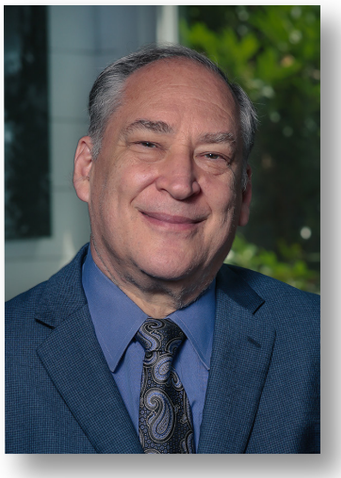
County Executive Marc Elrich's Signature Initiatives



- **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.
  - University of Maryland 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.

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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 497 square miles (approx. 318,000 acres) of land area. The County population was 1,082,273 as of July 2024, consisting of 36.4 percent White (non-Hispanic) residents and 63.6 percent cultural minorities. About 34.7 percent of the population is foreign-born.

The 2024 median household income was $140,837. According to the Maryland Department of Labor, the County's estimated labor force for September 2025 was 565,901 with an unemployment rate of 4.2 percent. Montgomery County is an employment center for the wider region: 70.3 percent of the people who work here commute from outside the County. For the 2025 fall enrollment, 156,050 pupils were registered in the County's schools.

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FY27 Recommended Operating Budget and FY27-32 Public Services Program

Marc Elrich, County Executive

March 2026

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, 2025.

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.

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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 2027 (FY27) Recommended Operating Budget. As my final budget proposal as County Executive, this submission represents a capstone to the legacy we have built together over the past seven years - rooted in resilience, equity, and forward - thinking investments. From navigating the unprecedented challenges of the global pandemic to advancing racial equity and social justice, combating climate change, and fostering economic growth, we have always prioritized the needs of our diverse residents. Central to this mission has been our unwavering commitment to education, not just through infrastructure, but through historic investments in the success of our students, the professional dignity of our teachers, and the vital work of the support staff who keep our schools running every day. By championing these pillars of our future, we have strengthened our communities and ensured that opportunity remains within reach for every Montgomery County resident.

The FY27 Recommended Operating Budget is presented at a challenging moment for Montgomery County: a time of continued economic uncertainty, revenue volatility, and rising costs that affect families, businesses, and governments alike. Inflation remains elevated in key areas such as housing, health care, and insurance. At the same time, actions at the State and Federal levels continue to challenge our fiscal outlook and policy aims. Against this backdrop, my Administration has remained disciplined in its forecasting, steadfast in maintaining strong reserves, and focused on protecting the core services that residents rely upon each day.

Budgets reflect priorities, and this one maintains my commitment to fiscal responsibility and structural stability while making targeted investments guided by my longstanding principles to achieve a more equitable and inclusive Montgomery County. As in prior years, this budget reflects difficult choices. I cannot fund every worthy request, but I will always do everything in my power to prioritize the investments that will strengthen Montgomery County over the long term: supporting our students and educators, stabilizing families, expanding housing opportunity, protecting public safety, addressing the climate emergency, and sustaining a government that delivers results efficiently and equitably. I am proud to say this budget does exactly that.

Key achievements under my administration include:

- Restoring the per pupil funding level for the Montgomery County Public Schools (MCPS) to that which, when adjusted for inflation, exceeds the amount budgeted in FY10. An entire generation of students were under-resourced as a result of this decline, and this budget finally closes the gap.
- Establishing the landmark Office of Racial Equity and Social Justice, the first of its kind in Maryland, to embed equity into the core of government operations.
- Innovating the early childhood landscape through the Early Care and Education Initiative. This landmark partnership with MCPS and Montgomery College created over 1,260 new child care seats, built a pipeline of over 450 educators, and established a national model for stabilizing the child care sector and recognizing it as essential to economic infrastructure.
- Creating the Office of Food Systems Resilience to address food security, reduce waste through expanded food recovery networks, and build a more sustainable local food system.
- Ushering in rent stabilization to provide stable, predictable rent increases, promote sustainable affordability for renters, and leverage public dollars to preserve and produce thousands of affordable housing units, including over 9,000 affordable units created or preserved through targeted investments.

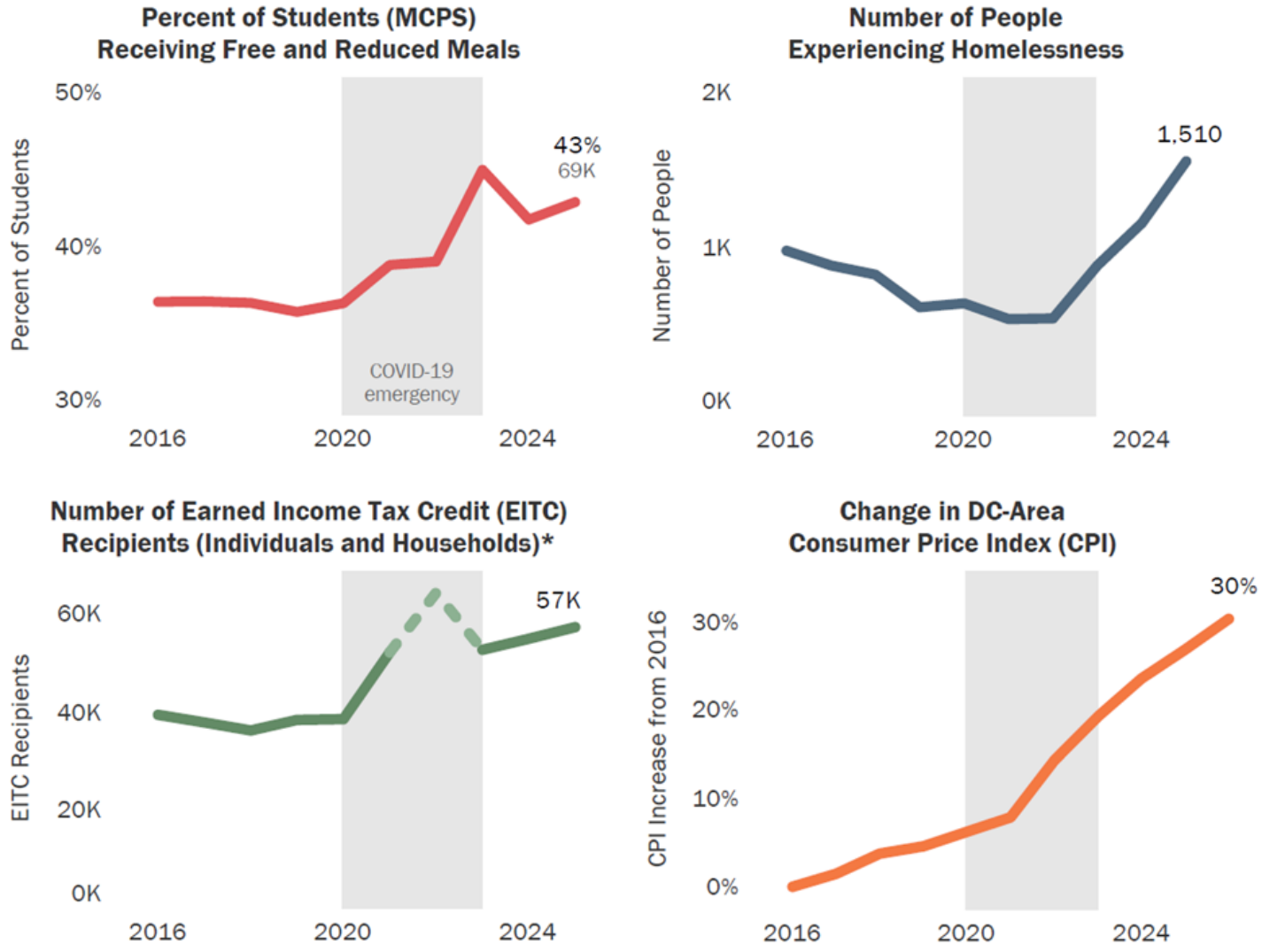
- Bolstering health and human services through expanded programs in behavioral health, crisis response, communicable disease support, and initiatives for the unhoused that have earned national recognition and strengthened our safety net for vulnerable populations.
- Attracting transformative economic anchors including the University of Maryland Institute for Health Computing in North Bethesda, which is positioning Montgomery County as a hub for life sciences innovation, AI-driven health advancements, and transit-oriented development.
- Establishing new partnerships in innovation including the opening of the Henry M. Jackson Foundation Innovation Labs, and the launch of the BioHub Maryland training center.
- Supporting displaced Federal workers with the opening of the WorkSource Montgomery Federal Workers Career Center.
- Advancing equitable progress by launching the Business Center to support small and minority-owned businesses, as well as awarding $7.5 million in growth funding to 55 local companies through the Innovation and Founders grant programs.
- Driving major transformative projects such as the VIVA White Oak Development District, the White Oak Town Center, and our partnership with the Washington Metropolitan Area Transit Authority to develop the North Bethesda Metro station property.
- Championing our Climate Action Plan and Building Energy Performance Standards to reduce emissions and build resilience.
- Driving biohealth growth with investments from global leaders.

Our local economy continues to demonstrate strength, with revenues outperforming conservative projections in recent years. However, economic indicators point to continued volatility and broader national uncertainties. These challenges are exacerbated by reductions in Federal funding under the Trump Administration, creating significant gaps for County programs and our vital nonprofit partners who deliver frontline services in areas such as emergency management, health equity, and homelessness prevention. Without these grants, we face difficult shortfalls in supporting our most vulnerable residents.

My recommended budgets have consistently advanced my vision of a more equitable and inclusive Montgomery County, prioritizing the evolving needs of our community amid demographic and economic shifts.

Our Community's Evolving and Growing Needs

As these charts illustrate, economic hardship and household inflationary pressures among our residents, including students, families, and individuals, have risen significantly in recent years. This reflects our evolving demographics, increasing economic pressures, and growing vulnerability across our community.



*Number of Earned Income Tax Credit (EITC) filers (individuals and households) in 2022 reflects a temporary expansion of eligibility. The Federal COVID-19 public health emergency declaration lasted from January 31, 2020 to May 11, 2023.

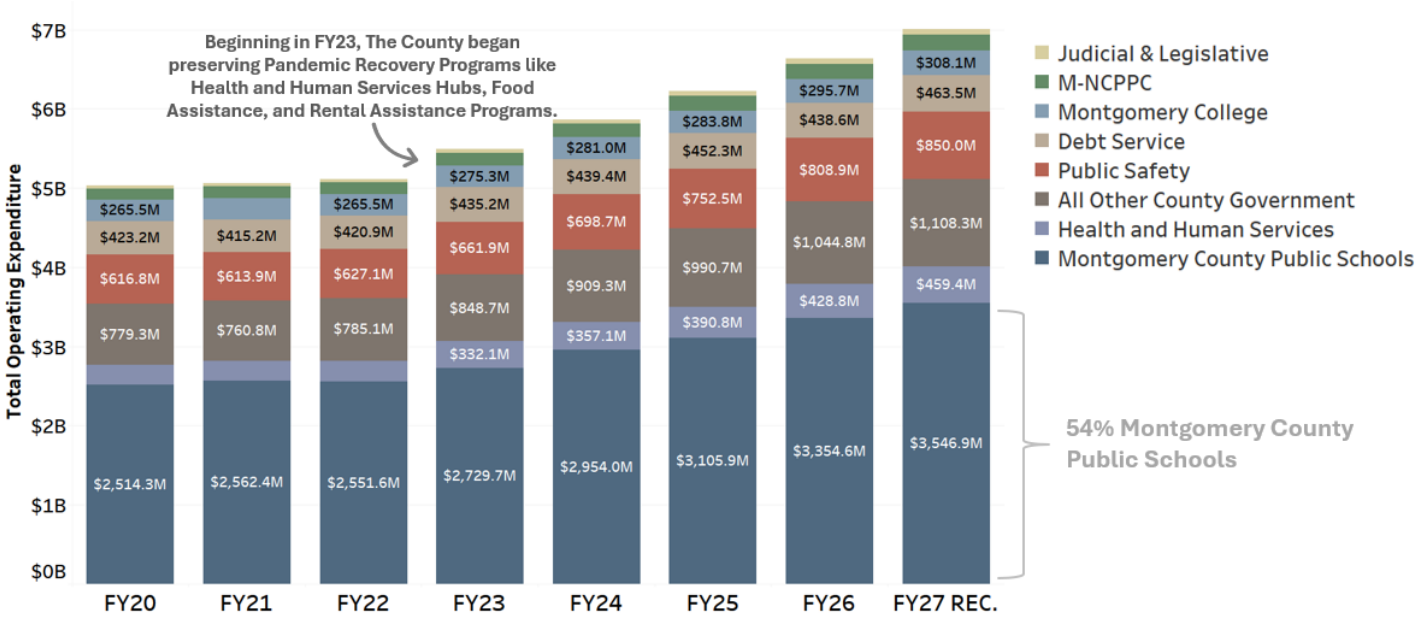
While high-income earners continue to see unprecedented growth, many in our middle-class community, particularly the Federal employees and contractors who have long been the backbone of our local economy, are facing unprecedented instability due to large-scale Federal workforce reductions. More people now face substantial barriers to stability and success-whether in education, housing security, health, or daily well-being-such as hardworking families navigating job displacement, who now require a robust safety net to avoid falling into poverty.

These broader trends reinforce why our community has consistently prioritized investments in education, health and human services, and housing assistance. Our goal is to meet residents where they are, address their intersecting needs, and ensure every person, from our displaced workers to our most vulnerable neighbors, has a strong foundation to succeed and contribute.

Throughout my tenure, my Administration has stayed true to these principles even as we have navigated historic inflation, evolving community needs, and shifting fiscal realities. Starting in FY23, as pandemic-related Federal funding began to phase out, we took deliberate steps to preserve key pandemic recovery programs including place-based service hubs for coordinated health and human services, expanded food assistance, and critical rental assistance initiatives. These efforts have helped safeguard vulnerable residents and sustained the core services fundamental to our shared community identity.

Addressing The Needs in Our Community: Approved/Recommended Budgets by Function

This chart traces the trajectory of operating budgets over recent years: FY20-FY26 Approved and FY27 Recommended (tax-supported). It shows investment beginning in FY23 to address inflationary pressures on core services, sustain pandemic recovery efforts, and respond to our community's growing and changing demands.



My Administration has continuously made difficult but necessary decisions to responsibly manage our County's finances while remaining true to our core principles. Strong growth in income and capital gains revenues during the pandemic allowed us, for the first time, to significantly bolster reserves. This enabled the County to approve budgets where planned expenditures exceeded forecasted revenues, drawing on surplus reserves to bridge the gap. This was a deliberate step to sustain pandemic recovery programs, counter high inflation levels, and offset the local economic impact of Federal workforce reductions and funding gaps, while continuing to meet our community's growing needs without compromising essential services. The planned reserve usage from FY23 through FY25 was fully covered by higher-than-expected revenues and spending below budgeted levels.

Projected revenues for FY27 are insufficient to meet anticipated expenditures, necessitating careful consideration and difficult decisions. Past County Council decisions-such as reducing a proposed 10-cent property tax increase to 4.7 cents in FY24 and not approving a 3.5-cent increase in FY26-limited our fiscal flexibility during these critical periods, making it more challenging to fully fund vital programs. These proposals were intended to address the growing structural imbalance between forecasted revenues and committed ongoing expenditures, even as reserve levels remained at historically high levels. Once again, I am introducing a progressive revenue generating proposal that will allow us to continue protecting these shared commitments while limiting the financial burden on hardworking families.

Even with these proposed revenue adjustments, this FY27 budget prioritizes efficiency, taking a critical look at departmental expenditures to ensure that we are using appropriated dollars in the most effective way possible while avoiding

broad service cuts. In total, my recommended tax-supported budget includes $18.96 million in expenditure reductions.

Investing in our Youth: Reliable Funding for Education and Progressive Tax Reforms

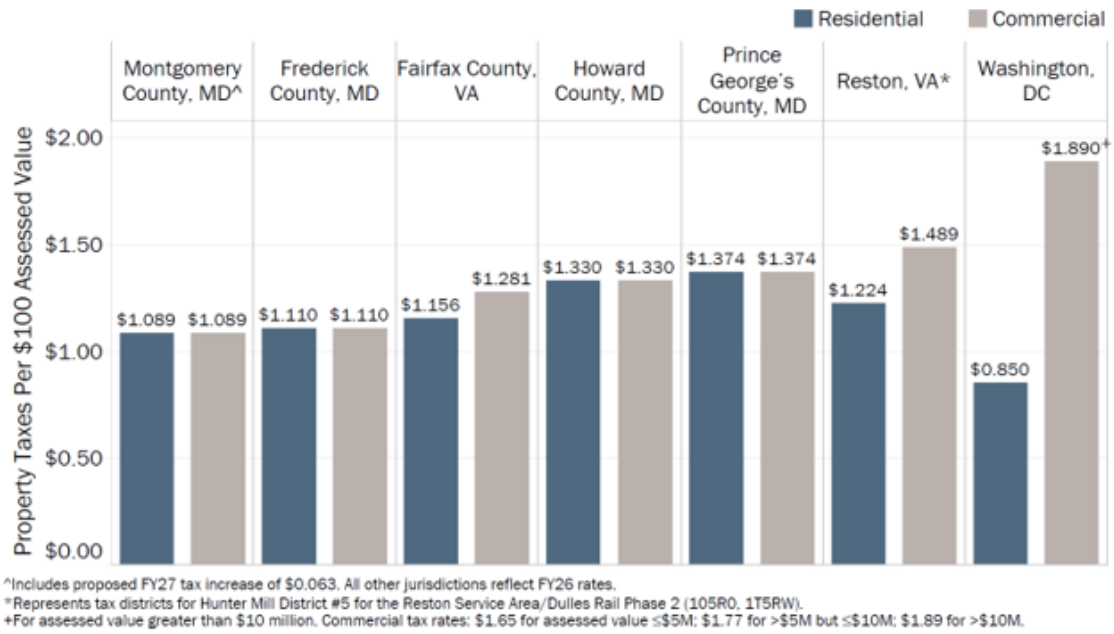
My recommended budget fully funds the resource needs of Montgomery County Public Schools through a 6.3-cent supplemental property tax increase dedicated exclusively to our schools.

These targeted revenues will help address key student needs, such as:

- expanded special education services,
- enhanced mental health support, and
- full compliance with the Blueprint for Maryland's Future.

With this change, we will exceed the State's Maintenance of Effort requirement by approximately $202.8 million - a clear demonstration of our strong local commitment to education - while preserving one of the lowest residential property tax rates in the region. This is a crucial step forward in safeguarding our schools, supporting every student, and investing in our future.

Residential and Commercial Property Tax Rates for Selected MD/DC/VA Jurisdictions



^Includes proposed FY27 tax increase of $0.063. All other jurisdictions reflect FY26 rates.
*Represents tax districts for Hunter Mill District #5 for the Reston Service Area/Dulles Rail Phase 2 (105R0, 1T5RW).
+For assessed value greater than $10 million. Commercial tax rates: $1.65 for assessed value ≤$5M; $1.77 for >$5M but ≤$10M; $1.89 for >$10M.

Progressive Tax Reform: A Rising Tide for Working Families

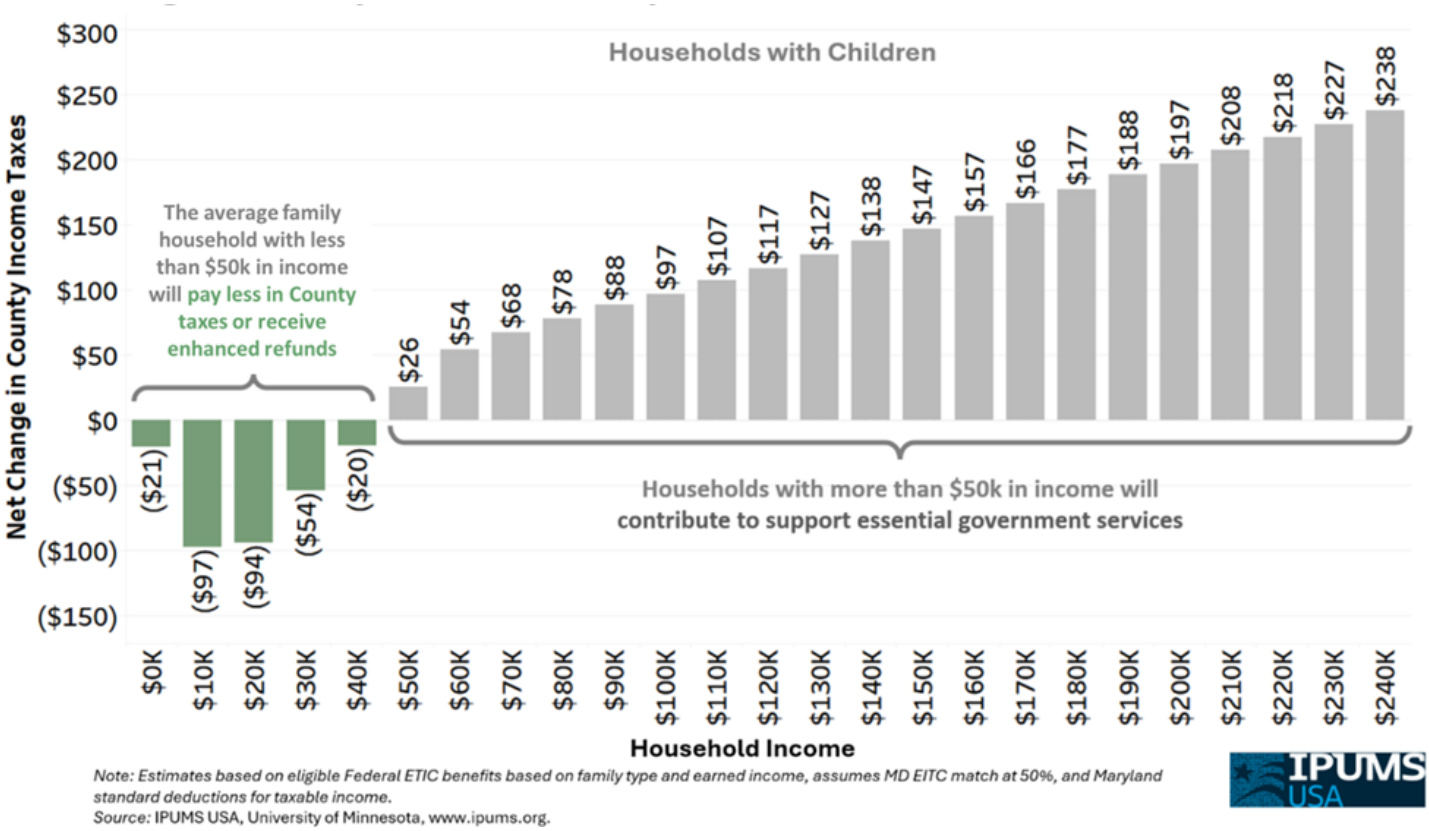
To maintain service levels amid revenue shortfalls, this budget includes a modest and progressive proposal to increase the income tax from 3.2 percent to 3.3 percent - a 0.1 percentage point adjustment which is equivalent to roughly $100 annually for a household earning $100,000 in taxable income. This provides the resources needed to cover rising costs for essential programs, contracts, and personnel amid persistent inflation and growing demands on our social safety net.

This proposal is built with equity by pairing the small rate increase with an enhancement to the County's Working Families Income Supplement (WFIS) program. The WFIS is a refundable tax credit that supplements the State of Maryland's Earned Income Tax Credit (EITC), which itself matches 50 percent of the Federal EITC. By increasing the local match from 56 percent to 60 percent of the State's EITC amount, we balance-or even reduce-the tax burden for many families earning less than $50,000, while making the overall approach more progressive.

By acting now, we preserve hard-won gains in climate resilience, public health, human services, housing, childcare, and other essential services. Without this adjustment, we risk weakening these vital lifelines as Federal cuts and economic pressures bear down on working parents, seniors, and families who power our diverse economy. This fair, measured action ensures Montgomery County remains a place where hardworking families at every income level can thrive.

Net Changes in County Income Taxes by Household Income

This chart displays the estimated net change in local tax burden from increasing the income tax rate to 3.3 percent while raising the local Earned Income Tax Credit (EITC) supplement match from 56 percent to 60 percent. Lower-income households (with children) see net gains from enhanced refunds while higher earners contribute modestly more.



Note: Estimates based on eligible Federal ETIC benefits based on family type and earned income, assumes MD EITC match at 50%, and Maryland standard deductions for taxable income.
Source: IPUMS USA, University of Minnesota, www.ipums.org.

This budget positions Montgomery County to meet both today's demands and tomorrow's uncertainties. By making these measured choices now, we protect core services, safeguard our most vulnerable residents, and ensure Montgomery County remains resilient.

Fiscal Overview

The County's economy is currently stable; however, there continues to be tremendous uncertainty in the region and the nation as the Federal government implements the current Administration's agenda. We are carefully monitoring those actions, which will inevitably impact the economy, residents and their jobs, County revenues, and County services.

The economic forecast for FY27 assumes stable macro-economic conditions, consistent with the December forecast presented to the County Council. The FY26 Approved Budget similarly assumed stable macroeconomic conditions and tax revenues. Following the protracted Federal government shutdown in October-November 2025, the delayed release of limited economic data and indications of a slowing regional economy result in the FY27 forecast assuming a positive but slightly slower growth rate of several economic indicators.

Resident employment, a key component in forecasting income tax revenue, is assumed to decline 1.3 percent in calendar year 2026 and then return to a modest growth trajectory beginning with +0.1 percent in 2027 and gradually increasing over the six-year period. Total personal income is expected to remain positive in all years of the forecast but with slightly slower growth than the prior forecast.

Sales of existing single-family homes and the median sales price of single-family homes inform the forecasts for property tax, transfer tax, and recordation tax revenues. Our housing market has shown remarkable resilience; while we previously anticipated a downturn, home sales defied expectations. We now forecast a robust 8.6 percent growth for 2026, followed by a return to a more stabilized growth rate of 1.4 percent in 2027. The rapid decrease in interest rates that had previously been expected to spur home sales still has not occurred despite the Federal Reserve decreasing the Federal funds rate three times in 2025.

Our updated forecast for FY26 shows an increase of approximately 5 percent in all tax revenues compared with FY25 total tax revenues. Prior to considering the proposed increases to the County's income tax rate and supplemental education property tax for MCPS, total tax revenues for FY27 were forecast to grow at a rate of 1.6 percent from estimated FY26 revenues.

In FY23, income tax revenue was at a record high and was driven by Federal pandemic stimulus payments and extremely strong capital gains income. Coming off that record amount, income tax revenue declined by 5.4 percent in FY24 due to reduced capital gains income and the end of stimulus payments from tax year 2022. In FY25, income tax revenues grew by 9.4 percent due to a stronger-than-forecast economy in 2024 and 2025. Prior to considering the recommended income tax increase, FY27 income tax revenues were forecast to decline by 1.9 percent from FY26 revenues.

Forecasted FY27 property tax assessments show growth in taxable assessed value of property in Montgomery County pursuant to the triennial reassessment conducted by the Maryland Department of Assessments and Taxation, plus new construction and personal property. Assessed valuations are forecast to increase by 4.5 percent in FY27, with growth slowing in each of the subsequent fiscal years.

Transfer and recordation tax revenues increased in FY26 due to some growth in real estate transaction activity reflecting stronger home sales activity, spurred by a small decrease in mortgage interest rates, and modest growth in median housing prices. These revenues are forecast to experience growth of 11.6 percent in FY27 and then experience a moderate growth trend of 7.9 percent in FY28 before trending down towards 4.7 percent in FY32. The lack of interest rate cuts by the Federal Reserve in the first half of 2025 slowed further acceleration in real estate market activity.

To adequately fund public services in FY27, the recommended operating budget proposes an increase to the County's income tax rate from 3.2 percent to 3.3 percent, which will be completely or partially offset for most lower-income residents by increasing the County's Working Families Income Supplement from 56 percent of the State's supplement to 60 percent. The budget also includes an increase to the supplemental education property tax, from 4.7 percent to 11 percent, to fund MCPS. These proposed increases are forecast to increase FY27 total tax revenues by 5.2 percent over the estimated FY26 revenues.

Racial Equity and Social Justice

The Racial Equity and Social Justice (RESJ) Act (Bill 27-19), enacted on December 1, 2020, recognizes that government policies, practices, and procedures can create or worsen the marginalization of communities. In accordance with Bill 27-19, the Office of Racial Equity and Social Justice (ORESJ) developed tools and processes to help County departments apply a racial equity lens into the budget development process. The Operating Budget Equity Tool (OBET) is one such resource, designed to help departments and decision-makers consider how budget decisions may affect racial disparities and inequities.

During the development of the FY27 Operating Budget, the County continued its efforts to normalize, organize, and

operationalize racial equity and social justice. Learning from previous budget cycles, the Office of Racial Equity and Social Justice refined its budget equity tool, training, and guidance manual to support the use of a racial equity lens throughout the budget process. These resources advance the implementation of the RESJ Act and help clarify how budget decisions influence racial disparities in the County.

This budget is the sixth operating budget developed with the aid of the OBET. The tool is incorporated into the Office of Management and Budget's oversight of the budget process. Departments' responses to the tool, along with ORESJ's analysis, provided decision makers with new insights and opportunities to allocate resources in ways that help reduce and ultimately eliminate racial disparities.

ORESJ's analysis highlighted each department's strengths and offered recommendations for further incorporating racial equity into budget decisions, as well as in program and process development. This analysis gives departments insights they can use on an ongoing basis. As a government and community, more work remains to reduce the impacts of systemic inequalities that negatively impact our community. The work of the Office of Racial Equity and Social Justice represents a meaningful step toward building a community where equity and justice for all are truly realized.

Agency	Total Budget	Tax Supported
Montgomery County Government	3,069,710,777	2,425,319,625
Montgomery County Public Schools	3,785,335,259	3,546,897,732
Montgomery College	351,512,455	308,063,096
M-NCPPC (including debt service)	224,667,614	198,713,997
Retiree Health Insurance	63,195,145	63,195,145
Debt Service (MCG)	525,401,750	463,466,950
Total	**8,019,823,000**	**7,005,656,545**

Montgomery County Public Schools

Over the past seven years, Montgomery County Public Schools (MCPS) has evolved through moments of extraordinary challenge and tremendous progress. MCPS is central to our identity as a community, and as I reflect on MCPS's progress in the last seven years, I see a system that has grown stronger, more equitable, and more resilient, even in the face of unprecedented circumstances.

Since my first recommended budget in FY20, our focus was clear: invest in the essentials - strong instruction, safe and modern learning environments, and early childhood education. Through the COVID-19 pandemic, we shifted our focus to supporting our youth during the uncertainty of the pandemic - we funded an increase in school health staffing and partnered across County departments to sustain food distribution, mental health supports, and family services. Protecting education during the most disruptive years in our history was one of our earliest and most essential commitments. Since that time, we have continued historic investments in supporting our schools to ensure our youth have a world-class education.

My FY27 Recommended Budget makes a defining statement about our values: we are committing over half of the County's entire tax-supported budget, $3.8 billion, directly to our schools. This $189.9 million increase isn't just a line item; it is a full-scale investment in our vision for our children's future. By funding this request, we are ensuring that Montgomery County remains a premier destination for families and a powerhouse for economic growth. We aren't just funding a system; we are fueling the long-term well-being and competitive edge of our next generation.

To meet these needs, the County's contribution increases by $179.6 million. This investment exceeds the State's required Maintenance of Effort (MOE) level by more than $202.8 million. Due to declining enrollment, MOE allows Counties to reduce funding in FY27, but instead, we are maintaining and strengthening the foundation our students and

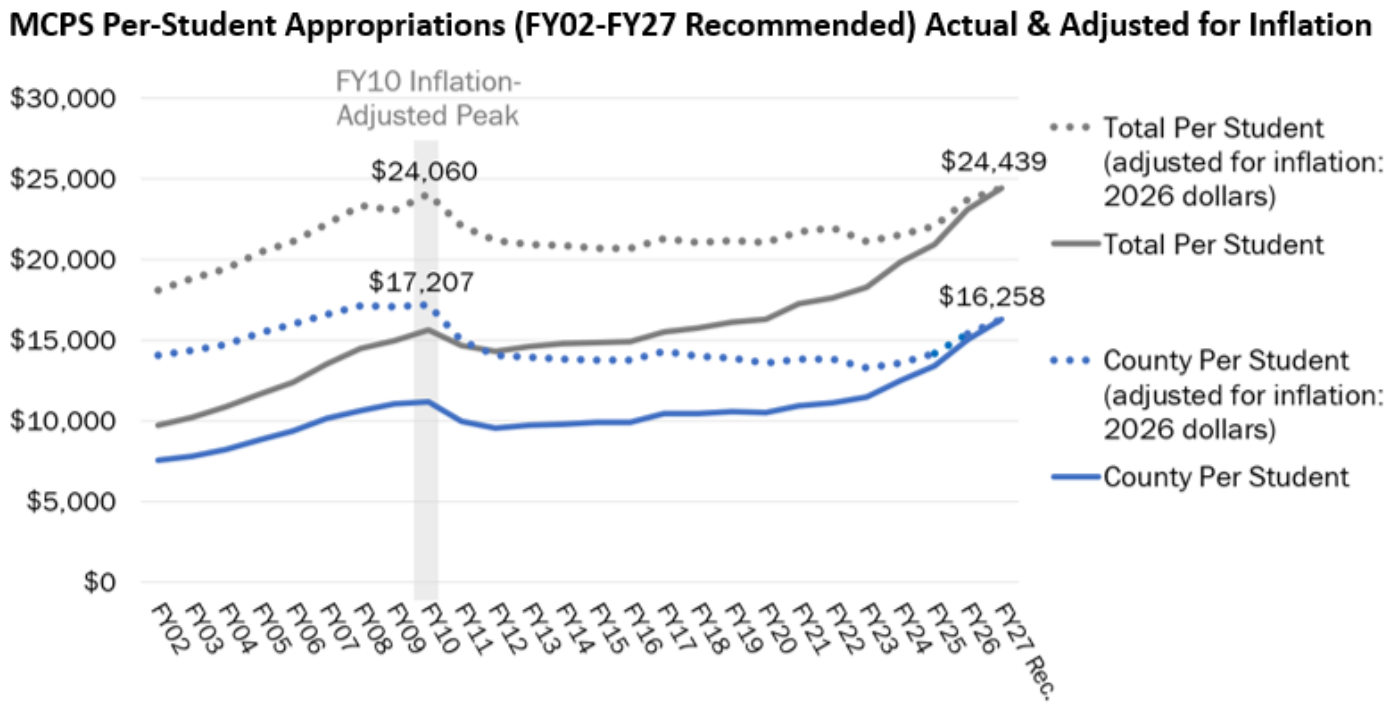
educators rely on every day.

State aid increases by $16.0 million, reflecting targeted Blueprint-driven support, while Federal funding decreases by roughly $8.6 million, as one-time Federal pandemic relief continues to phase out. To protect classrooms from the impact of this shift, the County's recommended budget sustains core services and long-standing commitments to students and staff.

A critical piece of this year's recommended budget is the full funding of year two of the two-year negotiated compensation agreements for teachers and other MCPS employees. Our ability to recruit and retain outstanding educators, support professionals, and essential school staff has never been more important. These investments honor the dedication of our workforce and help ensure that our students benefit from high-quality teaching and support services.

FY27 also stands as part of a remarkable multi-year pattern. The three largest increases ever provided to MCPS occurred between FY24 and FY26. If the Council approves this year's recommendation, the four largest increases in County funding to MCPS will have occurred over the last four fiscal years. This level of sustained support reflects our enduring commitment to public education, even as we navigate economic volatility and shifting student needs.

Finally, the FY27 Recommended Budget fulfills our aim of restoring real per-pupil funding to its previous inflation-adjusted peak in FY10. This has been a long-term commitment, and we have successfully closed the gap. Our goal is straightforward: to ensure that every student in Montgomery County receives the high-quality education they deserve, supported by a school system with the resources and staffing necessary to succeed.



Early Care and Education: Building Essential Economic Infrastructure

Montgomery County has built one of the most comprehensive early childhood systems in Maryland through the Early Care and Education Initiative (ECEI). Since its launch in 2019, we have moved beyond incremental program expansion toward a structural, systems-based strategy that recognizes high-quality child care not merely as a family support, but as essential economic infrastructure. From FY20 to FY26, total appropriations to the initiative totaled over $71 million.

Over the past six years, our strategic framework has focused on four core tenets: sustainability, access, alignment, and expansion. This data-driven approach allowed us to shift from reactive funding to evidence-based investment. Key

achievements of my Administration include:

- Expanding Capacity: Supporting the creation of more than 1,265 new childcare seats, specifically targeting high-need areas and the persistent supply gap in infant and toddler care.
- Strengthening the Workforce: Investing in a credentialing pipeline at Montgomery College that has supported over 450 current and future early childhood educators, ensuring instructional quality and career stability.
- Enhancing Affordability: Modernizing the Working Parents Assistance (WPA) program by increasing reimbursement rates to 80 percent of the market rate and launching EquiCare, an innovative grant program for the most expensive care brackets.
- Sector Resilience: Utilizing the Child Care in Public Space program and a dedicated facilities fund to lower operating costs for providers while expanding high-quality environments for families.
- Crisis Response and Future Investment: During the COVID-19 pandemic, the County's rapid pivot to crisis stabilization-providing protective equipment, vaccination coordination, and emergency grants-resulted in a lower child care closure rate in Montgomery County than in surrounding jurisdictions. We protected the infrastructure of care when it was most vulnerable, ensuring our local economy could recover more quickly.
- Community Connect: Families now access services more efficiently through GovDelivery and the Community Connect Portal, an online platform that reduces paperwork and redundancy. This innovation has proven so effective at creating enterprise-wide efficiency for both the community and County employees that we are now expanding its use throughout the Department of Health and Human Services and exploring a Countywide rollout. These improvements reflect ECEI's emphasis on alignment and accessibility, automating routine tasks so staff can prioritize direct support over manual processing.

In FY27, my recommended budget continues this momentum with a 4 percent increase to the Early Care and Education Non-Departmental Account. This includes $500,000 specifically designated to transition children from the State child care scholarship waitlist into the County's Working Parents Assistance Program, ensuring that no family is left waiting for the essential support they need to thrive.

Department of Health and Human Services

After one year as County Executive, my Administration had to grapple with the tragedy of the COVID-19 pandemic. The pandemic highlighted the value of public health services to our community. Substantial investments we made to stop the spread of COVID-19 and provide social services that assisted vulnerable residents who were impacted by consequences such as job loss, food insecurity, housing instability, and mental health struggles.

In addition to activities directly related to COVID-19, my Administration's pandemic response prioritized investments that address the root causes of health disparities that exacerbate social determinants of health. My Administration did not walk away from these important investments when the Federal government did. With the infrastructure created during the pandemic, my Administration has continued to fund, strategize, and innovate new ways to serve our most vulnerable County residents, meet critical health needs, and lift people out of poverty.

My FY27 Recommended Budget invests in the critical services that support the health and well-being of our residents. The recommended budget includes:

- $18.6 million for our Minority Health Initiatives to provide culturally competent healthcare, education, mental health supports and services, targeted food assistance, senior care, social support services, and other wrap-around care.
- Eight Mobile Crisis and Outreach Teams to provide behavioral health care for nonviolent individuals in crisis and reduce unnecessary criminal justice involvement. This will be the largest-scale deployment of behavioral health practitioner mobile crisis response in County history.
- An increase of $142,000 to the DHHS Senior Nutrition Services to serve additional clients and keep pace with rising

food costs.

- $2 million to fund the Short-term Housing and Resolution Program to keep families out of motels and emergency shelters.
- An increase of $438,000 for outreach workers to help unsheltered residents seek support and become stably housed.

The current Federal health and human services policies threaten negative impacts for the County's most vulnerable residents. Recent policy shifts have gutted safety net services and abandoned common sense public health policy, without regard for the global health emergency from which we just recovered. To prevent service interruptions and reduce exacerbated health disparities, my FY27 Recommended Budget backfills grant reductions for maternal and child health services, tuberculosis treatment and prevention, HIV and other STI services, and emergency preparedness response.

Additionally, in our capital program, the County is making significant progress to develop the Diversion Center Program, including expansion of a Behavioral Health Crisis Stabilization Center (BHCSC) that will open in FY27 after significant capital improvements. The BHCSC will leverage external funding to provide crisis stabilization services, reduce strain on emergency rooms and the criminal justice system, and provide services across the lifespan of clients, including minors.

Food, shelter, and health care are human rights. This should not be a question of politics or up for debate. I am deeply concerned that our Federal government refuses to enact policies that adequately address hunger, homelessness, and inequitable health care access. This Federal inaction leaves Counties incapable of adequately funding lifesaving services, while children, families, and older adults fall through the large holes in our public safety net. Although County resources are unable to fully address these service gaps, I am proud of the progress we have made to implement strategic programs that respect these basic human needs.

Economic Growth

Montgomery County continues to strengthen its position as a premier destination for business growth, innovation, and talent development. Over the past several years, the County has advanced a comprehensive economic strategy focused on supporting local businesses, attracting new investment, and expanding workforce development pathways for residents.

To meet the need for business support, my Administration established the Business Center as a centralized resource for existing businesses and those that want to start in or relocate to Montgomery County. This office coordinates small-business navigation, incubator support, grant programs, and outreach efforts, ensuring that entrepreneurs can easily access the tools they need to succeed. The Business Center has strengthened support for local businesses through counseling, financial assistance, incubators, and partner networks. In 2024, the Business Center directly assisted 2,100 businesses, distributed $1.2 million in grants and loans, supported 74 businesses through County incubators, and helped 5,600 businesses through resource partners, building on strong engagement and investment in 2023.

The County also advanced transformational projects that spur economic activity and create high-quality jobs. The County's first Tax Increment Financing district-the VIVA White Oak Development District-continues to anchor revitalization efforts in East County. Additionally, Montgomery College's East County Education Center, which opened in April 2024, provides both credit and non-credit workforce training. This facility directly supports the County's long-term commitment to expanding educational access and career preparation in East County.

For the first time, the County has incorporated direct budget support for key economic and innovation partners, including:

- BioHub Maryland, a state-of-the-art training center serving incumbent life sciences workers, veterans, and individuals without four-year degrees.
- The University of Maryland Institute for Health Computing, a collaboration between the County, the University of Maryland College Park, the University of Maryland Baltimore, and the University of Maryland Medical System,

advancing research and talent development in artificial intelligence, machine learning, and immersive technologies.

- HJF Innovation Labs, launched in partnership with the Henry M. Jackson Foundation to create a new biotech incubator in North Bethesda.

While operating budget adjustments for FY27 are limited, the County is moving forward with one of its most significant innovation and workforce investments to date: a $50 million commitment in capital funds to support a new mixed-use development for the University of Maryland Institute for Health Computing at the North Bethesda Metro station. This project will advance Montgomery County's leadership in computational health, support high-demand STEM workforce development, and anchor a new innovation hub at a major transit center.

Together, these initiatives reinforce Montgomery County's commitment to a dynamic, inclusive economy-one that creates opportunity for residents, attracts global investment, and fuels the next generation of talent and innovation.

Department of Environmental Protection

During my two terms in office, the County has taken major steps toward improving our environment and addressing the climate crisis. Over the past eight years, the Department of Environmental Protection (DEP) planted thousands of trees on public and private property and significantly increased funding for the Clean Water Montgomery and RainScapes grants. In addition, the County added thousands of stormwater management best management practice (BMP) structures to its inspection and maintenance inventory, limiting untreated runoff into our waterways.

In the last eight years, we have achieved a number of successes in combating climate change and protecting the environment such as implementing building energy performance standards, which will reduce greenhouse gas emissions as well as heating and energy costs for businesses and residents; passed climate-friendly laws and regulations, like ending the sale and use of gas-powered leaf blowers, banning plastic bags in most retail transactions, and banning the use of especially harmful pesticides; and adding significant resources for climate efforts like home electrification and resiliency for low- and moderate-income households.

In addition, we have provided significant resources to the Montgomery County Green Bank to help businesses implement climate-friendly improvements, including in green energy generation and electrification of utilities. My budget provides $19.4 million for the Montgomery County Green Bank, in line with the County's goal of appropriating 10 percent of the energy tax to the Green Bank.

Finally, I am proud to say that my FY27 Recommended Budget plans to end operations at the Resource Recovery Facility (RRF), the incinerator in Dickerson. As we transition to better waste reduction and management, we will transport our waste to a landfill. This provides the financial capacity and incentive to implement improved waste reduction strategies both before waste goes into the trash and after, eventually incorporating advanced waste processing to pull recyclables out of the trash.

To that end, my FY27 Recommended Capital Budget funds construction of a food scraps composting facility so that we can finally implement a real Countywide food scraps collection program and remove a major contributor to our waste stream. DEP is also working to implement advanced waste processing to further minimize what is landfilled by identifying and removing recyclable or compostable material from the waste stream.

Fleet Management

Over the past seven years, we have transformed the County's fleet into a modern, low-emission, and highly reliable operation. We deployed our first generation of battery-electric buses, built solar-powered microgrids at Ride On depots, and advanced plans for a green-hydrogen fueling facility to support longer-distance routes. By the end of FY27, more than 100 zero-emission Ride On buses and 200 other electric vehicles will be in service-advancing our climate goals while improving

the performance of transit, public safety, and general-service fleets.

A cornerstone of this work is our investment in people. The County's new apprenticeship program - now expanding with State registration and dedicated funding - is building a pipeline of technicians trained specifically for zero-emission technologies. This program preserves institutional knowledge, strengthens recruitment in a competitive field, and creates high-skill, high-demand career pathways for young residents. It is central to ensuring that our transition to electric and hydrogen-based fleets is sustainable for decades to come.

To maintain fleet reliability amid rising parts and maintenance costs, the FY27 budget includes targeted increases for Fleet Management Services and continued upgrades to diagnostic tools, maintenance equipment, recall tracking, and electric-bus monitoring platforms. It also funds the fueling infrastructure needed for upcoming hydrogen fuel cell buses on Flash Bus Rapid Transit lines as well as a five-megawatt solar microgrid at the Gaithersburg depot that will improve resilience during outages and provide clean power for future hydrogen production. Together, these investments maintain essential services today while preparing our fleet - and our workforce - for the future.

Department of Transportation

Between FY20 and FY26, we made investments which strengthened the County's transportation infrastructure by increasing funding for highway operations, supporting essential roadway resurfacing to defer major capital repairs, expanding school safety studies, improving traffic signal optimization to reduce congestion, and enhancing roadway visibility through improved traffic markings.

Transportation investments also supported County initiatives such as Vision Zero and the Climate Change Action Plan. We advanced pedestrian and bicycle safety by increasing funding for Vision Zero, which seeks to eliminate pedestrian and bicycle fatalities by 2030. The County expanded tree removal and planting efforts to address climate-related needs - including the planting of 1,200 trees using a Chesapeake Bay Fund grant.

Collectively, these targeted enhancements demonstrate a deliberate and strategic approach to preserving transportation infrastructure, improving multimodal safety, and ensuring efficient operations throughout our transportation network.

The Department of Transportation's (MCDOT) FY27 Recommended Operating Budget includes increased funding to cover contractual and material cost growth, ensuring service levels remain consistent with the prior year. My recommended budget also proposes shifting certain parking enforcement duties - currently handled by the Montgomery County Police Department (MCPD) - to civilian staff in residential permit areas and Park and Ride lots, reducing MCPD's workload while improving service to residents and communities.

