



Finance

RECOMMENDED FY27 BUDGET

\$139,598,418

FULL TIME EQUIVALENTS

135.74

 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 FY27 Operating Budget for the Department of Finance is \$139,598,418, an increase of \$1,615,410 or 1.17 percent from the FY26 Approved Budget of \$137,983,008. Personnel Costs comprise 17.50 percent of the budget for 143 full-time position(s) and no part-time position(s), and a total of 135.74 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 82.50 percent of the FY27 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 FY27 Operating Budget for the General Fund component is \$22,017,356, an increase of \$1,233,189 or 5.93 percent over the FY26 Approved Budget of \$20,784,167. Personnel Costs comprise approximately 81.99 percent of the General Fund budget for 132 full-time positions. A total of 102.37 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 18.01 percent of the budget.

The total FY27 Operating Budget for the Self-Insurance Fund component of Finance (Risk Management) is \$117,578,437, an increase of \$379,569, or 0.32 percent, over the FY26 Approved Budget of \$117,198,841. Personnel Costs comprise approximately 5.42 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 94.58 percent of the budget.

For FY27 Finance has the addition of a new division- Finance Retirement Administration Division

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. The Employees' Retirement System

(ERS), Retirement Savings Plan (RSP), and Deferred Compensation Plan (DCP) are administered by the Department of Finance Retirement Administration Division (FIN RAD). FIN RAD oversees the administration of the retirement plans, including plan and benefits administration, accounting, and compliance. Investments are overseen by the Montgomery County Investment Board (MCIB). FIN RAD includes 14 full-time positions. 14.0 FTE reside in the Non-Departmental Accounts (NDAs) for the various retirement plans.

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

- ★ Transition point of sales and online payment systems from the current vendor to JPMorgan Chase Merchant Services and Digital Bill Pay.
- ★ Upgrade the property tax billing system to the vendor's new software as a service.
- ★ Launch an improved driver's license program to ensure compliance with County policies.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Reorganized Retirement Member Services and Retirement Finance operations into FIN as the new Retirement Administration Division (RAD) to promote efficiency.
- ★ Upgraded the County's enterprise timekeeping and scheduling systems to the vendor's newer software as a service platform prior to the end-of-life of the prior products.

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 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

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; account and track all monies due to and received by the County from various sources ensuring proper accounting and reflection of funds in the County's system of record; 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 on 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, Popular Annual 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 time keeping and 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 data and creating reporting tools available within the Oracle Business Intelligence Tool (BI).

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Procurement Card transactions processed	31,689	28,887	30,000	30,000	30,000
Vendor payments issued ¹	126,881	124,605	125,000	125,000	125,000
Journal entries prepared	1,580	1,387	1,500	1,500	1,500
Journal entries reviewed and posted	3,565	3,491	3,500	3,500	3,500
Grant reports produced	1,105	1,061	1,000	1,000	1,000

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Paychecks and payroll advices issued for employees ²	300,802	311,218	312,000	312,000	312,000
Pension and long-term disability (LTD2) payroll payments processed ³	80,638	81,271	82,000	82,000	82,000
Procurement Card rebate revenue generated	\$749,297	\$695,226	\$700,000	\$700,000	\$700,000
Receive the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting ⁴	Received	Expected	Expected	Expected	Expected
Percent of non-compliant payments - Direct purchase orders created the same day as invoice date and duplicate dollars per total invoices	0.04%	0.03%	0.03%	0.03%	0.03%
Percent of payroll errors per sum of dollars under and overpaid	0.21%	0.22%	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 (FY24 = 55 times).

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	8,737,572	51.87
Re-align: Position Between FIN Programs	194,815	1.00
Increase Cost: UKG Contract - Ongoing Annual License and Maintenance Support	3,580	0.00
Decrease Cost: Change in Netgross Charges	(28,000)	0.00
Re-align: Position Between FIN Programs	(150,339)	(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.	208,430	0.00
FY27 Recommended	8,966,058	51.87

Fiscal Management

This program provides effective management of County capital and operating funds; 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 investor 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Make Office Vacancies Extinct (MOVE) Program: Square feet of office space leased	78,905	163,121	165,000	170,000	175,000
Interest Rate Benchmarking - County General Obligation (GO) vs. Municipal Market Data Index (basis point spread)	3	4	2	0	0
Investment Return Benchmarking - County Return vs. S&P Local Government Investment Pool Index (basis point spread)	10	13	10	10	10
Revenue Forecasting - Percent variance between actual revenue and projected revenue	3.60%	3.61%	0.00%	0.00%	0.00%
Investment Return - Rate of return on Montgomery County's investments ¹	5.34%	4.77%	3.85%	3.25%	3.50%
Bond Rating - Rating given to Montgomery County by Fitch, Moody's, and Standard and Poor's (Bond ratings are a measure of the quality and safety of a bond and are based on the issuer's financial condition)	AAA	AAA	AAA	AAA	AAA

