



Transportation

RECOMMENDED FY27 BUDGET

\$70,202,739

FULL TIME EQUIVALENTS

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 FY27 Operating Budget for the Department of Transportation is \$70,202,739, an increase of \$2,785,913 or 4.13 percent from the FY26 Approved Budget of \$67,416,826. Personnel Costs comprise 49.23 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 50.77 percent of the FY27 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

AI Integration and Workflow Automation

The Property Acquisition Section will train staff and explore the use of artificial intelligence and digital automation tools to improve efficiency, accuracy, and transparency in the acquisition process. AI-assisted document review, data analysis, and

correspondence generation will streamline operations, reduce processing time, and allow staff to focus on higher-value tasks such as stakeholder coordination and strategic acquisitions.

★ Civilianized Parking Enforcement

The initiative will utilize contracted personnel to provide flexible, adjustable parking enforcement coverage across Montgomery County, allowing hours and patrol locations to shift based on community needs. By enforcing non-moving violations in transportation corridors, Ride-On lots, and impacted residential neighborhoods, the program will reduce the enforcement burden on the Montgomery County Police Department (MCPD) and improve service responsiveness for residents and communities.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

★ Form Modernization and Enhanced Property Owner Communication

The Property Acquisition Section will undertake a comprehensive review and modernization of all standard forms, templates, and correspondence to ensure that they are written in plain language, and are clear and user-friendly for both staff and property owners. Automated form features and updated outreach materials—including visual aids and Frequently Asked Questions (FAQs), will enhance consistency, minimize errors, and enhance communication with residents affected by transportation projects.

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 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

★ 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of traffic studies completed ¹	967	884	1,000	1,000	1,000
Percent of traffic studies completed within scheduled timeframe	86%	91%	95%	95%	95%
Number of serious and fatal crashes on Montgomery County maintained roads ²	88	81	79	75	72

¹ DOT received slightly fewer traffic study requests in FY25, in part due to better tracking and streamlining efforts to eliminate duplicate requests or added elements to the traffic study conclusions.

² 1.FY26 data are preliminary and subject to change. 2.Crashes on County maintained roadways exclude crashes where State and County roads intersect as those intersections are State owned.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	6,326,487	22.90
Increase Cost: Streetlight Maintenance Contract Escalation	47,315	0.00
Reduce: Promotional Giveaways for School Zone Pedestrian Safety	(125,000)	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.	193,122	0.00
FY27 Recommended	6,441,924	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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of trees planted (includes Tree Replacement Fund)	2,472	2,487	2,080	2,080	2,080
Survival rate of street trees planted	93%	94%	94%	95%	95%
Number of verified missed streets for leaf collections	283	150	130	120	110

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	17,635,351	64.26
Increase Cost: Highway Operations Contract Escalation - Various Services	179,766	0.00
Enhance: New Subdivision Roads Maintenance	27,900	0.00
Increase Cost: Charges from Finance Property Tax Bills	2,560	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	488,245	0.00
FY27 Recommended	18,333,822	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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	1,151,597	1.60
Add: Civilian Parking Enforcement	250,000	0.00
Increase Cost: Residential Parking Permit Program and License Plate Reader	71,269	0.00
Increase Cost: Enforcement, Janitorial, Parking Attendant Contractual Escalation	25,331	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	11,426	0.00
FY27 Recommended	1,509,623	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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of lane miles rehabilitated ¹	147	173	146	139	139
Average Pavement Condition Index (PCI) of roadway network	68.9	67.1	65.9	64.0	62.1
Percent of primary/arterial roads whose quality is rated good or better ²	55%	49%	45%	41%	36%
Percent of rural/residential roads whose quality is rated good or better ³	58%	55%	49%	37%	26%
Linear feet of sidewalk construction completed (000s) ⁴	35	31	30	30	30

¹ Projected reductions are due reduced funding available for resurfacing.

² Road quality is highly impacted by funding, new contract prices, and annual inflation adjustments.

³ Road quality is highly impacted by funding, new contract prices, and annual inflation adjustments.