Transit

Through careful planning and community engagement, we have grown our transit system into a more reliable, equitable, and climate-focused network that connects residents to jobs, education, and opportunity. Improvements over the past several years have strengthened the rider experience and system performance through investments in real-time information displays, solar-powered shelters, upgraded dispatch and vehicle-location technology, and deployment of Ride On Flex, our innovative on-demand neighborhood service that expands mobility in areas where fixed-route transit is less effective.

A major focus of my Administration has been the launch and expansion of the Flash Bus Rapid Transit (BRT) program. Flash on U.S. 29 - our first BRT line - set a new standard for comfort, reliability, and high-frequency service along one of the County's busiest corridors. A new partnership with Howard County will extend this line northward, strengthening regional access from Columbia to Silver Spring. We will continue building on that success to expand BRT to additional corridors.

At the same time, we have undertaken a comprehensive review and modernization of our bus network through the Ride On Reimagined initiative. This multi-year planning effort is guiding ongoing adjustments to service levels, routing, and infrastructure to better reflect evolving travel patterns. The FY27 Recommended Budget continues to support phased implementation of these improvements.

My Administration has also advanced a strong commitment to transit equity. Zero-fare Ride On service - implemented in 2025 - removes a financial barrier for thousands of riders, especially lower-income residents and youth. Upgrades to accessible taxi programs, expanded eligibility for older adults and individuals with disabilities, and focused improvements in underserved communities further reinforce our commitment to equitable transit access.

In FY27, the recommended budget sustains this momentum with investments designed to expand service and improve reliability. This includes funding to significantly grow Ride On Flex, adding new service zones in Poolesville and Damascus, and to expand Flash service to Burtonsville Park and Ride, serving that location all day rather than only during commuter hours.

The recommended budget also supports the County's ongoing work to reduce emissions and modernize fleet infrastructure. As part of the Climate Action Plan, MCDOT will continue implementing a balanced, long-term transition strategy that aligns fleet composition, fueling and charging needs, and facility upgrades with evolving technology and service requirements. These efforts ensure that environmental sustainability remains a guiding priority as our system continues to grow.

GROWTH Districts to Fund Bus Rapid Transit and Other Strategic Investments

The County's most ambitious transit investment - the MD 355 BRT corridor from Clarksburg to Bethesda - is currently in design. The first phase, from Germantown to Rockville, is in final design, with future northern and southern extensions planned. To fund these expansions, along with other critical transportation and infrastructure needs, I am proposing the Growing Opportunity, Workforce, Transportation, and Housing (GROWTH) District. This initiative will enable us to expand BRT service along that entire MD 355 corridor. New revenues from this district will also provide funding to implement BRT on New Hampshire Avenue, improve pedestrian access at Forest Glen Metro station, and construct needed roadways in Clarksburg and Kensington, all of which will support long-term development that aligns with our economic, housing, and mobility goals.

Department of Housing and Community Affairs

The County continues to expand and preserve affordable housing, strengthen tenant protections, improve housing quality, and support community revitalization across Montgomery County. Since FY19, we have financed 9,200 affordable rental units across 114 projects, delivered 2,205 new Moderately Priced Dwelling Units (MPDU), and invested in homeownership, accessibility, and neighborhood stability to serve residents across the income spectrum.

Throughout my tenure as County Executive, I have maintained a firm commitment to ensuring that County residents remain stable in their housing. Since FY20, the Office of Landlord-Tenant Affairs responded to over 50,000 service requests, investigated over 6,000 complaints, prevented homelessness for over 1,850 households, and provided tenant education and legal services. In support of the 2023 rent stabilization law, the County established a new Office of Rent Stabilization which has handled 1,390 cases and negotiated an average 56 percent reduction in proposed rent increases on annual leases to date.

My FY27 Recommended Budget invests an additional $152.8 million to expand the preservation and production of affordable housing and to strengthen programs that promote housing stability, homeownership, and neighborhood revitalization. The Housing Initiative Fund provides $52.3 million to support the County's ongoing pipeline of affordable housing development and preservation projects. My recommendation also includes $28.4 million for rental assistance to help low-income households maintain stable housing, as well as $1.6 million for the Multi-Family Housing Program - Housing Production and Preservation.

To advance the County's commitment to ending homelessness, the budget provides $9.7 million for Housing First and continues to expand homeownership opportunities through $5 million in down payment assistance for first-time buyers. It also includes $2 million for Neighborhood Revitalization - Neighborhoods to Call Home, supporting targeted investments that stabilize aging or at-risk communities.

In addition to operating budget investments, the FY27 CIP provides $100.5 million in capital funding to preserve, produce, and protect affordable housing and strengthen community infrastructure, including $64.0 million in new funding and $10.1 million in FY26 loan repayments in the Affordable Housing Acquisition and Preservation project, enabling the County to acquire and preserve at-risk affordable rental properties. Over the next six years, my recommended CIP programs nearly $240 million to advance this essential work.

Together, these investments reinforce the County's long-standing commitment to expanding affordable housing, preventing displacement, supporting first-time homebuyers, addressing homelessness, and revitalizing neighborhoods across Montgomery County.

Public Libraries

Montgomery County Public Libraries (MCPL) is an agile organization that regularly considers new and innovative ways to engage the public and ensure equitable access to its programs and resources. During the COVID-19 pandemic, MCPL launched a "holds to go" service to facilitate contactless physical materials circulation. MCPL partnered with the Department of Technology and Enterprise Business Solutions to install enhanced outdoor wireless internet access at 10 library locations and supported the distribution of 20,000 laptop computers to Montgomery County residents who lacked access to an internet connected device. In FY22, we eliminated fines for overdue materials, and we removed printing and copying charges in January 2026. In the FY26 Operating Budget, I added almost $154,000 in funding to revitalize MCPL's World Languages collections, purchasing materials in Spanish, Chinese, Vietnamese, Korean, French, Amharic, Farsi, Russian, and Bengali for distribution to library branches where those languages are most spoken.

MCPL engages youth of all ages through programs such as the Hatchlings Program for expectant parents and parents of newborns, its annual Summer and Winter Reading Challenges, and the Teen Gaming Initiative to encourage teens to learn more about workforce opportunities in Science, Technology, Engineering, Arts, and Mathematics (STEAM).

My FY27 Recommended Operating Budget recommends over $200,000 to expand security services to the five branches with existing security services: Brigadier General Charles E. McGee Library (Silver Spring), Quince Orchard Library, Rockville Memorial Library, Germantown Library, and Gaithersburg Library.

Recreation

The budget investments in the Department of Recreation have played a vital role in helping our community thrive by providing free public access to recreation, strengthening social connections, and supporting the physical and mental well being of our residents. Initiatives such as Excel Beyond the Bell, free fitness passes for residents, partnerships with arts organizations, and programs at our Senior Centers ensure that opportunities for enrichment are available to residents of all ages. As participation continues to grow, my recommended budget sustains these investments and strengthens the programs, partnerships, and modernized systems that ensure the Department of Recreation continues to meet the evolving needs of our diverse community.

My FY27 Recommended Budget includes funding for innovations such as the ePACT Network, a software solution that modernizes the collection and storage of sensitive medical and camp registration data, replacing paper forms with a streamlined digital experience for families.

Department of Police

Over the past seven years, Montgomery County has made sustained investments in the Department of Police (MCPD) to ensure that our community remains one of the safest large jurisdictions in the nation. Through careful stewardship of public resources, the County has strengthened MCPD's ability to prevent crime, respond rapidly to emergencies, and build trust with the diverse communities it serves. These investments reflect a balanced approach to public safety-combining modern policing tools, strong community partnerships, and a commitment to transparency and accountability.

Budget investments have supported expanded digital forensics capabilities, enhanced crime analysis, intelligence systems and communications infrastructure that allow officers to respond more effectively to evolving public safety challenges. Montgomery County launched an innovative Drone as First Responder program, allowing drones to be deployed to emergency calls. By providing real-time aerial information to responding officers and dispatchers before officers arrive on scene, the program improves situational awareness, decreases response times, and enhances safety for both officers and residents. And while MCPD has faced recruitment challenges like other departments nationwide, I have expanded our recruiting staff, funded signing bonuses, and enhanced nationwide recruitment efforts that are starting to bear fruit.

The County has also strengthened its commitment to transparency in policing and building partnerships with residents and institutions across the community to build trust in our institutions. I am proud to have completed the rollout of our body worn camera program - all officers deployed on the street wear a camera to protect both themselves and the public. The creation of the Police Accountability Board marked an important step toward strengthening trust between law enforcement and the communities they serve. By providing an independent forum for civilian oversight and public input, the board helps ensure that policing in Montgomery County is transparent, fair, and responsive to community concerns. Investments across multiple budgets support expanded training in de-escalation and crisis intervention, as well as improved systems for collecting and analyzing policing data. These efforts ensure that the department's work is guided by evidence, professionalism, and the public trust that is essential to effective policing.

At the same time, Montgomery County has continued to prioritize community-centered policing and partnerships. Officers work closely with neighborhoods, community organizations, and schools to address public safety concerns collaboratively. Partnerships with Montgomery County Public Schools and dedicated school safety initiatives have strengthened coordination between law enforcement and educators, helping ensure that students, teachers, and families feel safe and supported in learning environments across the County. Coordinated responses with behavioral health professionals have also improved their ability to assist residents experiencing mental health crises with care and compassion.

For FY27, I recommend building on these accomplishments and further enhancing the safety of Montgomery County residents by adding additional drones to the Drone as First Responder program and switching to a more efficient remote-operated drone system. In addition, I recommend investing in case management software to improve the efficiency and effectiveness of our investigators and detectives, implementing a revamped speed- and red-light camera program with a new vendor, and continuing the Speed on Green initiative that started in FY26.

Fire and Rescue Service

As demand for emergency medical services continues to grow, the County has expanded transport and advanced life support capacity, funding additional transport resources, adding paramedic chase cars so advanced life support resources can be redeployed quickly, and enhancing EMS duty officer coverage. I have bolstered support for Mobile Integrated Health Care by adding civilian staff and strengthening outreach to high EMS utilizers. The County also established dedicated system capacity to direct EMS resources based on emergency room capacity and keep ambulances available in the community. To strengthen performance and accountability, we added improved EMS quality management and civilian logistics capacity so more uniformed staff could remain focused in the field.

I have also prioritized the well-being of our first responders, expanding behavioral health support, strengthening critical incident stress management capacity, and enhancing occupational medical services, including early cancer detection

screening.

Since FY20, I have worked to address structural budget and staffing pressures, adding uniform staff and improving the way overtime needs are reflected, with a focus on strengthening coverage during shift transitions when volunteer availability cannot always match career hours. Readiness also depends on what happens behind the scenes. I have added funding to address long-standing needs in fleet and facilities maintenance, EMS logistics, communications support, and medical supplies.

In this final recommended budget, my proposal continues expanding access to first responder medical services by converting an existing daytime EMS transport unit into a 24-hour operation to increase availability without adding new positions.

Emergency Management and Homeland Security

The Office of Emergency Management and Homeland Security (OEMHS) is a critical team that plans for, responds to, and helps the County recover from threats or disasters. In addition, to build resilience and security in our community, OEMHS established and disbursed security grants for nonprofit organizations at risk of experiencing hate crimes. In response to the COVID-19 pandemic, OEMHS coordinated with the Federal Emergency Management Agency (FEMA), provided guidance for the County and its partners, and supported pandemic response such as food and personal protective equipment distribution, and provided logistical support for the County's COVID-19 vaccination clinics.

In the years since the pandemic, OEMHS has diligently pursued, won, and leveraged Federal funds to perform its essential mission. My FY27 Recommended Budget replaces reduced Federal support for these emergency response programs, like Alert Montgomery, which powers the County's emergency notification system. It also replaces expiring public access trauma care kits, which allow for essential lifesaving intervention before the arrival of first responders and have played a decisive role in recent critical incidents Countywide.

Correction and Rehabilitation

Over seven years, we have modernized the Department of Correction and Rehabilitation (DOCR) - strengthening safety, upgrading technology, and expanding reentry services so that our correctional system protects the public while preparing individuals for successful lives beyond incarceration.

We invested in the fundamentals of safety and professional operations. We funded phased retrofits to reduce self-harm risks in housing units and strengthened contraband controls through improved mail screening and facility security tools. We upgraded correctional health services by implementing electronic health records, expanding medication assisted treatment for opioid use disorders, and bolstering behavioral health support - recognizing that untreated mental health and substance use disorders undermine both individual outcomes and community safety. Even as inflation placed pressure on core services like food and pharmacy operations, we funded structural adjustments to ensure stability rather than allow hidden deficits to erode safety or care.

We recognize that reentry is one of the most powerful public safety tools we have. After pandemic-related disruptions, we reopened the Pre-Release and Reentry Services Center, restored workforce development programs - including the reentry bakery initiative, known as "Sweet Release" - and reinforced structured transition services that reduce recidivism and reconnect residents with work, treatment, and family support.

My FY27 Recommended Operating Budget makes structural enhancements to DOCR contracts, increases funding for Montgomery College instructors that provide training and educational programming for detainees, establishes a dedicated K9 unit to enhance contraband detection and facility security, and replaces obsolete taser units.

Office of the County Attorney

In the Office of the County Attorney, my FY27 Recommended Budget provides funding to launch AI-driven tools, enhance budgetary efficiency, and represent the County in complex employment negotiations to ensure fairness for employees and responsible stewardship of taxpayer resources. These accomplishments reflect this administration's long-standing commitment to innovation, accountability, and service - ensuring Montgomery County remains a place where government works effectively and transparently for every resident.

Office of Grants Management

This budget strengthens and improves the County's relationship with community partners which help us address poverty and social inequity, provide emergency services and health care, serve disconnected youth in our community, and ensure that seniors and individuals with disabilities receive quality services. I am recommending a 2.5 percent inflationary adjustment for nonprofit contracts across County government.

In FY23, the County established the Office of Grants Management (OGM) to strengthen Montgomery County's grants infrastructure and expand the County's capacity to pursue, manage, and administer grant funding. My FY27 Recommended Budget strengthens the County's capacity to pursue funding opportunities, ensure compliance, and improve grant administration across departments. To support this work, I have reallocated funds from the Department of Environmental Protection, the Department of Transportation, and Montgomery County Department of Police to the Office of Grants Management to support a grants application and management system. This system will benefit all County departments by giving all staff the ability to better search for and manage external grant opportunities.

The Community Grants Non-Departmental Account (NDA) ($13.7 million) includes $5.5 million for the third and final year of the current Community Grants awards and $4.4 million to continue the FY26 legacy grant award renewals. It also includes $1 million for Nonprofit Strategic Plan Implementation Grants (formerly Nonprofit Technical Assistance and Management Support Grants), $1 million for the Nonprofit Resiliency Centers (formerly Nonprofit Incubator program), $1.5 million for the Nonprofit Federal Resiliency Grants, and a 2.5 percent inflationary increase for all continuing grant awards.

Office of Procurement

My Administration has continually implemented initiatives in the Office of Procurement to make its work accurate, effective, and efficient. For example, we established multiple web-based tools to improve transparency, reduce manual errors, and increase efficiency in informal solicitations, emergency procurements, and contract review workflows. We created an audit program to ensure workflow compliance, regulatory adherence, and responsible financial management. We instituted a preference for local business and increased our monthly outreach to the business community through monthly open houses to enhance vendor accessibility and competition.

My FY27 Recommended Budget includes $816,170 to fund a new e-procurement system. 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 e-procurement system will consolidate these functions into a single platform for complete lifecycle management of County contracts. It 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.

Legislative Branch

As a result of annualizing costs and general wage adjustments, I am recommending increases of 3.5 percent for the County Council, 4.9 percent for the Office of Legislative Oversight, 2.9 percent for the Board of Appeals, 5.0 percent for the Merit System Protection Board, and 7.8 percent in the Office of Inspector General.

For the fifth year, I recommend restoring funding for the Office of the People's Counsel (OPC) to ensure that

residents have an advocate in land-use, zoning, and development-related matters. The OPC plays a vital role in supporting public participation, improving transparency, and ensuring that County planning and permitting processes remain fair, balanced, and rooted in community needs. The OPC provides professional legal and technical expertise to help residents navigate complex regulatory processes that would otherwise be inaccessible to most community members. The office helps ensure that as Montgomery County grows, development decisions reflect public values and provide all residents-not only those with the resources to hire private counsel - an opportunity to participate meaningfully in shaping their neighborhoods.

Outside Agencies and Municipal Partners

My budget fully funds Montgomery College's request, a 4.2 percent increase in County funding over FY26.

I am recommending a budget increase of 4 percent for the Maryland-National Capital Park and Planning Commission, which will cover the increase in compensation.

My FY27 Recommended Budget for WSSC Water provides for a 5 percent rate increase, consistent with the commission's request and equal to the spending affordability limit approved by the County Council.

My Administration expanded and refined the Municipal Revenue Program to ensure more accurate and comprehensive reimbursements to municipalities. The program provides support for local policing, crossing guards, transportation and infrastructure, and parks. In FY27, my budget increases these payments by $3.7 million.

Conclusion

This budget and its enhancements build on my Administration's legacy of targeted support, from bolstering emergency preparedness and public safety to expanding health equity, sustainable transportation, and workforce development. Through this budget, we ensure continuity in programs that address food insecurity, mental health crises, affordable housing, and more.

This budget prioritizes education to meet Blueprint obligations and strengthen classroom supports; preserves affordability by preventing evictions and providing rental assistance; improves emergency response with added EMS capacity and evidence-driven policing; protects the environment by improving climate resilience and modernizing our waste management system; and fuels inclusive growth with targeted support for entrepreneurs, life-sciences talent, and innovation.

This budget is shaped by resident voices and a clear equity lens. It balances today's needs with tomorrow's opportunities, helps neighbors through hardship, and keeps Montgomery County a place where people want to live, learn, work, and build a future. This budget invests in essentials, protects the vulnerable, and builds resilience.

As always, I want to thank our dedicated County workforce, whose tireless efforts have been the backbone of our successes. In a competitive labor market, this budget invests in fair compensation to sustain the high-caliber service our residents deserve. I also extend gratitude to our nonprofit and faith-based partners, whose collaborations have amplified our reach and impact, embodying the community spirit that defines Montgomery County.

As I conclude my service as your County Executive, I reflect on the legacy we have forged: a County that is more equitable, resilient, and prepared for the future. From historic investments in education and housing to pioneering climate and economic development strategies, we have laid a foundation for enduring progress. This budget carries that forward, ensuring Montgomery County remains a place where every resident can thrive. I look forward to working with the Council to refine and approve this proposal.

Marc Elrich
Montgomery County Executive

FY27 Recommended Operating Budget Highlights

Climate Change...

- The FY27 Recommended Operating Budget and the FY27 Recommended Capital Budget and FY27-32 Capital Improvements Program collectively dedicate $355.3 million to climate change efforts. Funding is included in the following budgets:

  - Agriculture
  - Community Use of Public Facilities
  - Office of the County Executive
  - Climate Change Planning - Non Departmental Account
  - Department of Environmental Protection
  - Department of General Services
  - Office of Grants Management
  - Department of Housing and Community Affairs
  - Department of Permitting Services
  - Department of Transportation

- Add new zero-emission buses in FY27 and fund critical charging and facility infrastructure identified in the County's comprehensive Zero-Emission Bus (ZEB) Transition Plan. This plan outlines strategies for reduction of fleet emissions, assessment of infrastructure needs, and determination of optimal fleet composition. By advancing cleaner technology and essential upgrades, the County supports the Climate Action Plan goal of zero greenhouse gas emissions by 2035 and strengthens a more sustainable, resilient transit system.

- Expand the Electric Vehicle (EV) Charging Station Program in existing and additional Parking District facilities to meet increased adoption of electric vehicles, including the introduction of Level III Fast Charging infrastructure.

- Complete transition to electric landscaping equipment with most leaf blowers, trimmers, and mowers now electric, resulting in decreased greenhouse gas emissions, reduction of noise, and improvement of air quality throughout downtown Silver Spring.

- Explore opportunities to partner the Parking Lot Districts with the Montgomery County Green Bank and/or other stakeholders to install solar canopies on parking garages that can provide community solar.

Racial Equity & Social Justice...

- Continue to invest in the Office of Racial Equity and Social Justice's efforts to normalize, organize, and operationalize racial equity and social justice.

- Allocate more than $2.56 million in on-going funding to continue services in Children, Youth, and Family Services originally funded through the Lighthouse Initiative. In addition, include almost $4.6 million in funding to continue the Lighthouse Initiative as a three-year grant program.

- Enhance supplemental funding for the Developmental Disability Service Provider Supplement ($559,000), the Adult Medical Day Care Provider Supplement ($62,000), and address the rising costs of Senior Nutrition Program meals ($143,000).

- Montgomery County Public Libraries, the Circuit Court, the Leggett Executive Office Building, and the Council Office Building are available for free facility use, ensuring that residents across the Montgomery County have equitable access to public spaces.

Thriving Youth and Families...

- Enhance funding for the Early Care and Education Non-Departmental Account (NDA) to continue ongoing services and programs that provide childcare subsidies for families with income up to 450 percent of the federal poverty level.

- Expand support for the County's Healthcare for the Uninsured Program. This includes an increase of the reimbursement rate from 45% to 52.5% of the cost of care ($1.56 million), provision of dental equipment and supplies in Montgomery County Public Schools ($50,000), support of Montgomery Cares endodontic

services ($19,000), expansion of the East County dental services pilot ($15,000), and expansion of Care for Kids specialty dental services ($9,000).

- Foster greater accessibility to programs for adults 55 years and older for whom English is not their first language. Expanded 55+ offerings to include programs taught fully or partially in multiple languages, including Mandarin Chinese, Spanish, Vietnamese, French, Korean, Japanese, and Sign Language. Inclusive Multilingual Programming broadens participation, strengthens inclusivity, and ensures that older adults can engage in programs that honor their diverse backgrounds and communication needs.

- The Community Engagement Cluster builds strong community trust and participation by convening 23 Community Exchange townhalls, creating consistent dialogue with residents, and generating more than 500 direct touchpoints with County residents.

- Use a variety of methods to ensure there is food access to address persistent inequities and disparities among residents and direct their engagement with our local food system. MC Groceries, Maryland Market Money, local grocer partnerships, and the Nutrition Benefits Outreach Grants maximize nutrition benefits and food retail access for Montgomery County families while reducing time and transportation barriers.

- Ensure safe and responsible management of clinical settings including County performance of nursing home inspections beginning in FY27 ($399,000), expanding of nurse/manager staffing ratios in school health settings ($340,000), and bolstering the ability to recruit and retain skilled contractual dentists ($197,000). DHHS will maintain compliance with State requirements, including enhancement of tobacco retail enforcement capacity ($78,000) and replacement of dental program equipment ($75,000).

A Growing Economy...

- Support the County's Economic Development Initiative with funding for economic development organizations that augment County services. These services help businesses start and grow in the County; support business growth and economic growth through workforce development and training programs; provide a venue to host business and private events in the County; provide business, marketing, and technical assistance to County businesses; attract tourism to the County; attract strategic industries to relocate and launch in the County; and facilitate access to State and County funding programs to support business growth. The FY27 recommended budget includes funding for the following:

- Business Center Team
- Economic Development Fund
- BioHub Maryland at Montgomery County NDA
- Conference and Visitors Bureau NDA
- Conference Center NDA
- Incubator Programs NDA
- Institute for Health Computing NDA
- Montgomery County Economic Development Corporation NDA
- Small Business Support Services NDA
- WorkSource Montgomery NDA

✪ Support workforce development and training with funding for the Upcounty American Job Center, expanding access to workforce services for residents in the Upcounty region.

✪ The Silver Spring Urban District is strengthening small business growth by partnering with Montgomery County's Business Center to connect local entrepreneurs with key resources and promote their brands on Instagram, boosting the district's overall economic vitality.

A Greener County...

✪ The Department of General Services (DGS) is the lead department in greening the County's buildings, fleet, and many of its operations. The department's 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 to develop the charging infrastructure necessary to make this transition.

✪ Expand the County's electric vehicle charging infrastructure through continued collaboration between the Office of Energy and Sustainability and Fleet Management Services, supporting ongoing growth of the zero emission fleet. To date, 206 electric vehicles have been added, with 24 new charging stations scheduled for installation in FY26 and another 33 stations in design to meet future charging needs across County facilities.

- As part of its zero-emission fleet transition, the County has incorporated 82 battery-electric buses into the Ride On fleet and plans to add 22 more by the end of FY27 for a total of 104 electric buses. In addition, the County will receive its first 13 hydrogen fuel cell buses, introducing a complementary zero-emission technology designed to support longer-running routes where battery-electric buses are not yet practical. Hydrogen fuel cell buses offer faster refueling times and longer ranges, making them well-suited for service patterns that exceed current battery-electric capabilities and strengthening the County's ability to deliver reliable, zero-emission service across the full network.

Easier Commutes...

- Advance the Ride On Reimagined Service and Implementation Plan, a long-range strategy shaped by extensive research and community input to create a more equitable and sustainable transit network. The plan's first year delivered foundational upgrades to infrastructure and existing routes, with continued expansion aimed at improving accessibility, increasing service availability, and supporting long-term mobility goals. In FY27, implement all-day Flash Bus Rapid Transit service to the Burtonsville Park and Ride.

- Expand Ride On Flex service to include new zones in Poolesville and Damascus, adding to existing service areas in Rockville, Wheaton, and Olney. This growth supports the Ride On Reimagined effort to modernize mobility by offering on-demand, curb-to-curb microtransit that improves first-mile/last-mile access, reduces wait times, and better serves communities that lack convenient fixed-route options.

- Enhance rider access and trip planning by expanding use of the Ride On Trip Planner, a real-time digital tool that provides step-by-step directions, route options, travel times, and service alerts across the network. Integrating GPS tracking and live data, the platform helps riders make informed decisions, reduce wait times, and navigate the system more efficiently. As part of the County's Intelligent Transit System strategy, the trip planner improves accessibility for all users especially those less familiar with transit by offering an intuitive experience on both desktop computers and mobile devices.

An Affordable, Welcoming County for a Lifetime...

- Provide one-time funding of more than $1.96 million for overflow emergency shelter support for families at a reduced level of motel room usage due to $2 million in one-time funding added to the Short-term Housing and Resolution Program (SHARP).

- Expand support for the County's Services to End and Prevent Homelessness by providing almost $1.17 million to address an adult shelter budget gap due to increased emergency shelter operational costs and one-time funding that was not sustained. Provide almost $439,000 in funding to fill an outreach budget gap and to expand outreach services to help unhoused individuals successfully seek support and become stably housed.

- Provide $102.0 million to support the production and preservation of affordable housing units in Montgomery County. This investment includes allocating $86 million and incorporating $10.1 million in FY26 loan repayments into the Affordable Housing Acquisition and Preservation CIP project, $2.0 million for the Affordable Housing Opportunity Fund, an additional $128,000 in loan repayments for the Nonprofit Preservation Fund, $2.2 million to revitalize Common Ownership Communities through the CIP-supported Common Area Assistance Loan Fund, and $1.62 million for the Montgomery Housing Initiative (MHI) Fund.

- Allocate $52.3 million to the Montgomery Housing Initiative Fund to sustain programs and projects dedicated to developing and preserving affordable housing and related services. This funding will support renovation of distressed housing, development of units for residents with special needs, rental assistance and rapid rehousing initiatives, homelessness prevention and relocation assistance, homeowner downpayment assistance and counseling, home accessibility improvements, services under the Building Neighborhoods to Call Home and Housing First programs, and the development of mixed-income housing.

- Add one position in the Office of Landlord and Tenant Affairs for implementation of legislative mandates required in Bill 31-25 to provide tenants with timely eviction notification.

- Increase funding for fair housing testing by leveraging Federal resources to identify and assess evidence of housing discrimination within Montgomery County.

- Allocate $7.07 million in the Housing Initiative Fund for required debt service to support leveraging additional resources for the Housing Production Fund, which finances construction of mixed-income, mixed-use developments.

- Continue funding to support the Rent Stabilization Program, which implements legislative rent stabilization mandates and maximum allowable rent increases.

- Recommend funding for one position in the Multi-family program to enhance capacity for evaluating project proposals and negotiating Payment In Lieu of Taxes

(PILOT) agreements that implement affordability requirements for eligible housing development projects.

Safe Neighborhoods...

- Continue funding to operate the County's red light and speed camera program. A new vendor was selected to improve the program's efficiency and to enhance public safety; the new vendor will utilize the most current level of software and hardware technology on the market.
- Establish a dedicated K9 Unit in the Department of Correction and Rehabilitation to enhance institutional safety; deter the introduction of contraband; and support facility operations through targeted search, detection, and security functions.
- Host community outreach events to focus on emergency preparedness, including the second Ready Montgomery Public Safety and Preparedness Fair, providing residents with education on response skills and climate resilience. Expand outreach to Spanish-speaking residents and increase engagement with older adults.
- Allocate funding to maintain Alert Montgomery, the County's emergency public alert system, ensuring residents receive timely and reliable emergency notifications while strengthening public safety and community resilience.
- Upgrade street and pedestrian lighting to brighter, energy-efficient LED fixtures, enhancing visibility, safety, and sustainability throughout the Wheaton Urban District.
- Expand the Alcohol Beverage Services Licensee Education Program, to include a partnership with the non-profit organization Safe Bars, to provide free bystander intervention and de-escalation training in preventing sexual violence.
- Restore 25 positions to the Emergency Communications Center, reflecting success by Police in hiring and retaining civilian call takers.
- Transition the Drone as First Responder Program to dock-based drones. This will significantly enhance operational efficiency and response capabilities. Automated docking stations allow drones to launch, fly, and recharge with minimal staff intervention, enabling rapid deployment for calls for service to reduce response times, increase situational awareness, and improve officer safety. The system provides real-time aerial intelligence before units arrive on scene, and the increased availability and autonomous flight capabilities will expand coverage to more areas of the county.

Effective, Sustainable Government...

- Montgomery County earned the following National Association of Counties (NACo) Achievement Awards in 2025:

- Aquatic Egg Hunt
- Alcohol Training in Six Languages
- Babies Born Healthy "Right From The Start"
- Breakage and Replacement Management
- Cardboard Boat Regatta
- Charlemos Con Zumba (Let's Chat and Zumba)
- Construction of the new NetZero Sixth District Police Station
- DHHS Mobile Health Clinic
- Dry January
- Electronic Health Records (CorEMR)
- ePaper Transit Real Time Bus Stop Information Signs Project
- Fire Safety: One Cup of Cocoa at a Time
- Great Seneca Transit Network
- Gude Landfill Remediation Project
- Hands Only CPR Campaign
- Healthy, Efficient, Electrified, Climate-Adapted Pilot Homes Grants Program
- Jail-Based Medication Assisted Treatment (MAT) Program
- Kegs Room Transformation
- Local Products Partnership with Tourism Bureau
- MCDOT Flash Friday Campaign
- MCDOT Sweep the Salt Pilot Program
- MCDOT Waze School Flasher Integration
- MC Groceries: Retail Food Access Program
- Montgomery County GIS-Enabled DOT Field Photo Management Application
- Montgomery County GIS Strategic Alignment and Activity Tracking Application
- Montgomery County Recreation Skateboarding
- Montgomery County Student Project Partnership
- Office of Landlord-Tenant Affairs Community Volunteer Program
- Recipe for Success
- Ride On Trip Planner App
- Rock-reation: Indoor Rock-Climbing Program
- RTD Connect
- Spirited Discussions Podcast
- Sweet Release Bakery Job Training Program
- The Rising Together: Inclusive Pathways to Child Care Employment for

Refugee Women
- Under the Lights
- Using Data for Loss Prevention Success
- Veteran-Owned Business Preference Program
- Youth Cricket Academy

- Modernize the Department of Health and Human Services' enterprise Integrated Case Management (eICM) system by transitioning from outdated, high-risk software to the new eICM 2.0 platform, strengthening cybersecurity, and improving customer service and continuity of care.

- Consolidate the Office of Procurement's contract lifecycle applications into a unified e-Procurement solution to integrate sourcing, contract management, vendor management, and compliance functions for greater efficiency and transparency.

- Deliver nearly 50,000 resident conversations through Monty 2.0 in its first two years, providing 24/7 access to information on thousands of County services. Monty 2.0 expands address-specific tools such as voting locations and leaf collection schedules. Upcoming enhancements will allow residents to submit select service requests directly through the chatbot, strengthening Monty 2.0 as a key customer service channel.

- Recommend funding to update the electronic systems associated with the County's ethics programs of financial disclosure, outside employment, and lobbying registration and reporting.

- Develop a tool that electronically generates deeds of temporary construction easements by partnering with the Department of Transportation's Property Acquisition Section, enabling the Office of the County Attorney to streamline deed reviews and accelerate project timelines.

- Advance the Department of Transportation Property Acquisition Section's use of artificial intelligence (AI) and digital workflow automation by training staff and deploying AI-assisted document review, data analysis, and correspondence tools to improve efficiency, accuracy, and transparency in the acquisition process while enabling staff to focus on higher-value strategic tasks.

- Alcohol and Beverage Services, in partnership with Montgomery College, created a customer service training program for retail employees to strengthen the retail customer experience and increase customer satisfaction.

- Organize and coordinate twelve operating budget forums during development of the County Executive's FY27 Recommended Operating Budget, giving residents an opportunity to share their input. Ten forums were held in English, including

sessions tailored for the African-Caribbean and Black/African American communities, educators and families, and older adults. Two forums provided multilingual support, including one in Spanish and another in English with simultaneous interpretation in Chinese, Korean, and Vietnamese to ensure broader accessibility and inclusivity.

- Improve audio and video livestreaming of the vote by mail canvass to enhance the transparency of the Board of Elections' operations.

- Develop and launch a skilled-trades apprenticeship program in electrical, plumbing, and HVAC to address workforce shortages, strengthen in-house capabilities, and build a sustainable talent pipeline for the Department of General Services.

- Partner with the Department of Technology and Enterprise Business Solutions to offer 360-degree virtual tours of rental facilities, enabling Community Use of Public Facilities customers to remotely explore available spaces at Montgomery County Public Schools and the Silver Spring Civic Building and better visualize ideal event settings.

- Launch an innovative Housing Portal that enables landlords to register the rents and fees they charge to enforce provisions of the County's rent stabilization law. The Department of Housing and Community Affairs will continue to enhance the portal's efficiency, customer experience, and utility by incorporating other publicly-facing department programs and services.

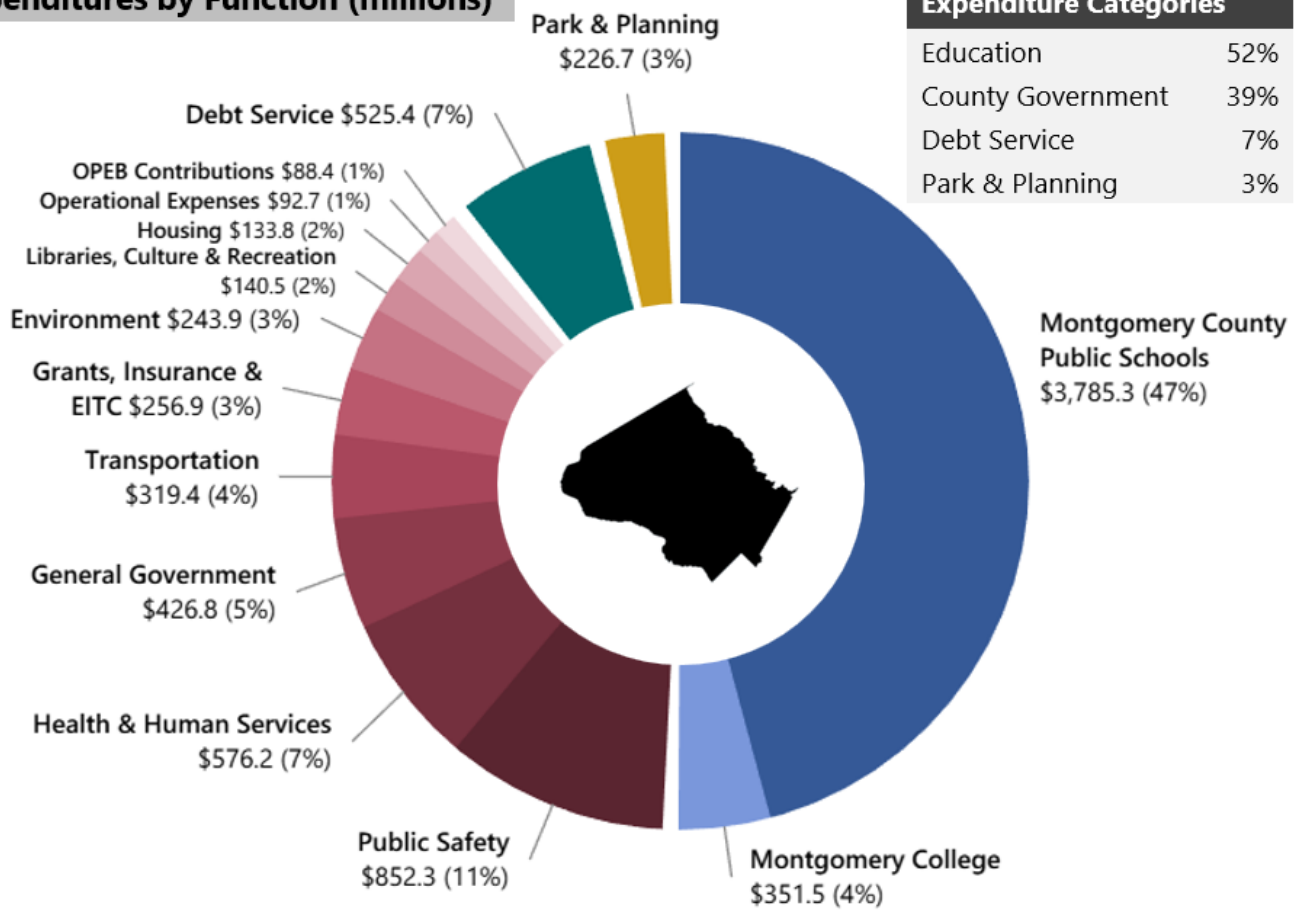
- Improve the County's hiring process by attaining a 93 percent merit-position fill rate, marking the highest occupancy level in more than five years.

Funding the Budget...

- Recommend a total County budget from all sources for all County agencies of $8,019,823,000 which is $388.1 million or 5.1 percent more than the FY26 budget.
- Recommend tax-supported funding for the Montgomery County Government of $2,949,990,353 (including debt service and OPEB funding).
- Recommend tax-supported funding for the Montgomery County Government of $2,486,523,403 an increase of 5.9 percent (excluding debt service).
- Funding for Montgomery County Public Schools will increase by $189.8 million or 5.3 percent. Within this total, the County contribution is $202.8 million over maintenance of effort.
- Funding for Montgomery College's FY27 Recommended Operating Budget totals $351.5 million.
- Recommend tax-supported funding for the Maryland-National Capital Park and Planning Commission (M-NCPPC) increases by $7,414,231or 3.8 percent from FY26 (including debt service and OPEB funding).
- Fund the WSSC Water's FY27 operating and capital budgets with a 5.0 percent water and sewer rate increase in accordance with the Spending Affordability Guidelines adopted by the County Council.
- Recommended a property tax rate of $1.0885 per $100 of assessed value and a $692 homeowners' property tax credit. This rate includes a 6.3 cent increase to the supplemental education property tax rate.
- 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 FY26, preserving an important stable and broad-based revenue source that includes Federal institutions that otherwise pay no taxes in exchange for County services.

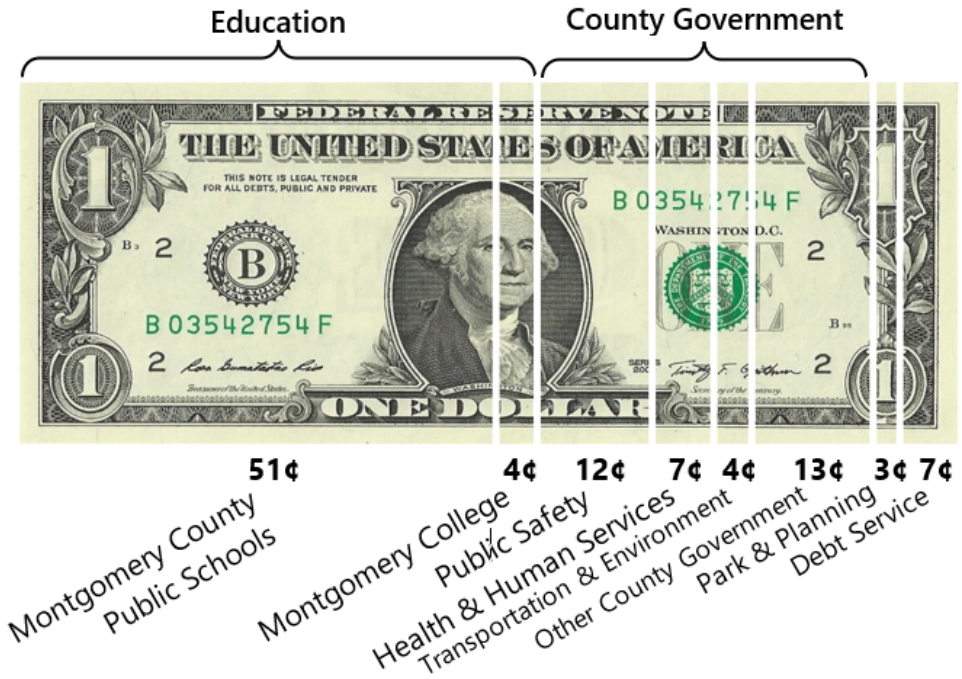
WHERE THE MONEY GOES

Expenditures by Function (millions)



Expenditure Categories	
Education	52%
County Government	39%
Debt Service	7%
Park & Planning	3%

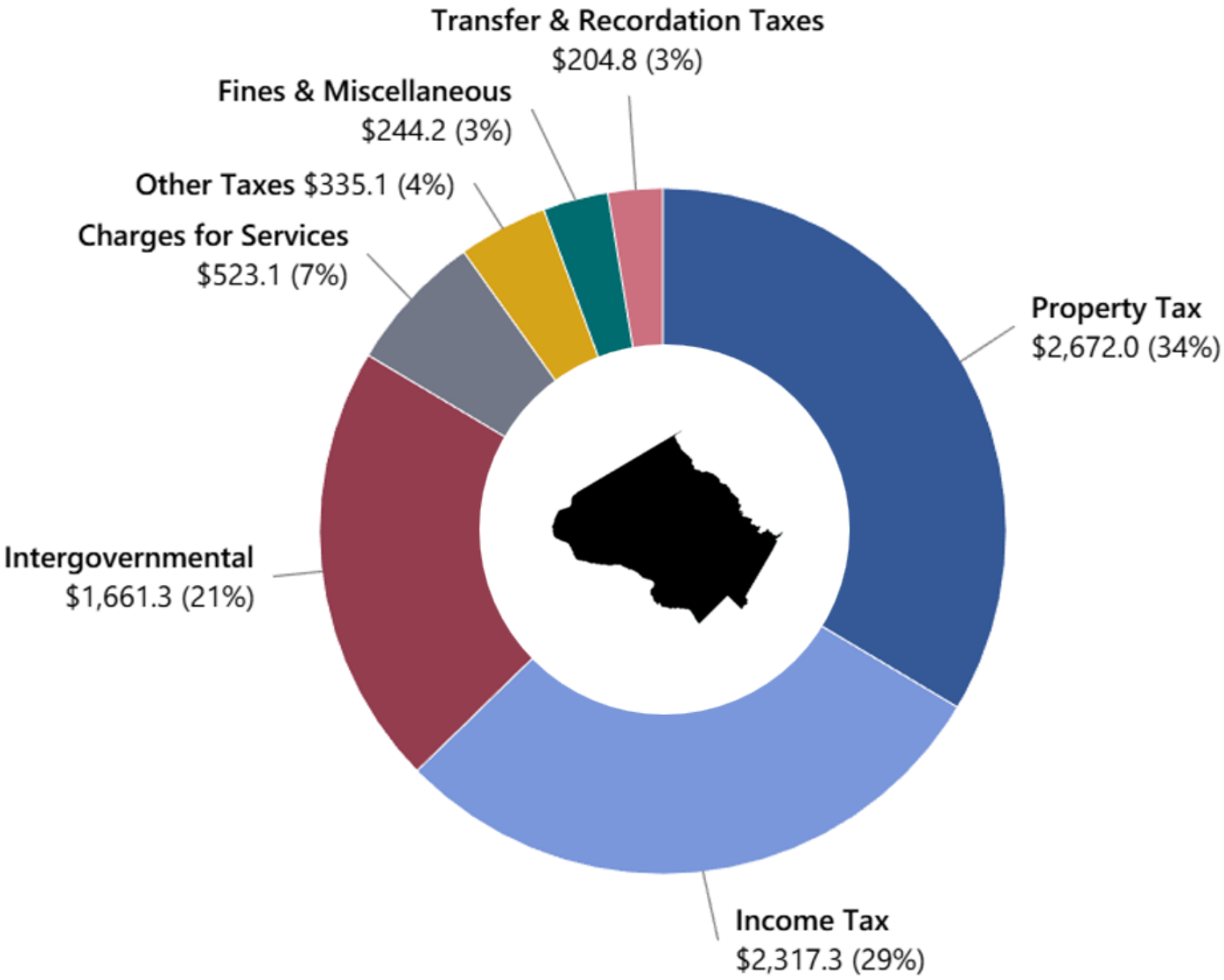
How a Dollar of Taxes is Spent



NOTE: Expenditures by Function chart includes funds from all sources; dollar bill chart includes only tax-supported funds.

WHERE THE MONEY COMES FROM

Revenues (millions)



How to Read the Budget

INTRODUCTION

The County Executive's recommended operating budget and Public Services Program (PSP) contains a comprehensive picture of the County Executive's recommendations for the fiscal year beginning July 1, including changes from the previous fiscal year, department accomplishments and initiatives, and performance measures. This document is published annually and is transmitted to the County Council by March 15 as required by the Charter of Montgomery County, Maryland.

***NOTE** Throughout this publication you will see the following fiscal year references, the specific years are listed below:*

- **Last Year / Prior Year** - Fiscal Year 2025
- **Current Year** - Fiscal Year 2026
- **Next Year** - Fiscal Year 2027

Consistent with the Charter of Montgomery County, Maryland, the County Executive makes recommendations on the operating budget for all County departments, offices, and agencies. However, recognizing the Charter-defined roles, the County Executive defers significantly to Legislative and Judicial Branch agencies on their respective 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 budget 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 County Executive's budget.

Operating Budget Process**

This chapter provides a brief introduction to the County government, 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.