¹ The yield on the County's investment portfolio is closely tied to Federal Reserve action (primarily hiking or cutting of the target Fed Funds rate) and moves in the short-term bond market. The decrease in investment yield from FY24 to FY25 was driven by the declining short term rate environment due to the Fed easing in FY25 with rate cuts of 50bps in September, 25bps in November, and 25bps in December. Current market expectations are that the Federal Reserve may lower the target Fed Funds rate by 75bps during FY27.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	2,724,087	11.00
Reduce: Bloomberg - Access to Investment Data	(56,000)	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.	(175,352)	0.00
FY27 Recommended	2,492,735	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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Electronic payments (credit card and ACH) transactions processed by the County's credit card processor and bank (000's)	5,230	4,994	5,044	5,094	5,094
Workflows, tasks, and processes streamlined utilizing existing or new technologies	20	18	20	20	20

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	2,193,345	4.00

FY27 Recommended Changes	Expenditures	FTEs
Increase Cost: IT Financial Systems Applications - Ongoing Software Maintenance	336,600	0.00
Re-align: Position Between FIN Programs	150,339	1.00
Increase Cost: Annual PCI and ACH Industry Compliance Audits	7,240	0.00
Decrease Cost: Change in Netgross Charges	(52,620)	0.00
Re-align: Position Between FIN Programs	(194,815)	(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.	118,379	0.00
FY27 Recommended	2,558,468	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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	12,226,700	15.37
Shift: Position Transfer from TEBS Strategy and Planning Division to Department of Finance	248,708	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.	(6,358,415)	0.00
FY27 Recommended	6,116,993	16.37

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Computer based/onsite training classes provided by the Safety Section	5,926	7,280	9,000	9,000	9,000
Workers Compensation - Cost per \$100 of payroll	\$3.21	\$3.09	\$3.13	\$3.16	\$3.16
Workers Compensation - Number of Montgomery County Government cases resulting in lost work time	362	348	448	448	448

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	108,966,149	28.00
Increase Cost: Claims Expense Change	5,644,000	0.00
Increase Cost: Commercial Insurance Premiums	1,499,190	0.00
Increase Cost: Other Insurance Costs	125,902	0.00
Increase Cost: Rent Increase	4,302	0.00
Decrease Cost: Insurance Broker Services	(14,800)	0.00
Decrease Cost: Claims Service Contract Administrative Costs	(212,836)	0.00
Decrease Cost: Return of Contribution	(6,919,213)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,003,618	0.00
FY27 Recommended	116,096,312	28.00

Treasury

This program is responsible for providing coordination and oversight of treasury operations and customer services through the cashing function. All money received by the County directly through the Treasury cashing 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Tax related number of service request tickets transferred from MC311 Call Center to Treasury ¹	4,170	5,580	5,000	5,000	5,000
Property tax accounts billed	368,076	368,097	370,000	375,000	375,000
Transfer tax transactions processed ²	29,441	42,089	42,500	42,500	42,500
Cashier transactions processed ³	40,126	38,935	40,000	40,000	40,000

¹ FY25 represents a significant increase in the number of people calling to request to speak to a representative due to an increase in the accounts subject to abandoned property notices.

² Transfer Tax transactions includes taxable and non-taxable transactions.

³ Cashier transactions are trending downward due to an increase in the number of online payments

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	3,135,155	21.00
Add: Special District Tax Administration	180,265	3.00
Increase Cost: Adjustment to Department of Environmental Protection Chargeback	58,767	0.50
Add: Transportation Special Taxing District Implementation	50,000	0.00
Decrease Cost: Change in Netgross Charges	(104,610)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	48,275	0.00
FY27 Recommended	3,367,852	24.50