⁴ The reduction in sidewalk constructed in FY25 is partly due to the increased complexity of sidewalk projects constructed in FY25. The cost per linear foot of sidewalk can increase dramatically if retaining walls or the acquisition of right-of-way is required.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	21,244,952	92.72
Increase Cost: Highway Operations Infrastructure Maintenance and Material Contract Escalation	187,400	0.00
Reduce: Resurfacing	(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.	798,597	0.00
FY27 Recommended	21,780,949	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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of traffic signals with fully functioning equipment	85%	84%	85%	87%	90%
Number of verified reports of unplowed or missed streets	284	210	210	210	210

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	9,018,967	41.08
Technical Adj: Fibernet	711,273	0.00
Enhance: Operating Budget Impact - Various Projects	305,000	0.00
Increase Cost: Traffic Signals Optimization and Maintenance Contract Escalation	19,093	0.00
Add: Uninterruptible Power System Maintenance	13,266	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	105,608	0.00
FY27 Recommended	10,173,207	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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	3,931,185	11.69
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	63,015	0.00
FY27 Recommended	3,994,200	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).

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	8,108,287	34.19
Shift: Grants Management Program to Office of Grants Management	(18,597)	0.00
Technical Adj: Fibernet	(711,273)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	590,597	0.00
FY27 Recommended	7,969,014	34.19

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	24,603,683	22,500,511	22,910,334	23,310,040	3.6 %
Employee Benefits	6,442,701	7,065,890	5,912,448	7,465,281	5.7 %
County General Fund Personnel Costs	31,046,384	29,566,401	28,822,782	30,775,321	4.1 %
Operating Expenses	46,262,554	30,295,196	33,527,050	31,779,697	4.9 %
Capital Outlay	3,277	0	0	0	—
County General Fund Expenditures	77,312,215	59,861,597	62,349,832	62,555,018	4.5 %
PERSONNEL					
Full-Time	456	453	453	453	—
Part-Time	4	3	3	3	—
FTEs	239.81	239.97	239.97	239.97	—
REVENUES					
State Grants	0	650,000	650,000	650,000	—
Street Tree Planting	175,050	75,000	75,000	75,000	—
Residential Parking Permits	130,081	115,000	115,000	165,000	43.5 %
Motor Pool Charges/Fees	24,976	0	0	0	—
Parking Fees	154,883	120,000	120,000	120,000	—
Subdivision Plan Review	136,291	225,000	225,000	225,000	—
Other Fines/Forfeitures	16,595	0	0	0	—
Parking Fines	1,479,441	1,200,000	1,200,000	1,280,000	6.7 %
State Aid: Highway User	12,156,818	14,189,000	14,151,535	14,158,367	-0.2 %
Traffic Signals Maintenance	524,625	994,000	994,000	994,000	—
Miscellaneous Revenues	218,941	0	0	0	—
Other Charges/Fees	200,979	275,000	275,000	275,000	—
Bus Advertising	30,000	0	0	0	—
County General Fund Revenues	15,248,680	17,843,000	17,805,535	17,942,367	0.6 %

LEAF VACUUMING

EXPENDITURES					
Salaries and Wages	2,715,598	2,811,212	2,485,470	2,868,161	2.0 %

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Employee Benefits	743,356	879,582	598,074	916,711	4.2 %
Leaf Vacuuming Personnel Costs	3,458,954	3,690,794	3,083,544	3,784,872	2.5 %
Operating Expenses	3,346,363	3,864,435	3,825,556	3,862,849	—
Leaf Vacuuming Expenditures	6,805,317	7,555,229	6,909,100	7,647,721	1.2 %
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	28.63	28.47	28.47	28.47	—
REVENUES					
Leaf Vacuum Collection Fees	9,101,309	9,131,619	9,131,619	9,131,619	—
Other Charges/Fees	15,512	0	3,457	0	—
Investment Income	258,128	195,110	195,030	154,180	-21.0 %
Leaf Vacuuming Revenues	9,374,949	9,326,729	9,330,106	9,285,799	-0.4 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	194,913	0	0	0	—
Employee Benefits	63,432	0	0	0	—
Grant Fund - MCG Personnel Costs	258,345	0	0	0	—
Operating Expenses	684,588	0	0	0	—
Grant Fund - MCG Expenditures	942,933	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	3,733,910	0	0	0	—
State Grants	725,687	0	0	0	—
Miscellaneous Revenues	109,240	0	0	0	—
Other Intergovernmental	7,224	0	0	0	—
Grant Fund - MCG Revenues	4,576,061	0	0	0	—
DEPARTMENT TOTALS					
Total Expenditures	85,060,465	67,416,826	69,258,932	70,202,739	4.1 %
Total Full-Time Positions	456	453	453	453	—
Total Part-Time Positions	4	3	3	3	—
Total FTEs	268.44	268.44	268.44	268.44	—
Total Revenues	29,199,690	27,169,729	27,135,641	27,228,166	0.2 %