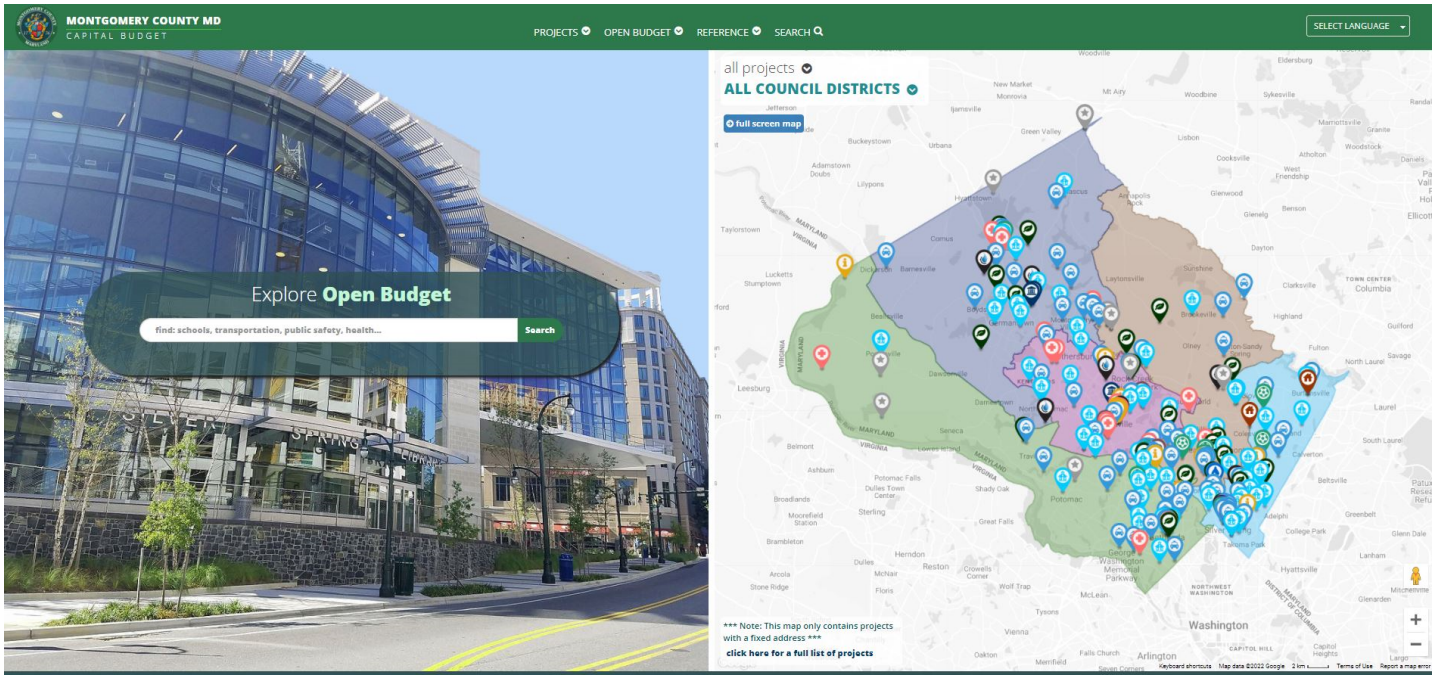
Capital Improvements Program (CIP)**

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
- American with Disabilities (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 Charter of Montgomery County, Maryland, to include recommendations on agency budgets for which the County Council sets tax rates or approves budgets. The County 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 County 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.

The Glossary contains definitions of terms, other technical 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 the 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 FY26 figures and some of the FY27 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 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 adjustments 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 a list 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 County 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 Charter of Montgomery County, Maryland, 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 of Montgomery County, Maryland 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 to Montgomery County Government, refers to the legal requirements for the annual budget process, and includes descriptions of government structure and government accounting methods and funds. A glossary of budget terms and concepts, including acronyms, is contained elsewhere in this publication.

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 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 (SAG) process for the operating budget is required by Section 305 of the Charter of Montgomery County, Maryland, and Chapter 20 of the Montgomery County Code.

The County Council must set Spending Affordability Guidelines 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 County 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 County 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 of Montgomery County, Maryland 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 FY27 Operating Budget development season, the County Executive conducted a number of operating budget forums; including the second forum to specifically focus on topics of interest among the Black/African American community; the first forum conducted simultaneously in Chinese, Korean, and Vietnamese; and the fifth 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 Charter of Montgomery County, Maryland. 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 FY27 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 FY26, the FY27 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 FY27 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 (Visualize, Normalize, Organize, and Operationalize), departments were asked to describe resource allocations that demonstrate their commitments to racial equity and social justice.
    - Visualize - Visioning process, lead with values and vision. Articulate a clear, shared vision for advancing racial equity and social justice that is reflected in its mission, strategic goals, or leadership priorities.
    - 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.

Each department was required to answer program-level questions for a program enhancement or reduction. Departments not reporting changes with service-level impacts did not respond to program-level questions. The program-level questions asked departments to:

- Explain the purpose of the program request, including envisioned outcomes, as well as identify primary or targeted beneficiaries;
- Identify disparities and/or inequities that are targeted by the program request;
- Describe how the program request 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 the 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; and
- 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 FY27 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 budget 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, and promote regenerative agriculture).

The Office of Management and Budget (OMB) then conducted a review of these climate-related budget requests and potential reductions. This year, OMB and the Climate Change Officer determined that additional consideration was unwarranted after the initial OMB review since there were limited and targeted proposed climate change related budget changes requested.

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 Charter of Montgomery County, Maryland requires the County Council to hold a public hearing not earlier than 21 days after receipt of the recommended operating budget from the County Executive.

Public hearings are advertised in newspapers, as required by law. Speakers must register with the Office of the County Council 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 FY27 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 of Montgomery County, Maryland 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 County 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 of Montgomery County, Maryland provide for County Executive veto or reduction of items in the budget approved by the County Council. The Charter of Montgomery County, Maryland 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 of Montgomery County, Maryland (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 of Montgomery County, Maryland 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 and 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 Water, 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 Acquisition 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

Tax-Supported Funds	Non-Tax Supported 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 Water

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.

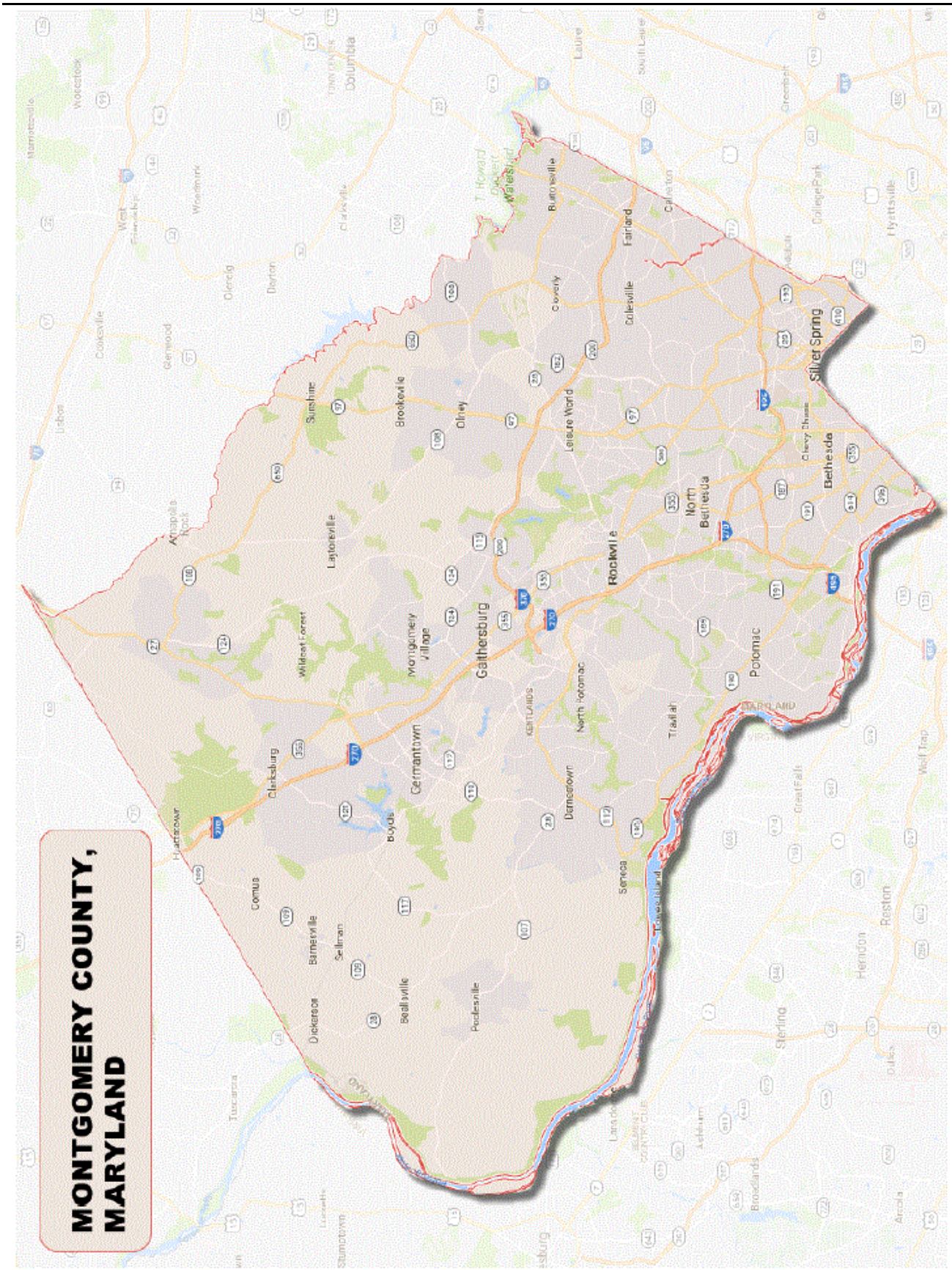
Restricted Donations Fund: accounts for donations and contributions received by the County that are restricted for use in specific County programs.

SPENDING AFFORDABILITY COMPARISON

(Dollars in Millions)

	A CATEGORY	B FY26 CC Approved 5-22-25	C FY26 Estimate	D FY27 CC SAG 2-10-26	E FY27 CE Recommended 3-13-26	F FY27 % Chg Rec / App	G FY27 $ Chg Rec / App
1	Property Tax	2,434.0	2,398.5		2,672.0	9.8%	238.0
2	Income Tax	2,274.2	2,342.0		2,317.3	1.9%	43.1
3	Transfer/Recordation Tax	154.2	158.1		176.5	14.5%	22.3
4	Other Tax	265.3	273.2		275.2	3.7%	9.8
5	General State/Fed/Other Aid	1,228.1	1,251.0		1,256.1	2.3%	27.9
6	All Other Revenue	259.3	250.5		258.8	-0.2%	(0.5)
7	**Revenues**	**6,615.2**	**6,673.3**		**6,955.8**	**5.1%**	**340.6**
8	Net Transfers In (Out)	(16.8)	(16.6)		(17.0)	1.1%	(0.2)
9	Set Aside: Potential Supplementals	-	-		-	n/a	-
10	Set Aside: Other Claims	2.7	2.5		-	-100.0%	(2.7)
11	Beginning Reserve: Total	931.9	1,146.8		954.7	2.4%	22.8
11a	Revenue Stabilization Fund	684.9	686.0		714.2	4.3%	29.3
11b	Reserve: Undesignated	247.1	460.8		240.5	-2.6%	(6.5)
12	**TOTAL RESOURCES**	**7,533.0**	**7,806.0**		**7,893.5**	**4.8%**	**360.5**
13	**APPROPRIATIONS**						
14	**Capital Budget:**						
15	CIP Current Revenue	(64.3)	(64.3)	(134.2)	(55.3)	-14.0%	9.0
16	CIP PAYGO	(29.2)	(25.7)	(29.0)	(34.0)	16.4%	(4.8)
17	**Operating Budget:**						
18	MCPS	(3,354.6)	(3,376.1)	(3,352.8)	(3,546.9)	5.7%	(192.3)
19	College, Total	(295.7)	(295.1)		(308.1)	4.2%	(12.4)
20	Less College Tuition	68.6	69.1		73.0	6.5%	4.4
21	College, Net	(227.1)	(226.1)	(216.3)	(235.0)	3.5%	(7.9)
22	County Government	(2,290.3)	(2,405.1)	(2,281.9)	(2,425.3)	5.9%	(135.0)
23	M-NCPPC	(182.6)	(182.6)	(181.9)	(190.8)	4.5%	(8.2)
24	Retiree Health Insurance Prefunding	(60.8)	(60.8)	(60.7)	(63.2)	4.0%	(2.4)
25	Other: (Unallocated) / GAP	-	-		-	n/a	-
26	**Total Operating Budget:**	**(6,183.9)**	**(6,319.7)**		**(6,534.2)**	**5.7%**	**(350.3)**
27	**Debt Service:**						
28	All County Debt Service	(408.3)	(404.8)	(471.5)	(431.0)	5.6%	(22.7)
29	M-NCPPC Debt Service	(7.9)	(7.9)	-	(8.0)	0.3%	(0.0)
30	MCG Long Term Leases (b)	(30.3)	(29.0)	-	(32.5)	7.2%	(2.2)
31	**TOTAL APPROPRIATIONS**	**(6,723.9)**	**(6,851.3)**	**(6,728.3)**	**(7,094.9)**	**5.5%**	**(371.0)**
32	(Incl. Capital, Operating & Debt Service)						
33	**Aggregate Operating Budget**	**(6,655.3)**	**(6,782.3)**	**(6,728.3)**	**(7,021.9)**	**5.51%**	**(366.6)**
34	(excludes College tuition)						
35	Revenue Stabilization Fund (new $s)	(30.0)	(28.2)		(22.0)	-26.8%	8.0
36	**Ending Reserve: Total**	**809.1**	**954.7**		**798.6**	**-1.3%**	**(10.5)**
37a	Revenue Stabilization Fund	**714.9**	**714.2**		**736.1**	**3.0%**	**21.3**
37b	Ending Reserve: Designated	-	-		-	n/a	-
37c	Ending Reserve: Undesignated	**94.2**	**240.5**		**62.5**	**-33.7%**	**(31.7)**
38	**Maximum AOB without 7 votes**	**(6,594.7)**			**(6,817.7)**		
39	(Prior Year AOB + Inflation as shown)	**3.25%**			**2.44%**		

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
Damascus
Poolesville
Barnesville
Dickerson
Comus
Boyds
Montgomery Village
Wildwood Forest
Travilah
North Potomac
Seneca
Darnestown
Fairland
Colesville
Burtonsville
Cloverly
Takoma Park
Hyattsville
College Park
Greenbelt
Reston
Herndon
Sterling
Great Falls
Wolf Trap
Tysons
Arcola
Broadlands
Ashburn
Leesburg
Lansdowne
Potomac Heights
Tuscarora
Oatlands
Waterford
Lucketts
Stumptown
Woodstock
Mannsville
Woodbine
Lisbon
Glenwood
Clarksville
Columbia
Derwood
Laurel
South Laurel
Greenbelt
Annapolis Rock
Hyattstown
Damascus
Olney
Cloverly
Fairland
Colesville
Burtonsville
Takoma Park
College Park
Hyattsville
Greenbelt
Reston
Herndon
Sterling
Great Falls
Wolf Trap
Tysons
Arcola
Broadlands
Ashburn
Leesburg
Lansdowne
Potomac Heights
Tuscarora
Oatlands
Waterford
Lucketts
Stumptown
Woodstock
Mannsville
Woodbine
Lisbon
Glenwood
Clarksville
Columbia
Derwood
Laurel
South Laurel

MONTGOMERY COUNTY PUBLIC DOCUMENTS

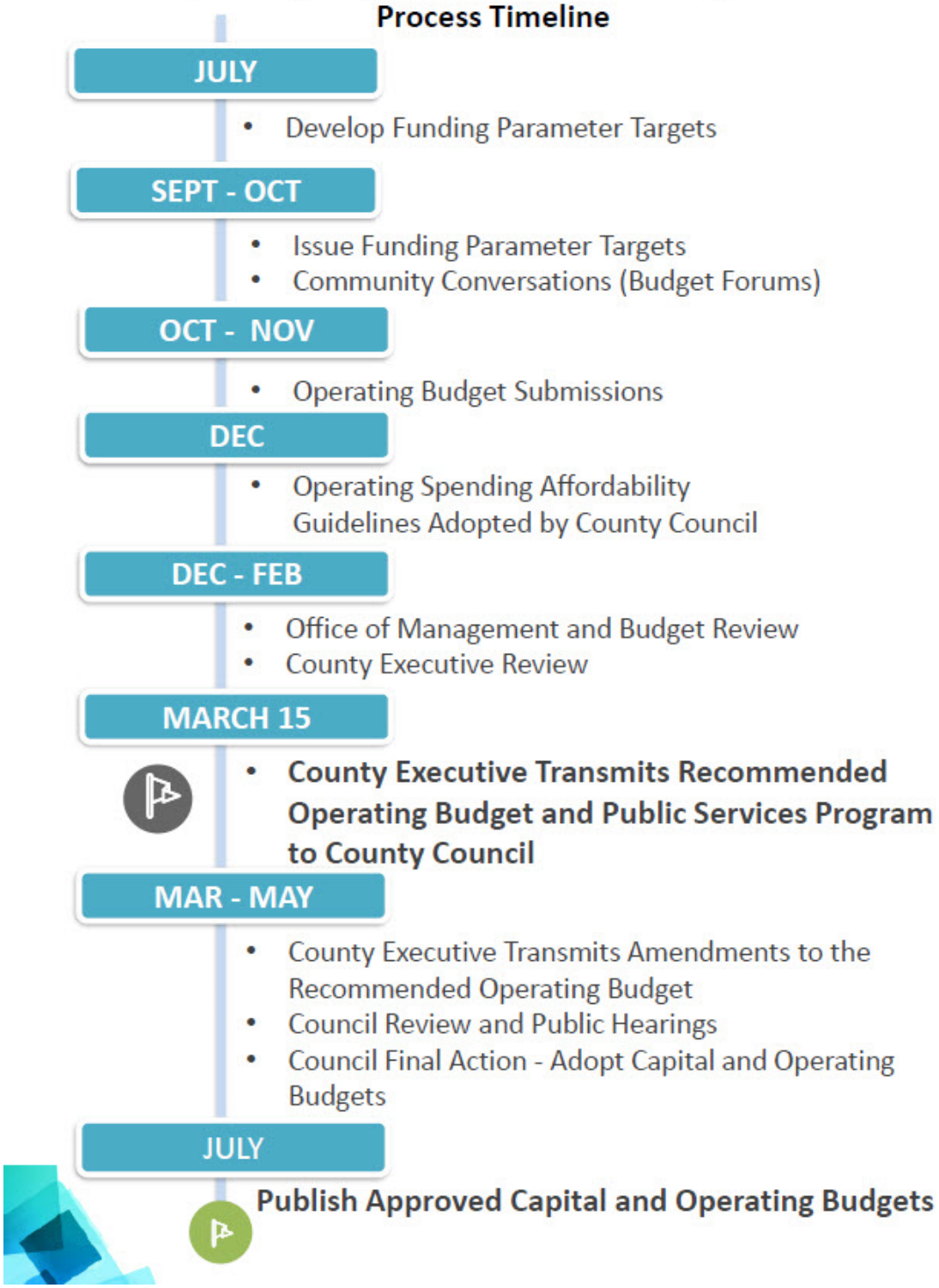
Annual Budgets and Growth Policy Information

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 Water*	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 Water*	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 Water*	www.montgomerycountymd.gov/omb Reference copies at public libraries Office of Management and Budget (240-777-2800)
mid-July (odd calendar years)	**Approved Operating and Capital Budgets, and Approved Amendments to the Capital Improvements Program** *PSP and CIP Appropriation and Approval Resolutions; Operating and Capital Budget Summaries; and selected Project Description Forms for County Government Programs, HOC, Revenue Authority, MCPS, Montgomery College, M-NCPPC, and WSSC Water*	Reference copies at public libraries Office of Management and Budget www.montgomerycountymd.gov/omb (240-777-2800)
August 1 (every four years)	**Planning Board Recommended Growth Policy - Final Draft**	Reference copies from M-NCPPC (301-495-4610)

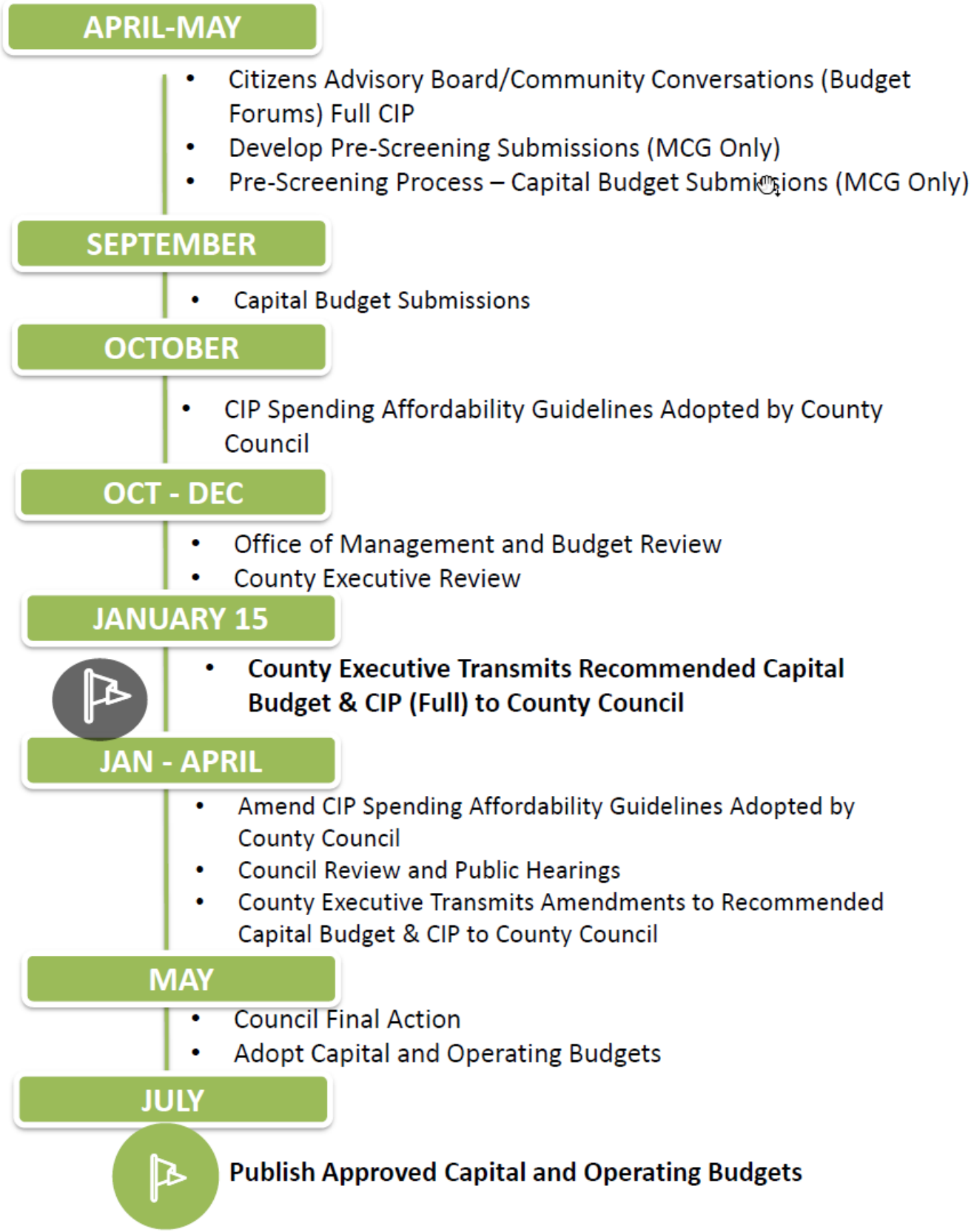
Annual Financial, Economic and Other Sources of Information

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

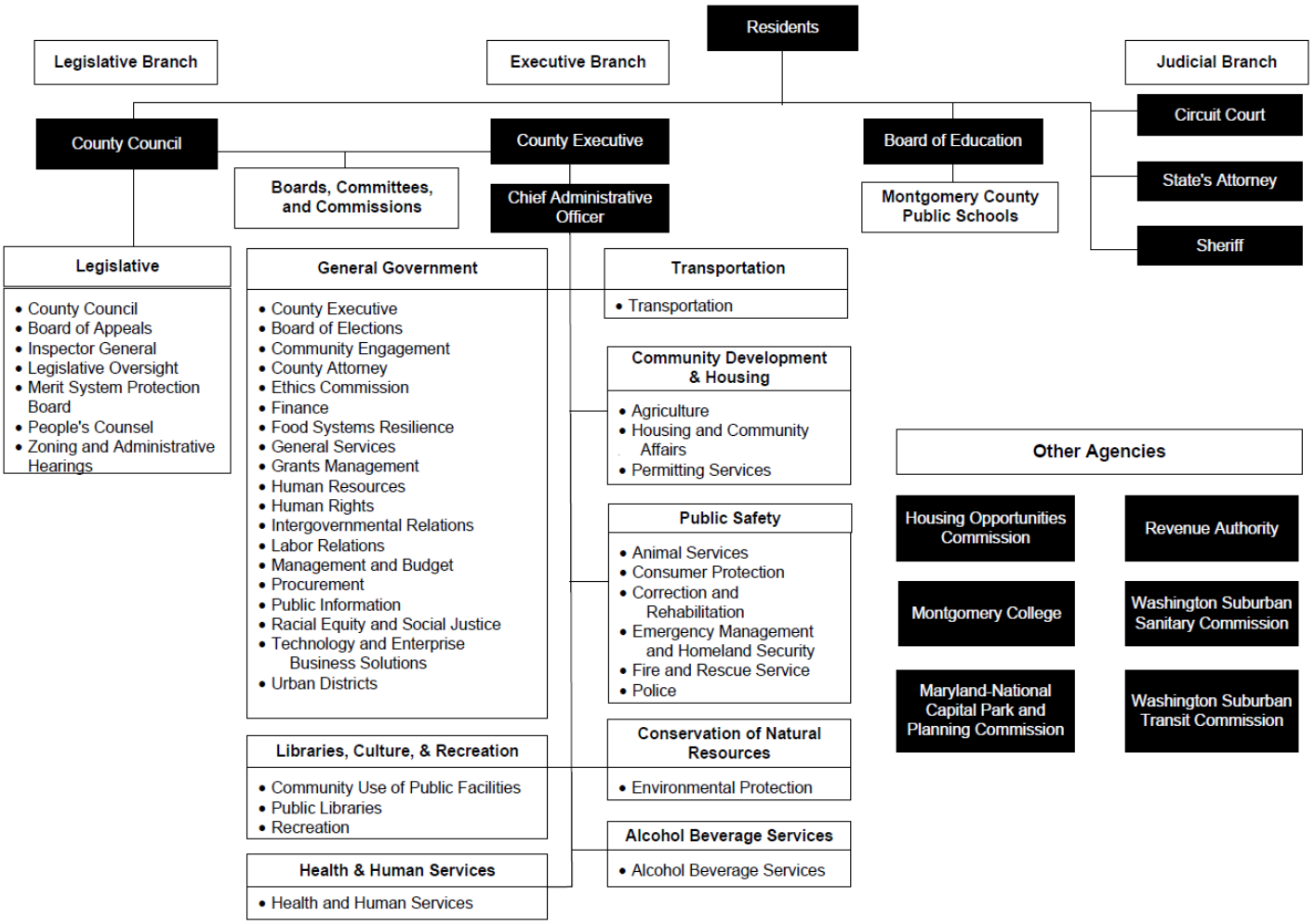
Operating Budget & Public Services Program Process Timeline



Capital Budget (Annual) & Capital Improvements Program (CIP) (Full) Process Timeline



Montgomery County, Maryland
Functional Organization Chart



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 and capital expenditures must conform with GAAP standards. This involves the separate identification of, and accounting for, the various operating and capital 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 in FY21-25. Reserves for FY26 were budgeted at 11.2 percent but due to a combination of strong tax revenue growth and lower than budgeted expenditures, they are projected to further increase in FY26 to 13.3 percent. Reserves are forecast to be 10.6 percent at the end of FY27.

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 10 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. Due to a shortfall in revenues, proposed amendments to the current year (FY26), would reduce PAYGO to $2.3 million below the 10 percent policy level. The amendments would adjust PAYGO at 9.2 percent of bonds planned for issuance. In FY27, PAYGO is recommended at the policy level, and FY28-32 are as well.

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, debt service fund, 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 FY26 with reserves of $951.1 million, $237.5 million more than needed to meet the County's policy of maintaining ten percent of adjusted governmental revenues in reserve.

For FY27, the County faces continued uncertainties regarding Federal grants, federal fiscal policy, and employment. The budget assumes a cushion of reserves to reduce the impact of new Federal priorities and cover necessary costs. Income tax revenues are projected to increase by 1.9 percent in FY27, although changes at the Federal level may impact that number.

Transfer and recordation taxes were flat in FY26, but revenues from these sources are forecasted to grow 14.6 percent in FY27, with stronger growth expected in FY28. 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.

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 11.0 cent supplementary property tax that is dedicated solely to MCPS, an increase of 6.3 cents from FY26.

For FY27, it is estimated that the County will end the year with $781.9 million in reserves, equal to a reserves percentage of 10.6 percent of adjusted gross revenue. This is 0.6 percentage points above the policy level and equates to $44.6 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 in combination with the RSF, 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. After exceeding 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 worked with County Council and the County's financial advisors to update the reserve policy and the Revenue Stabilization Fund to better reflect current circumstances as the County strives to balance fiscal prudence with residents' needs and a desire to limit unnecessary taxation. The new reserve policy is with the County Council for consideration.

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 FY26, the actuarial analysis assumed an actuarial determined contribution (ADC) that was $13.5 million less than the pay-as-you-go amount, and in accordance with the new policy, the FY26 budget assumed utilization of $13.5 million to pay for a portion of retiree health care benefits costs. In FY27, the Actuarial analysis assumed an ADC that was $34.5 million less than the pay-as-you-go amount, and the FY27 budget assumes utilization of $34.5 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 FY27-32 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 at 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.

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 FY27 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 FY27-32 Recommended CIP, PAYGO is at 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.

The County Council may also create a development district pursuant to the same legislation whose real property tax increment can be used to repay bonds that are issued to finance the infrastructure improvements needed to allow the development to proceed. This tax increment is not an additional tax, but the incremental real property tax derived from the growth in the assessed value in the district that occurs because of the new development. Only the tax increment from the district is pledged to repayment of the bonds. The County's general tax revenues are not pledged.

Systems Development Charge (SDC). This charge, enacted by the 1993 Maryland General Assembly, authorizes WSSC Water to assess charges based on the number and type of plumbing fixtures in new construction, effective July 19, 1993. SDC revenues may only be spent on new water and sewage treatment, transmission, and collection facilities.

POLICIES FOR GOVERNMENTAL MANAGEMENT

Productivity

The County will seek continuous improvement in the productivity of County programs in terms of quantity of services relative to resources expended, through all possible strategies.

Employee Involvement

The County will actively encourage and make use of the experience and expertise of its workforce for optimum program effectiveness and cost-efficiency of public service delivery through training, teamwork, employee empowerment, and other precepts of quality management.

Intergovernmental Program Efforts

The County will seek program efficiencies and cost savings through cooperative agreements and joint program efforts with other County agencies, municipalities, regional organizations, and the State and Federal governments. The County will also actively seek funding from other governmental sources to further mutual policy goals.

Alternative Service Delivery

The County will consider obtaining public service delivery through private or non-profit sectors via contract or service agreement, rather than through governmental programs and employees, when permitted by law, is cost effective, and is consistent with other public objectives and policies.

Risk Management

The County will control its exposure to financial loss through a combination of commercial and self-insurance. The County will self-insure against all but the highest cost risks, and aggressively control its future exposure through a risk management program that allocates premium shares among agencies based on loss history.

Employee Compensation

The County will seek to provide total compensation (pay plus employee benefits) that is comparable to jobs in the private sector, comparable among similar jobs in County departments and agencies, and comparable between employees in collective bargaining units and those outside such units.

The government will act to contain the growth of compensation costs using various strategies to include: organizational efficiencies within its departments and agencies, management efficiencies within its operations and service delivery, and productivity improvements within its workforce.

Pension Funds

The County will, to assure the security of benefits for current and future retirees and the solvency of the Employee Retirement System of Montgomery County, provide for the judicious management and investment of the fund's assets through the Board of Investment Trustees (BIT), and strive to increase the funding ratio of assets to accrued liability. The BIT also selects the service providers and investment options available for employees participating in the Retirement Savings Plan and the Deferred Compensation Plan. The Montgomery County Union Employees Deferred Compensation Plan is administered by the three unions representing Montgomery County employees.

Retiree Health Benefits Trust

Over an eight-year period beginning with FY09, the County phased-in full pre-funding of its Actuarially Determined Contribution (ADC), from the previous pay-as-you-go approach, beginning with contributions to one or more trust funds established for that purpose. This approach allows the County to use a discount rate higher than its operating investment rate for accounting and budgeting purposes, which results in lower costs and liabilities than if the County did not have a Trust in place. In FY15, full pre-funding was reached, and the County applied a policy of contributing the full ADC in each budget. The full ADC is budgeted as two types of expenses - pay-as-you-go costs and pre-funding contributions. The actuarial valuation for FY27 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 FY27 budget adheres to the policy. With the 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 supplementary property tax, which continued in FY25 and FY26. In FY27, an additional 6.3 cent supplementary property tax is proposed, for a total supplementary property tax of 11.0 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's local personal income tax will increase from 3.2 percent to 3.3 percent in FY27, within the limits specified in the Maryland Annotated Code, Tax-General Article, Section 10-106. The increased rate, if adopted, will become effective January of 2027 and is estimated to generate $21.9 million in FY27.

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.

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.

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 safely preserve principal, provide sufficient

liquidity to meet cash flow requirements, and maximize financial return while conforming to all State of Maryland laws and County statutes governing the investment of public funds. 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 FY26 were budgeted at 11.2 percent but due to strong tax revenue growth and lower than budgeted spending, they are now projected to be 13.3 percent in FY26. Reserves are forecast to be 10.6 percent at the end of FY27.

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

	FY26 Approved Ending Fund Balance	FY27 Recommended Ending Fund	Change in Fund Balance	% Change
TAX SUPPORTED				
Montgomery County Government				
County General Fund	70,161,989	45,764,740	-24,397,249	-34.8%
Bethesda Urban District	185,400	102,169	-83,231	-44.9%
Fire	336,956	580,982	244,026	72.4%
Mass Transit	117,645	330,482	212,837	180.9%
Recreation	379,237	98,814	-280,423	-73.9%
Revenue Stabilization Fund	714,868,384	736,145,786	21,277,402	3.0%
Silver Spring Urban District	270,136	135,902	-134,234	-49.7%
Wheaton Urban District	61,150	96,507	35,357	57.8%
Montgomery College				
Emergency Repair Fund	789,738	503,556	-286,182	-36.2%
Current Fund MC	15,289,862	8,249,229	-7,040,633	-46.0%
Maryland-National Capital Park and Planning Commission				
Administration Fund	1,543,777	1,612,093	68,316	4.4%
Park Fund	5,830,639	5,751,888	-78,751	-1.4%
NON-TAX SUPPORTED				
Montgomery County Government				
Cable Television	-2,452,713	897,668	3,350,381	N/A
Water Quality Protection Fund	8,711,000	10,620,541	1,909,541	21.9%
Bethesda Parking District	5,615,428	5,348,939	-266,489	-4.7%
Community Use of Public Facilities	-263,606	933,604	1,197,210	N/A
Liquor Control	5,046,356	5,158,410	112,054	2.2%
Permitting Services	26,385,695	12,015,442	-14,370,253	-54.5%
Silver Spring Parking District	-595,504	42,560	638,064	N/A
Solid Waste Collection	4,473,902	5,688,791	1,214,889	27.2%
Vacuum Leaf Collection	1,689,902	1,052,177	-637,725	-37.7%
Wheaton Parking District	2,172,847	3,023,973	851,126	39.2%

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, FY24, and FY25 and is projected to do so in FY26 and FY27.
- 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.
▪ Current Fund MC	The change in fund balance is primarily due to the use of fund balance in FY26 to fund the budget and not being available in FY27.
▪ 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 change in fund balance is due to the use of fund balance in FY25 and the anticipated use of fund balance in FY26.
▪ 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 FY25 actual ending fund balance carrying forward to FY27.
▪ Community Use of Public Facilities	The change in fund balance is due to a fee increase and higher revenue projections.
▪ Silver Spring Parking District	The change in fund balance is due to reductions made to Capital projects to ensure a positive fund balance.
▪ Wheaton Parking District	The change in fund balance is due to previous year revenues coming in higher than anticipated and the elimination of Urban District transfers starting in FY27.
▪ Permitting Services	The change is fund balance is due to lower revenue and higher operating costs. Increases are planned for Commercial and Residential fees in FY27.
▪ Solid Waste Collection	The increase in the fund balance is in line with the new Solid Waste Financial Management Plan, which calls for Collection Fund reserves to be between 25% and 30% of resources. Rates are set so that the fund will meet its target in FY27, with reserves at 29.7% of resources.
▪ Vacuum Leaf Collection	The FY27 ending fund balance decreased due to increased expenditures while maintaining the same fee schedule for FY26 and FY27, which lead to level revenues. The maintenance level funding brought the balance closer to the targeted amount.

Revenues

INTRODUCTION

This chapter describes the revenue sources, both tax supported and non-tax supported, used to fund the County Executive's Recommended FY27 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 FY27 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 Metropolitan Washington Council of Governments (COG) and are based on fiscal and economic data and analyses used or prepared by the Department of Finance (Finance). A Demographic and Economic Assumptions chart located at the end of this chapter provides several demographic and planning indicators.

- County population will continue to increase from 1,082,273 in 2024 (Census) to 1,150,536 by 2034. This reflects an average annual growth rate of 0.6 percent.
- Current projections estimate the number of households to increase from 389,161 (Census) in 2024 to 413,707 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 child day care demand, are projected to gradually increase from an estimated 12,000 in 2025 to 13,140 by 2032.
- The County expects Montgomery County Public Schools student enrollment to decrease by 6,835 between FY26 and FY32.
- Montgomery College full-time equivalent student enrollments are projected to increase from 15,515 in FY26 to 18,737 in FY30.

Economic Assumptions

Despite increased national economic volatility in calendar year (CY) 2025, Montgomery County's economy experienced growth with higher resident income levels and median home prices. However, flat residential employment and little growth in home sales hint at the challenges to achieving the county's full economic potential. These mixed signals provide support for continued revenue growth in the short term but possibly warn that in the longer term this growth may not be sustainable.

The FY27 budget revenue forecast incorporates the assumption that the United States will not experience a recession in the coming year. There is considerable uncertainty regarding Federal policies and actions as well as concerns that economic growth rests upon limited industry sectors. However, local economic indicators remain consistent with continued economic growth, supporting the decision not to incorporate a recession and assume a reduced revenue growth rate in Montgomery County.

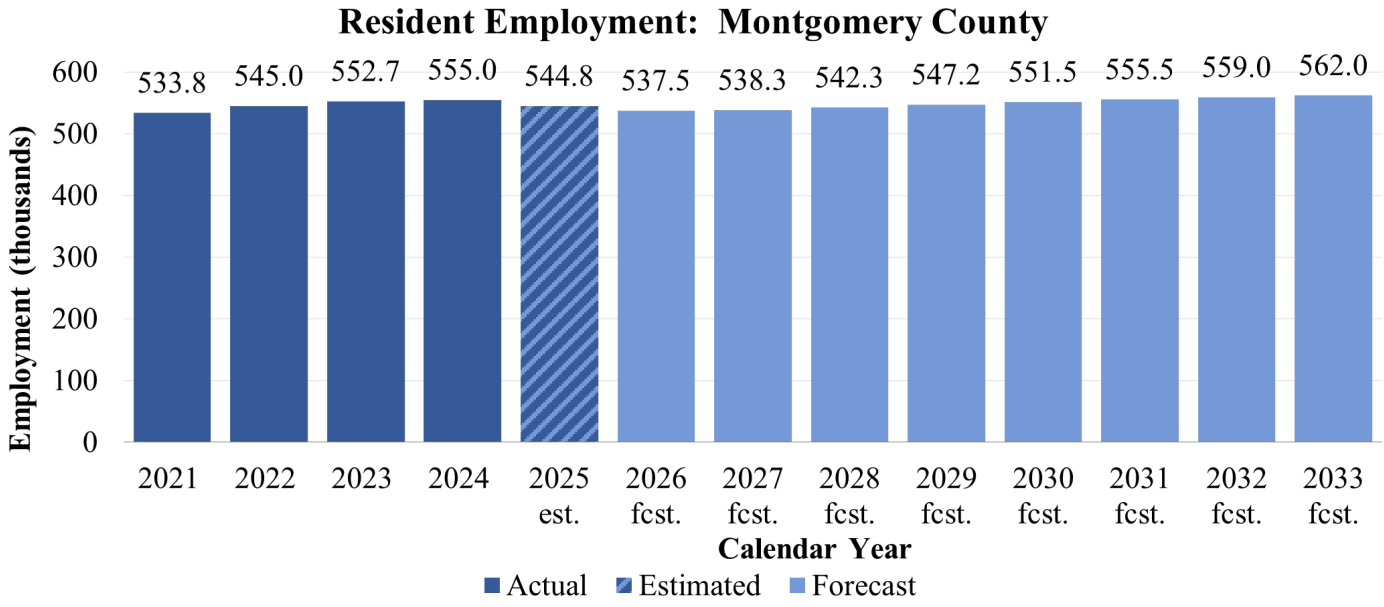
ECONOMIC OUTLOOK

The forecast for the local economy is also mixed. While resident income levels are anticipated to continue growing consistent with long-term trends, resident employment and jobs located in Montgomery County (payroll employment) are expected to stagnate throughout the forecast period. The slow growth in both resident employment and payroll employment could generate headwinds that limit local economic activity and ultimately result in disappointing revenue growth.

Employment

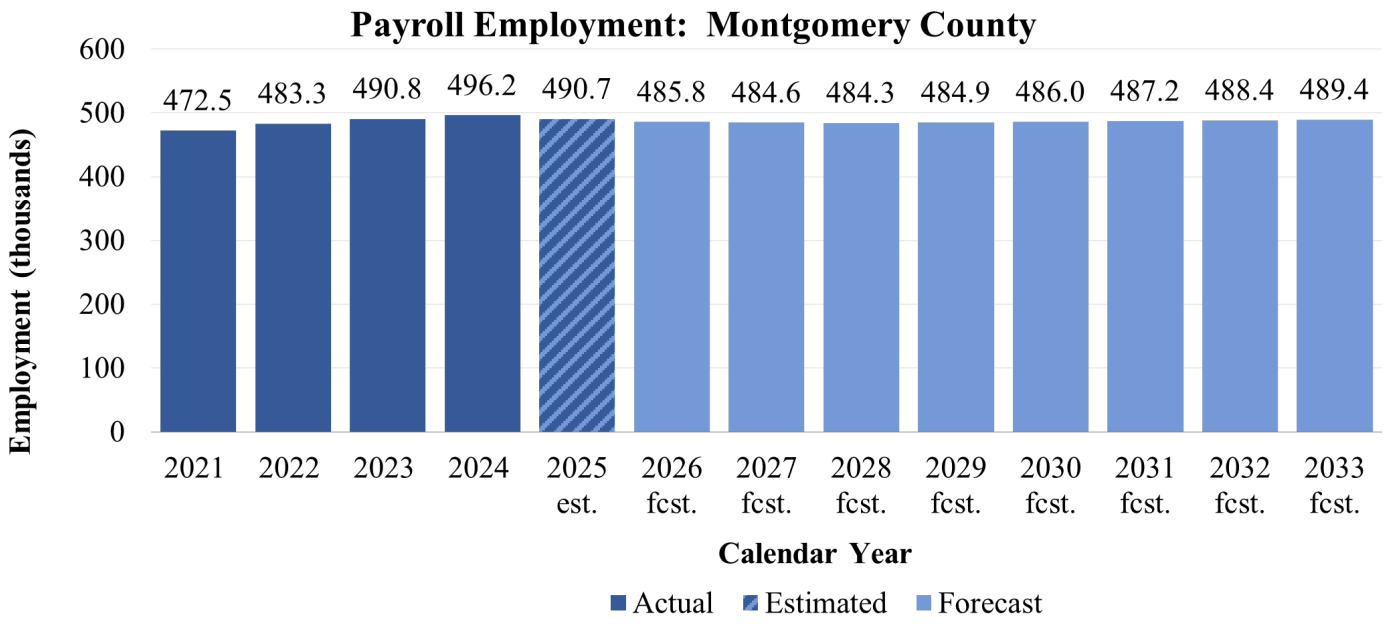
Resident employment refers to the number of residents employed, regardless of whether that job is located in Montgomery County or elsewhere. As Montgomery County's income tax is imposed on residents, regardless of where income is earned, resident employment is a key indicator for income tax revenues.

Based on data from the Maryland Department of Labor, Licensing and Regulation (DLLR) and the Bureau of Labor Statistics, U.S. Department of Labor, resident employment declined by 1.84 percent from CY2024 to CY2025, a second year in which resident employment growth has slowed. Finance forecasts that resident employment will again decline in CY2026 and will increase at an average annual rate of 0.4percent from CY2025 to CY2033. Due to this slow growth rate resident employment is expected to next exceed its recent CY2024 high in CY2031.



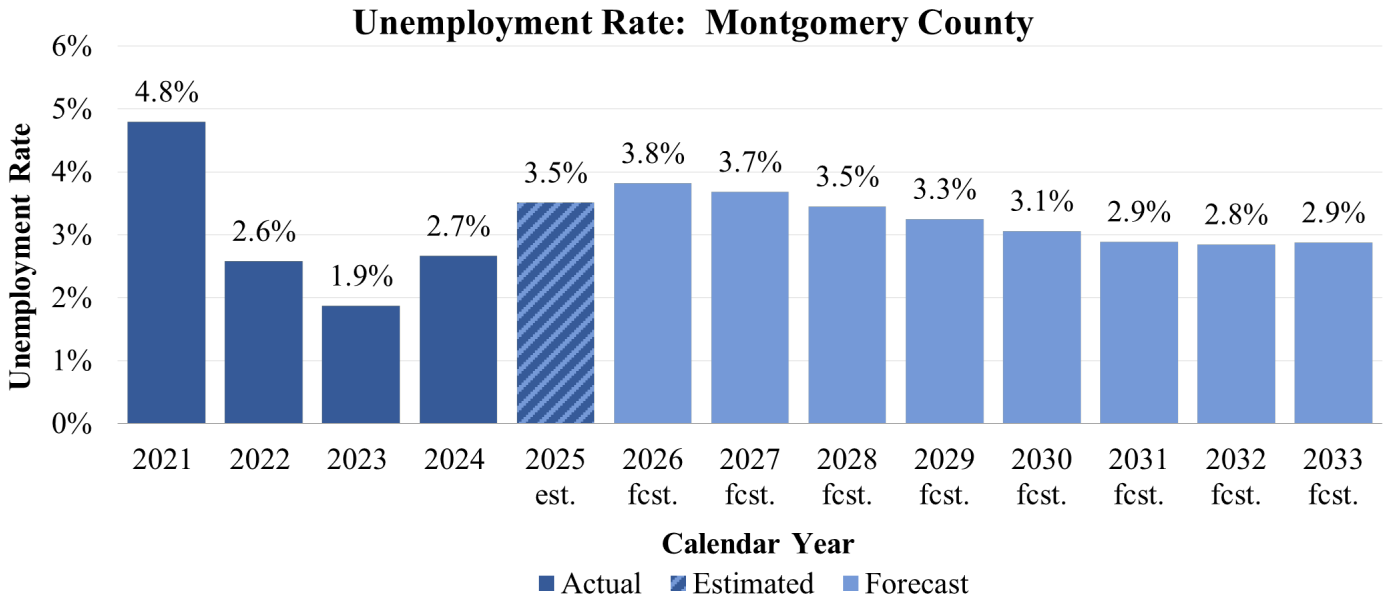
SOURCES: Maryland Department of Labor, Licensing and Regulation; Moody's Analytics; Montgomery County Department of Finance

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, indicative of the strength of the local economy. Finance assumes that payroll employment will remain essentially unchanged from CY2025 to CY2032, with modest increases or decreases in each year.