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	11,842,387	13,563,269	12,649,142	14,103,005	4.0 %
Employee Benefits	3,686,796	3,600,188	3,794,077	3,950,504	9.7 %
County General Fund Personnel Costs	15,529,183	17,163,457	16,443,219	18,053,509	5.2 %
Operating Expenses	4,948,791	3,620,710	5,083,928	3,966,472	9.6 %
County General Fund Expenditures	20,477,974	20,784,167	21,527,147	22,019,981	5.9 %
PERSONNEL					
Full-Time	114	114	114	132	15.8 %
Part-Time	0	0	0	0	—
FTEs	97.87	97.87	97.87	102.37	4.6 %
REVENUES					
Other Charges/Fees	503,099	513,700	433,150	434,850	-15.3 %
Other Fines/Forfeitures	1,610	0	0	0	—
Other Intergovernmental	453,496	469,910	469,410	501,130	6.6 %
Miscellaneous Revenues	695,227	730,000	700,000	700,000	-4.1 %
County General Fund Revenues	1,653,432	1,713,610	1,602,560	1,635,980	-4.5 %
SELF INSURANCE INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	4,223,578	4,859,439	4,304,177	5,029,792	3.5 %
Employee Benefits	1,044,467	1,260,218	1,039,654	1,349,400	7.1 %
Self Insurance Internal Service Fund Personnel Costs	5,268,045	6,119,657	5,343,831	6,379,192	4.2 %
Operating Expenses	83,089,634	111,079,184	111,079,184	111,199,245	0.1 %
Self Insurance Internal Service Fund Expenditures	88,357,679	117,198,841	116,423,015	117,578,437	0.3 %
PERSONNEL					
Full-Time	11	11	11	11	—
Part-Time	0	0	0	0	—
FTEs	31.37	33.37	33.37	33.37	—
REVENUES					
Self Insurance Revenues	94,077,147	92,796,252	92,796,252	94,323,702	1.6 %
Miscellaneous Revenues	692,689	2,000,000	2,000,000	2,000,000	—
Investment Income	15,315,070	9,526,580	9,526,580	10,894,140	14.4 %
Self Insurance Internal Service Fund Revenues	110,084,906	104,322,832	104,322,832	107,217,842	2.8 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	0	0	0	0	—

Operating Expenses	(4,209)	0	0	0	—
Grant Fund - MCG Expenditures	(4,209)	0	0	0	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	(4,209)	0	0	0	—
Grant Fund - MCG Revenues	(4,209)	0	0	0	—

DEPARTMENT TOTALS

Total Expenditures	108,831,444	137,983,008	137,950,162	139,598,418	1.2 %
Total Full-Time Positions	125	125	125	143	14.4 %
Total Part-Time Positions	0	0	0	0	—
Total FTEs	129.24	131.24	131.24	135.74	3.4 %
Total Revenues	111,734,129	106,036,442	105,925,392	108,853,822	2.7 %

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
	FY26 ORIGINAL APPROPRIATION	20,784,167 97.87
<u>Changes (with service impacts)</u>		
Add: Special District Tax Administration [Treasury]	180,265	3.00
Add: Transportation Special Taxing District Implementation [Treasury]	50,000	0.00
Reduce: Bloomberg - Access to Investment Data [Fiscal Management]	(56,000)	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY27 Compensation Adjustment	642,787	0.00
Increase Cost: IT Financial Systems Applications - Ongoing Software Maintenance [Information Technology]	336,600	0.00
Shift: Position Transfer from TEBS Strategy and Planning Division to Department of Finance [Operations and Administration]	248,708	1.00
Re-align: Position Between FIN Programs [Controller]	194,815	1.00
Re-align: Position Between FIN Programs [Information Technology]	150,339	1.00
Increase Cost: Annualization of FY26 Compensation Increases	84,214	0.00
Increase Cost: Adjustment to Department of Environmental Protection Chargeback [Treasury]	58,767	0.50
Increase Cost: Printing and Mail	25,102	0.00
Increase Cost: Annual PCI and ACH Industry Compliance Audits [Information Technology]	7,240	0.00
Increase Cost: UKG Contract - Ongoing Annual License and Maintenance Support [Controller]	3,580	0.00
Decrease Cost: Change in Netgross Charges [Controller]	(28,000)	0.00
Decrease Cost: Retirement Adjustment	(44,111)	0.00
Decrease Cost: Change in Netgross Charges [Information Technology]	(52,620)	0.00
Decrease Cost: Change in Netgross Charges [Treasury]	(104,610)	0.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Annualization of FY26 Personnel Costs	(116,108)	0.00
Re-align: Position Between FIN Programs [Controller]	(150,339)	(1.00)
Re-align: Position Between FIN Programs [Information Technology]	(194,815)	(1.00)
FY27 RECOMMENDED	22,019,981	102.37