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
	FY26 ORIGINAL APPROPRIATION	59,861,597 239.97
<u>Changes (with service impacts)</u>		
Enhance: Operating Budget Impact - Various Projects [Transportation Management, Operations and Emergency/Storm Response]	305,000	0.00
Add: Civilian Parking Enforcement [Parking Outside the Parking Districts]	250,000	0.00
Enhance: New Subdivision Roads Maintenance [Non-Roadway Right of Way Maintenance]	27,900	0.00
Add: Uninterruptible Power System Maintenance [Transportation Management, Operations and Emergency/Storm Response]	13,266	0.00
Reduce: Promotional Giveaways for School Zone Pedestrian Safety [Community/Transportation Safety]	(125,000)	0.00
Reduce: Resurfacing [Transportation Infrastructure Construction & Maintenance]	(450,000)	0.00
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY27 Compensation Adjustment	1,178,945	0.00
Increase Cost: Motor Pool Adjustment	854,718	0.00
Technical Adj: Fibernet [Transportation Management, Operations and Emergency/Storm Response]	711,273	0.00
Increase Cost: Annualization of FY26 Compensation Increases	241,296	0.00
Increase Cost: Highway Operations Infrastructure Maintenance and Material Contract Escalation [Transportation Infrastructure Construction & Maintenance]	187,400	0.00
Increase Cost: Highway Operations Contract Escalation - Various Services [Non-Roadway Right of Way Maintenance]	179,766	0.00
Increase Cost: Printing and Mail	97,040	0.00
Increase Cost: Residential Parking Permit Program and License Plate Reader [Parking Outside the Parking Districts]	71,269	0.00
Increase Cost: Streetlight Maintenance Contract Escalation [Community/Transportation Safety]	47,315	0.00
Increase Cost: Enforcement, Janitorial, Parking Attendant Contractual Escalation [Parking Outside the Parking Districts]	25,331	0.00
Increase Cost: Traffic Signals Optimization and Maintenance Contract Escalation [Transportation Management, Operations and Emergency/Storm Response]	19,093	0.00
Shift: Grants Management Program to Office of Grants Management [Transportation Services General Administration]	(18,597)	0.00
Decrease Cost: Retirement Adjustment	(52,527)	0.00
Decrease Cost: Annualization of FY26 Personnel Costs	(158,794)	0.00
Technical Adj: Fibernet [Transportation Services General Administration]	(711,273)	0.00
	FY27 RECOMMENDED	62,555,018 239.97
LEAF VACUUMING		
	FY26 ORIGINAL APPROPRIATION	7,555,229 28.47
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY27 Compensation Adjustment	116,489	0.00
Increase Cost: Annualization of FY26 Compensation Increases	18,551	0.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Charges from Finance Property Tax Bills [Non-Roadway Right of Way Maintenance]	2,560	0.00
Decrease Cost: Motor Pool Adjustment	(4,146)	0.00
Decrease Cost: Retirement Adjustment	(5,064)	0.00
Decrease Cost: Annualization of FY26 Personnel Costs	(35,898)	0.00
FY27 RECOMMENDED	7,647,721	28.47

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Community/Transportation Safety	6,326,487	22.90	6,441,924	22.90
Non-Roadway Right of Way Maintenance	17,635,351	64.26	18,333,822	64.26
Parking Outside the Parking Districts	1,151,597	1.60	1,509,623	1.60
Transportation Infrastructure Construction & Maintenance	21,244,952	92.72	21,780,949	92.72
Transportation Management, Operations and Emergency/Storm Response	9,018,967	41.08	10,173,207	41.08
Transportation Policy, Planning, and Project Development	3,931,185	11.69	3,994,200	11.69
Transportation Services General Administration	8,108,287	34.19	7,969,014	34.19
Total	67,416,826	268.44	70,202,739	268.44