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 CY2025 the County's unemployment rate continued to climb, reaching 3.5 percent. This is the result of the labor force declining by 5,575 people but resident employment declining even more by 10,210. Finance assumes that unemployment will peak at 3.8% in CY2026 and that the economy will then approach near full employment with the unemployment rate declining to 3.1 percent by CY2030.



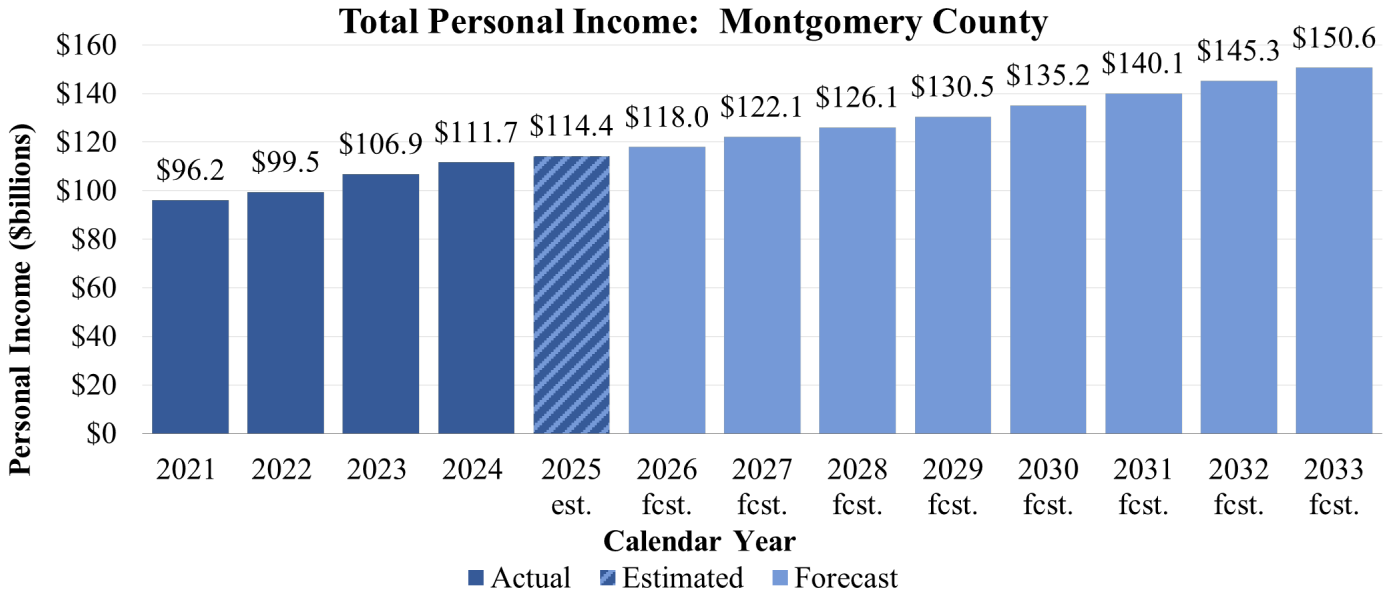
SOURCES: Bureau of Labor Statistics, Local Area Unemployment Statistics; Montgomery County Department of Finance

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, 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.

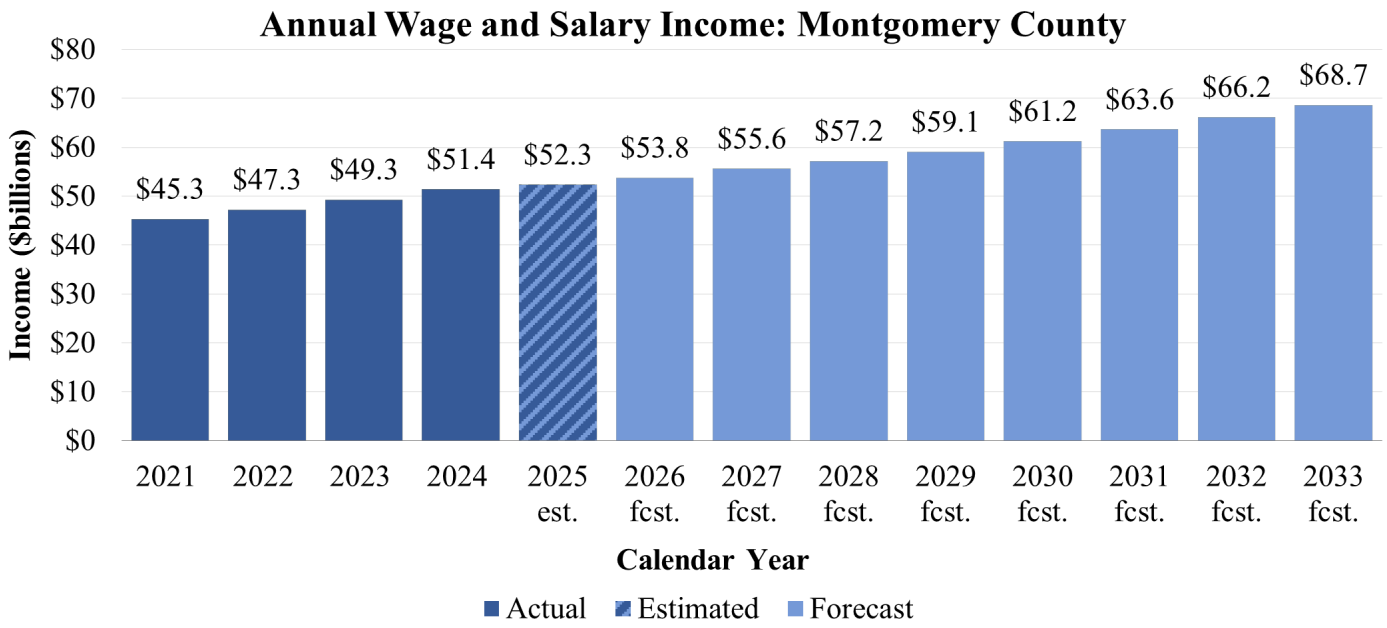
Total personal income grew steadily coming out of the pandemic, at an annualized 4.73 percent pace from CY2020 to

CY2025, reflecting the strength in the regional labor market and growth in household finances during this period. Finance assumes that total personal income in Montgomery County will continue to grow, increasing at an average annual rate of 3.50 percent from CY2025 to CY2033, an indication that income tax may continue increasing though at a somewhat reduced pace in nominal terms.



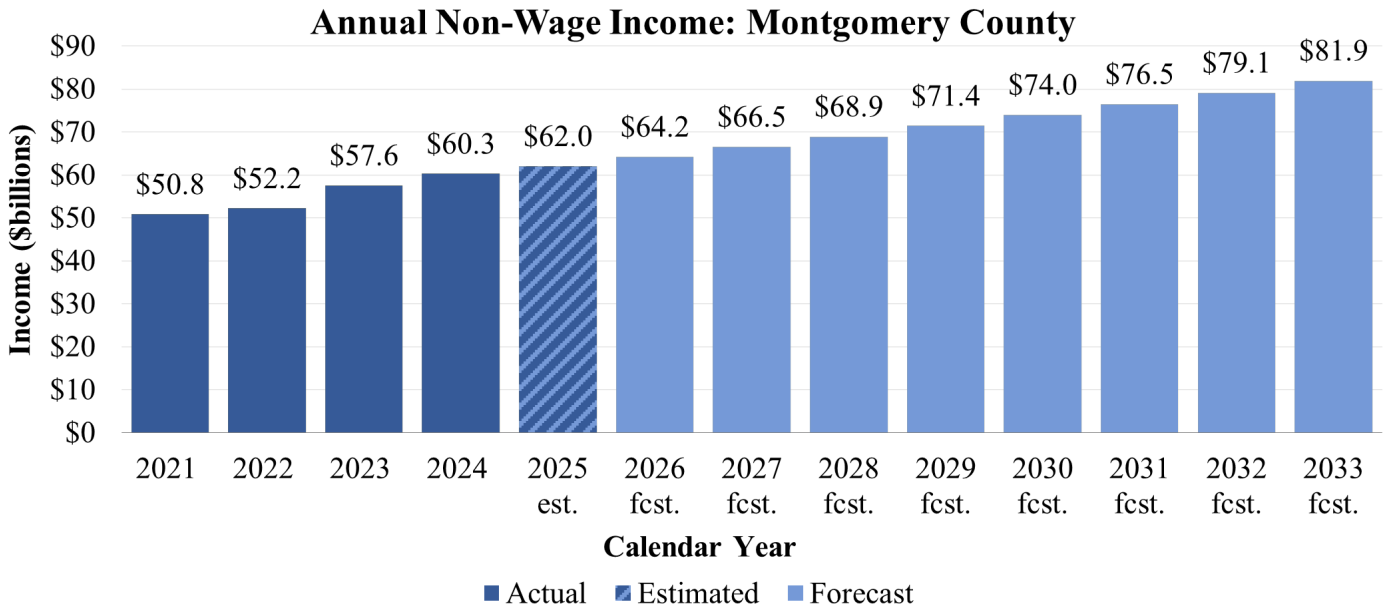
SOURCES: Bureau of Economic Analysis, U.S. Department of Commerce; Moody's Analytics; Montgomery County Department of Finance

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. Finance 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 4.8 percent annualized pace from CY2020 to CY2025 and is expected to continue growing at a 3.6 percent annualized pace from CY2025 to CY2033. This growth rate is despite the fact that the number of employed residents is expected to experience little change 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 proprietor/s income, transfer receipts, and dividends (see note below for specific components). Finance forecasts that non-wage income in Montgomery County will increase at an average annual rate of 3.7 percent from CY2025 to CY2033, a slower pace than the 5.1 percent average annual growth from 2020 to 2025.



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

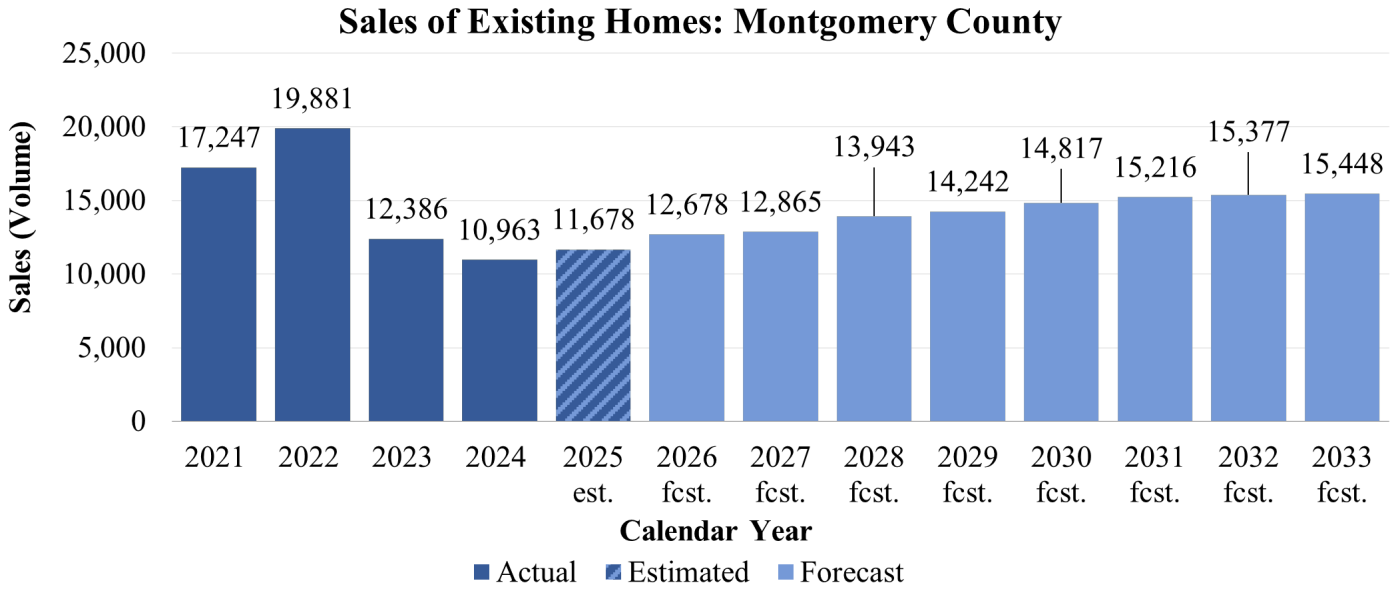
[1]Non-wage income is the sum of proprietor's income, supplements to wages and salaries, transfer receipts, dividends/interest /rents, adjustment for residence, less contributions for government social insurance.

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.

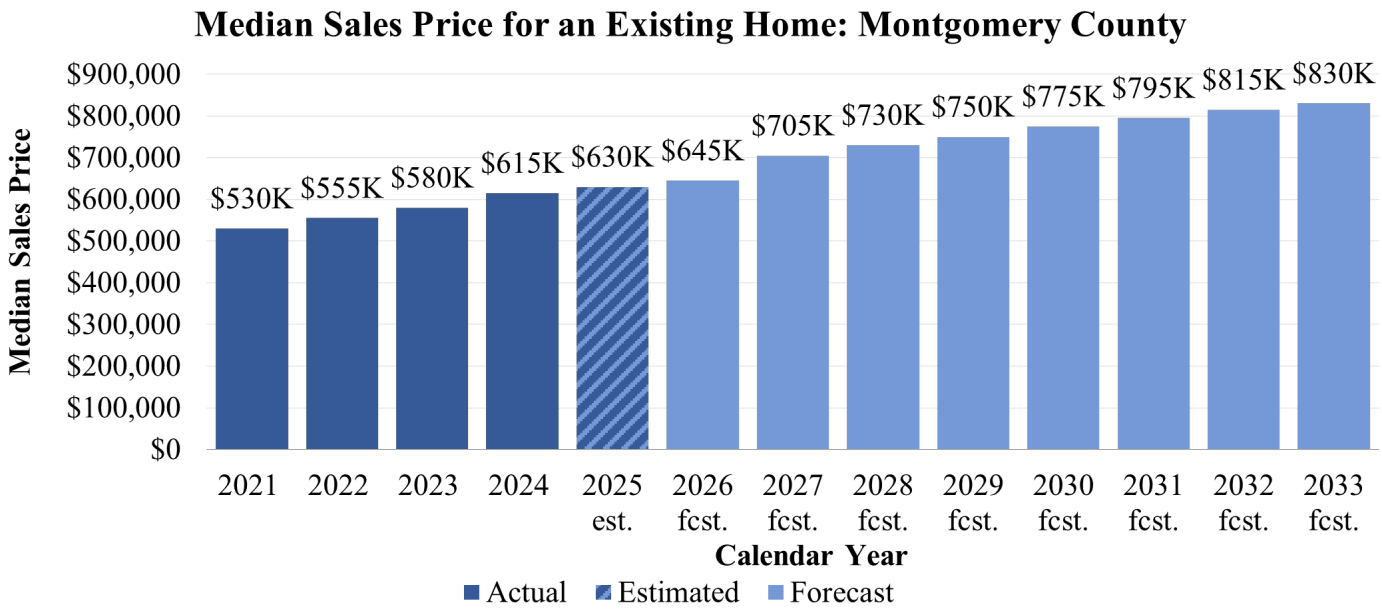
Finance anticipates that sales of existing homes will continue recovering from the reduced pace experienced since CY2023 when the Federal Reserve began raising interest rates. This forecast does depend upon the home sale market continuing to unlock as mortgage rates continue to moderate and more households experience a need to move despite the higher interest rate for a new mortgage. Finance anticipates home sales will eventually plateau around 15,000 sales annually, below the levels experienced during the COVID pandemic.



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 5.6 percent average annualized pace from CY2019 to CY2025. Finance expects home price growth to moderate to a 3.5 percent average annualized pace of growth from CY2025 to CY2033.

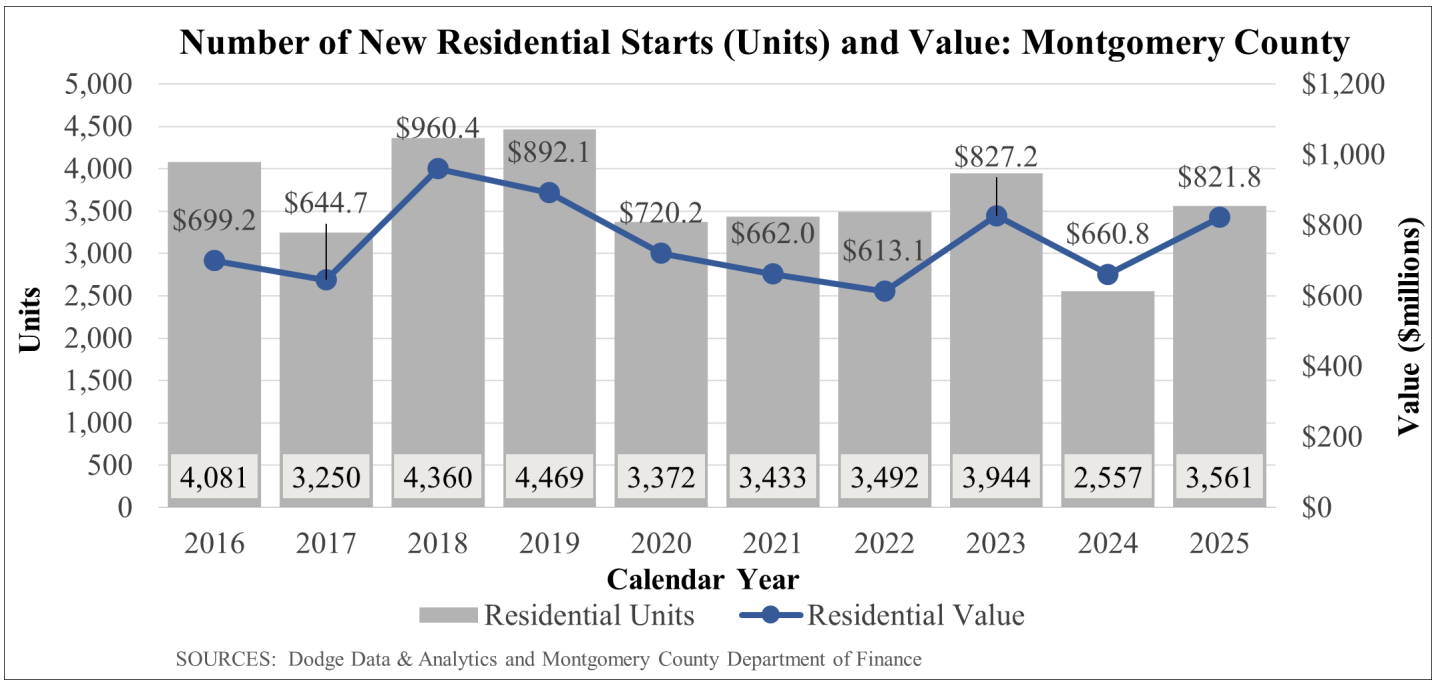


SOURCES: Metropolitan Regional Information Systems, Inc.; Moody's Analytics; Montgomery County Department of Finance

Construction Activity

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

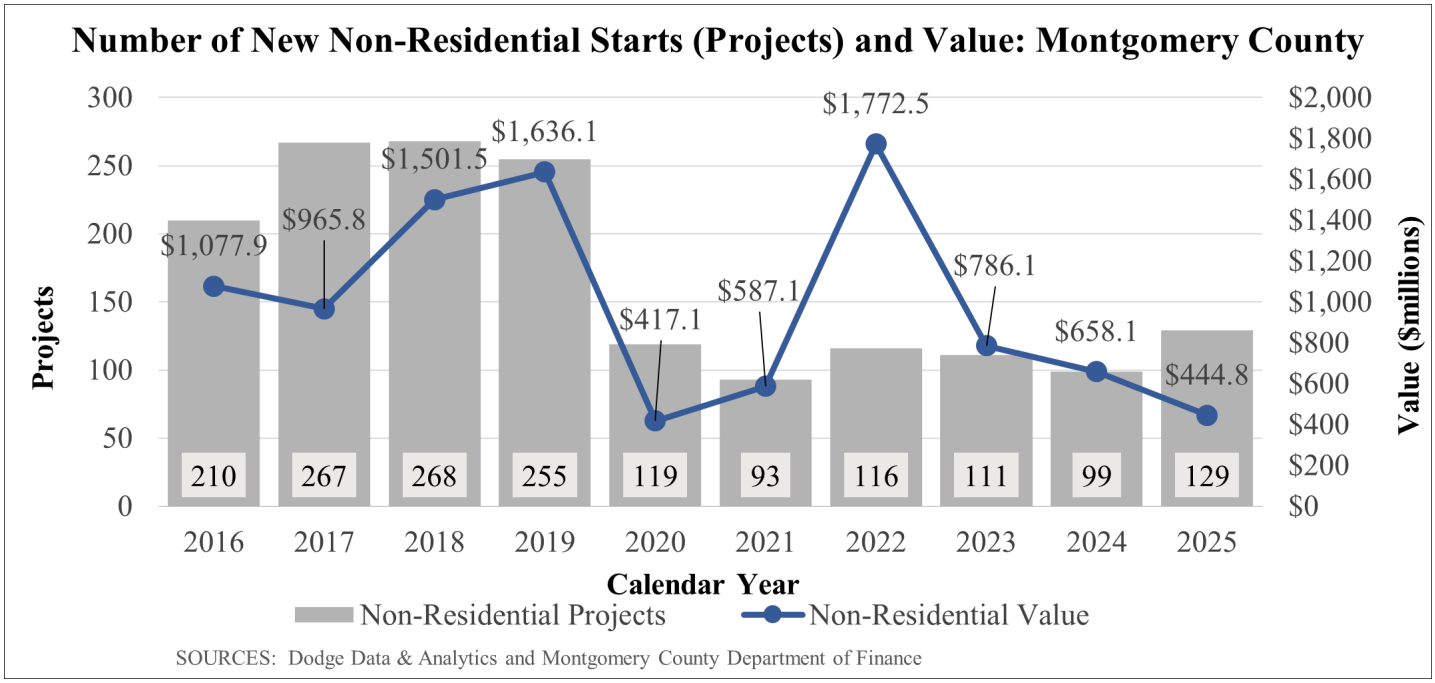
Some concern noted in the press that Montgomery County is attracting less residential construction investment is not apparent in the data on the number of residential units under construction. The number of new residential units and the total value of those units increased in CY2025, up 39.3 percent and by 24.4 percent respectively. 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 remains lower than its pre-CY2019 trend. Finance attributes this decline to the disruption COVID-19 caused to the use of space and by

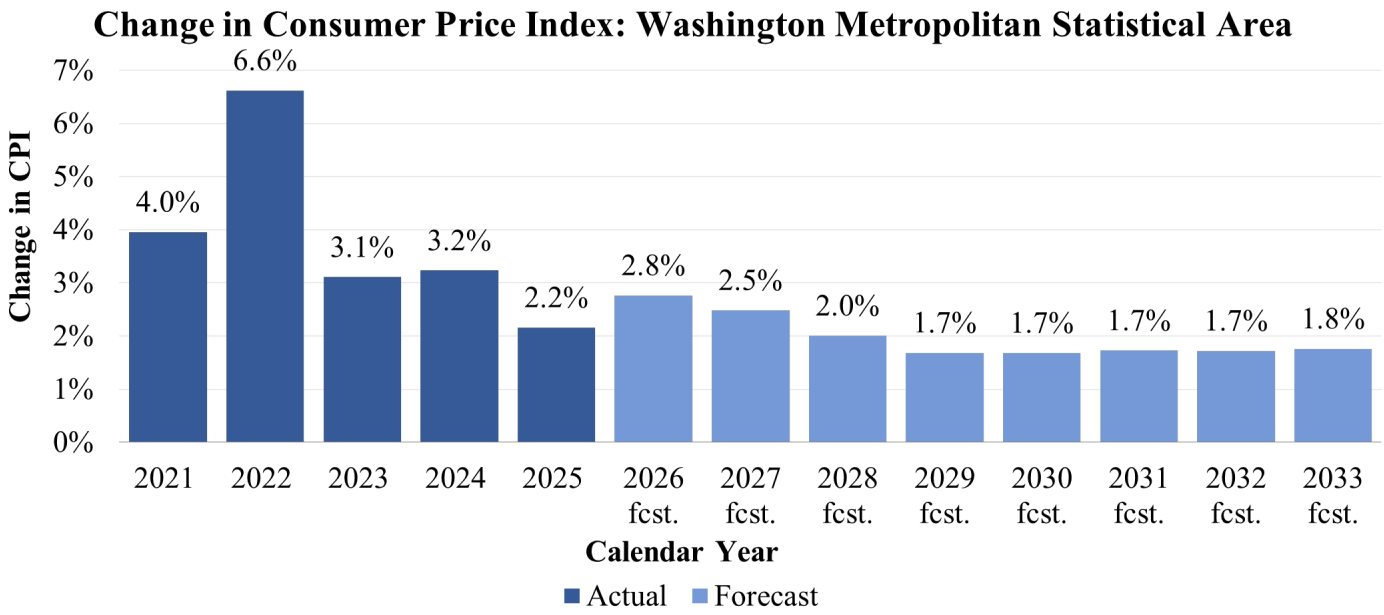
extension the non-residential real estate market. Non-residential projects continued at this lower rate in CY2025 with little change since CY2019 in number of projects and except for CY2022, in the value of those projects.



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.

Finance assumes that inflation in the Washington-Arlington-Alexandria, DC-VA-MD-WV metropolitan statistical area will increase modestly in CY2026 but then moderate and remain at or below the Federal Reserve's stated target of 2 percent from CY2028 to CY2023.

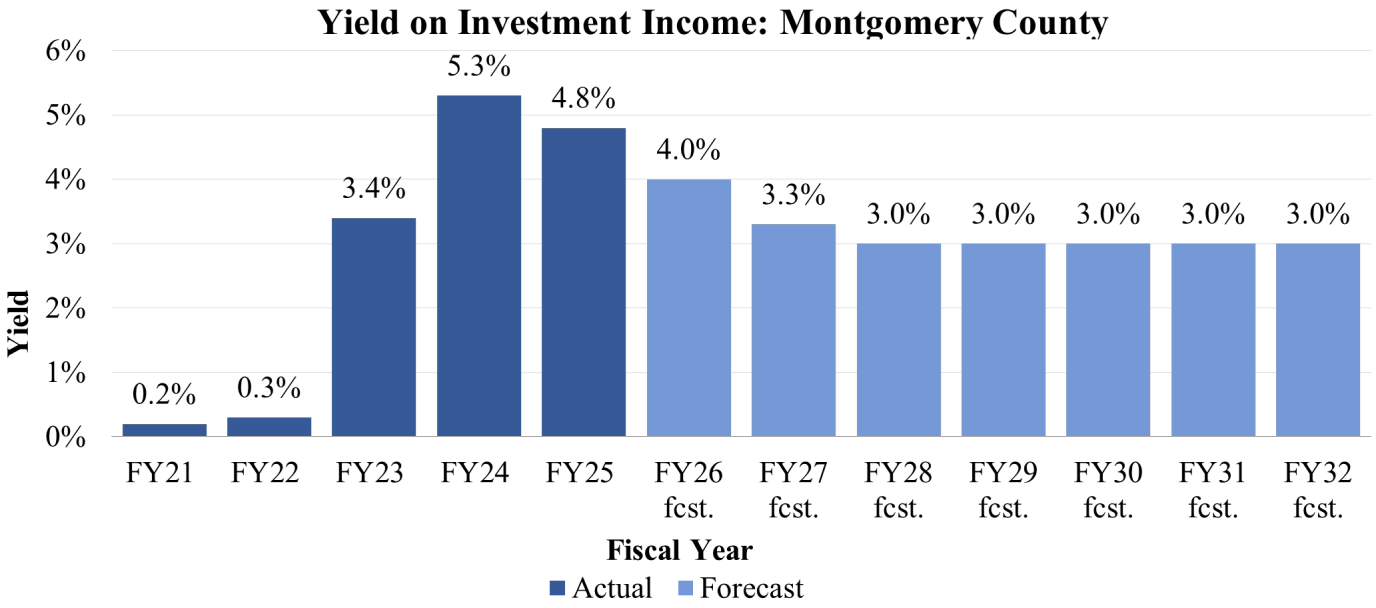


SOURCES: Bureau of Labor Statistics, U.S. Department of Labor; Moody's Analytics; Montgomery County Department of Finance

Interest Rates

Montgomery County invests public funds 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 fiscal year (FY) 2022 to FY24 increased investment yields, with the County earning 5.3 percent rate on its short-term portfolio for FY24 and 4.8% in FY25. The Federal Reserve began lowering interest rates during 2024 and Montgomery County's investment yield has commensurately begun to fall. Finance expects the yield on investment income to continue declining to 4.0 percent in FY26, and 3.3 percent in FY27 before reaching an assumed level of 3 percent at the end of the forecast period. This assumed level from FY27 on reflects a reasonable premium on the Federal Reserve's stated goal of 2 percent inflation.



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 Tax-Supported Revenues" section of this chapter.

Non-tax supported funds represent another type of financial burden on households and businesses and, therefore, are 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, M-NCPPC, and WSSC in the relevant sections of this document. See the MCPS Budget Document for six-year projections of MCPS funds. Projections for revenues funding County government appropriations are provided to the Council and public as fiscal projections. Such projections are based on estimates of County income from its own sources such as taxes, user fees, charges, and fines, as well as expectations of other assistance from the State and Federal government. The most likely economic, demographic, and governmental policy assumptions that will cause a change in revenue projections are included in this section.

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 FY27 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. 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. This $0.0470 property tax dedicated to school funding is not included in the charter limit pursuant to § 5-104 of the State Education Article, which allows a county to set a property tax rate greater than would otherwise be allowed under the county's charter limit and may be approved by a majority of the number of councilmembers.

Starting in FY27 the County Executive proposes an additional $0.0630 property tax dedicated to school funding pursuant to § 5-104 of the State Education Article, for a total of $0.1100 in general fund property tax dedicated for school purposes. This additional tax of $0.0630 is estimated to generate an additional $164.6M in revenue versus no change in the property tax rate.

FY27 Estimate	$2,672.0 million	49.1% of the FY27 Total Tax-Supported Revenues
FY26 Revised Estimate	$2,398.5 million	46.4% of the FY26 Total Tax-Supported Revenues
% change	↑11.04%	

Recommended General Fund Rate FY27 (LY26)

Assessed Real Property	$0.7811 per $100
Assessed Personal Property	$1.9528 per $100

Weighted Average Real Property Rate FY27 (LY26)

Charter Limit	$0.9785 per $100
School Purpose Funding	$0.1100 per $100
Total Weighted Average Real Property Tax Rate	**$1.0855 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 3 FY25 (LY24)	↑22.0%	↑17.5%
Group 1 FY26 (LY25)	↑17.6%	↑10.3%
Group 2 *FY27 (LY26) Estimate*	↑11.8%	↑6.2%

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, patterns of estimated and final payments may be impacted.

The County Executive proposes to increase the Montgomery County income tax rate from 3.2 percent to 3.3 percent, the maximum allowed by Maryland law, starting January 1, 2027. This income tax increase is estimated to generate $21.9M in FY27 above the FY27 forecast, assuming no change in the income tax rate. By FY30 the increase in the income tax rate is forecast to generate an additional $73.7M above the forecast assuming no increase in the income tax rate.

FY27 Estimate	$2,317.3 million	42.6% of the FY27 Total Tax-Supported Revenues
FY26 Revised Estimate	$2,342.0 million	45.3% of the FY26 Total Tax-Supported Revenues
% change	↓1.1%	

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 is affected by business activity and investment, office vacancy rates, property values, and financing costs.

FY27 Estimate	**$176.5 million total**	3.2% of the FY27 Total Tax-Supported Revenues (General Fund)
Transfer Tax	$119.8 million	
Recordation Tax	$56.7 million	

FY26 Revised Estimate	**$158.1 million total**	3.1% of the FY26 Total Tax-Supported Revenues (General Fund)
Transfer Tax	$107.3 million	
Recordation Tax	$50.8 million	
Total % change	**↑11.6%**	

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.

FY27 Estimate	$193.9 million	3.6% of the FY27 Total Tax-Supported Revenues
FY26 Revised Estimate	$191.9 million	3.7% of the FY26 Total Tax-Supported Revenues
% change	↑1.0%	

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.

FY27 Estimate	$56.7 million	1.0% of the FY27 Total Tax-Supported Revenues
FY26 Revised Estimate	$56.8 million	1.1% of the FY26 Total Tax-Supported Revenues
% change	↓0.1%	

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 county.

FY27 Estimate	$20.5 million	0.4% of the FY27 Total Tax-Supported Revenues
FY26 Revised Estimate	$20.4 million	0.4% of the FY26 Total Tax-Supported Revenues
% change	↑0.1%	

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.

FY27 Estimate	$3.5 million	0.1% of the FY27 Total Tax-Supported Revenues
FY26 Revised Estimate	$3.5 million	0.1% of the FY26 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 the County. This has resulted in e-cigarette tax revenues declining each year from the peak of $1.4 million in FY20.

FY27 Estimate	$0.6 million	<0.1% of the FY27 Total Tax-Supported Revenues
FY26 Revised Estimate	$0.6 million	<0.1% of the FY26 Total Tax-Supported Revenues
% change	0.0%	

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 formulas set in law. Total aid is specified in the Governor's annual budget. Since the final results are not known until the General Assembly session is completed and the State budget is adopted, estimates in the March 15 County Executive's Recommended Public Services Program are generally based on the Governor's budget estimates for FY27. 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 FY27 Recommended Budget assumes a $5.1 million, or 0.41 percent, increase in intergovernmental revenues from the revised FY26 estimate, of which 81.0 percent of the $1.256 billion in revenues would be allocated to the Montgomery County Public Schools, 7.4 percent to other intergovernmental, 4.9 percent to Montgomery College, and 3.3 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 FY27 Recommended Budget assumes a 7.9 percent decrease over the revised estimates for FY26, resulting in $15.7 million in available resources in FY27.

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 FY27 Recommended Budget for assumes a decrease of 2.9 percent over the revised estimates for FY26, resulting in $57.0 million in available resources in FY27.

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 FY27 Recommended Budget assumes that fines and forfeitures will increase 102.2 percent from the revised estimates for FY26, resulting in $41.3 million in available resources in FY27.

College Tuition

Although College tuition is not included in the County Council's Spending Affordability Guideline Limits (SAG), it remains in the tax supported College Current Fund. Calculation of the aggregate operating budget is under the SAG Limits. Tuition revenue depends on the number of registered students and the tuition rate. The FY27 Recommended Budget assumes a 6.2 percent increase in tuition (revenues) from an estimated $73.4 million in FY26 to $77.9 million in FY27.

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.

Since achieving a peak effective rate of 5.33 percent in August 2023, The Federal Open Market Committee (FOMC) has reduced the targeted federal funds rate six times, with target rates ranging from 3.5 percent to 3.75 percent as of January 2026. The forecast anticipates that the FOMC will continue to reduce the target rate as inflation remains under control and weakness in the job market persists, but at a slower pace through 2026. The result is an expectation of a target rate of around 3.0 percent in 2027. The forecasts anticipates that the target rate will remain at 3.0 percent through the rest of the forecast period.

The revised FY26 tax-supported investment income estimate of $55.8 million assumes a yield of 4.00 percent and an average daily portfolio balance of $1.875 billion. The FY27 projected estimate of tax-supported investment income of $44.0 million assumes a yield of 3.25 percent and an average daily portfolio balance of $1.8 billion.

Other Miscellaneous

The County receives miscellaneous revenues from a variety of sources. For the FY27 Recommended Budget, miscellaneous revenues will decrease 8.7 percent from the revised estimates for FY26, resulting in $23.0 million in available resources in FY27.

IMPACT ON REVENUES AND THE CAPITAL BUDGET

The use of resources represented in this section includes appropriations to the operating funds of the various agencies of the County as well as other resource requirements, such as current revenue funding of the Capital Budget, debt service, and fund balance. These other uses, commonly called "Non-Agency Uses of Resources," affect the total level of resources available for allocation to agency programs. Some of these factors are determined by County policy or law; others depend, in part, on actual revenue receipts and expenditure patterns.

The level of PSP-related spending indirectly impacts the local economy and, hence, the level of County revenues. However, the effect on revenues from expenditures of the Executive's Recommended Operating Budget and PSP are expected to be minimal. The PSP also impacts revenues available to fund the Capital Budget. The revenue projections included in this section subtract projected uses of current revenues for both debt eligible and non-debt eligible capital investments. Therefore, the Executive's Recommended Operating Budget and PSP provide the allocations of annual resources to the Capital Budget as planned for in the County Executive's Recommended FY27-32 CIP. Anticipated current revenue adjustments to the County Executive's Recommended FY27-32 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 FY25 closing fund balance for all tax supported funds. The current year fund balance results from an analysis of revenues and expenditures for the balance of the fiscal year. Prior year fund balance for future fiscal years is assumed to equal the fund balance for the preceding year.

Net Transfers

Net transfers are the net of transfers in and transfers out between all tax supported and non-tax supported funds in all agencies. The largest single transfer to the General Fund is the earnings transfer from the Liquor Control Fund to the General Fund. The transfer from the General Fund to Montgomery Housing Initiative to support the Executive's housing policy is the largest transfer to a non-tax supported fund. The payment from the General Fund to the Solid Waste Disposal Fund for disposal of solid waste collected at County facilities is the next largest transfer to a non-tax supported fund. The level of transfers is an estimate based on individual estimates of component transfers.

Debt Service Obligations

Debt service estimates are those made to support the County Executive's Recommended FY27-32 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 36.9 percent of the CIP is funded with General Obligation (G.O.) bonds. Each G.O. bond issue used to fund the CIP translates to a draw against the Operating Budget each year for 20 years. Debt requirements for past and future G.O. bond issues are calculated each fiscal year, and provision for the payment of Debt Service is included as part of the annual estimation of resources available for other Operating Budget requirements. As Debt Service grows over the years, increased pressures are placed on other PSP programs competing for scarce resources.

The State authorizes borrowing of funds and issuance of bonds up to a maximum of 6.0 percent of the assessed valuation of all real property and 15.0 percent of the assessed value of all personal property within the County. The County's outstanding G.O. debt plus short-term commercial paper as of June 30, 2025, is 1.46 percent of assessed value, well within the legal debt limit and safely within the County's financial capabilities.

Capital Improvements Program (CIP) Current Revenue and PAYGO

Estimates of transfers of current revenue and PAYGO to the CIP are based on the most recent County Executive recommendations for the Capital Budget and CIP. These estimates are based on programmed current revenue and PAYGO funding in the six years, as well as additional current revenue amounts allocated to the CIP for future projects and inflation.

Revenue Stabilization

On June 29, 2010, the Montgomery County Council enacted Bill 36-10 amending the Montgomery County Code (Chapter 20, Finance, Article XII) that repealed the limit on the size of the Revenue Stabilization Fund (Fund), modified the requirement for mandatory County contributions to the Fund, and amended the law governing the Fund. Mandatory contributions to the Fund are the greater of 50 percent of any excess revenue, or an amount equal to the lesser of 0.5 percent of the Adjusted Governmental Revenues (AGR) or the amount needed to obtain a total reserve of 10 percent of the Adjusted Governmental Revenues. Adjusted Governmental Revenues include tax supported County Governmental revenues plus revenues of the County Grants Fund and County Capital Projects Fund; tax supported revenues of the Montgomery County Public Schools, not including the County's local contribution; tax supported revenues of Montgomery College, not including the County's local contribution; and tax supported revenues of the Montgomery County portion of the Maryland-National Capital Park and Planning Commission. All interest earned on the Fund must be added to the Fund. The FY27 Recommended Budget estimates that the Revenue Stabilization Fund balance will be $714.2 million in FY26 and the balance is estimated to increase to $736.1 million in FY27.

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.

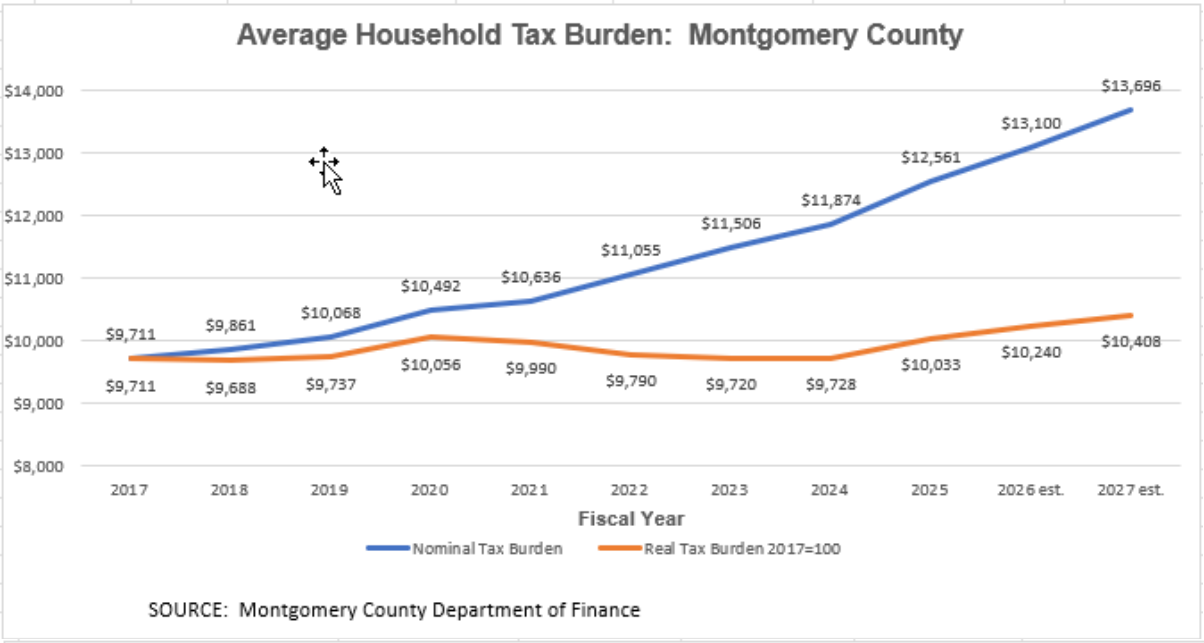
Reserves

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 10.6%. This leaves sufficient capacity in FY27 to address budget issues that may arise from State and Federal budget actions.

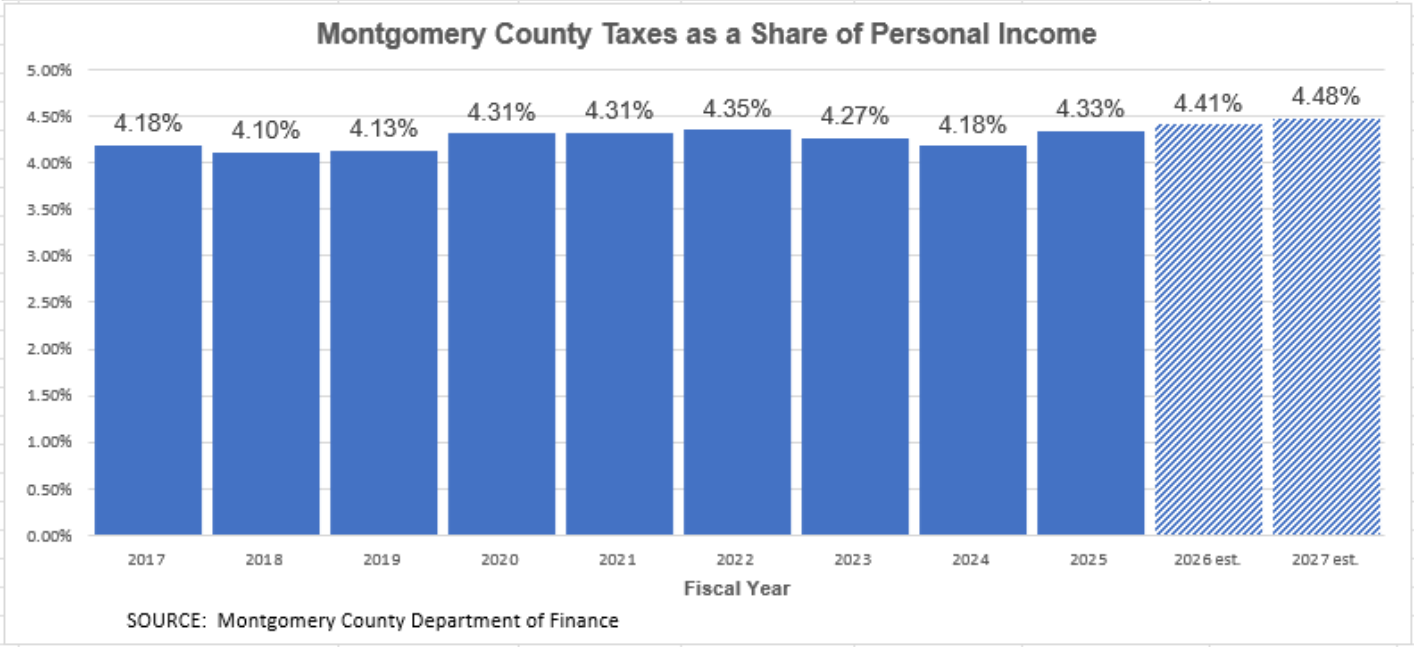
TRENDS AND PROJECTIONS

Demographic and Planning Indicators	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
POPULATION	1,086,673	1,093,618	1,100,608	1,107,642	1,114,721	1,121,846	1,128,951	1,136,101
Annual Increase	4,400	6,945	6,990	7,034	7,079	7,125	7,105	7,150
Population Growth Since 2016	4.1%	4.8%	5.4%	6.1%	6.8%	7.5%	8.2%	8.8%
County Resident Births (Prior Calendar Year) (a)	12,000	12,040	12,100	12,300	12,510	12,720	12,930	13,140
HOUSEHOLDS	390,743	393,240	395,754	398,283	400,829	403,391	405,945	408,516
Household Annual Growth (%)	0.4%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%
Household Growth Since 2016	4.7%	5.3%	6.0%	6.7%	7.4%	8.0%	8.7%	9.4%
Household Growth Since 1992	34.2%	35.0%	35.9%	36.8%	37.6%	38.5%	39.4%	40.3%
Household Size	2.78	2.78	2.78	2.78	2.78	2.78	2.78	2.78
RESIDENT EMPLOYMENT (Jan = Calendar Year)	545,490	538,204	538,953	542,981	547,892	552,162	556,148	559,714
Resident Employment Annual Growth (%)	-1.7%	-1.3%	0.1%	0.7%	0.9%	0.8%	0.7%	0.6%
Jobs in County (a)	522,900	527,400	532,000	536,500	541,100	545,600	550,200	554,700
PERSONAL INCOME ($ Millions)	$113,300	$116,900	$121,020	$124,970	$129,280	$133,980	$138,830	$143,950
Per Capita Personal Income	$104,260	$106,890	$109,960	$112,830	$115,980	$119,430	$122,970	$126,710
Annual Growth (%)	2.0%	2.5%	2.9%	2.6%	2.8%	3.0%	3.0%	3.0%
CONSUMER PRICE INDEX (CPI) - Fiscal Year	2.58%	2.18%	2.87%	2.23%	1.80%	1.66%	1.71%	1.73%
CONSUMER PRICE INDEX (CPI) - Calendar Year (%)	2.16%	2.76%	2.48%	2.01%	1.69%	1.68%	1.73%	1.72%
ASSESSABLE TAX BASE ($ Millions)	$233,473	$245,445	$256,263	$264,947	$271,316	$276,868	$281,984	$288,152
Annual Growth (%)	4.9%	5.1%	4.4%	3.4%	2.4%	2.0%	1.8%	2.2%
INVESTMENT INCOME YIELD (%)	4.78%	4.00%	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%
MCPS ENROLLMENT (Sept = Calendar Year)	159,182	156,541	155,374	154,117	153,221	152,332	151,194	149,706
Annual Growth (%)	-0.6%	-1.7%	-0.7%	-0.8%	-0.6%	-0.6%	-0.7%	-1.0%
Annual Increase (Decrease)	-1,041	-2,641	-1,167	-1,257	-896	-889	-1,138	-1,488
MONTGOMERY COLLEGE ENROLLMENTS (B)	18,835	19,494	19,693	20,026	20,223	20,411	20,411	20,411
Annual Growth (%)	5.9%	3.5%	1.0%	1.7%	1.0%	0.9%	0.0%	0.0%
Full Time Equivalents Students (Sept = Calendar Year) (C)	17,147	15,515	15,726	15,954	16,208	18,737	18,737	18,737
Annual Growth in FTES (%)	6.1%	-9.5%	1.4%	1.4%	1.6%	15.6%	0.0%	0.0%

(a) Projections related to County Resident Births and Jobs in the County are provided by M-NCPPC and are as of Jan 2026.
(b) Projections related to Montgomery College Enrollments are provided by Montgomery College and include projections through FY30. Since no projections are provided for FY31-32, 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 FY31-32, the projections for FY30 were used.