SELF INSURANCE INTERNAL SERVICE FUND

FY26 ORIGINAL APPROPRIATION	117,198,841	33.37
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Other Adjustments (with no service impacts)

Increase Cost: Claims Expense Change [Risk Management]	5,644,000	0.00
Increase Cost: Commercial Insurance Premiums [Risk Management]	1,499,190	0.00
Increase Cost: FY27 Compensation Adjustment	208,940	0.00
Increase Cost: Other Insurance Costs [Risk Management]	125,902	0.00
Increase Cost: Annualization of FY26 Compensation Increases	35,406	0.00
Increase Cost: Annualization of FY26 Personnel Costs	27,733	0.00
Increase Cost: Rent Increase [Risk Management]	4,302	0.00
Increase Cost: Printing and Mail	2,422	0.00
Decrease Cost: Motor Pool Adjustment	(8,906)	0.00
Decrease Cost: Retirement Adjustment	(12,544)	0.00
Decrease Cost: Insurance Broker Services [Risk Management]	(14,800)	0.00
Decrease Cost: Claims Service Contract Administrative Costs [Risk Management]	(212,836)	0.00
Decrease Cost: Return of Contribution [Risk Management]	(6,919,213)	0.00
FY27 RECOMMENDED	117,578,437	33.37

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Controller	8,737,572	51.87	8,966,058	51.87
Fiscal Management	2,724,087	11.00	2,492,735	11.00
Information Technology	2,193,345	4.00	2,558,468	4.00
Operations and Administration	12,226,700	15.37	6,116,993	16.37
Risk Management	108,966,149	28.00	116,096,312	28.00
Treasury	3,135,155	21.00	3,367,852	24.50
Total	137,983,008	131.24	139,598,418	135.74

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total\$	FY26 FTEs	FY27 Total\$	FY27 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	122,450	0.75	127,460	0.75
Human Resources	Retiree Health Benefits Trust Fund	51,000	0.30	138,804	0.70
General Services	Central Duplicating (Printing & Mail)	8,200	0.05	8,540	0.05
Transportation	Leaf Vacuuming	247,430	0.43	267,340	0.43
Parking District Services	Bethesda Parking	39,410	0.24	41,030	0.24
Parking District Services	Silver Spring Parking	44,630	0.27	46,460	0.27
Parking District Services	Wheaton Parking	15,020	0.09	15,620	0.09
Community Use of Public Facilities	Community Use of Public Facilities	60,550	0.37	63,030	0.37
Recreation	Recreation	53,330	0.33	55,510	0.33
Permitting Services	Permitting Services	16,000	0.10	16,650	0.10
Environmental Protection	Water Quality Protection	926,912	6.00	945,557	5.50
Recycling and Resource Management	Solid Waste Disposal	607,230	4.38	657,260	4.38
Recycling and Resource Management	Solid Waste Collection	233,690	0.64	254,170	0.64
Alcohol Beverage Services	Liquor	90,290	0.50	93,910	0.50
Non-Departmental Accounts	Retirement Fund (ERS)	48,660	0.30	2,064,366	11.40
Non-Departmental Accounts	RSP-Disability Benefits (LTD2)	1,800	0.01	261,040	1.56
Economic Development Fund	Economic Development Fund	190,616	1.00	200,945	1.00
Total		2,757,218	15.76	5,257,692	28.31

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	22,020	22,020	22,020	22,020	22,020	22,020
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY27	0	180	180	180	180	180
New positions in the FY27 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 FY27	0	(50)	(50)	(50)	(50)	(50)
Items recommended for one-time funding in FY27, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
Labor Contracts	0	57	57	57	57	57
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	22,020	22,207	22,207	22,207	22,207	22,207
Labor Contracts	0	1	1	1	1	1

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	0	1	1	1	1	1

SELF INSURANCE INTERNAL SERVICE FUND

EXPENDITURES

FY27 Recommended	117,578	117,578	117,578	117,578	117,578	117,578
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No inflation or compensation change is included in outyear projections.

Labor Contracts	0	43	43	43	43	43
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These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

Subtotal Expenditures	117,578	117,621	117,621	117,621	117,621	117,621
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ANNUALIZATION OF FULL PERSONNEL COSTS

	FY27 Recommended		FY28 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Special District Tax Administration	180,265	3.00	360,530	3.00
Total	180,265	3.00	360,530	3.00