	0	0	0	-100.0 %
FTEs	56.35	56.68	56.68	56.68	—
<b>REVENUES</b>					
Other Charges/Fees	(1,369)	1,300	1,300	1,300	—
<b>County General Fund Revenues</b>	<b>(1,369)</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>—</b>

## FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
	<b>FY26 ORIGINAL APPROPRIATION</b>	<b>14,234,830 56.68</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Election Judge Stipends [Administration]	200,000	0.00
Increase Cost: FY27 Compensation Adjustment	170,056	0.00
Increase Cost: Seasonal Temporary Staff [Administration]	167,319	0.00
Increase Cost: Election Worker Management System Licenses and Software [Information Technology]	112,400	0.00
Increase Cost: Overtime Expenses [Administration]	59,860	0.00
Increase Cost: Annualization of FY26 Compensation Increases	44,602	0.00
Increase Cost: Outside Postage for Sample Ballots [Administration]	25,000	0.00
Increase Cost: Election Worker Management System Maintenance and Support [Information Technology]	23,453	0.00
Increase Cost: Sample Ballot Printing [Administration]	21,385	0.00
Increase Cost: Printing and Mail	9,291	0.00
Increase Cost: Annualization of FY26 Personnel Costs	7,065	0.00
Increase Cost: Motor Pool Adjustment	5,845	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	292	0.00
Decrease Cost: Retirement Adjustment	(7,227)	0.00
Decrease Cost: State Board of Elections-Related Operating Expenses [Administration]	(30,000)	0.00
	<b>FY27 RECOMMENDED</b>	<b>15,044,171 56.68</b>

## PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration	5,819,072	4.00	6,352,920	4.00
Election Operations	4,272,182	20.53	4,315,990	20.53
Information Technology	1,563,515	13.45	1,721,364	13.45
Voter Services	2,580,061	18.70	2,653,897	18.70
<b>Total</b>	<b>14,234,830</b>	<b>56.68</b>	<b>15,044,171</b>	<b>56.68</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY27 Recommended</b>	<b>15,044</b>	<b>15,044</b>	<b>15,044</b>	<b>15,044</b>	<b>15,044</b>	<b>15,044</b>
No inflation or compensation change is included in outyear projections.						
<b>Election Worker Management System Licenses and Software</b>	<b>0</b>	<b>112</b>	<b>112</b>	<b>112</b>	<b>112</b>	<b>112</b>
<b>Election Worker Management System Maintenance and Support (TEBS)</b>	<b>0</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>
<b>Other Professional Services - Election Judge Stipends</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>Labor Contracts</b>	<b>0</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>15,044</b>	<b>15,418</b>	<b>15,418</b>	<b>15,418</b>	<b>15,418</b>	<b>15,418</b>

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