SOURCE: Montgomery County Department of Finance



SOURCE: Montgomery County Department of Finance

REVENUE SUMMARY
TAX SUPPORTED BUDGETS
($ Millions)

	KEY REVENUE CATEGORIES	App. FY26	Est. FY26	% Chg. FY26-27	Rec. FY27	% Chg. FY27-28	Projected FY28	% Chg. FY28-29	Projected FY29	% Chg. FY29-30	Projected FY30	% Chg. FY30-31	Projected FY31	% Chg. FY31-32	Projected FY32
	TAXES	5-22-25	3-13-26	App/Rec	3-13-26										
1	Property Tax	2,434.0	2,398.5	9.8%	2,672.0	3.5%	2,765.6	2.5%	2,833.6	2.1%	2,893.3	1.9%	2,948.1	2.2%	3,014.0
2	Income Tax	2,274.2	2,342.0	1.9%	2,317.3	6.0%	2,456.8	3.4%	2,541.1	3.4%	2,627.5	3.5%	2,720.6	3.6%	2,819.4
3	Transfer Tax	104.7	107.3	14.4%	119.8	7.9%	129.2	7.9%	139.5	6.1%	147.9	6.2%	157.2	4.7%	164.6
4	Recordation Tax	49.5	50.8	14.6%	56.7	7.9%	61.2	7.9%	66.0	6.1%	70.0	6.2%	74.4	4.7%	77.9
5	Energy Tax	180.5	191.9	7.4%	193.9	0.0%	193.8	0.0%	193.9	0.0%	193.9	0.0%	194.0	0.0%	194.1
6	Telephone Tax	57.9	56.8	-2.0%	56.7	0.3%	56.9	1.4%	57.7	0.8%	58.2	1.2%	58.9	0.7%	59.3
7	Hotel/Motel Tax	22.9	20.5	-10.4%	20.5	-0.2%	20.5	-0.2%	20.4	-0.2%	20.4	-0.2%	20.3	-9.1%	18.5
8	Admissions Tax	3.5	3.5	0.0%	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	0.6	0.6	0.0%	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**	**5,127.7**	**5,171.8**	**6.1%**	**5,440.9**	**4.5%**	**5,688.1**	**3.0%**	**5,856.3**	**2.7%**	**6,015.3**	**2.7%**	**6,177.5**	**2.8%**	**6,352.0**
	INTERGOVERNMENTAL AID														
11	Highway User	14.2	14.2	-0.2%	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	16.5	16.5	-1.0%	16.3	0.0%	16.3	0.0%	16.3	0.0%	16.3	0.0%	16.3	0.0%	16.3
13	Libraries	5.8	6.3	6.9%	6.2	0.0%	6.2	0.0%	6.2	0.0%	6.2	0.0%	6.2	0.0%	6.2
14	Health Services Case Formula	5.3	5.3	19.5%	6.3	0.0%	6.3	0.0%	6.3	0.0%	6.3	0.0%	6.3	0.0%	6.3
15	Mass Transit	41.7	41.4	0.0%	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	1,005.3	1,005.3	1.2%	1,017.4	0.0%	1,017.4	0.0%	1,017.4	0.0%	1,017.4	0.0%	1,017.4	0.0%	1,017.4
17	Community College	58.0	58.0	5.9%	61.4	0.0%	61.4	0.0%	61.4	0.0%	61.4	0.0%	61.4	0.0%	61.4
18	Other	81.5	104.1	13.8%	92.7	0.0%	92.7	7.9%	100.0	4.9%	104.9	10.0%	115.4	3.8%	119.8
19	**Total Intergovernmental Aid**	**1,228.1**	**1,251.0**	**2.3%**	**1,256.1**	**0.0%**	**1,256.1**	**0.6%**	**1,263.4**	**0.4%**	**1,268.3**	**0.8%**	**1,278.8**	**0.3%**	**1,283.2**
	FEES AND FINES														
20	Licenses & Permits	16.7	17.1	1.5%	15.7	1.5%	15.9	1.5%	16.2	1.5%	16.4	1.5%	16.7	1.5%	16.9
21	Charges for Services	58.8	58.7	2.1%	57.0	1.8%	58.0	1.4%	58.8	1.3%	59.6	1.4%	60.4	1.4%	61.3
22	Fines & Forfeitures	30.6	20.4	1.6%	41.3	1.6%	41.9	1.6%	42.6	1.6%	43.3	1.6%	44.0	1.6%	44.7
23	Montgomery College Tuition	72.6	73.4	7.3%	77.9	1.8%	79.3	1.4%	80.4	1.3%	81.5	1.4%	82.6	1.4%	83.7
24	**Total Fees and Fines**	**178.7**	**169.5**	**7.3%**	**191.8**	**1.7%**	**195.1**	**1.5%**	**198.0**	**1.4%**	**200.8**	**1.4%**	**203.7**	**1.4%**	**206.6**
	MISCELLANEOUS														
25	Investment Income	55.3	55.8	-20.5%	44.0	-7.0%	40.9	0.2%	41.0	0.2%	41.0	0.2%	41.1	0.0%	41.1
26	Other Miscellaneous	25.3	25.2	2.7%	23.0	2.2%	23.5	1.8%	24.0	1.7%	24.4	1.7%	24.8	1.7%	25.2
27	**Total Miscellaneous**	**80.6**	**81.0**	**-16.8%**	**67.0**	**-3.8%**	**64.4**	**0.8%**	**64.9**	**0.7%**	**65.4**	**0.8%**	**65.9**	**0.7%**	**66.3**
28	**TOTAL REVENUES**	**6,615.2**	**6,673.3**	**5.1%**	**6,955.8**	**3.6%**	**7,203.8**	**2.5%**	**7,382.7**	**2.3%**	**7,549.8**	**2.3%**	**7,725.9**	**2.4%**	**7,908.1**
	Calculation for Adjusted Governmental Revenues														
29	**Total Tax Supported Revenues**	**6,615.2**	**6,673.3**	**5.1%**	**6,955.8**	**3.6%**	**7,203.8**	**2.5%**	**7,382.7**	**2.3%**	**7,549.8**	**2.3%**	**7,725.9**	**2.4%**	**7,908.1**
30	**Capital Projects Fund**	**232.6**	**294.0**	**12.2%**	**261.0**	**-10.6%**	**233.2**	**0.4%**	**234.0**	**-15.6%**	**197.4**	**-8.9%**	**179.9**	**-0.2%**	**179.6**
31	**Grants**	**168.6**	**168.6**	**-7.2%**	**156.5**	**2.2%**	**160.0**	**1.8%**	**162.9**	**1.7%**	**165.6**	**1.7%**	**168.4**	**1.7%**	**171.3**
32	**Total Adjusted Governmental Revenues**	**7,016.5**	**7,136.0**	**5.1%**	**7,373.3**	**3.0%**	**7,596.9**	**2.4%**	**7,779.5**	**1.7%**	**7,912.8**	**2.0%**	**8,074.2**	**2.3%**	**8,259.0**

County Executive's Recommended FY27-32 Public Services Program

Tax Supported Fiscal Plan Summary

($ in Millions)

		App. FY26	Est FY26	% Chg. FY26-27	Rec. FY27	% Chg. FY27-28	Projected FY28	% Chg. FY28-29	Projected FY29	% Chg. FY29-30	Projected FY30	% Chg. FY30-31	Projected FY31	% Chg. FY31-32	Projected FY32
		5-22-25	3-13-26	App/Rec	3-13-26										
	Total Revenues														
1	Property Tax	2,434.0	2,398.5	9.8%	2,672.0	3.5%	2,765.6	2.5%	2,833.6	2.1%	2,893.3	1.9%	2,948.1	2.2%	3,014.0
2	Income Tax	2,274.2	2,342.0	1.9%	2,317.3	6.0%	2,456.8	3.4%	2,541.1	3.4%	2,627.5	3.5%	2,720.6	3.6%	2,819.4
3	Transfer/Recordation Tax	154.2	158.1	14.5%	176.5	7.9%	190.4	7.9%	205.5	6.1%	218.0	6.2%	231.6	4.7%	242.6
4	Other Taxes	265.3	273.2	3.7%	275.2	0.0%	275.3	0.3%	276.1	0.2%	276.6	0.3%	277.3	-0.5%	276.0
5	Other Revenues	1,487.4	1,501.5	1.8%	1,514.9	0.0%	1,515.6	0.7%	1,526.4	0.5%	1,534.5	0.9%	1,548.4	0.5%	1,556.1
6	**Total Revenues**	**6,615.2**	**6,673.3**	**5.1%**	**6,955.8**	**3.6%**	**7,203.8**	**2.5%**	**7,382.7**	**2.3%**	**7,549.8**	**2.3%**	**7,725.9**	**2.4%**	**7,908.1**
7															
8	**Net Transfers In (Out)**	**-16.8**	**-16.6**	**-1.1%**	**-17.0**	**-2.2%**	**-17.4**	**-1.8%**	**-17.7**	**-1.7%**	**-18.0**	**-1.7%**	**-18.3**	**-1.7%**	**-18.6**
9	**Total Revenues and Transfers Available**	**6,598.4**	**6,656.7**	**5.2%**	**6,938.8**	**3.6%**	**7,186.4**	**2.5%**	**7,365.0**	**2.3%**	**7,531.8**	**2.3%**	**7,707.6**	**2.4%**	**7,889.5**
10															
11	**Non-Operating Budget Use of Revenues**														
12	Debt Service	446.5	441.7	5.6%	471.4	2.5%	483.3	4.9%	507.2	2.5%	519.9	3.9%	540.0	2.3%	552.1
13	PAYGO	29.2	25.7	16.4%	34.0	2.9%	35.0	2.9%	36.0	2.8%	37.0	2.7%	38.0	2.6%	39.0
14	CIP Current Revenue	64.3	64.3	-14.0%	55.3	251.9%	194.4	-4.2%	186.3	-25.3%	139.1	14.4%	159.2	-5.9%	149.9
15	Change in Other Reserves	-12.5	-75.3	204.3%	13.1	-92.3%	1.0	-78.0%	0.2	-10.8%	0.2	-47.3%	0.1	227.1%	0.3
16	Contribution to General Fund Undesignated Reserves	-140.3	-145.0	-36.2%	-191.1	89.3%	-20.5	193.7%	19.2	-30.5%	13.3	20.5%	16.1	13.9%	18.3
17	Contribution to Revenue Stabilization Reserves	30.0	28.2	-26.8%	22.0	-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)	-2.7	-2.5	100.0%	0.0	n/a	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0
19	**Total Other Uses of Resources**	**414.4**	**337.1**	**-2.4%**	**404.6**	**76.3%**	**713.3**	**7.8%**	**768.9**	**-5.1%**	**729.5**	**6.0%**	**773.4**	**0.8%**	**779.6**
20	**Available to Allocate to Agencies (Total Revenues+Net Transfers-Total Other Uses)**	**6,183.9**	**6,319.7**	**5.7%**	**6,534.2**	**-0.9%**	**6,473.1**	**1.9%**	**6,596.1**	**3.1%**	**6,802.2**	**1.9%**	**6,934.2**	**2.5%**	**7,109.9**
21															
22	**Agency Uses**														
23															
24	Montgomery County Public Schools (MCPS)	3,354.6	3,376.1	5.7%	3,546.9										
25	Montgomery College (MC)	295.7	295.1	4.2%	308.1										
26	M-NCPPC (w/o Debt Service)	185.4	185.4	4.0%	192.7										
27	MCG	2,348.3	2,463.0	5.9%	2,486.5										
28	**Agency Uses**	**6,183.9**	**6,319.7**	**5.7%**	**6,534.2**	**-0.9%**	**6,473.1**	**1.9%**	**6,596.1**	**3.1%**	**6,802.2**	**1.9%**	**6,934.2**	**2.5%**	**7,109.9**
29	**Total Uses**	**6,598.4**	**6,656.7**	**5.2%**	**6,938.8**	**3.6%**	**7,186.4**	**2.5%**	**7,365.0**	**2.3%**	**7,531.8**	**2.3%**	**7,707.6**	**2.4%**	**7,889.5**
30	**(Gap)/Available**	**0.0**	**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**

Assumptions:

1. Property taxes are at the Charter limit with a $692 credit. Property tax revenues include a 11.0 cent tax that is authorized by Maryland Code, Education § 5-104 (d)(1) to be used exclusively for MCPS. Income Taxes include an increased rate from 3.2 percent to 3.3 percent on all income beginning January 1, 2027. 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 FY27-32 Capital Improvements Program.
4. State Aid, including MCPS and Montgomery College, is not projected to increase from FY27-32.

County Executive's Recommended FY27-32 Public Services Program

Tax Supported Fiscal Plan Summary

($ in Millions)

		App. FY26	Est. FY26	% Chg. FY26-27	Rec. FY27	% Chg. FY27-28	Projected FY28	% Chg. FY28-29	Projected FY29	% Chg. FY29-30	Projected FY30	% Chg. FY30-31	Projected FY31	% Chg. FY31-32	Projected FY32
31	Beginning Reserves														
32	Unrestricted General Fund	210.5	381.9	12.5%	236.9	-80.7%	45.8	-44.7%	25.3	75.8%	44.5	30.0%	57.8	27.8%	73.9
33	Revenue Stabilization Fund	684.9	686.0	4.3%	714.2	3.1%	736.1	0.0%	736.1	0.0%	736.1	0.0%	736.1	0.0%	736.1
34	Total Reserves	895.4	1,067.9	6.2%	951.1	-17.8%	781.9	-2.6%	761.4	2.5%	780.6	1.7%	793.9	2.0%	810.0
35															
36	Additions to Reserves														
37	Unrestricted General Fund	-140.3	-145.0	-36.2%	-191.1	89.3%	-20.5	193.7%	19.2	-30.5%	13.3	20.5%	16.1	13.9%	18.3
38	Revenue Stabilization Fund	30.0	28.2	-26.8%	22.0	-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	-110.3	-116.8	-53.3%	-169.2	87.9%	-20.5	193.7%	19.2	-30.5%	13.3	20.5%	16.1	13.9%	18.3
40															
41	Ending Reserves														
42	Unrestricted General Fund	70.2	236.9	-34.8%	45.8	-44.7%	25.3	75.8%	44.5	30.0%	57.8	27.8%	73.9	24.8%	92.2
43	Revenue Stabilization Fund	714.9	714.2	3.0%	736.1	0.0%	736.1	0.0%	736.1	0.0%	736.1	0.0%	736.1	0.0%	736.1
44	Total Reserves	785.0	951.1	-0.4%	781.9	-2.6%	761.4	2.5%	780.6	1.7%	793.9	2.0%	810.0	2.3%	828.3
45	Reserves as a % of Adjusted Governmental Revenues	**11.2%**	**13.3%**		**10.6%**		**10.0%**		**10.0%**		**10.0%**		**10.0%**		**10.0%**
46	Other Reserves														
47	Montgomery College	16.1	18.1	-45.6%	8.8	0.0%	8.8	0.0%	8.8	0.0%	8.8	0.0%	8.8	0.0%	8.8
48	M-NCPPC	7.4	6.0	-0.1%	7.4	13.3%	8.3	2.4%	8.5	2.1%	8.7	1.0%	8.8	3.7%	9.1
49	MCPS	0.0	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0
50	MCG Special Funds	0.6	-20.5	-0.2%	0.6	5.0%	0.6	3.6%	0.6	2.9%	0.6	2.7%	0.7	2.8%	0.7
51	MCG + Agency Reserves as a % of Adjusted Govt Revenues	**11.5%**	**13.4%**		**10.8%**		**10.3%**		**10.3%**		**10.3%**		**10.3%**		**10.3%**
52	Retiree Health Insurance Pre-Funding														
53	Montgomery County Public Schools (MCPS)	**58.0**	**58.0**		**61.2**		**61.2**		**61.2**		**61.2**		**61.2**		**61.2**
54	Montgomery College (MC)	**0.0**	**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**
55	MNCPPC	**2.8**	**2.8**		**2.0**		**2.1**		**2.2**		**2.3**		**2.4**		**2.5**
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	**60.8**	**60.8**		**63.2**		**63.3**		**63.4**		**63.5**		**63.6**		**63.7**
58	Adjusted Governmental Revenues														
59	Total Tax Supported Revenues	**6,615.2**	**6,673.3**	**5.1%**	**6,955.8**	**3.6%**	**7,203.8**	**2.5%**	**7,382.7**	**2.3%**	**7,549.8**	**2.3%**	**7,725.9**	**2.4%**	**7,908.1**
60	Capital Projects Fund	**232.6**	**294.0**	**12.2%**	**261.0**	**-10.6%**	**233.2**	**0.4%**	**234.0**	**-15.6%**	**197.4**	**-8.9%**	**179.9**	**-0.2%**	**179.6**
61	Grants	**168.6**	**168.6**	**-7.2%**	**156.5**	**2.2%**	**160.0**	**1.8%**	**162.9**	**1.7%**	**165.6**	**1.7%**	**168.4**	**1.7%**	**171.3**
62	Total Adjusted Governmental Revenues	**7,016.5**	**7,136.0**	**5.1%**	**7,373.3**	**3.0%**	**7,596.9**	**2.4%**	**7,779.5**	**1.7%**	**7,912.8**	**2.0%**	**8,074.2**	**2.3%**	**8,259.0**

FY27 FEE AND FINE CHANGES*

DEPARTMENT/FEE AND FINE	FY27 REVENUE CHANGE	METHOD OF CHANGE	NOTE
Department of Environmental Protection			
Solid Waste Disposal Charge	$4,966,840	Council Resolution	Increase the single-family per-household rate from $387.72 to $402.05, the multi-family per-household rate from $29.76 to $32.70, and the non-residential properties rate from $1,090.30 to $1,196.35.
Water Quality Protection Charge	$3,842,264	Council Resolution	Increase the rate per-equivalent residential unit (ERU) from $147.00 to $157.50.
Transportation			
Bus lane violation fines	$500,000	Council Resolution	Piloted in FY26 and will be expanded in FY27.
Transportation Demand Management	-$1,098,906	Council Resolution	Reduction due to elimination of Transportation Demand Management fees in Bill 24-25.
CZ Permit (Business/Employer)	$900,000	Council Resolution	Introduces a new permit option for businesses that provide employee parking in designated reserved spaces through the late morning, with required minimum quantities and multi month purchase commitments.
Wheaton Rate Increase	$0	Council Resolution	The rate increase will offset revenue lost from the Wheaton Urban District Advisory Committee's decision to offer additional free parking during evening hours and on Saturdays.
EV Charging Rate	$130,000	Council Resolution	Establishes a rate structure designed to recover the full cost of electricity consumption as well as the maintenance and operation of EV charging infrastructure.
Montgomery College			
Tuition and Related Fees	$2,258,634	Board of Trustees Action	Increase per semester hourly rate by $4/$8/$12 per credit for in-county, in-state, and out-of-state students, respectively.
Community Use of Public Facilities			
Facilities Usage Fees	$1,481,764	Council Resolution	MCPS fees will increase by 7.5 percent for Categories A and B, and by 12.5 percent for Category C. Silver Spring Civic Building fees will increase by 10 percent for Categories A and B and by 12 percent for Category C, maintaining the fund in positive balance with a end-of-year reserve closer to 10%.
Permitting Services			
Commercial and Residential Permit Fees	$8,482,365	Council Resolution	Increase the Enterprise Fund Stabilization Factor by 25 percent for Commercial permits and by 10 percent for Residential permits.
Montgomery County Police Department			
911 Telephone System Fee	$8,213,568	Council Resolution	Increase the County Emergency 911 rate from $1.47 to $1.93.
GRAND TOTAL	$ 29,676,529		

* All changes are assumed to be effective July 1, 2027 except as noted.
Revenues above do not include implementation costs.

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Capital Improvements Program (CIP)

INTRODUCTION

The Charter of Montgomery County, Maryland (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 County 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, 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, 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. 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 Maryland-National Capital Park and Planning Commission (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, 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 community input process is coordinated through the Citizens Advisory Boards (CABs) for each of the five Regional Services areas. This community input process makes it easier for residents to focus on regional issues in the proposed CIP. These forums also provide residents with an opportunity to express their views on the future of the CIP in their area and to indicate their priorities for the CIP. 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.

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 County Council review process, the Planning Board provides comments to the County 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 County 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 population growth. Besides general population changes, demographic forecasts anticipate a gradual decline in public school enrollment, mirroring statewide enrollment trends.

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 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 about 3.5 percent.

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

Spending Affordability Assumptions

The Charter of Montgomery County, Maryland (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 FY27 tax-supported debt service, as displayed later in the Debt Service section, is approximately $483.5 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 FY27 tax-supported Current Revenue and PAYGO are approximately $89.3 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 FY27-32 CIP in January display operating budget impacts of individual projects where applicable. The following chart summarizes the impact of the Recommended FY27-32 CIP on the operating budget expenditures of the related departments.

COUNTY GOVERNMENT OPERATING BUDGET IMPACTS BY DEPARTMENT AND FUND ($000s)						
Fund/Department	**FY27**	**FY28**	**FY29**	**FY30**	**FY31**	**FY32**
County General Fund						
General Service & Transportation	2,187	1,472	1,587	3,743	4,167	4,190
Health and Human Services	7,332	7,332	10,094	11,306	11,306	11,306
Police	696	696	1,080	1,080	1,080	1,080
Public Libraries	1,229	1,217	4,552	7,031	5,127	5,163
Mass Transit						
Transit Services	4,149	7,084	10,269	10,269	17,821	25,760
Fire						
Fire	162	162	452	536	536	536
Recreation						
Recreation	3,546	3,625	3,624	3,622	3,622	3,807
Water Quality Protection Fund						
Environmental Protection	270	360	450	540	540	540
Total	**19,571**	**21,948**	**32,108**	**38,127**	**44,199**	**52,382**

PROJECT COST PROJECTIONS

Departments and agencies estimate the cost of each proposed capital project in current dollars. For the most part, County government departments use contracted cost estimators to develop project costs, and those estimates are reviewed and verified by County staff. Recent cost changes for construction commodities are 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 Charter of Montgomery County, Maryland (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 that 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, the 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 which are 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 government also uses the Revenue Authority as a conduit for alternative CIP funding arrangements for swim centers and previously for 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, WSSC Water, and the Washington Area Sewer Authority.

Federal Aid. Major projects that involve Federal aid include Metro, commuter rail, interstate highway interchanges, bus rapid transit, 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

- Significantly advance the bus rapid transit (BRT) program leveraging new special taxing district revenues, Federal and State aid, and general obligation bonds to fund the design and construction of the following corridors:
  - Veirs Mill Road;
  - MD 355 Central from Rockville to Germantown;
  - MD 355 South from Bethesda to Rockville;

    - MD 355 North from Germantown to Clarksburg;
    - New Hampshire Avenue from the District of Columbia line to Colesville; and
    - U.S. 29 Phase 2, adding additional transit lane dedication to the corridor.
- Recommend funding for the design and construction of the Bus Rapid Transit: MD 355 Lakeforest Transit Center.
- Support for study, conceptual design, and construction of a new transit bus depot to support growth of the Ride On bus fleet.
- Maintain annual funding in the Bus Priority Program to enhance Countywide bus system performance.
- Construct a hydrogen generation and fueling site to provide green hydrogen fuel for Ride On buses.
- Continue to support the construction of a mezzanine for the south entrance of the Bethesda Metrorail station in coordination with the Purple Line project.
- Provide oversight and financial support for the Purple Line project, which will provide significant economic and mobility benefits.
- Continue efforts to improve the condition of Ride On bus stops.
- Add funding to improve the County's Park and Ride lots.
- Connect residents across the County to jobs, entertainment, and healthcare with reliable, accessible transit.

Preserving & Increasing Affordable Housing

- Fund the Affordable Housing Acquisition and Preservation project to increase and preserve the stock of affordable housing in Montgomery County.
- Recommend continued support of the Nonprofit Preservation Fund project to preserve existing affordable housing in developments at risk of rent escalation to higher market rents.
- Continue support of the 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.
- Continue support of the Affordable Housing Opportunity Fund project to leverage a public-private commitment of funds to preserve affordable housing developments.

Fighting Climate Change

- Allocate $82.0 million to begin implementation of the Comprehensive Flood Management Plan to construct flood mitigation improvements in watersheds throughout the County, with feasibility studies for flood mitigation projects within the Sligo Creek watershed beginning in FY27.
- Invest $36.9 million in funding for projects to enhance energy conservation in County-owned facilities.
- Support clean energy for the County's bus fleet by allocating $9.8 million in funding to expand the hydrogen generation and fueling facility in Gaithersburg.
- Extend BRT service with the purchase of zero-emission buses; replace 234 diesel and natural gas Ride On buses with zero-emissions buses in FY27-32 with the goal of a transition to a 100 percent zero-emissions fleet by 2035.
- Enhance funding for parking and fueling infrastructure to support zero-emission bus fleet expansions.

Improving Economic & Community Development

- Invest $50.0 million to advance planning and design for the University of Maryland Institute for Health Computing (IHC) building at the North Bethesda Metro to help establish this location as a centerpiece for the creation of a new life science and technology business hub.
- Continue the public-private partnership to develop the White Oak Science Gateway life science mixed-use development.

- Invest in infrastructure to support redevelopment at the North Bethesda Metro station.
- Fund the design and construction of retail space at the Wheaton M-NCPPC Headquarters building.

Advancing Racial Equity & Social Justice

- Allocate funding for affordable housing, transit, pedestrian safety, education, culture and recreation, and economic development projects that can reduce racial disparities and inequities.
- Projects with the potential to advance racial equity and reduce disparities in Montgomery County include:
  - 4th District Police Station
  - Bus Rapid Transit on MD 355, Veirs Mill Road, and US-29 Phase-2, and New Hampshire Avenue
  - Bus Rapid Transit Lakeforest Transit Center
  - Parklawn Entrance Bridge
  - Valleywood Drive Bridge
  - North High Street Extended
  - Burtonsville Park and Ride Improvements
  - Bicycle-Pedestrian Priority Area Improvements - Purple Line
  - Bicycle-Pedestrian Priority Area Improvements - Wheaton
  - Shady Grove Westside Library
  - Recreation Facilities Refurbishment - Centers
- Support the deployment of Montgomery County's residential high-speed internet service network with funding for affordable housing developments to assist lower income residents with access to high quality broadband services.

A GREENER COUNTY

Recycling and Resource Management

- Create a new project for maintenance and repairs of the Shady Grove Processing Facility and Transfer Station. This project shifts capital-eligible spending from the operating budget to the capital budget to relieve pressure on the Disposal Fund's debt service coverage ratio.
- Sustain safe and reliable operation through upgrades to the Recycling Center, which will allow the County to process 100 percent of the material it generates.
- Improve the capture of methane, a powerful greenhouse gas, from the decommissioned Gude Landfill, and install a toupee cap to prevent groundwater contamination.
- Upgrade the leachate plant at the decommissioned Oaks Landfill which has reached the end of its useful life.

Stormwater Management

- Recommend significant investments to address flooding throughout the County.
- Enhance funding for small-scale repair and restoration work to prevent minor deficiencies from becoming larger, more costly projects in the future.
- Utilize Maryland Water Quality Revolving Loan funds to reduce program costs through lower-interest financing.
- Leverage Water Quality Bonds for projects that are ineligible for low-interest loans.
- Program funding for installation of new stormwater management facilities and retrofit old stormwater controls to prevent property damage, improve water quality, and protect habitat.
- Repair major structures on public and private stormwater facilities accepted into the County's maintenance program.

Maryland-National Capital Park and Planning Commission

- Recommend $280.7 million in funding for the FY27-32 CIP.
- Allocate $2.5 million for the new Parkway Improvements project to support maintenance of park roads, with resources shifted from the Resurfacing Park Roads and Bridge Improvements project in the Department of Transportation.
- Fund the construction and renovation of hard surface trails, enhancing community connectivity, trail amenities, and signage.
- Support ongoing maintenance of the park system and address life-cycle infrastructure needs.

THRIVING YOUTH AND FAMILIES

Montgomery County Public Schools (MCPS)

- Allocate $2.1 billion to support school construction - the County Executive's highest priority. This is the largest MCPS CIP ever recommended. MCPS represents 28.70 percent of all spending in the CIP.
    - This recommendation assumes $378.0 million in State aid for school construction which includes $326.1 million in traditional State aid and EGRC, $50.4 million from the Built To Learn Act program, and $1.5 million in other State funding.
- Despite construction cost increases, significant revenue reductions in the first four years of the CIP, and a return to traditional State aid funding levels ($42 million to $45 million a year), the recommended MCPS CIP increases funding by $292.7 million in the first four years of the CIP.
- Support the Blueprint for Maryland's Future to expand full-day Pre-K education. If funded, MCPS's request would fund the renovation of the Emory Grove Center to make it the permanent location for the Upcounty Early Childhood Center.
- Continue to support funding for MCPS's Countywide infrastructure and systemic projects such as Heating, Ventilation and Air Conditioning (HVAC), Roof Replacement, Planned Lifecycle Asset Replacement (PLAR), ADA Compliance, Emergency Replacement of Major Building Components, as well as others.
- Fund an elementary school boundary study through the Facility Planning project to assist MCPS manage declining enrollment and future capital needs at the school level.
- Support, through the Outdoor Play Space and Athletic Infrastructure project, the replacement of sport fields with natural grass for health and environmental reasons.

Montgomery College

- Continue support to establish a fourth college campus in East County.
- Recommend funding the Germantown Student Affairs Building Renovation and Addition beginning in FY31.
- Enhance funding for the Collegewide Library Renovations to take advantage of State-allowed escalation and mitigate inflationary costs.
- Continue construction funding for the Germantown Student Services Center.
- Add funding to support a new Collegewide Security Systems Project.

Public Libraries

- Fund the construction of the Clarksburg Library to serve the growing community with convenient library resources.
- Finance the design and construction of a new Shady Grove West Library that is part of a housing development next to the Shady Grove Metro station.

- Refurbish the following libraries over the FY27-32 CIP cycle.
  - Brigadier General Charles E. McGee Library in Silver Spring
  - Damascus Library
  - Gaithersburg Library
  - Olney Library
  - Rockville Memorial Library
  - Twinbrook Library
- Add funds to ensure adequate support to complete meaningful renovations to the Chevy Chase Library.
- Continue implementation of the 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

- Include funding for High School Wellness Centers providing somatic, mental health, and positive youth development services, and Connections to Wellness Centers supporting mental health and positive youth development services.
- Maintain funding for Linkages to Learning sites at Eastern Middle School and two future schools.
- Support planning, design, and construction of a diversion center to provide crisis stabilization, referral, and follow-up services to adult County residents, while reducing the burden on hospital emergency rooms, first responders, and the criminal justice system.
- Fund the planning and construction of an Affordable Living Quarters facility so that individuals can end their experience with homelessness.
- Support the renovation of childcare facility playgrounds, accessibility remediation, and replacement.

Recreation

- Allocate funding for the construction of a natural grass field at North Potomac Community Center.
- Program funds for design and construction of the Western County Recreation Center to serve the Town of Poolesville and the neighboring communities in Western Montgomery County.
- Support development of the Wheaton Arts and Cultural Center.
- Bolster funding for the Recreation Facilities Refurbishment projects to ensure that indoor pools, outdoor pools, and recreation center facilities are refurbished through repair or replacement of facility components.
- Enhance funding to the Swimming Pools Slide Replacement project to ensure safe pool operations.
- Boost funding to the Recreation Asset Replacement project to replace assets such as bleachers, kitchens, marquees, and partitions to ensure recreational assets are maintained.

EASIER COMMUTES

Pedestrian & Bicycle Facilities

- Allocate $4.3 million for curb and sidewalk replacement to connect schools and employment centers to help people safely reach their destinations.
- Leverage Federal funding to construct secure bike parking facilities in Silver Spring and Bethesda. This project will add secure bike parking facilities at the Silver Spring Transit Center and the Bethesda Metro station, both of which are served by the Metro Red Line and will soon be served by the Purple Line light rail.
- Received $3.3 million in State funding for the Bicycle-Pedestrian Priority Area Improvements (BiPPA) - Purple Line

project; the additional funding will provide more sidewalk connections and additional sidewalk repairs in FY27 and FY28.

- Improve the County's overall accessibility for pedestrians and bikeways and contribute to the Vision Zero goal of reducing deaths and serious injuries on County roads with the following projects.
  - Fenton Street CycleTrack
  - Bowie Mill Road Bikeway
  - Bicycle-Pedestrian Priority Area Improvements - Purple Line (BiPPA Purple Line)
  - MD 355-Clarksburg Shared Use Path
  - Tuckerman Lane Sidewalk
  - MacArthur Boulevard Bikeway Improvements
  - MD 198 Sidewalk Improvements
  - Sandy Spring Bikeway
  - Dale Drive Shared Use Path and Safety Improvements
- Increase funding to the Bicycle-Pedestrian Priority Area Improvements - Wheaton CBD project to construct additional sub-projects, including construction and land cost increases due to expanding scope to include widening and reconstruction of existing sidewalk, tightening intersection turning radii, and updating design for floating bus stops per the Planning Board recommendation and community feedback for the Amherst Avenue Bikeway project.
- Continue funding for the Silver Spring Green Trail and increase funding to support completion of the Capital Crescent Trail, two Purple Line-related projects.

Bridges & Roads

- Accelerate delivery of road projects including Observation Drive Extended and Summit Avenue Extended leveraging special taxing district revenues.
- Leverage $37.8 million in Federal funding for County bridges. New bridge projects include: Burnt Hill Road, Greentree Road, Parklawn Entrance, Valleywood Drive, and Zion Road.
- Boost investment in existing infrastructure for the maintenance and rehabilitation of roads, bridges, and sidewalks.
- Include funding for North High Street to increase safety and connectivity with the Olney Town Center.
- Complete construction of a new roadway between Spencerville Road (MD 198) and the School Access Road in Burtonsville.
- Increase funding for the Bridge Design and Bridge Preservation programs, as well as the Brink Road, Brookeville Road, Dorsey Mill Road, Garrett Park Road, Redland Road, and Schaeffer Road bridge projects.

SAFE NEIGHBORHOODS AND VISION ZERO

Transportation

- Recommend $3.0 billion in funding over six years to support critical transportation infrastructure: mass transit, highway maintenance, pedestrian facilities/bikeways, traffic improvements, bridges, parking, and roads.
- Add funding for Forest Glen Passageway, a grade-separated connection under Georgia Avenue to improve pedestrian access to Forest Glen Metro supported by new special taxing district revenues.
- Provide Montgomery County residents with easier commutes, new transportation options, more choices on how to travel, and greater safety.
- Enhance funding to expand the streetlighting project to increase safety around bus stops; advance the design and construction of the U.S. 29 Streetlighting project, with $2.8 million in grant allocations over the next two years.

- Increase funding to maintain and rehabilitate our roads and sidewalks, including the rehabilitation, resurfacing, and permanent patching of primary/arterial and residential/rural County roads.
- Install and reconstruct traffic signals across Montgomery County to improve pedestrian, bicycle and motor vehicle safety, as well as advance mobility.
- Increase funding to install and convert streetlights across Montgomery County to improve safety, reduce energy consumption, and contribute to crime reduction.
- Continue efforts to advance neighborhood traffic calming by installing traffic control devices and reducing posted speed limits to enhance community safety.

Police

- Begin design and program placeholder funding of $45 million for a new 4th District Police Station to replace the existing obsolete station that does not meet the needs of modern policing.
- Program funding to support the second phase of the Public Safety Communications Center building system renovation project.
- Replace 1,346 regular body armor units and 65 ballistic Special Weapons and Tactics (SWAT) team body armor vests.

Correction and Rehabilitation

- Program funding to design and construct a new Justice Center. The new facility will include a central processing/detention component to support processing new arrestees and detaining remanded individuals for up to 72 hours. The facility will be constructed adjacent to the planned Diversion Center to maximize diversion and deflection opportunities.
- Recommend funding for a Montgomery County Correctional Facility Refresh project to include medical unit modifications and remediation of clogged vents in inmate cells to address health and life safety needs. The project also provides for paint and carpet replacement throughout the facility.

Fire and Rescue Service

- Recommend $44.2 million in funding for the continued design and construction of a new White Flint Fire Station to house units currently operating out of Rockville Station 23 that supports the North Bethesda community. This project will include enhancements to achieve net zero construction.
- In support of critical apparatus replacement needs, recommend a steady stream of CIP funding for the apparatus replacement program. The following units are anticipated to be replaced over the six-year period: 6 aerial trucks, 40 ambulances, 15 engines, 3 all-wheel drive brush engines, 3 rescue squad/hazmat units, 3 tankers, and 1 auxiliary hazardous materials response vehicle.
- Recommend funding to purchase self-contained breathing apparatus that are reaching the end of their useful life and support an essential part of firefighters' personal protective equipment.
- Fund planning for the Rockville Fire Station 3 Renovation project.
- Design and construct female facility improvements at Silver Spring Fire Station 16 to expand and improve locker, shower, and restroom facilities to appropriately accommodate Montgomery County Fire and Rescue Service personnel.
- Enhance funding for heating, ventilation, and air conditioning (HVAC)/electrical replacement to preserve the buying power of important level of effort maintenance projects.

EFFECTIVE, SUSTAINABLE GOVERNMENT

WSSC Water

- Recommend full funding of the agency's $1.77 billion request for the FY27-32 CIP.
- Maintain development of capital projects aimed to address long-term issues in water and sewer management.
- Continue funding capital projects whose purpose is to support the extensive water and sewer infrastructure and numerous support facilities, including addressing regulatory changes, regulatory mandates, health and safety issues and business risk exposure.
- Completed the Piscataway Bio-Energy project, the largest and most technically advanced project ever constructed by WSSC Water, to use innovative technology to recover resources and produce green energy.
- Expand the consolidated Laboratory Division building and replace equipment in the building to accommodate increased workload.
- Replace and upgrade assets at the WSSC Water Support Center.
- Continue to address the consent decrees related to the Potomac Water Filtration Plant to allow WSSC Water to meet new discharge limitations.

Technology

- Add funding for a new Next Generation Technology Refresh project to provide lifecycle technology upgrades to County infrastructure.
- Support the Montgomery Connects project to help lower income residents access high-quality broadband services. Funding will primarily support the deployment of Montgomery County's residential high-speed internet service network for affordable housing developments.
- Fund the County Building Network Wiring project to ensure continuity in network wiring and equipment upgrades in County-owned buildings to eliminate bottlenecks and allow County users to fully utilize the FiberNet system.
- The County Radio Life Cycle Replacement project, which is the County's critical infrastructure communications network, will continue the phased replacement of outdated voice radio systems used by County agencies including Police, Fire and Rescue, Sheriff, Correction and Rehabilitation, Transportation, and the Maryland-National Capital Park and Planning Commission.

General Government

- Enhance funding for ADA Compliance, Heating, Ventilation and Air Conditioning (HVAC) Replacement: Montgomery County Government, Roof Replacement, HVAC Replacement: Fire Stations, and ABS Conveyor System Upgrade projects.
- Recommend funding of $5.8 million for elevator improvements in the Judicial Center North Tower in FY28 and FY29.

Revenue Authority

- New projects to install electric charging infrastructure for golf carts at Little Bennett Golf Course and for stormwater overflow in parking areas at Crossvines facility.