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total\$	FY26 FTEs	FY27 Total\$	FY27 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
Transit Services	Mass Transit	219,956	1.00	226,498	1.00
Environmental Protection	Water Quality Protection	5,204,686	32.97	467,093	3.37
Recycling and Resource Management	Solid Waste Disposal	378,335	2.90	389,539	2.90
CIP	Capital Fund	20,440,657	155.93	24,937,352	185.53
Total		26,338,634	192.80	26,115,482	192.80

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
FY27 Recommended	62,555	62,555	62,555	62,555	62,555	62,555
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	224	224	224	224	224
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	62,555	62,779	62,779	62,779	62,779	62,779

LEAF VACUUMING

EXPENDITURES

FY27 Recommended	7,648	7,648	7,648	7,648	7,648	7,648
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	7,648	7,676	7,676	7,676	7,676	7,676

FY27-32 PUBLIC SERVICES PROGRAM: FISCAL PLAN		Leaf Vacuuming Fund					
FISCAL PROJECTIONS	FY26 ESTIMATE	FY27 RECOMMENDED	FY28 PROJECTION	FY29 PROJECTION	FY30 PROJECTION	FY31 PROJECTION	FY32 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	19.98%	13.01%	13.01%	13.01%	13.01%	13.01%	13.01%
CPI (Fiscal Year)	2.2%	2.9%	2.2%	1.8%	1.7%	1.7%	1.7%
Investment Income Yield	4.0%	3.3%	3.0%	3.0%	3.0%	3.0%	3.0%
BEGINNING FUND BALANCE	2,124,880	1,823,273	1,052,177	485,858	496,808	480,128	490,295
REVENUES							
Charges For Services	9,135,076	9,131,619	9,485,254	10,230,989	10,500,823	11,505,387	11,729,430
Miscellaneous	195,030	154,180	142,320	142,320	142,320	142,320	142,320
Subtotal Revenues	9,330,106	9,285,799	9,627,574	10,373,309	10,643,143	11,647,707	11,871,750
INTERFUND TRANSFERS (Net Non-CIP)							
Transfers To The General Fund	(737,421)	(492,412)	(496,095)	(496,095)	(496,095)	(496,095)	(496,095)
Indirect Costs	(737,421)	(492,412)	(496,095)	(496,095)	(496,095)	(496,095)	(496,095)
Transfers To Special Fds: Non-Tax + ISF	(1,985,192)	(1,916,762)	(1,800,603)	(1,751,452)	(1,832,269)	(2,582,572)	(2,582,572)
To Solid Waste Disposal Fund	(1,985,192)	(1,916,762)	(1,800,603)	(1,751,452)	(1,832,269)	(2,582,572)	(2,582,572)
TOTAL RESOURCES	8,732,373	8,699,898	8,383,053	8,611,620	8,811,587	9,049,168	9,283,378
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(6,909,100)	(7,647,721)	(7,868,885)	(8,086,502)	(8,303,149)	(8,530,563)	(8,766,729)
Labor Agreement	n/a	0	(28,310)	(28,310)	(28,310)	(28,310)	(28,310)
Subtotal PSP Oper Budget Approp / Exp's	(6,909,100)	(7,647,721)	(7,897,195)	(8,114,812)	(8,331,459)	(8,558,873)	(8,795,039)
TOTAL USE OF RESOURCES	(6,909,100)	(7,647,721)	(7,897,195)	(8,114,812)	(8,331,459)	(8,558,873)	(8,795,039)
YEAR END FUND BALANCE	1,823,273	1,052,177	485,858	496,808	480,128	490,295	488,339
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	20.9%	12.1%	5.8%	5.8%	5.4%	5.4%	5.3%
<p>Assumptions:</p> <p>1. The Leaf Vacuuming Rates are adjusted to achieve cost recovery.</p> <p>2. The Vacuum Leaf Collection fund balance policy target is \$250,000. The assumptions included in the fiscal plan maintain a fund balance closer to \$500,000, which more effectively addresses operational costs when the leaf vacuuming process is impacted by weather events. In the future years, rates will be adjusted annually to fund the approved service program and to maintain the appropriate ending balance.</p>							