EXPLANATION OF THE CHARTS WHICH FOLLOW

Expenditure Summary by Category and Sub-Category

The program expenditure summary report for the County Executive's Recommended FY27-32 CIP, as recommended in January, is included after the chapter narrative. The County Executive's Recommended FY27-32 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 funding from all sources for the County Executive's Recommended FY27-32 CIP, as recommended in January, is included after the Expenditure Summary by Category and Subcategory report. The County Executive's Recommended FY27-32 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 FY25	Est FY26	6 Yr Total	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Beyond 6 Yrs	FY 27 Approp.
GENERAL GOVERNMENT												
County Offices and Other Improvements	549,680	299,880	72,680	172,673	24,257	23,036	27,870	32,270	33,070	32,170	4,447	20,517
Economic Development	311,941	195,983	47,106	68,852	345	10,484	18,023	20,000	20,000	-	-	(4,405)
Fleet Management	4,611	12	4,599	-	-	-	-	-	-	-	-	-
Other General Government	49,709	9,066	32,284	8,359	4,102	1,158	1,823	1,276	-	-	-	4,102
Technology Services	351,360	265,081	34,492	51,498	11,201	10,407	6,192	11,488	6,105	6,105	289	9,444
GENERAL GOVERNMENT TOTAL	**1,267,301**	**770,022**	**191,161**	**301,382**	**39,905**	**45,085**	**53,908**	**65,034**	**59,175**	**38,275**	**4,736**	**29,658**
PUBLIC SAFETY												
Correction and Rehabilitation	117,356	7,280	4,329	105,747	3,433	31,347	51,457	18,724	786	-	-	800
Fire/Rescue Service	337,501	140,107	40,227	157,167	45,072	36,620	25,135	16,658	15,639	18,043	-	67,114
Other Public Safety	7,140	1,462	5,580	98	98	-	-	-	-	-	-	-
Police	156,167	44,441	15,391	52,638	10,281	4,518	700	1,531	608	35,000	43,697	3,011
PUBLIC SAFETY TOTAL	**618,164**	**193,290**	**65,527**	**315,650**	**58,884**	**72,485**	**77,292**	**36,913**	**17,033**	**53,043**	**43,697**	**70,925**
TRANSPORTATION												
Bridges	285,923	97,841	34,600	113,496	30,500	23,023	23,740	14,540	14,364	7,329	39,986	20,104
Highway Maintenance	1,043,105	562,383	48,402	432,320	82,470	69,970	69,970	69,970	69,970	69,970	-	82,456
Mass Transit (MCG)	2,094,951	449,454	212,816	1,326,169	220,231	294,839	311,027	185,476	203,139	111,457	106,512	94,061
Parking	153,814	51,442	29,069	73,303	14,092	18,438	11,379	12,044	8,675	8,675	-	12,616
Pedestrian Facilities/Bikeways	863,178	301,969	111,598	160,896	55,948	46,110	26,792	12,091	9,972	9,983	288,715	28,539
Roads	650,694	281,568	27,899	58,252	2,599	3,925	4,333	8,655	2,375	36,365	282,975	1,815
Traffic Improvements	419,226	270,319	29,221	119,686	21,774	20,323	19,299	19,430	19,430	19,430	-	20,048
TRANSPORTATION TOTAL	**5,510,891**	**2,014,976**	**493,605**	**2,284,122**	**427,614**	**476,628**	**466,540**	**322,206**	**327,925**	**263,209**	**718,188**	**259,639**
RECYCLING AND RESOURCE MANAGEMENT												
Recycling and Resource Management	133,954	54,501	41,015	38,438	25,478	7,460	2,000	1,500	1,000	1,000	-	16,000
RECYCLING AND RESOURCE MANAGEMENT TOTAL	**133,954**	**54,501**	**41,015**	**38,438**	**25,478**	**7,460**	**2,000**	**1,500**	**1,000**	**1,000**	**-**	**16,000**
HEALTH AND HUMAN SERVICES												
Health and Human Services	162,646	55,575	28,360	74,150	37,797	17,322	8,560	4,798	3,386	2,287	4,561	10,605
HEALTH AND HUMAN SERVICES TOTAL	**162,646**	**55,575**	**28,360**	**74,150**	**37,797**	**17,322**	**8,560**	**4,798**	**3,386**	**2,287**	**4,561**	**10,605**
CULTURE AND RECREATION												
Libraries	210,166	102,502	14,708	82,956	8,353	25,772	30,507	6,106	6,709	5,509	10,000	5,071
Recreation	366,571	153,747	51,378	148,671	27,156	21,604	44,537	28,912	13,990	12,472	12,775	10,620
CULTURE AND RECREATION TOTAL	**576,737**	**256,249**	**66,086**	**231,627**	**35,509**	**47,376**	**75,044**	**35,018**	**20,699**	**17,981**	**22,775**	**15,691**
CONSERVATION OF NATURAL RESOURCES												

Expenditure Summary by Category and Subcategory ($000s)

	Total	Thru FY25	Est FY26	6 Yr Total	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Beyond 6 Yrs	FY 27 Approp.
Ag Land Preservation	26,123	18,502	4,671	2,950	1,110	400	360	360	360	360	-	1,110
Storm Drains	135,895	62,761	11,250	61,884	10,314	10,314	10,314	10,314	10,314	10,314	-	13,464
Stormwater Management	431,049	127,898	58,531	244,620	27,947	19,756	41,588	47,045	56,583	51,701	-	78,189
CONSERVATION OF NATURAL RESOURCES TOTAL	**593,067**	**209,161**	**74,452**	**309,454**	**39,371**	**30,470**	**52,262**	**57,719**	**67,257**	**62,375**	**-**	**92,763**
COMMUNITY DEVELOPMENT AND HOUSING												
Community Development	15,203	4,654	4,207	6,342	1,643	1,318	1,302	693	693	693	-	1,643
Housing (MCG)	796,695	443,177	193,557	159,961	26,351	29,700	28,690	28,520	23,250	23,450	-	26,351
COMMUNITY DEVELOPMENT AND HOUSING TOTAL	**811,898**	**447,831**	**197,764**	**166,303**	**27,994**	**31,018**	**29,992**	**29,213**	**23,943**	**24,143**	**-**	**27,994**
HOUSING OPPORTUNITIES COMMISSION												
Housing (HOC)	91,132	74,736	8,896	7,500	1,250	1,250	1,250	1,250	1,250	1,250	-	1,250
HOUSING OPPORTUNITIES COMMISSION TOTAL	**91,132**	**74,736**	**8,896**	**7,500**	**1,250**	**1,250**	**1,250**	**1,250**	**1,250**	**1,250**	**-**	**1,250**
REVENUE AUTHORITY												
Miscellaneous Projects (Revenue Authority)	20,403	1,900	3,208	11,763	2,780	1,633	1,385	5,400	-	565	3,532	-
REVENUE AUTHORITY TOTAL	**20,403**	**1,900**	**3,208**	**11,763**	**2,780**	**1,633**	**1,385**	**5,400**	**-**	**565**	**3,532**	**-**
MONTGOMERY COUNTY PUBLIC SCHOOLS												
Countywide	4,092,688	1,711,681	411,237	1,969,770	199,812	244,437	443,719	478,124	371,882	231,796	-	198,135
Individual Schools	1,183,873	667,145	194,822	321,906	193,971	127,935	-	-	-	-	-	(16,025)
Miscellaneous Projects	(111,027)	-	-	(156,145)	(9,210)	(32,882)	(170,524)	(78,951)	7,720	127,702	45,118	(9,210)
MONTGOMERY COUNTY PUBLIC SCHOOLS TOTAL	**5,165,534**	**2,378,826**	**606,059**	**2,135,531**	**384,573**	**339,490**	**273,195**	**399,173**	**379,602**	**359,498**	**45,118**	**172,900**
MONTGOMERY COLLEGE												
Higher Education	1,285,235	681,039	117,481	445,258	67,724	79,587	165,973	34,774	63,895	33,305	41,457	40,867
MONTGOMERY COLLEGE TOTAL	**1,285,235**	**681,039**	**117,481**	**445,258**	**67,724**	**79,587**	**165,973**	**34,774**	**63,895**	**33,305**	**41,457**	**40,867**
M-NCPPC												
Acquisition	356,663	143,295	55,907	37,259	6,326	6,215	6,175	6,181	6,181	6,181	120,202	4,226
Development	720,393	242,109	192,174	243,461	51,644	42,513	40,269	36,235	36,484	36,316	42,649	46,011
M-NCPPC TOTAL	**1,077,056**	**385,404**	**248,081**	**280,720**	**57,970**	**48,728**	**46,444**	**42,416**	**42,665**	**42,497**	**162,851**	**50,237**

Total	Thru FY25	Est FY26	6 Yr Total	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Beyond 6 Yrs	FY 27 Approp.
17,314,018	**7,523,510**	**2,141,695**	**6,601,898**	**1,206,849**	**1,198,532**	**1,253,845**	**1,035,414**	**1,007,830**	**899,428**	**1,046,915**	**788,529**

All Agency Funding Summary

All Agency Funding Summary ($000s)

	Total	Thru FY25	Est FY26	6 Yr Total	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Beyond 6 Yrs
Aging Schools Program	7,181	6,533	648	-	-	-	-	-	-	-	-
Agricultural Transfer Tax	6,004	2,994	1,810	1,200	200	200	200	200	200	200	-
Community Development Block Grant	5,840	5,840	-	-	-	-	-	-	-	-	-
Contributions	79,614	36,045	36,078	7,491	2,959	897	1,097	933	500	1,105	-
Contributions: Bethesda Park Impact Payments	24,500	9,731	12,669	2,100	700	1,400	-	-	-	-	-
Current Revenue: Cable TV	97,006	78,343	4,985	13,678	2,773	2,526	2,280	2,033	2,033	2,033	-
Current Revenue: CUPF	1,971	1,938	33	-	-	-	-	-	-	-	-
Current Revenue: Enterprise (M-NCPPC)	27,312	11,655	7,357	8,300	-	4,200	3,600	500	-	-	-
Current Revenue: Fire	119,938	20,326	23,055	76,557	10,243	11,331	13,797	13,136	12,823	15,227	-
Current Revenue: General	1,455,981	811,377	165,349	478,050	72,018	81,176	81,423	92,641	82,396	68,396	1,205
Current Revenue: Liquor	13,826	5,284	4,404	4,138	1,158	811	1,276	893	-	-	-
Current Revenue: M-NCPPC	7,835	3,008	2,127	2,700	450	450	450	450	450	450	-
Current Revenue: Mass Transit	517,519	130,189	62,987	315,280	25,872	72,388	84,852	25,707	53,080	53,381	9,063
Current Revenue: MCPS	750	750	-	-	-	-	-	-	-	-	-
Current Revenue: Montgomery Housing Initiative	4,775	4,775	-	-	-	-	-	-	-	-	-
Current Revenue: Motor Pool	3,861	-	3,861	-	-	-	-	-	-	-	-
Current Revenue: Parking - Bethesda	75,352	29,612	16,236	29,504	5,168	5,168	5,168	5,620	4,190	4,190	-
Current Revenue: Parking - Montgomery Hill	100	100	-	-	-	-	-	-	-	-	-
Current Revenue: Parking - Silver Spring	58,067	20,811	6,834	30,422	5,039	5,327	5,727	5,949	4,190	4,190	-
Current Revenue: Parking - Wheaton	4,520	979	949	2,592	559	484	484	475	295	295	-
Current Revenue: Permitting Services	20,991	20,991	-	-	-	-	-	-	-	-	-
Current Revenue: Solid Waste Disposal	56,046	32,428	9,568	14,050	5,990	2,560	2,000	1,500	1,000	1,000	-
Current Revenue: Urban District Bethesda	435	435	-	-	-	-	-	-	-	-	-
Current Revenue: Water Quality Protection	162,764	74,421	16,865	71,478	12,138	12,608	11,638	11,719	11,646	11,729	-
Developer Payments	9,299	5,420	2,189	1,690	900	190	150	150	150	150	-
Fed Stimulus (State Allocation)	6,550	6,550	-	-	-	-	-	-	-	-	-
Federal Aid	386,435	206,120	45,787	131,349	44,221	27,127	33,141	17,959	6,792	2,109	3,179
FTA Capital Investment Grant	427,177	-	14,135	413,042	40,546	75,336	102,640	104,799	81,636	8,085	-
G.O. Bond Premium	122,107	99,806	-	22,301	22,301	-	-	-	-	-	-
G.O. Bonds	6,719,874	2,738,989	865,901	2,415,348	404,616	412,741	404,265	400,901	396,147	396,678	699,636
HIF Revolving Program	449,689	198,199	128,194	123,296	20,623	20,181	20,623	20,623	20,623	20,623	-
HOC Bonds	50,000	48,458	1,542	-	-	-	-	-	-	-	-
Impact Tax	209,012	126,647	31,865	50,500	10,500	8,000	8,000	8,000	8,000	8,000	-

All Agency Funding Summary ($000s)

	Total	Thru FY25	Est FY26	6 Yr Total	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Beyond 6 Yrs
Intergovemmental	20,048	9,244	6,020	4,784	4,324	-	460	-	-	-	-
Investment Income	1,119	609	450	60	10	10	10	10	10	10	-
Land Sale	52,278	49,702	606	1,970	1,970	-	-	-	-	-	-
Land Sale (M-NCPPC Only)	713	513	200	-	-	-	-	-	-	-	-
Loan Repayment Proceeds	217,690	130,667	57,278	29,745	3,628	7,469	6,497	6,697	2,627	2,827	-
Long-Term Financing	393,075	86,874	40,976	265,225	56,600	80,444	88,327	10,911	16,029	12,914	-
M-NCPPC Bonds	144,871	63,813	27,404	51,916	8,935	8,915	8,630	8,602	8,501	8,333	1,738
Major Facilities Capital Projects Fund (College)	17,500	10,639	5,361	1,500	-	-	-	1,500	-	-	-
Op Lanes Maryland Transit Funding	85,200	-	-	32,000	-	-	-	-	16,000	16,000	53,200
PAYGO	270,851	270,851	-	-	-	-	-	-	-	-	-
POS-Stateside (M-NCPPC Only)	200	200	-	-	-	-	-	-	-	-	-
Program Open Space	240,403	60,098	38,073	27,450	4,575	4,575	4,575	4,575	4,575	4,575	114,782
Qualified Zone Academy Funds	4,142	3,939	203	-	-	-	-	-	-	-	-
Recordation Tax	1,104,879	594,161	59,058	451,660	64,603	71,388	74,582	77,901	80,443	82,743	-
Recordation Tax Premium (MCG)	408,552	171,850	35,199	201,503	28,357	34,585	32,737	34,194	35,310	36,320	-
Recordation Tax Premium (MCPS)	262,719	39,270	21,946	201,503	28,357	34,585	32,737	34,194	35,310	36,320	-
Revenue Authority	7,620	1,900	326	5,181	1,612	1,333	1,083	1,125	-	28	213
Revenue Bonds	106,804	30,969	31,447	24,388	19,488	4,900	-	-	-	-	20,000
Revenue Bonds: Liquor Fund	69,521	69,521	-	-	-	-	-	-	-	-	-
Revolving Fund (M-NCPPC Only)	36,598	16,798	7,200	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	24,932	14,393	10,539	-	-	-	-	-	-	-	-
School Facilities Payment	950	852	98	-	-	-	-	-	-	-	-
Schools Impact Tax	184,054	113,707	10,347	60,000	10,000	10,000	10,000	10,000	10,000	10,000	-
Short-Term Financing	321,067	224,697	22,315	73,766	24,702	14,598	2,192	31,666	608	-	289
State Aid	1,674,037	666,338	258,517	715,642	221,163	149,698	170,385	59,362	66,754	48,280	33,540
State Bonds (M-NCPPC Only)	1,025	775	250	-	-	-	-	-	-	-	-
State Bus Rapid Transit Fund	45,530	4,358	3,368	37,804	21,810	12,500	3,494	-	-	-	-
State ICC Funding (M-NCPPC Only)	1,913	1,662	251	-	-	-	-	-	-	-	-
Stormwater Management Waiver Fees	3,377	2,327	150	900	150	150	150	150	150	150	-
TEA-21	2,368	2,368	-	-	-	-	-	-	-	-	-
Transportation Enhancement Program	737	737	-	-	-	-	-	-	-	-	-
Transportation Facilities Capital Projects Fund (College)	2,000	-	-	2,000	2,000	-	-	-	-	-	-
Transportation Improvement Credit	500	500	-	-	-	-	-	-	-	-	-
Utility Incentives	9,681	6,296	3,385	-	-	-	-	-	-	-	-
Utility Merger Funds	14,545	13,649	896	-	-	-	-	-	-	-	-
Utilization Premium Payment	132	132	-	-	-	-	-	-	-	-	-

All Agency Funding Summary ($000s)

	Total	Thru FY25	Est FY26	6 Yr Total	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Beyond 6 Yrs
Water Quality Protection Bonds	269,485	55,293	28,957	185,235	13,491	16,181	33,075	38,239	43,262	40,987	-
White Flint Special Tax District	175,994	63,918	2,006	-	-	-	-	-	-	-	110,070

Total	Thru FY25	Est FY26	6 Yr Total	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Beyond 6 Yrs
17,314,048	7,523,540	2,141,695	6,601,898	1,206,849	1,198,532	1,253,845	1,035,414	1,007,830	899,428	1,046,915

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Debt Service

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$525,401,750	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 FY27 Operating Budget for Debt Service is $525,401,750, an increase of $52,565,395 or 11.1 percent from the FY26 Approved Budget of $472,836,355.

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 36.9 percent of the County's capital expenditures (excluding WSSC Water) for the six years of the Recommended FY27-32 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 offer relative 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 October 7, 2025, the County Council approved SAG limits at $300 million for FY27-32, and $1.8 billion for the FY27-32 period. On February 6, 2026, the County Council confirmed the guidelines set on October 7, 2025. The County Executive recommends starting issuances at $340 million in FY27 and increasing them by $10 million dollars each year, reaching $390 million by FY32, for a total of $2.2 billion over six years.

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 FY27. 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.

FY26 Estimated Debt Service

The FY26 estimated General Obligation debt service, lease, and other long-term debt expenditure requirements for tax-supported funds total $433.8 million which is lower than the budget of $438.6 million primarily due to deferrals of some lease and long-term debt financings.

FY27 Recommended Debt Service Budget

The FY27 Debt Service budget is predicated on a base of existing debt service requirements from past bond issues plus the following:

• A FY27 issue of $340 million at an interest cost of 5.0 percent for 20 years with even principal payments and annual debt issuance to continue through FY32.

• Interest expense based on an anticipated average BANs/Commercial paper balance of $166 million during FY27.

• 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 FY27 Debt Service requirement for tax-supported funds of $463.5 million, which is a 5.7 percent increase from the FY26 budget of $438.6 million. The General Fund appropriation requirement is $383.3 million, or 4.2 percent more than the budgeted FY26 amount of $367.8 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 (PSP) 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 2026 (FY27) issue. Projected interest rates for bond issues for FY27 through FY32 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 $463.5 million in FY27 to $544.2 million by FY32 with the General Fund revenue requirement growing from $399.0 million in FY27 to $439.2 million by FY32.

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 Executive's recommended Spending Affordability Guidelines for FY27-32. The chart displays the anticipated debt issues for the six years which are the basis of the GO bond-funded portion of the Recommended FY27-32 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 FY27-32 Capital Improvements Program meets that requirement. The General Obligation Bond Adjustment chart reflecting the County Executive's January 13, 2026, proposals for the Recommended FY27-32 CIP is included at the end of this section.

Debt Limit

The County's outstanding general obligation debt totals $3,204,610,000 as of June 30, 2025. 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, 2025, is $14,399,462,000 based upon the assessed valuation $229,128,088,000 for all real property and $4,345,177,767, for personal property. The County's outstanding general obligation debt of $3,204,610,000, plus outstanding short-term commercial paper of $200,000,000 is 1.46 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 FY25 Debt Service Booklet. 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 FY27 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 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 FY24, 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 $923k that was earned on unspent bond proceeds from the bond issuances has been included as a non-GO Bond funding source.

The FY27 Budget includes $20 million for debt service related to Bus Rapid Transit (BRT) Grant Revenue Bonds to fund the MD 355 FLASH Bus Rapid Transit project, creating a high-capacity, high-frequency BRT system intended to improve reliability, accessibility, and speed compared to existing bus services.

The bonds will be limited obligations of Montgomery County, payable solely from State appropriations from lottery revenue and the Transportation Trust Fund, which flow into the State-held Bus Rapid Transit Fund and are then distributed to the County.

Legal authority for issuing the bonds comes from Maryland legislation enacted in 2023 (Chapter 112). Subject to annual state appropriation, the County may receive $17 million in lottery revenues and $10 million from the Transportation Trust Fund for BRT system grants.

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 1991, 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.

The budget recognizes the creation of a Strategic Special Taxing District that is within half mile of each side of the centerline of all routes designated as Bus Rapid Transit in the 2025 Master Plan of Highways and Transitways, within half mile of each side of the centerline of the final design alignment of the Maryland 355 Central Bus Rapid Transit, within the boundaries of the municipality of Kensington, and within the Clarksburg Gateway Sector plan. Revenue collection for this district is expected to begin in FY28 and debt service on bonds issued to fund infrastructure in the district is programmed in FY29.

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, 2025, was $4.2 million.

PROGRAM CONTACTS

Contact Joseph Mason of the Department of Finance at 240-777-8827 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 FY25	Budget FY26	Estimated FY26	Recommended FY27	%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	402,251,407	408,290,190	404,787,485	431,004,005	5.6 %
Debt Service Other	26,310,346	30,286,475	28,987,805	32,462,945	7.2 %
Debt Service Expenditures	**428,561,753**	**438,576,665**	**433,775,290**	**463,466,950**	**5.7 %**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%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	204,720	189,940	189,900	180,300	-5.1 %
Debt Service Revenues	**204,720**	**189,940**	**189,900**	**180,300**	**-5.1 %**

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	24,830,964	34,259,690	29,824,190	61,934,800	80.8 %
Debt Service - Non-Tax Supported Expenditures	**24,830,964**	**34,259,690**	**29,824,190**	**61,934,800**	**80.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Bus Rapid Transit Grant Revenue Bonds	0	0	0	20,000,000	—
Debt Service - Non-Tax Supported Revenues	**0**	**0**	**0**	**20,000,000**	**—**

DEPARTMENT TOTALS

Total Expenditures	**453,392,717**	**472,836,355**	**463,599,480**	**525,401,750**	**11.1 %**
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	**204,720**	**189,940**	**189,900**	**20,180,300**	**10524.6 %**

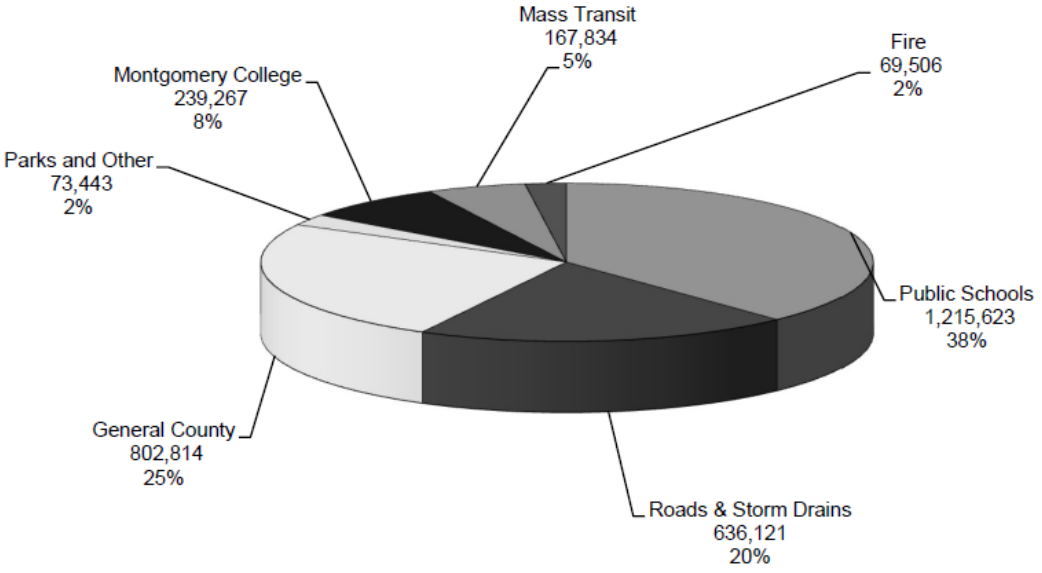
DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT

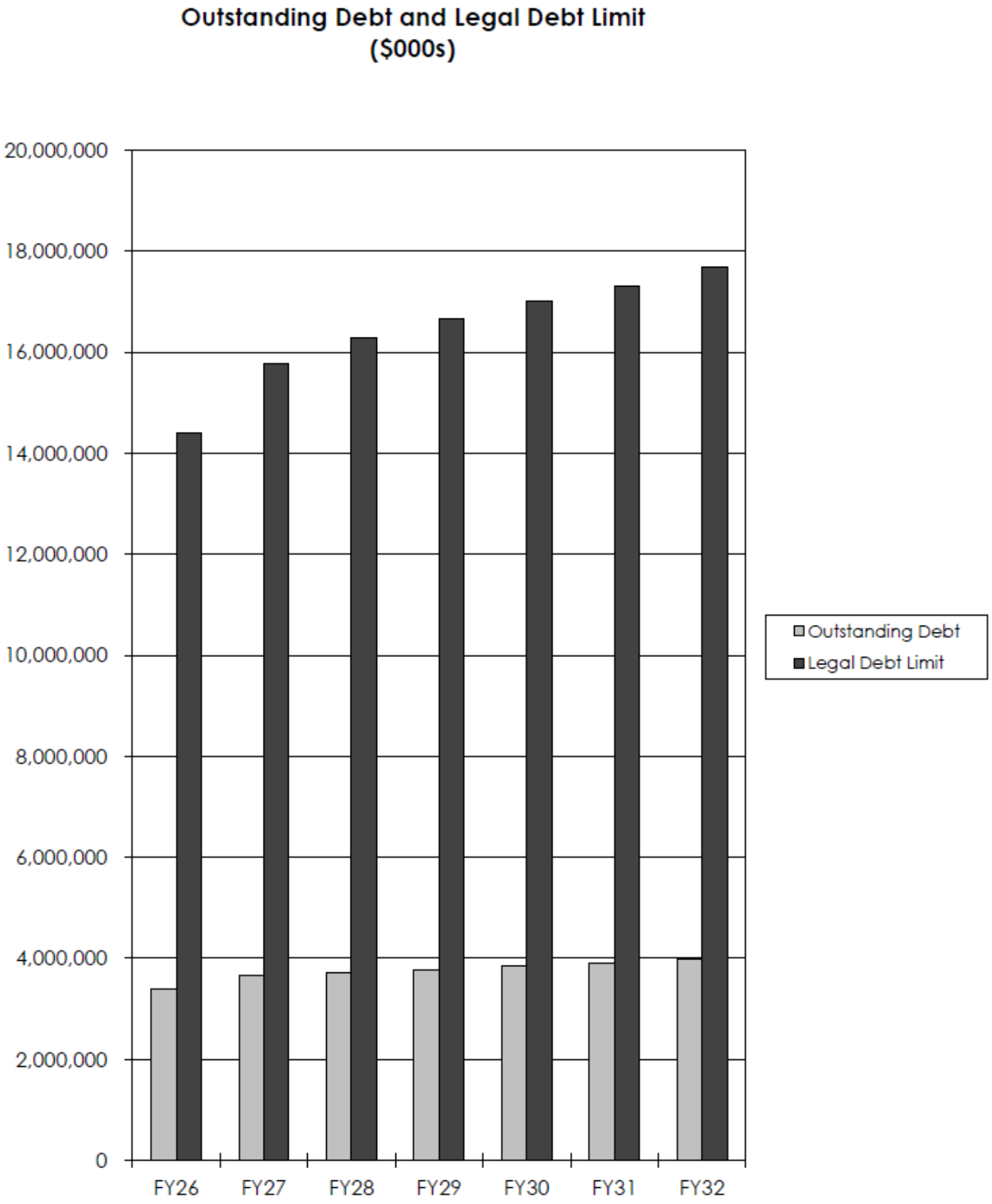
GO BOND DEBT SERVICE EXPENDITURES	Act FY	Actual FY25	Approved FY26	Estimate FY26	Recommended FY27	% Chg App/App	App % GO Bonds
General County		82,153,438	86,609,600	85,214,991	89,378,650		21.1%
Roads & Storm Drains		81,577,773	80,654,120	79,263,747	83,577,330		19.8%
Public Housing		18,076	33,540	33,534	22,890		0.0%
Parks		9,440,387	9,225,190	9,040,664	10,044,430		2.4%
Public Schools		153,995,560	154,369,080	154,268,257	162,786,265		38.5%
Montgomery College		29,061,740	29,203,790	28,774,178	29,353,810		6.9%
Recovery Zone Economic Development		-	-		-		0.0%
Bond Anticipation Notes/Commercial Paper		4,770,286	5,000,000	4,500,000	5,200,000		1.2%
Bond Anticipation Notes/Liquidity & Remarketing		1,588,722	2,000,000	2,000,000	2,000,000		0.5%
Cost of Issuance		485,153	750,000	750,000	900,000		0.2%
Total General Fund		363,091,136	367,845,320	363,845,370	383,263,375	4.2%	88.7%
Fire Tax District Fund		8,534,855	8,400,060	8,429,909	9,009,870		2.1%
Mass Transit Fund		20,984,717	21,563,940	22,263,971	26,667,570		6.3%
Recreation Fund		9,640,699	10,480,870	10,248,235	12,063,190		2.9%
Total Tax Supported Other Funds		39,160,271	40,444,870	40,942,115	47,740,630	18.0%	11.3%
TOTAL TAX SUPPORTED		402,251,407	408,290,190	404,787,485	431,004,005	5.6%	100.0%
TOTAL GO BOND DEBT SERVICE EXPENDITURES		402,251,407	408,290,190	404,787,485	431,004,005	5.6%	100.0%
LONG-TERM LEASE EXPENDITURES							
Revenue Authority - Crossvines Project		859,113	862,000	862,000	858,800		
Fire and Rescue Equipment		1,092,835	3,113,100	2,886,000	4,696,400		
Alcohol Beverage Services - Conveyor System Upgrade (L/T Lease)		-	-	-	-		
TOTAL LONG-TERM LEASE EXPENDITURES		1,951,948	3,975,100	3,748,000	5,555,200	39.7%	
SHORT-TERM LEASE EXPENDITURES							
Technology Modernization Project		-	-	-	-		
Digital Evidence Data Storage		247,627	93,800	93,800	-		
Ride On Buses		712,394	918,570	712,400	1,117,900		
Public Safety System Modernization		26,691	337,900	196,100	491,600		
Transit System Radios		-	479,600	479,600	479,600		
Police Body Armor		241,426	241,500	241,500	241,500		
Intelligent Transit System		-	2,123,800	1,471,500	2,005,200		
Fire Defibrillators		282,087	282,200	282,200	282,200		
Radio Lifecycle Replacement		5,344,236	8,543,900	8,474,600	9,296,800		
Business Continuity Plan		-	489,600	487,600	487,600		
TOTAL SHORT-TERM LEASE EXPENDITURES		6,854,460	13,510,870	12,439,300	14,402,400	6.6%	
OTHER LONG-TERM DEBT							
Silver Spring Music Venue		293,154	293,210	293,210	292,700		
Incubators		-	-	-	-		
Rockville Core		1,507,838	1,505,400	1,505,400	1,505,750		
Energy Performance Leases QECBs		681,456	681,020	681,020	680,220		
Energy Performance Leases Other		1,782,080	1,818,100	1,818,100	1,848,400		
Wheaton Redevelopment		2,142,863	2,358,300	2,358,300	2,358,300		
MHI-HUD Loan - **Non-Tax supported**		-	-	-	-		
Water Quality Protection Charge Bonds - **Non-Tax supported**		9,143,911	9,921,900	9,511,900	11,127,300		
MHI - Property Acquisition and Preservation Fund - **Non-Tax supported**		14,786,224	17,265,690	13,240,790	23,741,300		
MHI Production Fund - HOC - **Non-Tax supported**		3,612,054	7,072,100	7,071,500	7,066,200		
COP - Wheaton Redevelopment - Non-Tax supported		211,931	-	-	-		
COPs - Fire SCBA and Apparatus		5,092,932	2,401,500	2,401,500	2,399,600		
COPs - Fleet Equipment		327,300	325,650	325,650	328,375		
COPs - Buses		5,119,635	3,343,825	3,343,825	3,092,000		
COPs - Fuel Management		189,000	-	-	-		
COPs - PSSM		-	-	-	-		
COPs - Corrections		155,750	73,500	73,500	-		
Transportation Special Taxing District - Non-Tax supported		-	-	-	-		
Bus Rapid Transit Grant Revenue Bonds		-	-	-	20,000,000		
TOTAL OTHER LONG-TERM DEBT		45,046,128	47,060,195	42,624,695	74,440,145	58.2%	
DEBT SERVICE EXPENDITURES							
Tax Supported		**428,561,753**	**438,576,665**	**433,775,290**	**463,466,950**	**5.7%**	
Non-Tax Supported - Other Long-term Debt		**27,542,190**	**34,259,690**	**29,824,190**	**61,934,800**	**80.8%**	
TOTAL DEBT SERVICE EXPENDITURES		**456,103,942**	**472,836,355**	**463,599,480**	**525,401,750**	**11.1%**	
GO BOND DEBT SERVICE FUNDING SOURCES							
General Funds		362,913,725	367,845,320	363,845,370	383,263,375		
Premium on General Obligation Bonds		-	-	-	-		
Total General Fund Sources		362,913,725	367,845,320	363,845,370	383,263,375		
Fire Tax District Funds		8,604,276	8,400,060	8,429,909	9,009,870		
Mass Transit Fund		21,092,706	21,563,940	22,263,971	26,667,570		
Recreation Fund		9,640,699	10,480,870	10,248,235	12,063,190		
Total Other Funding Sources		39,337,681	40,444,870	40,942,115	47,740,630		
TOTAL GO BOND FUNDING SOURCES		402,251,406	408,290,190	404,787,485	431,004,005		
NON GO BOND FUNDING SOURCES							
General Funds		11,146,580	14,962,237	14,749,177	15,735,317		
MHI Fund - HUD Loan		-	-	-	-		
Water Quality Protection Fund		9,143,910	9,921,900	9,511,900	11,127,300		
MHI - Property Acquisition Fund		15,687,054	24,337,790	19,389,778	30,807,500		
MHI Fund - Interest Income		2,711,225	-	922,512	-		
Wheaton Redevelopment Contributions		2,142,864	2,146,053	2,146,053	2,146,053		
Motor Pool Fund		516,300	325,650	325,650	328,375		
Mass Transit Fund		5,832,029	6,865,795	6,007,325	6,694,700		
Fire Tax District Fund		6,467,854	5,796,800	5,569,700	7,378,200		
Federal Subsidy - QECBs		204,720	189,940	189,900	180,300		
Transportation Special Taxing District		-	-	-	-		
Bus Rapid Transit Grant Revenue Bonds		-	-	-	20,000,000		
TOTAL NON GO BOND FUNDING SOURCES		53,852,536	64,546,165	58,811,995	94,397,745		
TOTAL FUNDING SOURCES		**456,103,942**	**472,836,355**	**463,599,480**	**525,401,750**		
TOTAL GENERAL OBLIGATION BOND SALES							
Actual and Estimated Bond Sales		280,000,000	280,000,000	280,000,000	340,000,000		
Council SAG Approved Bond Funded Expenditures		280,000,000	280,000,000	280,000,000	300,000,000		

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

	Recommended FY27	Projected FY28	Projected FY29	Projected FY30	Projected FY31	Projected FY32
GO BOND DEBT SERVICE EXPENDITURES						
General County	89,378,650	89,873,790	95,997,350	97,333,050	98,199,290	95,161,370
Roads & Storm Drains	83,577,330	86,274,960	91,134,010	92,814,020	95,297,120	97,995,990
Public Housing	22,890	51,980	47,240	45,480	43,840	42,310
Parks	10,044,430	10,605,010	11,578,310	12,409,350	13,164,810	14,018,820
Public Schools	162,786,265	162,386,320	163,243,320	164,176,170	169,465,370	177,715,440
Montgomery College	29,353,810	31,151,030	33,934,000	36,700,740	36,020,450	35,854,550
Bond Anticipation Notes/Commercial Paper	5,200,000	5,500,000	6,000,000	6,300,000	6,600,000	7,000,000
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	900,000	930,000	950,000	970,000	980,000	1,000,000
Total General Fund	383,263,375	388,773,090	404,884,230	412,748,810	421,770,880	430,788,480
Fire Tax District Fund	9,009,870	10,449,730	12,114,820	12,321,580	12,016,900	11,311,990
Mass Transit Fund	26,667,570	28,127,890	28,260,580	28,438,710	28,222,810	31,391,880
Recreation Fund	12,063,190	12,355,680	14,282,410	16,905,090	17,871,860	18,154,940
Total Tax Supported Other Funds	47,740,630	50,933,300	54,657,810	57,665,380	58,111,570	60,858,810
TOTAL TAX SUPPORTED	431,004,005	439,706,390	459,542,040	470,414,190	479,882,450	491,647,290
TOTAL GO BOND DEBT SERVICE EXPENDITURES	431,004,005	439,706,390	459,542,040	470,414,190	479,882,450	491,647,290
LONG-TERM LEASE EXPENDITURES						
Fire and Rescue Equipment	4,696,400	7,766,600	7,941,100	8,128,000	8,128,000	8,092,000
Revenue Authority - Crossvines Project	858,800	859,400	858,800	861,800	858,400	858,700
TOTAL LONG-TERM LEASE EXPENDITURES	5,555,200	8,626,000	8,799,900	8,989,800	8,986,400	8,950,700
SHORT-TERM LEASE EXPENDITURES / FINANCING						
Digital Evidence Data Storage	-	-	-	-	-	-
Ride On Buses	1,117,900	405,500	1,505,800	1,505,800	4,589,400	4,589,400
Intelligent Transit System	2,005,200	2,005,200	2,005,200	2,005,200	2,005,200	2,005,200
Public Safety System Modernization	491,600	464,900	464,900	464,900	295,500	-
Transit System Radios	479,600	479,600	479,600	-	-	-
Fire Defibrillators	282,200	282,200	123,700	-	-	-
Police Body Armor	241,500	423,700	359,800	494,800	836,300	971,900
Radio Lifecycle Replacement	9,296,800	10,185,200	8,630,300	5,866,300	3,177,100	2,354,900
Business Continuity Plan	487,600	487,600	487,600	487,600	-	-
TOTAL SHORT-TERM LEASE EXPENDITURES	14,402,400	14,733,900	14,056,900	10,824,600	10,903,500	9,921,400
OTHER LONG-TERM DEBT						
Silver Spring Music Venue	292,700	293,300	293,400	293,100	293,100	-
Rockville Core	1,505,750	1,508,750	1,509,250	1,509,250	1,507,600	1,510,100
Energy Performance Leases QECBs	680,220	679,320	678,220	801,300	913,100	913,900
Energy Performance Leases Other	1,848,400	1,879,280	1,911,915	1,805,200	1,721,000	1,730,700
Wheaton Redevelopment	2,358,300	2,354,800	2,357,600	2,356,300	2,356,000	2,356,200
Water Quality Protection Charge Bonds - **Non-Tax supported**	11,127,300	16,526,900	19,422,400	21,620,300	30,120,200	31,926,600
MHI - Property Acquisition and Preservation Fund - **Non-Tax supported**	23,741,300	29,611,400	34,389,100	32,012,400	35,857,100	33,958,100
MHI Production Fund - HOC - **Non-Tax supported**	7,066,200	7,067,300	7,069,900	7,068,750	7,065,200	7,069,000
COPs - Fire SCBA and Apparatus	2,399,600	2,398,050	2,396,650	2,400,125	2,398,125	-
COPs - Fleet Equipment	328,375	325,475	326,950	327,675	322,775	-
COPs - Buses	3,092,000	2,859,750	-	-	-	-
Transportation Special Taxing District	-	-	7,340,000	12,200,000	22,720,000	27,130,000
Bus Rapid Transit Grant Revenue Bonds - **Non-Tax supported**	20,000,000	20,000,000	20,000,000	12,345,000	12,345,750	12,348,000
TOTAL OTHER LONG-TERM DEBT	74,440,145	85,504,325	97,695,385	94,739,400	117,619,950	118,942,600
DEBT SERVICE EXPENDITURES						
Tax Supported	**463,466,950**	**475,365,015**	**499,212,825**	**511,921,540**	**532,004,050**	**544,160,290**
Non-Tax Supported - Other Long-term Debt	**61,934,800**	**73,205,600**	**80,881,400**	**73,046,450**	**85,388,250**	**85,301,700**
TOTAL DEBT SERVICE EXPENDITURES	**525,401,750**	**548,570,615**	**580,094,225**	**584,967,990**	**617,392,300**	**629,461,990**
GO BOND DEBT SERVICE FUNDING SOURCES						
General Funds	383,263,375	388,773,090	404,884,230	412,748,810	421,770,880	430,788,480
Premium on General Obligation Bonds	-	-	-	-	-	-
Total General Fund Sources	383,263,375	388,773,090	404,884,230	412,748,810	421,770,880	430,788,480
Fire Tax District Fund	9,009,870	10,449,730	12,114,820	12,321,580	12,016,900	11,311,990
Mass Transit Fund	26,667,570	28,127,890	28,260,580	28,438,710	28,222,810	31,391,880
Recreation Fund	12,063,190	12,355,680	14,282,410	16,905,090	17,871,860	18,154,940
Total Other Funding Sources	47,740,630	50,933,300	54,657,810	57,665,380	58,111,570	60,858,810
TOTAL GO BOND FUNDING SOURCES	431,004,005	439,706,390	459,542,040	470,414,190	479,882,450	491,647,290
NON GO BOND FUNDING SOURCES						
General Funds	15,735,317	16,831,122	15,258,839	12,664,947	9,700,570	8,452,588
Water Quality Protection Fund	11,127,300	16,526,900	19,422,400	21,620,300	30,120,200	31,926,600
MHI - Property Acquisition Fund	30,807,500	36,678,700	41,459,000	39,081,150	42,922,300	41,027,100
Wheaton Redevelopment Contributions	2,146,053	2,142,868	2,145,416	2,144,233	2,143,960	2,144,142
Motor Pool Fund	328,375	325,475	326,950	327,675	322,775	-
Mass Transit Fund	6,694,700	5,750,050	3,990,600	3,511,000	6,594,600	6,594,600
Fire Tax District Fund	7,378,200	10,446,850	10,461,450	10,528,125	10,526,125	8,092,000
Federal Subsidy - QECBs	180,300	162,260	147,530	131,370	113,570	99,670
Transportation Special Taxing District	-	-	7,340,000	12,200,000	22,720,000	27,130,000
Bus Rapid Transit Grant Revenue Bonds	20,000,000	20,000,000	20,000,000	12,345,000	12,345,750	12,348,000
TOTAL NON GO BOND FUNDING SOURCES	94,397,745	108,864,225	120,552,185	114,553,800	137,509,850	137,814,700
TOTAL FUNDING SOURCES	525,401,750	548,570,615	580,094,225	584,967,990	617,392,300	629,461,990
TOTAL GENERAL OBLIGATION BOND SALES						
Estimated Bond Sales	340,000,000	350,000,000	360,000,000	370,000,000	380,000,000	390,000,000
Council SAG Approved Bond Funded Expenditures	300,000,000	300,000,000	300,000,000	300,000,000	300,000,000	300,000,000
ESTIMATED INTEREST RATE	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%

General Obligation Bonds Outstanding by Bond Category
($000s)
Total $3,204,610 as of June 30, 2025




Outstanding Debt and Legal Debt Limit
($000s)
20,000,000
18,000,000
16,000,000
14,000,000
12,000,000
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
0
FY26
FY27
FY28
FY29
FY30
FY31
FY32
Outstanding Debt
Legal Debt Limit

Projected Debt Obligations Schedule of Principal & Interest FY27 Approved Budget			
FUND	Principal	Interest	Total
Debt Service Fund	356,171,483	169,230,267	525,401,750
Liquor Control (Section 65)	8,831,610	1,675,680	10,507,290
Bethesda Parking Lot District (Section 46)	2,066,000	234,794	2,300,794
Total	**367,069,093**	**171,140,741**	**538,209,834**

GENERAL OBLIGATION BOND ADJUSTMENT CHART

FY27-32 Capital Improvements Program

COUNTY EXECUTIVE RECOMMENDED

January 15, 2026

($ millions)	6 YEARS	FY27	FY28	FY29	FY30	FY31	FY32
BONDS PLANNED FOR ISSUE	2,190.000	340.000	350.000	360.000	370.000	380.000	390.000
Plus PAYGO Funded	219.000	34.000	35.000	36.000	37.000	38.000	39.000
Adjust for Implementation **	285.365	46.364	47.727	47.498	47.632	47.916	48.229
Adjust for Future Inflation *	(97.323)	-	-	(11.683)	(20.700)	(28.618)	(36.322)
SUBTOTAL FUNDS AVAILABLE FOR DEBT ELIGIBLE PROJECTS (after adjustments)	2,597.042	420.364	432.727	431.815	433.932	437.297	440.907
Less Set Aside: Future Projects	**181.694**	**15.748**	**19.986**	**27.550**	**33.031**	**41.150**	**44.229**
	7.00%						
TOTAL FUNDS AVAILABLE FOR PROGRAMMINC	2,415.348	404.616	412.741	404.265	400.901	396.147	396.678
MCPS	(853.802)	(125.549)	(108.375)	(81.536)	(200.738)	(180.509)	(157.095)
MONTGOMERY COLLEGE	(178.921)	(27.700)	(34.754)	(62.523)	(13.831)	(26.387)	(13.726)
M-NCPPC PARKS	(94.033)	(15.439)	(15.888)	(15.889)	(15.039)	(15.889)	(15.889)
TRANSPORTATION	(697.194)	(142.029)	(126.466)	(101.480)	(89.103)	(115.700)	(122.416)
MCG - OTHER	(591.398)	(93.899)	(127.258)	(142.837)	(82.190)	(57.662)	(87.552)
	-						
SUBTOTAL PROGRAMMED EXPENDITURES	(2,415.348)	(404.616)	(412.741)	(404.265)	(400.901)	(396.147)	(396.678)
AVAILABLE OR (GAP) TO BE SOLVED	-	-	-	-	-	-	-
NOTES:							
* Adjustments Include:							
Inflation =		3.04%	2.25%	1.89%	1.78%	1.76%	1.77%
Implementation Rate =		88.00%	88.00%	88.00%	88.00%	88.00%	88.00%

DEBT CAPACITY ANALYSIS

FY27-32 CAPITAL IMPROVEMENTS PROGRAM

January 15, 2026

COUNTY EXECUTIVE RECOMMENDED

GO BOND 6 YR TOTAL = 2,190.0 MILLION

GO BOND FY27 TOTAL = 340.0.0 MILLION

GO BOND FY28 TOTAL = 350.0 MILLION

	FY26	FY27	FY28	FY29	FY30	FY31	FY32
1 GO Bond Guidelines ($000)	280,000	340,000	350,000	360,000	370,000	380,000	390,000
2 GO Debt/Assessed Value	1.42%	1.35%	1.33%	1.33%	1.34%	1.35%	1.35%
3 Debt Service + LTL + Short-Term Leases/Revenues (GF)	9.78%	10.26%	10.28%	10.44%	10.42%	10.38%	10.34%
4 $ Debt/Capita	3,223	3,183	3,205	3,239	3,276	3,319	3,365
5 $ Real Debt/Capita (FY24=100%)	3,223	3,089	3,042	3,017	2,998	2,985	2,973
6 Capita Debt/Capita Income	2.98%	3.22%	3.18%	3.14%	3.10%	3.07%	3.04%
7 Payout Ratio	74.73%	74.65%	74.38%	73.83%	73.36%	72.89%	72.42%
8 Total Debt Outstanding ($000s)	3,461,460	3,503,330	3,550,505	3,610,640	3,675,520	3,746,740	3,822,495
9 Real Debt Outstanding (FY24=100%)	3,461,460	3,399,813	3,369,618	3,363,177	3,363,614	3,369,407	3,377,751
10 Note: OP/PSP Growth Assumption (2)	7.3%	2.0%	2.6%	1.7%	1.7%	1.9%	2.3%

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 FY26 approved budget to FY27 budget for FY27 and budget to budget for FY28-32.

Workforce/Compensation

SUMMARY OF FY27 RECOMMENDATIONS

A. SUMMARY OF AGENCY REQUESTS

Montgomery County Public Schools (MCPS): The MCPS workforce for FY27, as recommended by the Board of Education (BOE), is 25,489.6385 FTEs, or 84.0428 FTEs greater than the Board of Education adopted FY26 workforce of 25,405.5957 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). The negotiated agreements became effective July 1, 2025. The Board's requested budget includes $189.9 million in funds to support year two of the two-year contracts. For more information on compensation and workforce changes, please see the Board of Education's FY27 Operating Budget Tentatively Adopted.

Montgomery College (MC): The College and its Board of Trustees adopted a same services framework that maintains affordability for students and addresses compensation and inflationary pressures. The FY27 Current Fund increase in personnel costs is roughly $12.1 million. For more information on compensation and workforce changes, please consult the Adopted FY27 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 FY27, as recommended by the Montgomery County Planning Board, is an increase of 35.14 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 FY27 Proposed Annual Budget.

Montgomery County Government (MCG): When looking at headcount, the net impact on the County government workforce for FY27, as recommended by the Executive, is an increase of 65 positions. This increase consists of 90 tax supported positions and a decrease of 25 non-tax supported positions.

The recommended budget contains an increase in total personnel costs of $64.0 million, or 3.9 percent. The increase in FY27 related only to FY27 compensation and benefits adjustments totaled $57.2 million, or 3.5 percent. The primary factors in these changes are:

Factor	Millions
General wage adjustment (GWA)	**$34.5**
Decrease in required retirement contribution	**-$7.1**
Increase in group insurance	**$11.0**
Service increments and longevity	**$9.6**
Annualization of FY26 compensation adjustments	**$8.0**
Other FY27 compensation adjustments	**$9.3**
New positions in FY27	**$10.1**

Position eliminations in FY27	**-$7.2**
Other changes in personnel costs, including turnover savings and annualization of positions	**-$4.1**

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 FY27: 3 percent effective the first full pay period after July 1, 2026, for all employees in the Police bargaining unit and Police Leadership Service (PLS); 2.5 percent effective the first full pay period after July 1, 2026, for all employees in the Fire and Rescue bargaining unit and Fire and Rescue uniformed management; and 2.85 percent effective the first full pay period after July 1, 2026 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).

FY27 salary schedules can be found on the County's website at:
http://www.montgomerycountymd.gov/HR/compensation/Compensation.html.

(Note: FY27 salary schedules will be available after Council approval of the FY27 budget.)

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

Longevity Increments: The Executive recommends longevity increments in FY27 for all eligible employees.

Performance-Based Pay: The Executive recommends $2.5 million in the Compensation Adjustment and Employee Benefits NDA to fund performance-based pay increases for MLS 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 2026 and projected changes for 2027. 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 $18,990 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 8 percent annually between FY27 and FY32. 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 $1.5 billion as of the Fiscal Year End 2025 GASB 74 Report - approximately 17.3 percent of the total FY27 budget for all agencies.

Proposed FY27 Consolidated Retiree Health Benefits Trust Contributions

Montgomery County Government (MCG)	**FY27**
General Fund:	
Retiree Health Benefits Trust NDA	$0
Proprietary Funds:	
Bethesda Parking District	$0
Wheaton Parking District	0
Silver Spring Parking District	0
Solid Waste Collection	0
Solid Waste Disposal	0
Alcohol Beverage Services	0
Permitting Services	0
Community Use of Public Facilities	0
Motor Pool	0
Risk Management	0
Central Duplicating	0
Participating Agency Contributions	$0
Total MCG Trust Contributions	**$0**
Consolidated Trust: Montgomery County Public Schools	**$61,203,778**
Consolidated Trust: Montgomery College	**$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 $40.8 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 December 2023, the County Council passed Resolution No. 20-337, establishing an updated OPEB funding policy. In FY26, in accordance with this funding policy, $13.5 million has been utilized to pay for a portion of the County's retiree health insurance claims. The prefunding contributions were budgeted at $58 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 FY27 budget resulted in an ADC that was $34.5 million less than the pay-as-you-go amount. The FY27 budget assumes the utilization of this $34.5 million for payment of a portion of the County's retiree health insurance claims. A detailed breakdown of FY27 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. In FY26, the County Council approved an additional $25 million in both FY25 and FY26 to be provided to MCPS, for a total of $52.2 million in each year, for the payment of retiree health insurance claims in FY25 and FY26. 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 FY27.

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 7,013 retirees and survivors, is administered by the Montgomery County Investment Boards (MCIB). Administration of the County's retirement plans, including member services, financial reporting, and compliance, is conducted by the Retirement Administration Division of the Department of Finance. Retirement plan design changes occurring through the collective bargaining process and by other means are coordinated with MCIB 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, 2025, there were 7,013 retirees and survivors and 7,125 active members, including 3,752 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 MCIB 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 who 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 37 and the number of public safety employees decreased by 11, for a combined total active enrollment of 3,373 in FY26. GRIP membership increased by 492 employees to 3,752 in FY26. The RSP saw an increase of 17 active employees enrolled, for a total FY26 enrollment of 3,338. 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 MCIB 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 negotiated agreement becomes effective July 1, 2026, and expires on June 30, 2027. The agreement's salient economic terms include:

- General Wage Adjustment. A 2.5 percent GWA will be paid in July 2026.
- Service Increments. A service increment of 3.5 percent will be paid in FY27 up to the maximum base salary for the grade for eligible unit members.
- Longevity step increases. Longevity step increases will be paid in FY27 to eligible employees; effective July 2026, the third longevity step will be adjusted to be awarded after completion of 22 years of service, changed from after 24 years of service. Bargaining unit members who have completed 22 or more years of service prior to July 1, 2026 will be placed on the new third longevity step effective July 12, 2026.
- Fire and Explosive Investigations Unit Differential.
    - An increase of 3.2 percent of the Fire Fighter III, Step H base pay for all bargaining unit members assigned to the Fire Investigative Unit who are also Law Enforcement Officer Certified.
    - A new differential of 3.2 percent of the Fire Fighter III, Step H base pay for all bargaining unit members assigned to the Fire Investigative Unit who are Non-Law Enforcement Officer Certified.
    - A new differential of $8 per hour for all bargaining unit members assigned to the Fire Investigative Unit who are also certified and current as a Field Training Officer.
- Prevailing Rights - Physical Exams. A sufficient number of appointments will be available for each bargaining unit employee to participate in a National Fire Protection Association (NFPA) physical exam while on duty.
- Prevailing Rights - Vaccines. An addition to regularly scheduled physicals to include annual pulmonary function testing and blood and serum testing to determine per-and polyfluoroalkyl substance (PFAS) levels.
- Reimbursement for Multi-Cancer Early Detection Blood Screening. A reimbursement for bargaining unit members of up to $800 once every 36 months for multi-cancer early detection blood testing.

MCGEO Bargaining Unit: The current agreement became effective July 1, 2023, and expires on June 30, 2026. The negotiated agreement becomes effective on July 1, 2026, and expires on June 30, 2029. The agreement's salient economic terms for FY27 include:

- General Wage Adjustment. A 2.85 percent GWA will be paid in July 2026.
- Service Increments. A service increment of 3.5 percent will be paid in FY27 up to the maximum base salary for the grade for eligible unit members.
- Longevity Step Increases. Longevity step increases will be paid in FY27 to eligible employees; effective July 2026.
- Employee Retirement System.
    - Changes the summary description for Groups E and JK to Normal Retirement from 25 years of service by age 46 to 25 years of credited service at any age.
    - Provides a one-time irrevocable opportunity to purchase credited service years at the full actuarial cost, plus a 7.5 percent risk share, for specified Emergency Communication Center employees in Groups E and JK.
- Non-Public Safety Retirement Plans - Contributions.
    - An increase to employer contributions from 8 percent to 9 percent of employees' regular earnings; effective January 1, 2027. This contribution level applies to both the Retirement Savings Plan and Guaranteed Retirement Income Plan.
    - Bargaining unit members hired before July 1, 2015, who previously elected or defaulted to RSP before GRIP became the default in 2015, will have a one-time irrevocable option to switch to GRIP; effective July 1, 2026.
- Guaranteed Retirement Income Plan. An addition to the optional Life Annuity of an annual post-retirement Cost-of-Living Adjustment.

- Retiree Health Benefits for Part-Time Crossing Guards and School Health Services. Provides retiree health benefit eligibility to certain part-time School Health and Crossing Guard employees hired before July 1, 2023.
- Training Pay Differential. Adds journey-level employees in the Department of General Services who complete mentorship training and mentor others in the apprenticeship program to current training pay differential eligibility.
- Tuition Assistance. Adds "professional certification" and "accredited trade schools" to tuition assistance eligibility. Increases the tuition assistance funds made available each fiscal year to bargaining unit members to $150,000.
- Tool Allowance. An increase to the annual tool allowances for Mechanic Autobody from $785 to $1,100 and Apprentice Mechanic from $665 to $850.
- Safety Apparel/Equipment. Uniform Shoe Alternative Reimbursement.
    - An increase to the shoe allowance for the purchase of safety shoes for differing units from $150 to up to $250.
    - An increase to the reimbursement for purchasing departmentally approved alternatives from $110 to $150.
    - Public Safety Shoe Reimbursement for Sheriff's Office and Department of Correction and Rehabilitation uniformed bargaining unit members who must wear a uniform shoe/boot due to their job of $175 for safety shoes.
- Sheriff's Office Adjustments.
    - The time allowed for Canine Handlers for care and maintenance of canines will increase from 0.5 to 1 hour per day.
    - Deputy Sheriff Uniform salary schedule adjustment.
- Department of Health and Human Services Adjustments.
    - Funding will be provided to purchase shirts and jackets for bargaining unit members to be worn when scheduled as a member of the Mobile Crisis Outreach Team.
    - An increase to the yearly stipend for case-carrying Child Welfare Services bargaining unit employees from $3,250 to $3,500.
    - A new differential of $8 per hour for bargaining unit employees while assigned to Progress Place.
    - An increase to the yearly stipend for Therapists, Behavioral Health Associate Counselors, Behavioral Health Technicians, and Community Service Aides hired as Peer Support Specialists assigned to the Crisis Center from $1,500 to $3,500.
- Department of Police Adjustments. A new attendance incentive program for Public Safety Emergency Communication Specialist (PSECS) II, III, IV, and Senior PSECS bargaining unit members.
- Department of Correction and Rehabilitation Adjustments.
    - An increase to the differential for nurses identified as the medical charge nurse from $2.75 to $3.50 per hour.
    - An increase in the yearly stipend for bargaining unit members assigned to the Emergency Response Team from $1,800 to $2,500.
    - An increase in the yearly stipend for bargaining unit members assigned as a Critical Incident Support Member from $1,200 to $1,600.
    - Correctional Officer Uniform salary schedule adjustment.
- Department of Recreation Adjustments. Seasonal employees working in Aquatics will be eligible to receive Holiday Premium Pay when scheduled to work on certain designated County holidays.

Police Bargaining Unit: The current agreement became effective July 1, 2025, and expires on June 30, 2027. The agreement's salient economic terms for FY27 include:

- General Wage Adjustment. A 3 percent GWA will be paid in July 2026.
- Service Increments. A service increment of 3.5 percent will be paid in FY27 up to the maximum base salary for the grade for eligible unit members.
- Longevity step increases. Longevity step increases will be paid in FY27 to eligible employees; effective July 2026.

Volunteer Fire and Rescue Bargaining Unit: The current agreement became effective on July 1, 2023, and expires on June 30, 2026. The negotiated agreement becomes effective on July 1, 2026, and expires on June 30, 2029. The agreement's salient economic terms for FY27 include:

- Nominal Fee. A nominal fee increase will be paid in FY27. The nominal fee for eligible volunteers in July 2026 remains $650 and increases to $1,500, depending on level of service.
- Association Funding. Funding for the Association will increase by $8,705 (2.5 percent) from the FY26 funding level of $348,191 on July 1, 2026.
- Length of Service Award Program (LOSAP).
    - Increases the LOSAP monthly award payment for certain volunteers to $13.01 per month for life for each year of service of an active volunteer over 25 years (up to 40 years, or $195.15 per month) with a maximum total benefit of $454.35 per month; effective July 1, 2026.
    - Raises the ceiling on the maximum benefits to $524.88 for certain volunteers; retroactive to July 1, 2025.
    - Updates the list of collateral duties and positions eligible to earn points.
    - Qualifies the spouse of a volunteer who suffered a service-connected service death regardless of years of service for maximum LOSAP benefit of $250 per month payable until death or remarriage.
    - Provides that any volunteer injured in the line of duty in MCFRS who is partially or fully disabled due to the injury and can no longer participate in service receive 30 LOSAP points annually during the length of the disability until death. Upon members death, surviving spouse shall collect 50 percent of benefits until death or remarriage, retroactive to July 1, 2025.
    - Increases the death benefit from $5,000 to $10,000; retroactive to July 1, 2025.
- Training. Adds a new Public Safety Training Academy course in 2026, offered on a night and weekend schedule, that is equivalent to the International Association of Fire Fighters Fireground Survival Course.
- Fire Rescue Occupational Medical Section.
    - Adds guidelines regarding physical exam timeliness and availability.
    - A reimbursement of up to $350 once every 36 months for ultrasound testing that includes, but is not limited to, echocardiogram, carotid doppler, abdominal aortic aneurysm, thyroid abdominal bladder, testicular, or pelvic screenings.
- Reimbursement for Multi-Cancer Early Detection Blood Screening. A reimbursement of up to $800 once every 10 years for multi-cancer early detection blood testing.

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 FY27 Operating Budget for Montgomery County Government.

Overall changes are calculated in comparison to the Approved Personnel Complement for FY26, which began on July 1, 2025. 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 FY27 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, 2026, and technical changes.

Summary: The recommended budget includes funding for 10,614 full-time positions, a net increase of 92 from the approved FY26 Personnel Complement of 10,522 full-time positions. Funding for 873 part-time positions is also included, a net decrease of 27 positions from the approved FY26 Personnel Complement of 900 positions. The net impact on FTEs is an increase of 33.20 to 11,324.27.

MONTGOMERY COUNTY GOVERNMENT WORKFORCE CHANGE SUMMARY
COUNTY EXECUTIVE RECOMMENDED: FY27

	POSITIONS		FULL-TIME EQUIVALENTS		
	Full Time	Part Time	Tax Supported	Non-Tax Supp.	TOTAL
FY26 APPROVED COMPLEMENT	10,522	900	9,324.9	1,966.2	11,291.1
FY27 RECOMMENDED COMPLEMENT	10,614	873	9,443.6	1,880.7	11,324.3
CHANGE IN WORKFORCE (GROSS)	92	(27)	118.7	(85.5)	33.2
Percentage Change	0.9%	(3.0%)	1.3%	(4.3%)	0.3%

* NOTE: Non-Tax Supported WYs include Internal Service Funds.
Sources: Schedule D-3, Approved FY26 Operating Budget and County Executive Recommended FY27 Operating Budget.

Detailed below are the significant net changes in the number of positions in the FY27 Recommended Operating Budget.

Workforce Changes	Position Change
Health and Human Services - Change is related the addition of staff associated with the operating budget impact of opening the Diversion Center Behavioral Health Crisis Stabilization Center; contractual conversions for Adult Drug Court case management, Crisis Center staffing, and information technology positions; addition of staff for nursing home inspections staff, school health nurse management ratios, and retail tobacco enforcement; backfilling grant reductions in HIV and other Sexually Transmitted Infections services, home visiting services, and emergency preparedness staffing; addition of positions in the minority health programs to replace contract services provided by vendors; positions created in the Early Childhood Services program that are charged/funded by the Early Care and Education NDA; restoration of term positions for a three-year Lighthouse grant program and expanded services; addition of positions due to increased demands related to Medicaid.	55
Police - Change is due to the restoration of Emergency Communications Center (ECC) call takers as the ECC returns to full staffing, as well as new Crossing Guards, an investigator, a social media position, and a manager in the Vehicle Recovery Section. These increases are partially offset by a reduction in staffing in the Drone as a First Responder program, as the program shifts to a remotely operated drone system. Changes to the program will not impact service delivery.	26
Finance - Change is related to the transfer of the administration of the County's retirement plans, including member services, financial reporting, and compliance from the Montgomery County Investment Boards to the Retirement Administration Division of the Department of Finance; a position transferred from Technology and Enterprise Business Solutions to support new and existing programs; and the addition of positions to support the administration of the Growing Opportunity, Workforce, Transportation, and Housing (GROWTH) District.	18
General Service - Change is due to the creation of an apprenticeship program in electrical, plumbing, heating, ventilation, and air conditioning to address workforce shortages, strengthen internal capabilities, and build a sustainable talent pipeline.	6
Correction and Rehabilitation - Change is due to the elimination of correctional officer, correctional specialist, and resident supervisor positions. The reduction was partially offset by the addition of one grant-funded behavioral health position and a position for the canine unit.	-6
Technology and Enterprise Business Solutions - Change is due to the elimination of long-term vacancies, a position transferred to support new and existing programs in the Department of Finance, and a miscellaneous technical adjustment realigning customer service information technical support. All changes result in no change in service delivery.	-9

NDA - Montgomery County Investment Boards - Change is related to the transfer of the administration of the County's retirement plans, including member services, financial reporting, and compliance from the Montgomery County Investment Boards to the Retirement Administration Division of the Department of Finance.	-14
Public Libraries - Change is due to the conversion of four part-time positions to two full-time positions to help recruit librarians at Little Falls and Quince Orchard libraries; transfer and repurposing of one position to the Community Engagement Cluster for Urban Districts operational support; elimination of one Information Technology technician position and one eResources librarian position; and the elimination of 10 part-time positions due to a change to Sunday service at libraries.	-15
Alcohol Beverage Services - Change is due to the elimination of positions to align staffing to service demands.	-17

MONTGOMERY COUNTY GOVERNMENT - MEDICAL PLAN ENROLLMENT, ACTIVE EMPLOYEES

	2026					2027					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	1,582	1,136	1,950	4,668	49%	1,698	1,270	2,126	5,094	49%	116	134	176	426	0.0%
Carefirst POS Std	684	289	483	1,456	15%	723	307	550	1,580	15%	39	18	67	124	0.0%
Kaiser	836	384	536	1,756	18%	832	394	544	1,770	18%	(4)	10	8	14	0.0%
United Healthcare	670	389	664	1,723	18%	560	328	460	1,348	18%	(110)	(61)	(204)	(375)	0.0%
Grand Total				9,603					9,792					189	

RETIREMENT FUNDS: ENROLLMENT & COUNTY CONTRIBUTION RATES

Employee Retirement System Plans	Number Employees (7/1/24)	Fiscal 2026 Contribution Rate %	Number Employees (7/1/25)	Fiscal 2027 Contribution Rate %	Number Employees (7/24 v. 7/25)	Contribution Rate (7/24 v. 7/25)
Public Safety	**3,034**	**23.78%**	**3,023**	**24.77%**	**(11)**	**0.99%**
Non-Public Safety	**387**	**5.36%**	**350**	**5.57%**	**(37)**	**0.21%**
Guaranteed Retirement Income Plan	**3,260**	**6.82%**	**3,752**	**7.02%**	**492**	**0.20%**
Total ERS System Plans	**6,681**		**7,125**		**444**	
Retirement Savings Plan	**3,321**	**8.00%**	**3,338**	**8.00%**	**17**	**0.00%**

Source: Montgomery County Employees' Retirement System, 2025 and 2026 Actuarial Valuation Reports for Plan Years Beginning July 1, 2024, and July 1, 2025, respectively. RSP data provided by the Montgomery County Investment Boards.

PROPOSED OPERATING BUDGET DEFERRED COMPENSATION MANAGEMENT							
ITEM	FY25 APPR	FY25 ACT	FY26 APPR	FY26 EST	FY27 REC	$	%
EXPENSES						FY27 Req vs FY26 Appr	
Salaries and Benefits	213,700	177,701	149,800	122,000	136,000	(13,800)	(9.2%)
Professional Services	70,000	39,105	66,300	69,800	75,200	8,900	13.4%
Due Diligence/Education	2,800	-	2,800	2,800	2,800	0	0.0%
Office Management	7,000	4,599	8,600	5,900	5,900	(2,700)	(31.4%)
Investment Management Fees	12,200	13,535	14,000	14,900	15,500	1,500	10.7%
TOTAL EXPENSES	**305,700**	**234,940**	**241,500**	**215,400**	**235,400**	**($6,100)**	**(2.5%)**

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	FY25 APPR	FY25 ACT	FY26 APPR	FY26 EST	FY27 REC	$	%
EXPENSES						FY27 Req vs FY26 Appr	
County OPEB Utilization	8,886,000	8,886,000	13,538,000	13,538,000	34,494,000	20,956,000	154.8%
Investment Management Fees	5,950,000	4,947,416	3,331,000	3,788,000	4,025,000	694,000	20.8%
SUBTOTAL	14,836,000	13,833,416	16,869,000	17,326,000	38,519,000	**21,650,000**	**128.3%**
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	749,000	828,623	1,458,000	1,345,000	1,452,000	(6,000)	(0.4%)
Professional Services	379,800	309,081	590,500	462,600	506,900	(83,600)	(14.2%)
Due Diligence/Education	94,500	43,270	115,800	89,500	110,800	(5,000)	(4.3%)
Office Management	15,800	13,518	113,000	160,300	209,800	96,800	85.7%
SUBTOTAL	1,239,100	1,194,492	2,277,300	2,057,400	2,279,500	2,200	0.1%
TOTAL EXPENSES	**16,075,100**	**15,027,908**	**19,146,300**	**19,383,400**	**40,798,500**	**$21,652,200**	**113.1%**

PROPOSED OPERATING BUDGET EMPLOYEES' RETIREMENT SYSTEM							
						FY27 Req vs FY26 Appr	
ITEM	FY25 APPR	FY25 ACT	FY26 APPR	FY26 EST	FY27 REC	$	%
REVENUE							
Contributions	104,431,000	128,819,324	125,150,642	125,150,642	137,433,207	12,282,565	9.8%
Investment Income/(Loss)	352,565,000	437,545,403	367,373,000	372,641,000	384,611,000	17,238,000	4.7%
Miscellaneous Income	1,080,000	568,147	569,000	491,000	528,000	(41,000)	(7.2%)
TOTAL REVENUE	**458,076,000**	**566,932,874**	**493,092,642**	**498,282,642**	**522,572,207**	**29,479,565**	**6.0%**
EXPENSES							
Retirement Benefits	353,741,500	355,315,628	361,155,000	361,713,000	381,635,000	20,480,000	5.7%
Investment Management Fees	16,792,000	12,613,790	7,774,000	8,384,000	8,798,000	1,024,000	13.2%
SUBTOTAL	370,533,500	367,929,418	368,929,000	370,097,000	390,433,000	**21,504,000**	**5.8%**
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	3,352,000	3,249,770	3,250,000	2,950,000	3,437,000	187,000	5.8%
Professional Services	1,259,000	1,127,309	1,440,600	1,265,400	1,303,900	(136,700)	(9.5%)
Benefit Processing	142,500	127,777	135,500	145,000	153,000	17,500	12.9%
Due Diligence/Education	133,800	59,887	142,700	105,500	111,800	(30,900)	(21.7%)
Office Management	109,800	75,931	383,700	221,100	275,000	(108,700)	(28.3%)
SUBTOTAL	4,997,100	4,640,674	5,352,500	4,687,000	5,280,700	(71,800)	(1.3%)
TOTAL EXPENSES	**375,530,600**	**372,570,092**	**374,281,500**	**374,784,000**	**395,713,700**	**21,432,200**	**5.7%**
NET REVENUE	**82,545,400**	**194,362,782**	**118,811,142**	**123,498,642**	**126,858,507**	**8,047,365**	**6.8%**

PROPOSED OPERATING BUDGET RETIREMENT SAVINGS PLAN							
						Change: FY27 Req vs FY26 Appr	
ITEM	FY25 APPR	FY25 ACT	FY26 APPR	FY26 EST	FY27 REC	$	%
REVENUE							
Investment Income	7,000	32,858	7,000	20,000	20,000	13,000	185.7%
Miscellaneous Income	331,600	652,889	462,000	336,000	325,000	(137,000)	(29.7%)
TOTAL REVENUE	**338,600**	**685,747**	**469,000**	**356,000**	**345,000**	**(124,000)**	**(26.4%)**
EXPENSES							
Investment Management Fees	12,200	13,535	14,000	14,900	15,500	1,500	10.7%
SUBTOTAL	12,200	13,535	14,000	14,900	15,500	1,500	10.7%
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	245,700	217,810	163,800	161,000	158,000	(5,800)	(3.5%)
Professional Services	83,900	68,108	102,500	102,400	108,000	5,500	5.4%
Due Diligence/Education	2,800	-	2,800	2,800	2,800	0	0.0%
Office Management	7,000	5,824	8,600	5,900	5,900	(2,700)	(31.4%)
SUBTOTAL	339,400	291,742	277,700	272,100	274,700	(3,000)	(1.1%)
TOTAL EXPENSES	**351,600**	**305,277**	**291,700**	**287,000**	**290,200**	**(1,500)**	**(0.5%)**

PROPOSED OPERATING BUDGET Combined (ERS RSP & DCP)							
						FY27 Req vs FY26 Appr	
ITEM	FY25 APPR	FY25 ACT	FY26 APPR	FY26 EST	FY27 REC	$	%
Salaries and Benefits	3,811,400	3,645,281	3,563,600	3,233,000	3,731,000	167,400	4.7%
Professional Services	1,412,900	1,234,522	1,609,400	1,437,600	1,487,100	(122,300)	(7.6%)
Benefit Processing	142,500	127,777	135,500	145,000	153,000	17,500	12.9%
Due Diligence/Education	139,400	59,887	148,300	111,100	117,400	(30,900)	(20.8%)
Office Management	123,800	86,354	400,900	232,900	286,800	(114,100)	(28.5%)
TOTAL EXPENSES	**5,630,000**	**5,153,821**	**5,857,700**	**5,159,600**	**5,775,300**	**(82,400)**	**(1.4%)**

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

Article	Item	Description	FY27	Annual Cost Beyond FY27	Estimated # affected***
28	Service Increments	Service Increment of 3.5 Percent for Eligible Employees.	$868,954	$1,359,134	382
28	Longevity	Longevity Step Increase of 3.5 Percent for Eligible Employees.	$285,358	$368,429	81
36	Wages	3 Percent General Wage Adjustment in July 2026.	$4,279,609	$4,279,609	1,212
		Total	**$5,433,921**	**$6,007,172**	**1,212**

Police Uniformed Management Pass-Through Estimates**

Item	Description	FY27	Annual Cost Beyond FY27	Estimated # affected***
Wages	3 Percent General Wage Adjustment in July 2026.	$329,231	$329,231	58
	Total	**$329,231**	**$329,231**	**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	FY27	Annual Cost Beyond FY27	Estimated # affected**
17.1	Special Duty Differentials	Fire Investigative Unit Differential Increase for Law Enforcement Officer (LEO) Certified; New for Non-LEO Certified and Field Training Officer.	$23,648	$23,648	
19.1	Wages	2.5 Percent General Wage Adjustment in July 2026.	$3,437,375	$3,437,375	1,229
19.2	Longevity	Longevity Step Increases of 3.5 Percent for Eligible Employees.	$168,519	$317,049	74
19.2	Longevity	Adjustment of third longevity step from after 24 years to after 22 years.	$547,593	$1,119,539	76
22B and Side Letter	Prevailing Rights	FROMS adjustment for physical exam staffing.	$101,088	$101,088	
22	Prevailing Rights	FROMS adjustment for additional testing.	$324,250	$324,250	1,297
55	Service Increments	Service Increment of 3.5 Percent for Eligible Employees.	$831,951	$1,296,742	432
Side Letter	Cancer Screening Reimbursements	A reimbursement for bargaining unit members of up to $800 once every 36 months for multi-cancer early detection blood testing.	$290,509	$290,509	529
		Total	**$5,724,932**	**$6,910,200**	**1,229**

Fire and Rescue Uniformed Management Pass-Through Estimates

Item	Description	FY27	Annual Cost Beyond FY27	Estimated # affected**
Wages	2.5 Percent General Wage Adjustment in July 2026.	$209,375	$209,375	45
Longevity	Longevity Step Increases of 3.5 Percent for Eligible Employees.	$8,143	$11,684	2
Service Increments	Service Increment of 3.5 Percent for Eligible Employees.	$2,409	$2,819	2
	Total	**$219,926**	**$223,878**	**45**

* 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	FY27	Annual Cost Beyond FY27	Estimated # affected**
5.1	Longevity	Longevity Step Increases of 3.25 or 3.5 Percent for Eligible Employees.	$451,661	$752,896	232
5.2	Wages	2.85 Percent General Wage Adjustment in July 2026.	$17,243,104	$17,243,104	6,280
6.1	Service Increments	Service Increment of 3.5 Percent for Eligible Employees.	$5,189,129	$8,770,162	2,797
5.22	Training Pay Differential	Addition of mentors in Department of General Services apprenticeship program.	$22,950	$43,350	6
21.10	Tuition Assistance	Increases the tuition assistance funds made available each fiscal year to bargaining unit members to $150,000.	$112,500	$112,500	
32.2	Tool Allowance	An increase to the annual tool allowances for Mechanic Autobody from $785 to $1,100 and Apprentice Mechanic from $665 to $850.	$47,730	$47,730	
32.5	Shoe Allowance	Increase to certain shoe allowances and reimbursements.	$159,925	$159,925	
41.4	Employee Retirement System	Changes to credited service for certain Group E and J participants.	$0	***	***
44 and Appendix XIX	Non-Public Safety Retirement Plans	Adjustments to employer contributions for RSP and GRIP, effective January 2027, and other plan adjustments to GRIP.	$2,194,849	$4,389,698	***
	Sheriff Appendix	Increase time for Canine Handlers care and maintenance of canines from .5 to 1 hour per day.	$35,014	$36,029	
	Sheriff Appendix	Deputy Sheriff Uniform salary schedule adjustment.	$238,168	$245,075	
	HHS Appendix	Increases for clothing, stipend for certain employees from $3,250 to $3,500, and a differential for certain employees.	$505,668	$505,668	137
	HHS Appendix	Increases to stipend for certain employees from $1,500 to $3,500.	$96,885	$96,885	45
	Police Appendix	Attendance incentive program.	$325,534	$325,534	
	DOCR Appendix	Increases to charge nurse differential from $2.75/hr to $3.50/hr, and increases in stipends for certain employees from $1,800 to $2,500 and from $1,200 to $1,600.	$42,180	$42,180	
	DOCR Appendix	Correctional Officer Uniform salary schedule adjustment.	$502,135	$516,697	
	Recreation Appendix	Addition of Holiday Premium Pay for Aquatics seasonal employees.	$58,873	$60,580	
MOA	Retiree Health Benefits	Provides retiree health benefit eligibility to certain part-time School Health and Crossing Guard employees hired before July 1, 2023.	$0	***	***
		Total	**$27,226,305**	**$33,348,013**	**6,280**

* 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.

***Actuarial analysis pending. Impact will begin in FY28 after inclusion in the next valuation.

Non-Represented Passthrough Estimates*

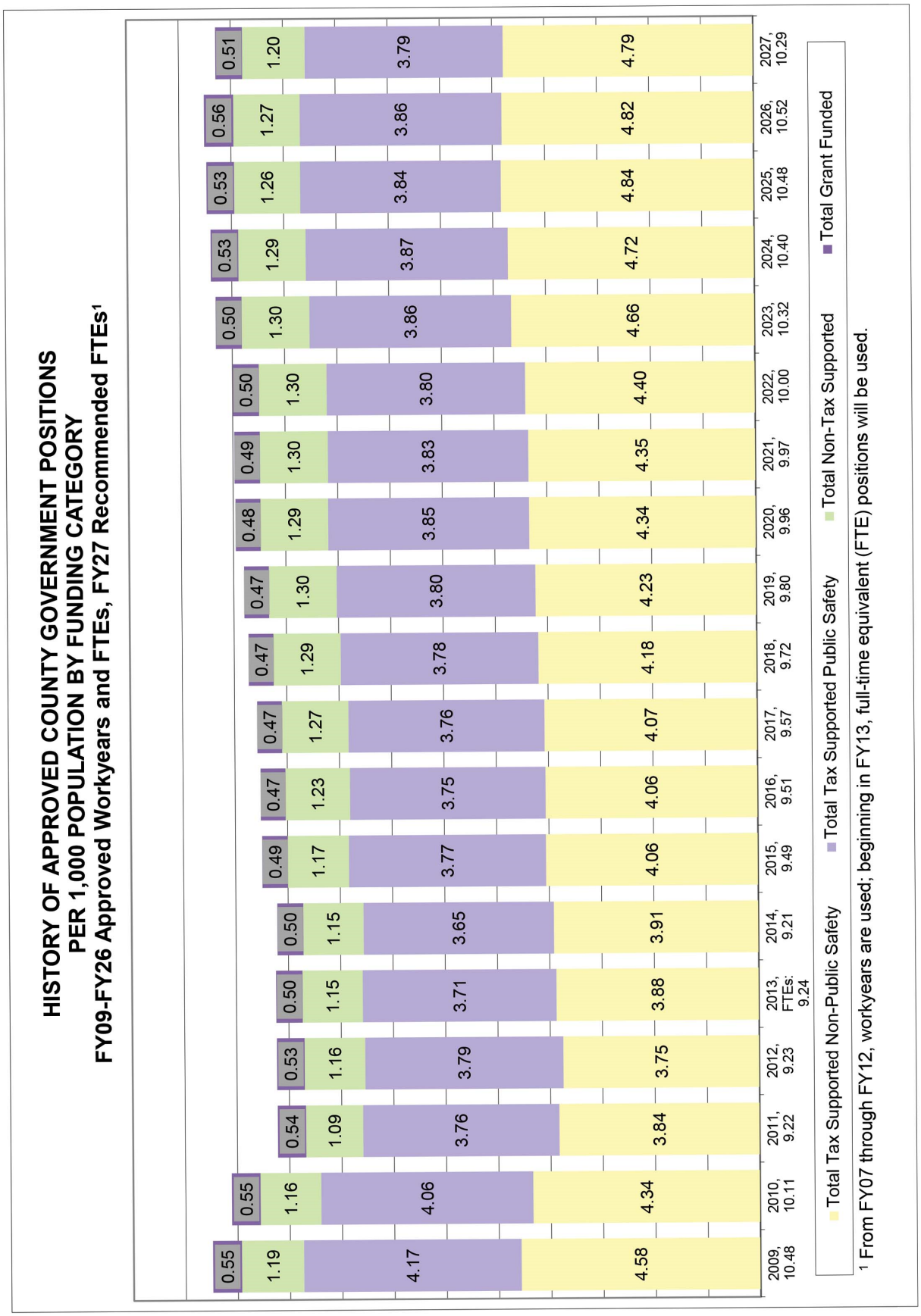
Item	Description	FY27	Annual Cost Beyond FY27	Estimated # affected**
Longevity	Longevity Increase of 3.25 or 3.5 Percent for Eligible Employees.	$209,908	$355,194	81
Wages	2.85 Percent General Wage Adjustment in July 2026.	$10,019,564	$10,019,564	2,487
Service Increments	Service Increment of 3.5 Percent for Eligible Employees.	$1,785,729	$3,087,967	826
Employee Retirement System	Changes to credited service for certain Group E and J participants.	$0	***	***
Non-Public Safety Retirement Plans	Adjustments to employer contributions for RSP and GRIP, effective January 2027, and other plan adjustments to GRIP.	$1,444,539	$2,889,078	***
	Total	**$13,459,740**	**$16,351,803**	**2,487**

* 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.
***Actuarial analysis pending. Impact will begin in FY28 after inclusion in the next valuation.

Montgomery County Volunteer Fire and Rescue Association Fiscal Impact Summary*

Article	Item	Description	FY27	Annual Cost Beyond FY27
12	Nominal Fee**	A nominal fee increase will be paid in FY27. The nominal fee for eligible volunteers increases in July 2026 to $650 and to $1,500 depending on level of service.	$74,925	$74,925
16	Training	New Public Safety Training Academy course in 2026.	$50,936	$50,936
17	Fire Rescue Occupational Medical Section	New guidelines regarding physical exams, and a reimbursement up to $350 every 36 months for certain testing.	$175,755	$175,755
25	Length of Service Award Program	Adjustments to various provisions.	***	***
New Article	Association Funding	Funding for the Association will increase by 2.5% from the FY26 funding level of $348,191 on July 1, 2026.	$8,705	$8,922
Side Letter	Cancer Screening	A reimbursement of up to $800 once every 10 years for multi-cancer early detection blood testing.	$44,800	$44,800
		Total	**$355,121**	**$355,338**

* Estimates reflect the impact to all funds.
** Nominal fee paid to eligible volunteers on July 1 of the fiscal year.
***Actuarial analysis pending. Impact will begin in FY28 after inclusion in the next valuation.


HISTORY OF APPROVED COUNTY GOVERNMENT POSITIONS
PER 1,000 POPULATION BY FUNDING CATEGORY
FY09-FY26 Approved Workyears and FTEs, FY27 Recommended FTEs[1]
2009, 10.48
2010, 10.11
2011, 9.22
2012, 9.23
2013, FTEs: 9.24
2014, 9.21
2015, 9.49
2016, 9.51
2017, 9.57
2018, 9.72
2019, 9.80
2020, 9.96
2021, 9.97
2022, 10.00
2023, 10.32
2024, 10.40
2025, 10.48
2026, 10.52
2027, 10.29
0.55 1.19 4.17 4.58
0.55 1.16 4.06 4.34
0.54 1.09 3.76 3.84
0.53 1.16 3.79 3.75
0.50 1.15 3.71 3.88
0.50 1.15 3.65 3.91
0.49 1.17 3.77 4.06
0.47 1.23 3.75 4.06
0.47 1.27 3.76 4.07
0.47 1.29 3.78 4.18
0.47 1.30 3.80 4.23
0.48 1.29 3.85 4.34
0.49 1.30 3.83 4.35
0.50 1.30 3.80 4.40
0.50 1.30 3.86 4.66
0.53 1.29 3.87 4.72
0.53 1.26 3.84 4.84
0.56 1.27 3.86 4.82
0.51 1.20 3.79 4.79
Total Tax Supported Non-Public Safety
Total Tax Supported Public Safety
Total Non-Tax Supported
Total Grant Funded
[1] From FY07 through FY12, workyears are used; beginning in FY13, full-time equivalent (FTE) positions will be used.

MONTGOMERY COUNTY PRODUCTION REPORT

FY27 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
County General Fund				
General Government				
Board of Appeals	36,535	56,970	28,680	122,185
Board of Elections	415,410	609,699	235,322	1,260,431
Circuit Court	822,769	1,899,102	826,111	3,547,982
Community Engagement Cluster	431,534	1,034,685	374,111	1,840,330
County Attorney	606,150	991,845	566,993	2,164,988
County Council	1,083,514	2,160,113	1,006,932	4,250,559
County Executive	373,993	688,008	343,335	1,405,336
Ethics Commission	21,905	37,980	19,920	79,805
Finance	1,062,131	1,929,196	959,177	3,950,504
Food Systems Resilience	56,445	113,940	48,208	218,593
General Services	1,210,314	2,685,758	1,008,876	4,904,948
Grants Management	58,715	113,940	56,421	229,076
Human Resources	562,401	1,111,206	471,644	2,145,251
Human Rights	105,040	199,570	89,571	394,181
Inspector General	244,424	398,790	240,866	884,080
Intergovernmental Relations	52,821	90,203	45,483	188,507
Labor Relations	138,017	239,143	133,935	511,095
Legislative Oversight	168,191	263,012	152,138	583,341
Management and Budget	479,545	796,690	425,027	1,701,262
Merit System Protection Board	21,777	37,980	16,499	76,256
People's Counsel	14,633	28,485	7,651	50,769
Procurement	356,175	703,164	318,706	1,378,045
Public Information	164,062	320,727	142,441	627,230
Racial Equity and Social Justice	88,775	170,910	85,970	345,655
State's Attorney	1,494,521	3,096,982	1,534,291	6,125,794
Technology and Enterprise Business Solutions	2,267,718	3,874,524	2,008,877	8,151,119
Zoning and Administrative Hearings	43,143	75,960	42,579	161,682
Total General Government	**12,380,658**	**23,728,582**	**11,189,764**	**47,299,004**
Public Safety				
Animal Services	550,971	1,399,112	442,147	2,392,230

MONTGOMERY COUNTY PRODUCTION REPORT

FY27 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
Consumer Protection	187,917	370,450	153,411	711,778
Correction and Rehabilitation	5,036,611	9,892,113	6,360,463	21,289,187
Emergency Management and Homeland Security	205,210	396,462	184,899	786,571
Police	17,566,738	37,461,633	26,886,143	81,914,514
Sheriff	1,429,906	3,394,026	2,285,368	7,109,300
Total Public Safety	**24,977,353**	**52,913,796**	**36,312,431**	**114,203,580**
Transportation				
Transportation	1,764,280	4,235,222	1,465,779	7,465,281
Health and Human Services				
Health and Human Services	13,149,617	30,950,163	11,323,602	55,423,382
Culture and Recreation				
Public Libraries	2,577,463	7,619,747	2,117,002	12,314,212
Housing and Community Development				
Agriculture	60,583	112,041	52,451	225,075
Housing and Community Affairs	828,833	1,718,452	726,472	3,273,757
Total Housing and Community Developme	**889,416**	**1,830,493**	**778,923**	**3,498,832**
Environment				
Environmental Protection	246,463	465,552	206,954	918,969
Other County Functions				
NDA - Compensation and Employee Benefit Adjustments	7,208	12,153	5,681	25,042
NDA - Conference Center	10,293	18,990	10,763	40,046
NDA - Early Care and Education	144,103	368,976	100,761	613,840
NDA - Independent Audit	2,165	2,849	1,925	6,939
NDA - Leases	6,615	0	6,917	13,532
NDA - Legislative Branch Communications Outreach	121,118	246,870	114,792	482,780
NDA - Police Accountability Board	34,116	37,980	20,912	93,008
NDA - Small Business Support Services	59,570	113,940	58,003	231,513
NDA - Vision Zero	10,539	18,990	11,021	40,550
Total Other County Functions	**395,727**	**820,748**	**330,775**	**1,547,250**
Total County General Fund	**56,380,977**	**122,564,303**	**63,725,230**	**242,670,510**
Special Funds - Tax Supported				
Bethesda Urban District	7,886	18,990	8,247	35,123
Economic Development Fund	12,036	18,990	12,587	43,613

MONTGOMERY COUNTY PRODUCTION REPORT

FY27 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
Fire	13,782,185	26,028,445	41,114,910	80,925,540
Mass Transit	7,473,770	16,715,107	5,671,181	29,860,058
Recreation	2,723,713	3,559,185	1,316,262	7,599,160
Silver Spring Urban District	213,860	682,288	177,425	1,073,573
Wheaton Urban District	136,754	428,546	115,554	680,854
Total Special Funds - Tax Supported	**24,350,204**	**47,451,551**	**48,416,166**	**120,217,921**
Total Tax Supported Funds	**80,731,181**	**170,015,854**	**112,141,396**	**362,888,431**
Special Funds - NonTax Supported				
Grant Fund	4,538,121	11,187,987	3,954,797	19,680,905
Montgomery Housing Initiative	246,090	453,907	240,901	940,898
Opioid Abatement	41,532	94,950	30,154	166,636
Water Quality Protection	724,558	1,431,098	658,599	2,814,255
Total Special Funds - NonTax Supported	**5,550,301**	**13,167,942**	**4,884,451**	**23,602,694**
Enterprise Funds				
Bethesda Parking	198,213	414,484	175,635	788,332
Community Use of Public Facilities	258,514	590,084	217,148	1,065,746
Leaf Vacuuming	219,423	540,211	157,077	916,711
Liquor	2,865,807	8,457,678	2,375,533	13,699,018
Permitting Services	2,393,721	4,685,298	2,082,881	9,161,900
Silver Spring Parking	198,172	419,839	174,691	792,702
Solid Waste Collection	101,538	184,699	95,424	381,661
Solid Waste Disposal	952,593	1,952,770	828,342	3,733,705
Wheaton Parking	31,283	65,584	27,848	124,715
Total Enterprise Funds	**7,219,264**	**17,310,647**	**6,134,579**	**30,664,490**
Agency and Trust Funds				
Employees Retirement Savings Plan (RSP)	9,344	16,332	7,383	33,059
Retiree Health Benefits Trust Fund	80,286	123,133	69,640	273,059
Retirement Fund (ERS)	196,056	329,176	152,901	678,133
RSP-Disability Benefits (LTD2)	15,464	29,614	11,516	56,594
Capital Fund	2,355,108	4,952,404	2,052,518	9,360,030
Total Capital Fund	**2,656,258**	**5,450,659**	**2,293,958**	**10,400,875**
Total Non Tax Supported Funds	**15,425,823**	**35,929,248**	**13,312,988**	**64,668,059**
Internal Service Funds				
Fire	13,782,185	26,028,445	41,114,910	80,925,540
Mass Transit	7,473,770	16,715,107	5,671,181	29,860,058
Recreation	2,723,713	3,559,185	1,316,262	7,599,160
Silver Spring Urban District	213,860	682,288	177,425	1,073,573
Wheaton Urban District	136,754	428,546	115,554	680,854
Total Special Funds - Tax Supported	**24,350,204**	**47,451,551**	**48,416,166**	**120,217,921**
Total Tax Supported Funds	**80,731,181**	**170,015,854**	**112,141,396**	**362,888,431**

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 Charter of Montgomery County, Maryland. 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 FY27 Operating Budget for the County government is $3,130,914,555 an increase of $132,329,900 or 4.4 percent from the FY26 approved budget of $2,998,584,655 (excludes debt service). The total recommended FY27 tax-supported operating budget for the County Government is $2,486,523,403 an increase of $138,262,375 or 5.9 percent from the FY26 approved tax-supported budget of $2,348,261,028.

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 2026, the Council approved FY27 Spending Affordability Guidelines (SAG) of $2,339.9 million for Montgomery County Government tax-supported funds. For FY26, the County Executive recommends $2,484.5 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 FY27 BUDGET	FULL TIME EQUIVALENTS
$3,785,335,259	25,489.64

MISSION STATEMENT

Montgomery County Public Schools (MCPS) operates a countywide system of public schools for students from pre-kindergarten through high school. For the 2025-2026 school year (FY26), 155,543 students in pre-kindergarten classes through Grade 12 attend 211 public educational facilities. For the 2025-26 school year (FY27), enrollment is estimated to be 154,891 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 FY27 Recommended Budget is $3,785.3 million, an increase of $189.8 million or 5.3 percent over the FY26 Approved Budget of $3,595.6 million. The County Executive's recommended budget fully funds the Board of Education's (BOE) request.

This recommended budget includes $2,518.2 million in County funding, an increase of $179.6 million over the FY26 Approved Budget, exceeding the State's Maintenance of Effort (MOE) requirement by $202.8 million.

In order to support this level of spending, the County Executive's budget assumes a property tax rate increase of 6.3 cents. State law (§5-104 of the Education Article) permits counties to increase the property tax rate above the rate authorized under the county's charter for the sole purpose of funding the approved budget of the county board of education. All revenue generated under a supplementary school funding property tax must be allocated to schools and may not supplant local appropriations, two restrictions with which the County Executive's budget complies.

The recommended County contribution of $2,518.2 million represents 66.5 percent of all recommended funding. State aid and grants total $1,051.3 million (27.8 percent); Federal grants and aid total $98.7 million (2.6 percent); and tuition, fees, and private grants total $22.6 million (0.6 percent). The recommended appropriation for the fee-supported Enterprise Fund is $93.1 million (2.5 percent) and for the Special Revenue Fund is $1.4 million (0.04 percent). There are no assumed carryover funds from prior-year appropriations.

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 FY27.

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 Community Use of Public Facilities; and
- The Maryland-National Capital Park and Planning Commission provides maintenance of MCPS's ballfields.

In addition to the recommended total in the operating budget for public schools, the MCPS Capital Improvements Program (CIP) requires County funding. Approximately $9.6 million in FY27 Current Revenue: General, $70.9 million in Recordation Tax, and $31.5 million in Recordation Tax Premium are recommended in the FY27-FY32 CIP (including March amendments). The Debt Service requirement for the MCPS capital program is estimated at $162.8 million in FY27.

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

Additional County Support for MCPS in FY27	
MCPS Budget (in millions)	**$3,785.3**
Additional County funding (not included in MCPS budget)	
• Debt service on school construction bonds	$162.8
• Pre-funding retiree health benefits	$61.2
• Support services	$167.1
• Technology modernization	$16.9
Total additional County funding	**$408.0**
Total expenditures for MCPS	**$4,193.4**
Sources: CE Recommended FY27 Operating and Capital Budgets	
Numbers may not sum due to rounding.	

Tax-Supported Funding for the Public Schools

The total tax-supported portion of the County Executive's recommended budget (excluding grants, enterprise funds, fund balance, and special revenue funds) is $3,546.9 million, an increase of $192.2 million or 5.7 percent from FY26 tax-supported spending, driven by increases in the County contribution and State funding. The recommended County contribution of $2,518.2 million represents 71.0 percent of FY27 tax-supported spending.

Maintenance of Effort (MOE) is a State law that requires local jurisdictions to fund their local school systems at the same or higher per-pupil level as in the previous year, ensuring consistent local investment for public education. The minimum required level of local funding increases or decreases relative to changes in enrollment. MOE only impacts local funding and does not consider other funding sources. Any increase to the County contribution of new funding above MOE adds to the base calculation for the next year and increases the per-pupil funding level.

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 funding amount is then multiplied by the greater of the current year actual enrollment or the average actual enrollment of the past three years. For FY27, the MOE minimum funding level is $23.2 million less than the FY26 local appropriation due to a decline in enrollment. With a recommended County contribution increase of $179.6 million

in FY27, the County Executive's budget exceeds MOE funding by $202.8 million.

Fiscal Summary

The County Executive's total recommended budget, from all funding sources, is $3,785.3 million and funds 100 percent of the BOE request. The County Executive relies on the BOE to determine the most appropriate manner to deliver educational services within the recommended budget allocation.

Spending Affordability

In February 2026, the Montgomery County Council approved FY27 Spending Affordability Guidelines (SAG) of $3,352.8 million for the tax-supported portion of the MCPS budget. Both the BOE's request and the County Executive's recommended budget include $3,546.9 million in tax-supported funds, exceeding the SAG guideline by $194.0 million.

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 FY27 Operating Budget tentatively adopted by the BOE in February 2026. 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 Channen Paddyfote of the Montgomery County Public Schools at 240-740-3150 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 FY25	Budget FY26	Estimated FY26	Recommended FY27	%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	3,116,913,181	3,354,638,789	3,376,116,946	3,546,897,732	5.7 %
Current Fund MCPS Expenditures	**3,116,913,181**	**3,354,638,789**	**3,376,116,946**	**3,546,897,732**	**5.7 %**
PERSONNEL					
Full-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Part-Time	0	0	0	0	—
FTEs	23,456.63	23,970.81	23,970.81	24,155.92	0.8 %
REVENUES					
Tuition-Other Sources	4,089,938	3,807,933	3,807,933	4,276,147	12.3 %
Basic State Aid	426,200,692	450,226,733	458,323,008	463,100,531	2.9 %
Federal Revenues	241,917	200,000	200,000	235,000	17.5 %
Foster Care/Miscellaneous	184,009	180,000	180,000	180,000	—
Students With Disabilities	101,110,324	104,769,824	104,769,824	122,701,015	17.1 %
Transportation	56,359,656	58,050,549	58,050,549	58,504,904	0.8 %
Blueprint	39,244,880	39,440,577	25,026,491	26,230,370	-33.5 %
Compensatory Education	202,027,881	201,992,717	205,610,966	198,854,440	-1.6 %
Comparable Wage Index	34,667,164	35,126,690	35,758,361	35,362,356	0.7 %
Limited English Proficiency	113,697,716	115,515,739	117,583,630	112,428,920	-2.7 %
Miscellaneous Revenues	10,440,192	6,685,689	6,685,689	6,785,689	1.5 %
Current Fund MCPS Revenues	**988,264,369**	**1,015,996,451**	**1,015,996,451**	**1,028,659,372**	**1.2 %**

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	151,489,579	148,688,367	148,688,367	143,961,390	-3.2 %
Grant Fund MCPS Expenditures	**151,489,579**	**148,688,367**	**148,688,367**	**143,961,390**	**-3.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	642.34	749.06	749.06	665.52	-11.2 %
REVENUES					
Federal Grants	144,816,666	107,126,170	107,126,170	98,464,188	-8.1 %
Private Grants	782,452	11,531,204	11,531,204	11,531,204	—
State Grants	5,890,461	30,030,993	30,030,993	33,965,998	13.1 %
Grant Fund MCPS Revenues	**151,489,579**	**148,688,367**	**148,688,367**	**143,961,390**	**-3.2 %**

FOOD SERVICE FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Food Service Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	89,642,050	73,699,211	73,699,211	75,792,864	2.8 %

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Food Service Fund Expenditures	**89,642,050**	**73,699,211**	**73,699,211**	**75,792,864**	**2.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	627.57	629.45	629.45	632.20	0.4 %
REVENUES					
Sale of Meals	17,348,504	28,389,127	28,389,127	18,389,127	-35.2 %
Federal Food	56,990,165	43,348,692	43,348,692	55,135,475	27.2 %
State Food	3,714,880	1,961,392	1,961,392	2,268,262	15.6 %
Food Service Fund Revenues	**78,053,549**	**73,699,211**	**73,699,211**	**75,792,864**	**2.8 %**

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	3,440,206	5,039,226	5,039,226	5,116,064	1.5 %
Real Estate Fund Expenditures	**3,440,206**	**5,039,226**	**5,039,226**	**5,116,064**	**1.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	10.00	10.00	10.00	10.00	—
REVENUES					
Real Estate Fund	3,566,477	5,039,226	5,039,226	5,116,064	1.5 %
Real Estate Fund Revenues	**3,566,477**	**5,039,226**	**5,039,226**	**5,116,064**	**1.5 %**

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	1,600,038	2,972,646	2,972,646	2,998,502	0.9 %
Field Trip Fund Expenditures	**1,600,038**	**2,972,646**	**2,972,646**	**2,998,502**	**0.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	5.00	5.00	5.00	5.00	—
REVENUES					
Field Trip Fees	1,464,046	2,972,646	2,972,646	2,998,502	0.9 %

BUDGET SUMMARY

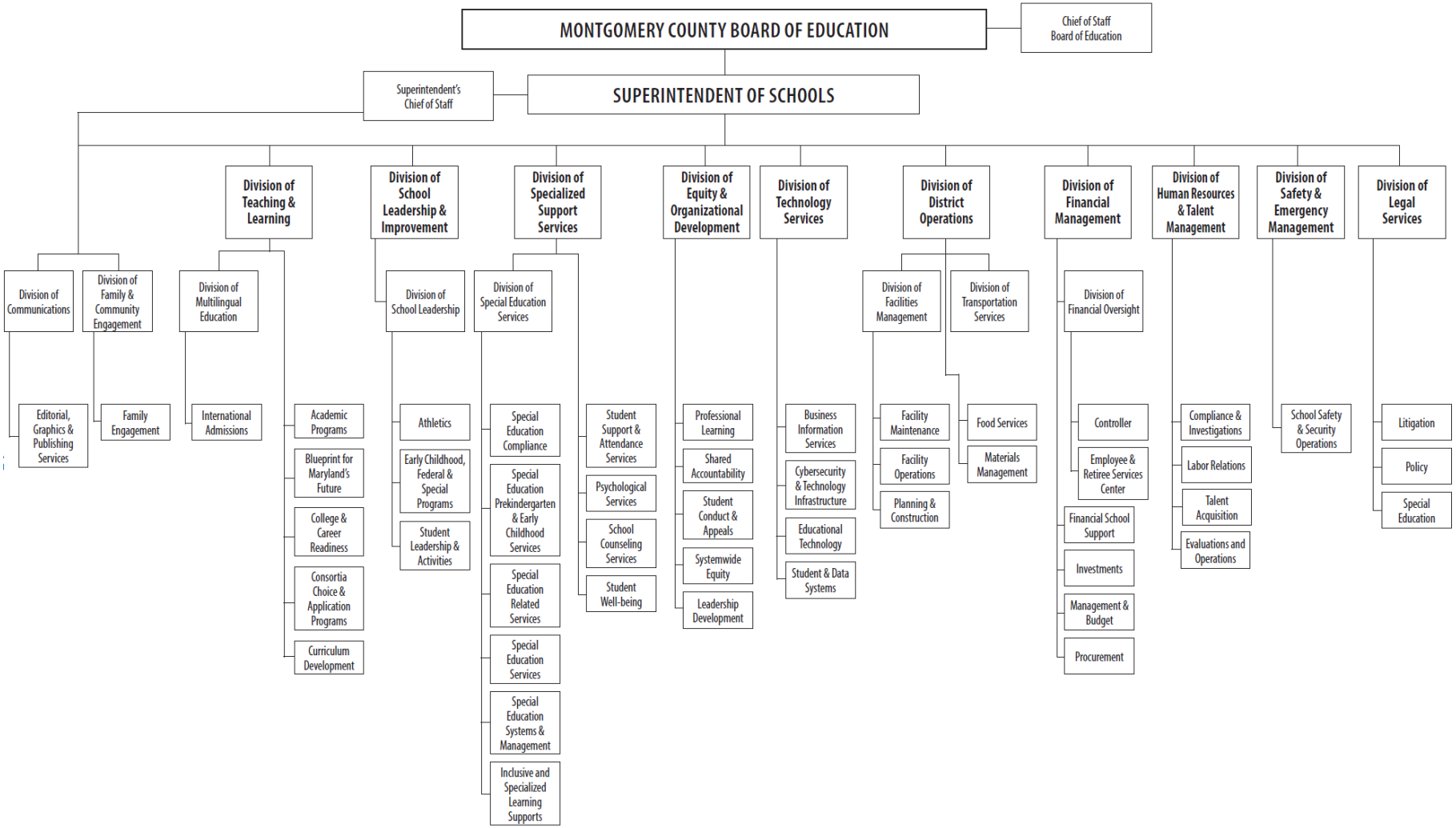
	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Field Trip Fund Revenues	**1,464,046**	**2,972,646**	**2,972,646**	**2,998,502**	**0.9 %**
ENTREPRENEURIAL ACTIVITIES FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Entrepreneurial Activities Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	9,004,905	9,135,389	9,135,389	9,190,429	0.6 %
Entrepreneurial Activities Fund Expenditures	**9,004,905**	**9,135,389**	**9,135,389**	**9,190,429**	**0.6 %**
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	646,763	2,535,389	2,535,389	2,590,429	2.2 %
Entrepreneurial Activities Fund Revenues	**646,763**	**2,535,389**	**2,535,389**	**2,590,429**	**2.2 %**
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	1,491,447	1,378,278	1,378,278	1,378,278	—
Instructional Television Fund Expenditures	**1,491,447**	**1,378,278**	**1,378,278**	**1,378,278**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	11.00	11.00	11.00	9.00	-18.2 %
REVENUES					
Miscellaneous Revenues	0	0	0	1,378,278	—
Instructional Television Fund Revenues	**0**	**0**	**0**	**1,378,278**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**3,373,581,406**	**3,595,551,906**	**3,617,030,063**	**3,785,335,259**	**5.3 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**24,764.54**	**25,387.32**	**25,387.32**	**25,489.64**	**0.4 %**
Total Revenues	**1,223,484,783**	**1,248,931,290**	**1,248,931,290**	**1,260,496,899**	**0.9 %**

MCPS OPERATING BUDGETS FY90-FY27						
County Fiscal Year	Budgeted Enrollment	Total Budget	Per Pupil	County Funding	Per Pupil	County Funding As Percent of Total
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	$3,595,551,906	$22,484	$2,338,642,338	$14,624	65.0%
27	154,891	$3,785,335,259	$24,439	$2,518,238,360	$16,258	66.5%

Sources: Approved Operating Budgets and CE Recommended Budget

Note: Budgeted enrollment is the enrollment figure used during the development of that fiscal year's budget and includes Pre-K, special education Pre-K (PEP), Headstart, and K-12.

FY 2027 MONTGOMERY COUNTY PUBLIC SCHOOLS ORGANIZATION



Montgomery College

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$351,512,455	1,927.35

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

Montgomery College's FY27 budget adopts an essentially same services framework that maintains affordability for students, addresses compensation and inflationary pressures, and strategically utilizes fund balance while remaining at the upper end of the College's fiscal policy reserve requirement.

In addition to the total recommended operating budget for the College, the agency's Capital Improvements Program (CIP) requires Current Revenue funding. Approximately $16.684 million in FY27 Current Revenue is assumed in the County Executive's FY27 Capital Budget and Amendments to the FY27-32 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 FY27 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 10, 2026, the County Council approved FY27 Spending Affordability Guidelines (SAG) of $216.3 million for the

tax-supported funds of Montgomery College.

Enrollment

The College projects steady enrollment increases to continue for several years, with an estimated FY27 enrollment of 13,846 FTEs, an increase of 5.9% compared to the FY26 figure of 13,079 FTEs. An FTEs enrollment for one year is calculated as the total number of credit hours divided by 30.

Tuition and Fees

For FY27, the College's budget anticipates modest tuition and fees increases for credit-bearing students of $4, $8, $12 per credit hour for in-county, in-state, and out-of-state credit students, respectively. The Board of Trustees will act on tuition rates during its April 2026 meeting.

Tuition & Related Charges and Other Student Fees represent approximately 25.3% of the revenue proposed by the County Executive to fund the FY27 Current Fund budget.

State Funding

The $74.6 million of State funding assumed in the County Executive's Recommended FY27 budget is the amount provided in the governor's FY27 proposed budget. It is comprised of $61.4 million in the Current Fund and $13.2 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 $157.0 million in the four County-supported funds (Current, Emergency Plant Maintenance and Repair, Cable Television, and Grants).

Current Fund

For the Current Fund, the County Executive is recommending an appropriation of $307.3 million, an increase of $12.4 million, or 4.2%, from the $294.9 million approved in FY26.

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 FY27, which is equal to the FY26 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 FY27, equal to the FY26 level, to support the College's adult literacy programs.

Cable Television

The County Executive recommends a transfer of $1.4 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 equal to the FY26 approved

amount 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 $21.8 million for this fund, a decrease of $955,911, or 4.2% compared to the FY26 approved amount.

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 FY27, the College requests and the County Executive recommends an appropriation of $2.4 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 $12.7 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 FY27 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 FY25	Budget FY26	Estimated FY26	Recommended FY27	%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	282,833,294	294,936,244	294,406,931	307,313,096	4.2 %
Current Fund MC Expenditures	**282,833,294**	**294,936,244**	**294,406,931**	**307,313,096**	**4.2 %**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1,813.85	1,813.85	1,813.85	1,815.85	0.1 %
REVENUES					
Other Student Fees: Current Fund	4,352,846	4,007,640	4,300,000	4,847,461	21.0 %
Tuition and Fees: Current Fund	65,561,304	68,592,727	69,062,555	73,027,606	6.5 %
Fed. State & Priv. Gifts & Grants	393,846	300,000	350,000	200,000	-33.3 %
State Aid	56,114,579	58,022,994	58,022,994	61,434,607	5.9 %
Current Fund: Other Revenue	3,011,570	2,000,000	1,450,000	1,910,000	-4.5 %
Current Fund: Interest	2,350,969	2,235,000	2,100,000	2,300,000	2.9 %
Current Fund MC Revenues	**131,785,114**	**135,158,361**	**135,285,549**	**143,719,674**	**6.3 %**

EMERGENCY REPAIR FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Emergency Repair Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	345,566	350,000	325,000	350,000	—
Emergency Repair Fund Expenditures	**345,566**	**350,000**	**325,000**	**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	24,384	21,500	30,000	22,500	4.7 %
Emergency Repair Fund Revenues	**24,384**	**21,500**	**30,000**	**22,500**	**4.7 %**

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	12,628,012	18,206,500	11,150,000	12,745,900	-30.0 %
Grant Fund MC Expenditures	**12,628,012**	**18,206,500**	**11,150,000**	**12,745,900**	**-30.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
REVENUES					
Federal/State/Private Grants	12,628,012	18,206,500	11,150,000	12,745,900	-30.0 %
Grant Fund MC Revenues	**12,628,012**	**18,206,500**	**11,150,000**	**12,745,900**	**-30.0 %**
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	1,761,165	2,459,598	2,026,405	2,382,494	-3.1 %
Auxiliary Fund Expenditures	**1,761,165**	**2,459,598**	**2,026,405**	**2,382,494**	**-3.1 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	3.00	3.00	3.00	3.00	—
REVENUES					
Sales	1,040,373	978,000	1,519,565	960,000	-1.8 %
Auxiliary Fund: Interest Income	129,718	64,000	129,718	60,000	-6.3 %
Other Revenues: Miscellaneous	0	369,050	0	571,000	54.7 %
Auxiliary Fund Revenues	**1,170,091**	**1,411,050**	**1,649,283**	**1,591,000**	**12.8 %**
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	18,966,409	22,748,598	20,581,820	21,792,687	-4.2 %
Workforce Development & Continuing Ed Expenditures	**18,966,409**	**22,748,598**	**20,581,820**	**21,792,687**	**-4.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	97.50	97.50	97.50	97.50	—
REVENUES					
Tuition and Fees: Continuing Education	7,772,321	7,714,038	7,433,658	7,026,293	-8.9 %
State Aid	13,774,560	13,774,560	14,443,855	13,206,248	-4.1 %
Other Revenues: Interest	413,504	500,000	590,000	518,450	3.7 %
Other Revenues; Miscellaneous	0	0	20,000	0	—
Workforce Development & Continuing Ed Revenues	**21,960,385**	**21,988,598**	**22,487,513**	**20,750,991**	**-5.6 %**

BUDGET SUMMARY

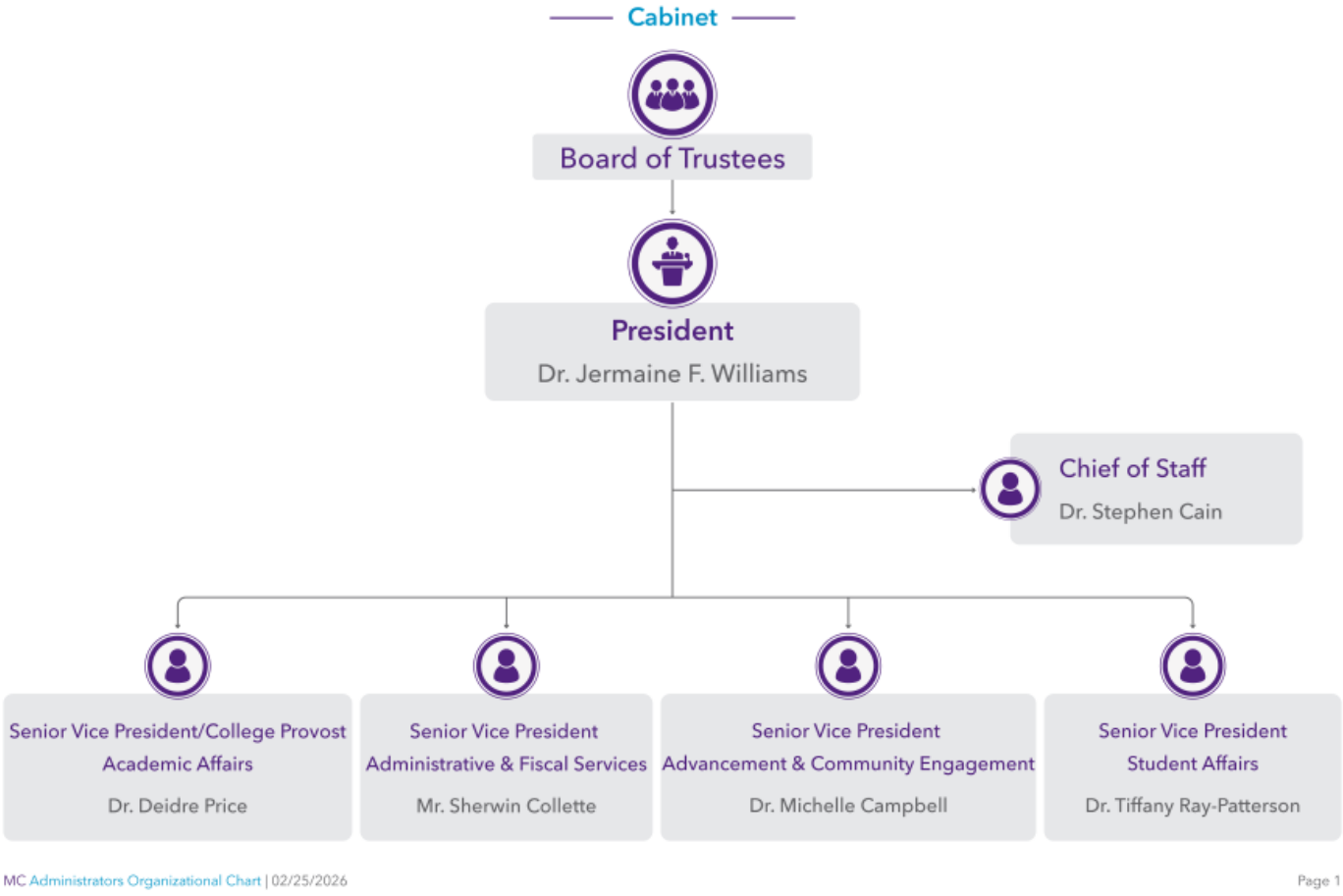
	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
CABLE TELEVISION FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Cable Television Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,686,255	1,567,800	1,506,607	1,378,278	-12.1 %
Cable Television Fund Expenditures	**1,686,255**	**1,567,800**	**1,506,607**	**1,378,278**	**-12.1 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	11.00	11.00	11.00	10.00	-9.1 %
REVENUES					
Cable: Other Revenue	9,694	12,000	8,000	0	-100.0 %
Miscellaneous Revenues	0	0	0	1,378,278	—
Cable Television Fund Revenues	**9,694**	**12,000**	**8,000**	**1,378,278**	**11385.7 %**
ENDOWMENT FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Endowment Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Endowment Fund Expenditures	**0**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Interest	24,641	20,000	26,000	20,000	—
Endowment Fund Revenues	**24,641**	**20,000**	**26,000**	**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	1,948,042	2,000,000	1,947,857	2,000,000	—
Major Facilities Reserve Fund Expenditures	**1,948,042**	**2,000,000**	**1,947,857**	**2,000,000**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Student Fees	3,433,830	3,676,362	3,728,952	3,767,428	2.5 %
Interest Income	374,734	364,000	385,000	380,000	4.4 %
Major Facilities Reserve Fund Revenues	**3,808,564**	**4,040,362**	**4,113,952**	**4,147,428**	**2.6 %**
MC GRANTS TAX SUPPORTED FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
MC Grants Tax Supported Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	400,000	400,000	400,000	400,000	—
MC Grants Tax Supported Fund Expenditures	**400,000**	**400,000**	**400,000**	**400,000**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
TRANSPORTATION FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Transportation Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	2,616,045	4,200,000	3,500,167	3,150,000	-25.0 %
Transportation Fund Expenditures	**2,616,045**	**4,200,000**	**3,500,167**	**3,150,000**	**-25.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
Miscellaneous Other	0	10,000	0	0	-100.0 %
Student Fees	3,674,625	3,876,362	3,732,605	4,004,908	3.3 %
Interest	450,192	400,000	717,500	425,000	6.3 %
Transportation Fund Revenues	**4,124,817**	**4,286,362**	**4,450,105**	**4,429,908**	**3.3 %**
DEPARTMENT TOTALS					
Total Expenditures	**323,184,788**	**346,868,740**	**335,844,787**	**351,512,455**	**1.3 %**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,926.35**	**1,926.35**	**1,926.35**	**1,927.35**	**0.1 %**
Total Revenues	**175,535,702**	**185,144,733**	**179,200,402**	**188,805,679**	**2.0 %**


MONTGOMERY COLLEGE
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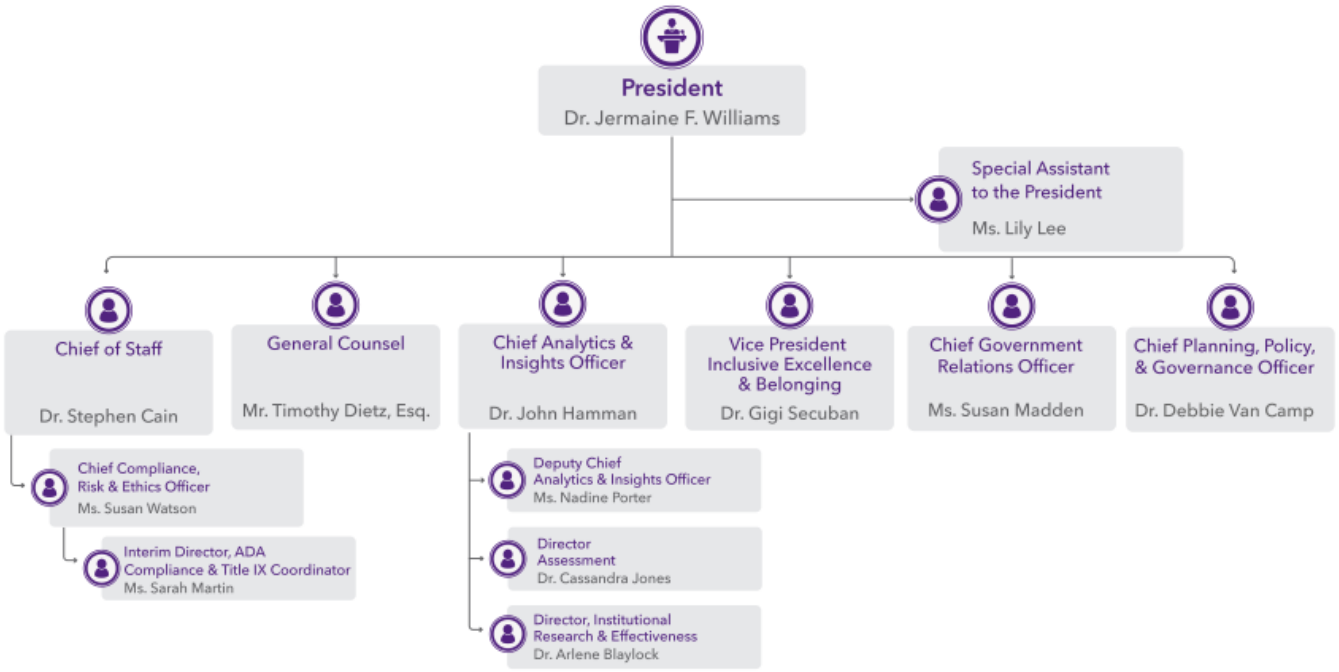
Dr. Michelle Campbell
Senior Vice President
Student Affairs
Dr. Tiffany Ray-Patterson
MC Administrators Organizational Chart | 02/25/2026
Page 1

MONTGOMERY COLLEGE

Offices of the President



MC Administrators Organizational Chart | 02/25/2026

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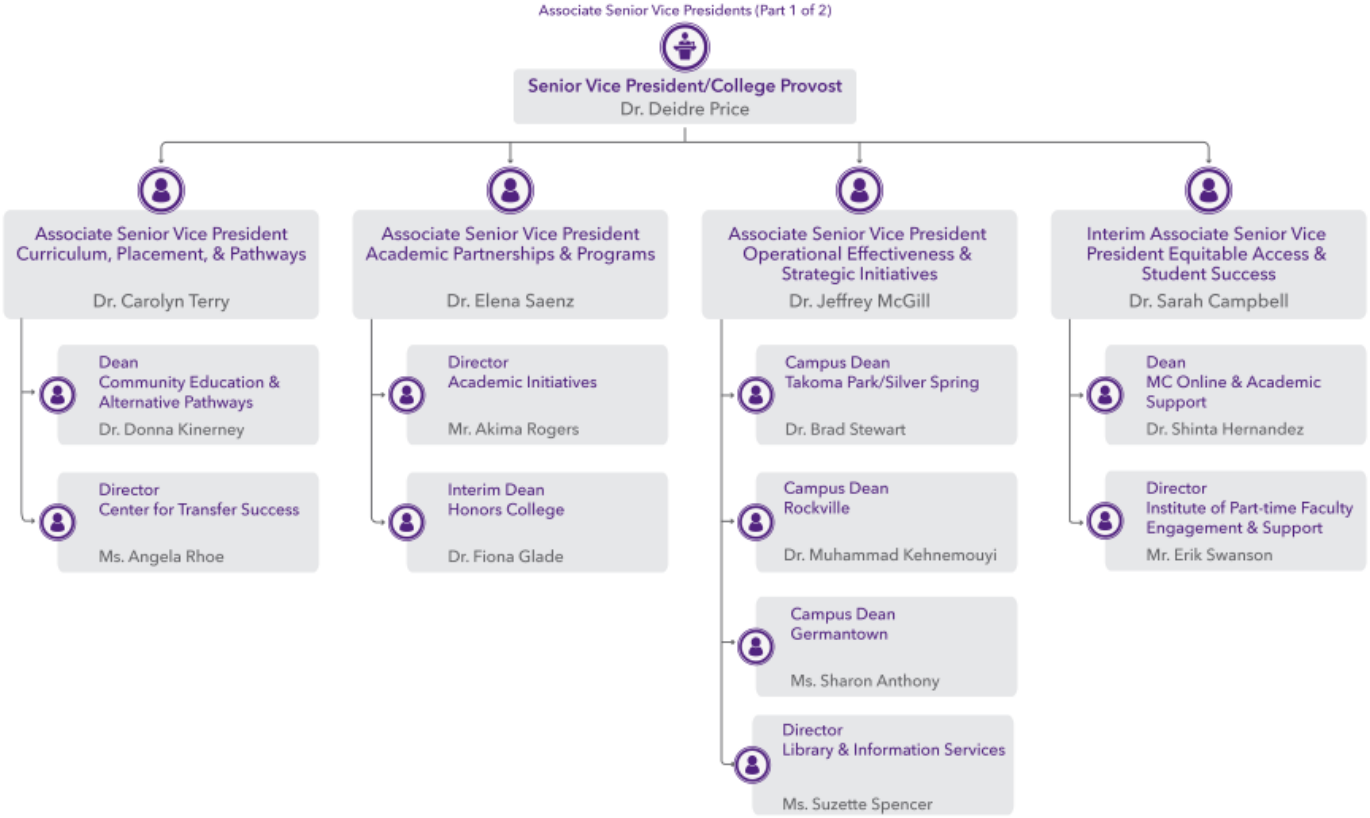
MONTGOMERY COLLEGE

Division of Academic Affairs

Associate Senior Vice Presidents (Part 1 of 2)



MC Administrators Organizational Chart | 02/25/2026

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MONTGOMERY COLLEGE
Division of Academic Affairs
Vice Presidents (Part 2 of 2)
Senior Vice President/College Provost
Dr. Deidre Price
Vice President
Liberal Arts & Education
Dr. Sarah Campbell
Acting Dean
Communications & ELAP
Ms. Stephanie Landon
Dean
Education & Social Sciences
Ms. Ginger Robinson
Dean
English & Reading
Dr. Elizabeth Benton
Dean
Fine & Performing Arts
Dr. Frank Trezza
Dean
Humanities
Ms. Jennifer Haydel
Vice President
STEM & Health Sciences
Dr. Nawal Benmouna
Dean
Health Sciences, Health, & Physical Education
Vacant
Interim Dean
Science, Engineering, & Technology
Dr. Rebecca Thomas
Interim Dean
Chemical & Biological Sciences
Dr. Vedham Karpakakunjaram
Dean
Mathematics
Dr. Milton Nash
Interim Vice President
Workforce Development & Industry Partnerships
Dr. Nawal Benmouna
Dean
Business & Hospitality
Mr. Alton Henley
Dean
Gudelsky Institute & Applied Technologies
Dr. Chantal Vilmar
MC Administrators Organizational Chart | 02/25/2026
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MONTGOMERY COLLEGE

Division of Administrative & Fiscal Services

MC Administrators Organizational Chart | 02/25/2026

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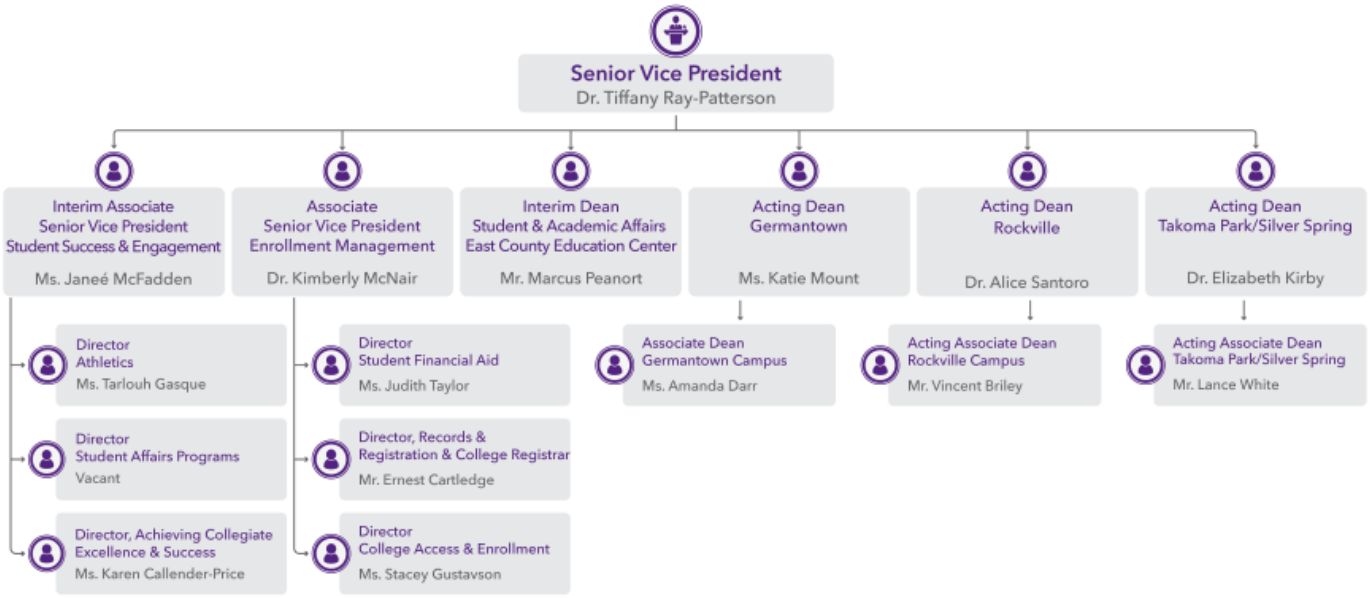
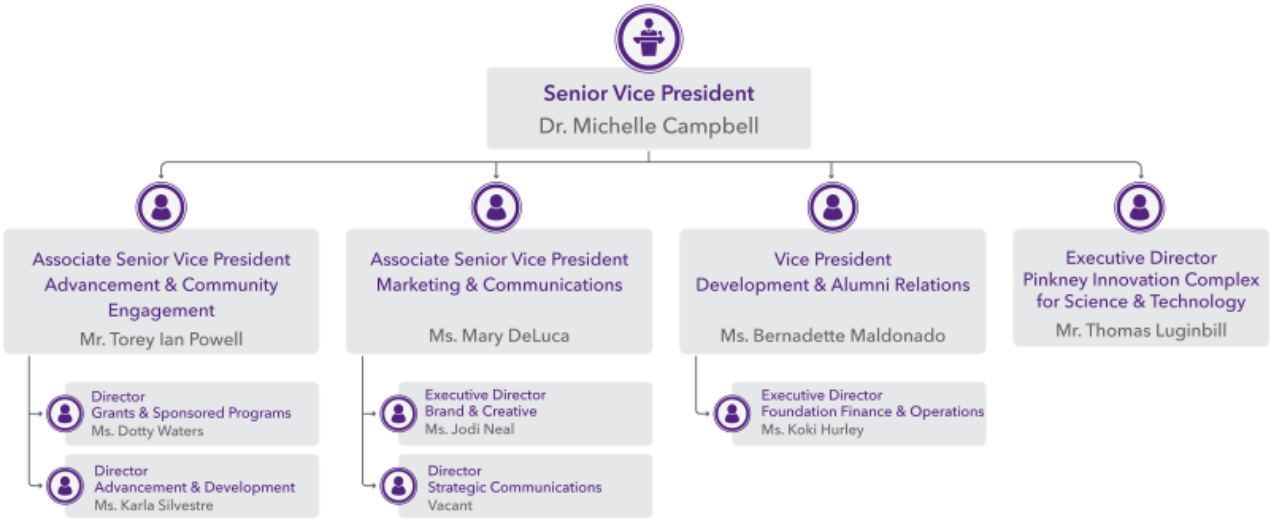
MONTGOMERY COLLEGE

Division of Student Affairs



Division of Advancement & Community Engagement



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	FY21	FY22	FY23	FY24	FY25	YR 5 VS YR 1	YR 5 VS YR 4
Fiscal Year Unduplicated Credit Students	27,840	24,085	23,916	25,164	26,585	*-4.5%*	*5.6%*
Fiscal Year Unduplicated Students in WD&CE	15,944	16,644	17,445	21,624	21,140	*32.6%*	*-2.2%*
FY Unduplicated Credit + WD&CE Students at MC	42,915	39,757	40,342	45,385	46,341	*8.0%*	*2.1%*
Fiscal Year FTEs for Credit Students	13,021	10,939	10,936	11,748	12,564	*-3.5%*	*6.9%*
Fiscal Year FTEs for WD&CE Students	3,432	3,507	3,597	4,415	4,082	*18.9%*	*-7.5%*
FALL SEMESTER CREDIT STUDENTS	**FALL 2021**	**FALL 2022**	**FALL 2023**	**FALL 2024**	**FALL 2025**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
Total fall semester enrollment	17,284	17,137	17,780	18,835	19,972	*15.6%*	*6.0%*
New to College	2,958	3,260	3,566	3,718	4,248	*43.6%*	*14.3%*
Recent MCPS Graduates	2,047	2,160	2,393	2,435	2,650	*29.5%*	*8.8%*
REASON FOR ATTENDING (recent MCPS grads)	**FALL 2021**	**FALL 2022**	**FALL 2023**	**FALL 2024**	**FALL 2025**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
Degree Seeking	1,451	1,619	1,855	1,900	1,610	*11.0%*	*-15.3%*
Transfer	96	114	30	36	24	*-75.0%*	*-33.3%*
Early Placement	347	321	404	469	971	*179.8%*	*107.0%*
Certificate Seeking	0	0	0	0	0	-	-
Continuing Education	103	57	51	0	0	*-100.0%*	-
Personal Interest	2	5	0	1	2	*0.0%*	*100.0%*
MD Dream Act	30	32	36	29	42	*40.0%*	*44.8%*
Other	18	12	17	0	1	*-94.4%*	-
Continuing/Returning	12,158	11,459	11,263	11,734	12,093	*-0.5%*	*3.1%*
Transfer-In or "Visiting"	696	912	986	1,031	1,085	*55.9%*	*5.2%*
Dual Enrollment - MC and High School	1,472	1,506	1,965	2,352	2,546	*73.0%*	*8.2%*
Attending Full-Time	5,801	5,620	6,123	6,546	6,819	*17.5%*	*4.2%*
Average Hours Enrolled	8.85	8.77	9.00	9.00	8.97	*1.4%*	*-0.3%*
Receiving Pell Grants	4,304	4,305	4,801	5,459	5,308*	*23.3%*	*-2.7%*
Receiving any Financial Aid	8,348	7,776	9,337	10,108	7,456*	*-10.7%*	*-26.2%*
Now-Needing "Preparatory" Coursework	1,000	1,217	1,284	1,196	1,684	*68.4%*	*40.8%*
"Foreign" by NCES definitions	1,668	1,799	1,656	1,990	2,144	*28.5%*	*7.7%*
Asian	2,694	2,652	2,859	2,998	3,191	*18.4%*	*6.4%*
Black	5,238	5,038	5,227	5,412	6,001	*14.6%*	*10.9%*
Hispanic	5,245	5,539	5,840	6,398	6,766	*29.0%*	*5.8%*
White	3,725	3,529	3,517	3,672	3,680	*-1.2%*	*0.2%*
Multi-Race, Other, Unknown	382	379	337	355	334	*-12.6%*	*-5.9%*

** Figures are Preliminary*

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

CREDIT COURSES AND ENROLLMENTS	YR 1 FALL 2021	YR 2 FALL 2022	YR 3 FALL 2023	YR 4 FALL 2024	YR 5 FALL 2025	CHANGE ^ YR 5 VS YR 1	CHANGE ^ YR 5 VS YR 4
Fall Semester Course Enrollments	48,187	47,571	50,676	53,696	57,151	*18.6%*	*6.4%*
Fall - Number of Separate Courses	663	634	623	693	695	*4.8%*	*0.3%*
Fall - Number of Course Sections	2,850	2,798	2,752	2,853	3,027	*6.2%*	*6.1%*
EMPLOYEES	**FALL 2021**	**FALL 2022**	**FALL 2023**	**FALL 2024**	**FALL 2025**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
Administrators	83	86	80	89	83	*0.0%*	*11.3%*
Instructional Faculty	1,211	1,362	1,137	1,417	1,209	*-0.2%*	*24.6%*
Non-Instructional Faculty	78	161	137	146	120	*53.8%*	*6.6%*
Professional, Technical, and Support Staff	1,139	1,287	1,189	1,149	1,204	*5.7%*	*-3.4%*
TOTAL	**2,511**	**2,896**	**2,543**	**2,801**	**2,616**	*4.2%*	*10.1%*

WORKFORCE DEVELOPMENT & CONTINUING EDUCATION	YR 1 FY21	YR 2 FY22	YR 3 FY23	YR 4 FY24	YR 5 FY25	CHANGE ^ YR 5 VS YR 1	CHANGE ^ YR 5 VS YR 4
FY Unduplicated Students							
Workforce Development courses	5,712	5,938	5,538	7,487	7,783	*36.3%*	*4.0%*
Contract Training courses	3,075	3,212	2,818	4,158	4,290	*39.5%*	*3.2%*
Industry-Based Certification courses	3,115	3,396	3,066	3,903	3,686	*18.3%*	*-5.6%*
Adult Basic Educ., ESOL, Literacy courses	4,673	4,384	4,952	6,879	6,298	*34.8%*	*-8.4%*
All Specifically Grant-Funded programs/courses	5,046	4,788	5,538	7,503	6,911	*37.0%*	*-7.9%*
Apprenticeship Programs	737	884	901	941	1,263	*71.4%*	*34.2%*
Allied Health/Health Careers courses	683	804	794	829	1,068	*56.4%*	*28.8%*
Number of Apprenticeship Program Graduates	160	156	138	193	160	*0.0%*	*-17.1%*

OUTPUT INDICATORS (CREDIT PROGRAMS)	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE ^	CHANGE ^
FALL-TO-FALL NEW STUDENT RETENTION RATES	**FALL 2020**	**FALL 2021**	**FALL 2022**	**FALL 2023**	**FALL 2024**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
All New Students	61.5%	65.9%	65.1%	63.9%	66.5%	*5.0%*	*2.6%*
Developmental Students	55.6%	54.7%	57.2%	58.0%	63.6%	*8.0%*	*5.6%*
College-Ready Students	63.2%	68.9%	67.9%	66.3%	68.7%	*5.5%*	*2.4%*
Pell Grant Recipients	69.6%	71.3%	70.3%	69.5%	71.4%	*1.8%*	*1.9%*
Began as Full-Time	71.6%	74.6%	77.7%	74.8%	75.9%	*4.3%*	*1.1%*
Began as Part-Time	45.8%	54.1%	49.4%	51.7%	55.2%	*9.3%*	*3.4%*
Asian	72.2%	73.9%	74.7%	72.3%	74.3%	*2.1%*	*2.0%*
Black	59.2%	65.6%	63.2%	60.6%	66.1%	*7.0%*	*5.5%*
Hispanic	61.3%	66.5%	65.5%	64.6%	67.0%	*5.7%*	*2.4%*
White	57.3%	59.9%	59.8%	62.0%	60.1%	*2.8%*	*-1.9%*
Multi-Race, Other, Unknown	56.8%	52.2%	60.8%	50.0%	48.1%	*-8.6%*	*-1.9%*

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

FOUR-YEAR GRADUATION-TRANSFER RATES	YR 1 ENTER FALL 2016	YR 2 ENTER FALL 2017	YR 3 ENTER FALL 2018	YR 4 ENTER FALL 2019	YR 5 ENTER FALL 2020	CHANGE ^ YR 5 VS YR 1	CHANGE ^ YR 5 VS YR 4
All New Students	49.5%	52.8%	52.4%	53.3%	55.8%	*6.3%*	*2.5%*
College-Ready	70.0%	68.0%	65.0%	61.8%	58.6%	*-11.4%*	*-3.2%*
Developmental Completers	49.1%	51.7%	48.8%	44.9%	36.7%	*-12.4%*	*-8.2%*
Developmental Non-Completers	17.4%	15.4%	16.6%	20.1%	31.0%	*13.6%*	*10.9%*
Pell Grant Recipients	44.7%	52.3%	50.1%	50.9%	55.0%	*10.3%*	*4.1%*
Asian	62.9%	64.3%	68.2%	69.4%	69.0%	*6.1%*	*-0.4%*
Black	45.3%	51.7%	49.1%	49.7%	56.3%	*11.0%*	*6.6%*
Hispanic	41.7%	46.3%	43.1%	47.5%	46.7%	*5.0%*	*-0.8%*
White	60.9%	57.8%	60.6%	54.7%	63.0%	*2.1%*	*8.3%*

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GRADUATION / AWARDS / TRANSFERS	YR 1 FY21	YR 2 FY22	YR 3 FY23	YR 4 FY24	YR 5 FY25	CHANGE ^ YR 5 VS YR 1	CHANGE ^ YR 5 VS YR 4
Fiscal Year Graduates	3,018	2,877	2,705	2,580	2,837	*-6.0%*	*10.0%*
Fiscal Year Awards	3,136	2,992	2,874	2,760	3,025	*-3.5%*	*9.6%*
Associate Degrees	2,937	2,790	2,599	2,464	2,736	*-6.8%*	*11.0%*
Certificates	198	202	275	296	289	*46.0%*	*-2.4%*
TRANSFER TO FOUR-YEAR INSTITUTIONS							
MC Graduate	1,971	1,655	1,553	1,765	1,838	*-6.7%*	*4.1%*
12+ Credits, but not Graduate^^	2,529	2,124	1,986	2,113	2,144	*-15.2%*	*1.5%*

DEVELOPMENTAL METRICS	YR 1 FALL 2016	YR 2 FALL 2017	YR 3 FALL 2018	YR 4 FALL 2019	YR 5 FALL 2020	CHANGE ^ YR 5 VS YR 1	CHANGE ^ YR 5 VS YR 4
New Students Needing Developmental	2,477	2,165	1,855	1,398	514	*-79.2%*	*-63.2%*
Asian	198	177	157	104	27	*-86.4%*	*-74.0%*
Black	811	690	617	435	88	*-89.2%*	*-79.8%*
Hispanic	1,005	856	719	590	193	*-80.8%*	*-67.3%*
White	407	386	304	217	44	*-89.3%*	*-80.0%*
Completed Developmental in Four Years	1,525	1,284	1,094	764	254	*-83.3%*	*-66.8%*
New Students Needing Developmental Math	2,422	2,044	1,705	2,259	941	*-61.1%*	*-58.3%*
New Students Completing Developmental Math in Year 1	1,043	851	754	521	438	*-58.0%*	*-15.9%*

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	FY21	FY22	FY23	FY24	FY25	YR 5 VS YR 1	YR 5 VS YR 4
Workforce Development Certificate Completers Students	2,041	2,076	1,802	2,813	2,817	*38.0%*	*0.1%*
Course enrollments	3,095	3,276	2,950	4,070	4,483	*44.8%*	*10.1%*
Selected Health Career Program Students Obtaining Certification-Percent Successful	97.8%	99.0%	92.4%	95.9%	97.9%	*0.1%*	*2.0%*
Percent Selected [Other Programs] Students Obtaining Certification	91.6%	89.0%	89.5%	86.4%	88.3%	*-3.3%*	*1.9%*
Number of WD&CE Students Subsequently Enrolled in Credit Courses	2,482	1,615	2,089	1,637	2,032	*-18.1%*	*24.1%*
Percent Grant-funded Programs/Courses Students that Complete	*70.4%*	*72.1%*	*74.6%*	*74.4%*	*74.6%*	*4.2%*	*0.2%*
Percent Apprenticeship Program Course Completers	99.1%	98.8%	99.1%	87.3%	97.5%	*-1.6%*	*10.2%*
~Percent Apprenticeship Program Completers within 4 Years	3.6%	20.4%	18.8%	39.0%	37.1%	*33.5%*	*-1.9%*

^Note on "Change" Columns

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

For percentages, change = (Year 5 - Year 1; Year 5 - Year 4)

^^Note on "Transfers to Four-Year Institutions"

The operational definition of "transfer" has been clarified and standardized. Trend data have been revised accordingly to ensure consistency with these updated definitions.

(a) MC Graduates: Transfer data includes students who were enrolled and graduated by the end of the specified fiscal year from MC and transferred during the year.

(b) +12 Credits, Non-Graduates: Transfer data includes students who did not graduate but accumulated 12 or more credit hours, up to their last term at MC, and transferred to a four-year institution during the specified fiscal year.

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Maryland-National Capital Park and Planning Commission

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$226,658,981	1,170.51

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

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's 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's 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.

FY27 Budget Information

Spending Affordability Guidelines

In February 2026, the Council approved the FY27 Spending Affordability Guidelines (SAG) for the tax-supported Administration and Park Funds of M-NCPPC, totaling $181.9 million. This amount reflects a decrease of $0.7 million, or 0.4 percent, from the FY26 Approved Budget of $182.6 million, excluding debt service and retiree health insurance prefunding, which are not included in the SAG calculation.

County Executive Recommendations

The County Executive recommends a FY27 tax-supported appropriation, excluding debt service, of $192,741,929 for M-NCPPC. This represents an increase of $7,386,853 or 4 percent from the FY26 Approved Budget.

Park Fund

The County Executive recommends funding of $145,483,913, excluding debt service. This represents an increase of $5,641,079 or 4

percent, from the FY26 Approved Budget. The Executive concurs with M-NCPPC's request for $7,963,435 in the Park Fund Debt Service Budget, an increase of $27,378, or a .3 percent increase, from the FY26 Approved Budget. Additionally, the Executive recommends transferring $50,000 from the Cable Fund to support the Department of Parks Connected Parks initiative.

Administration Fund

The County Executive recommends funding of $47,258,016. This represents an increase of $1,745,774, or 3.8 percent, from the FY26 Approved Budget. The County Executive additionally recommends a 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 $13,109,771. This represents an increase of $511,416, or 4.1 percent, from the FY26 Approved Budget.

Property Management Fund

The County Executive concurs with the M-NCPPC request for funding of $2,135,664.

Special Revenue Fund

The County Executive concurs with the M-NCPPC request for funding of $10,158,182. This represents an increase of $702,960, or 7.4 percent, from the FY26 Approved Budget.

The County Executive concurs with the M-NCPPC request to transfer $3,282,764 from the General Fund to cover costs associated with the maintenance of Montgomery County Public Schools' ballfields. This represents an increase of $882,762, or 37 percent, from the FY26 Approved Budget.

The County Executive recommends a transfer $1,500,000 from the Administration Fund to the Document Review Special Revenue Fund, which maintains the level of the transfer in the FY26 Approved Budget.

Grant Fund

The County Executive concurs with the M-NCPPC request for funding of $550,000. This maintains the level of support in the FY26 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 FY25	Budget FY26	Estimated FY26	Recommended FY27	%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	41,860,000	45,512,242	45,512,242	47,258,016	3.8 %
Administration Fund Expenditures	**41,860,000**	**45,512,242**	**45,512,242**	**47,258,016**	**3.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	208.81	208.81	208.81	208.81	—
REVENUES					
Property Tax	40,827,271	41,754,721	41,270,373	47,110,786	12.8 %
User Fees	480,970	276,200	276,200	287,000	3.9 %
Intergovernmental	411,653	505,019	505,019	535,320	6.0 %
Investment Income	786,309	175,000	300,000	175,000	—
Miscellaneous	2,668	0	0	0	—
Administration Fund Revenues	**42,508,871**	**42,710,940**	**42,351,592**	**48,108,106**	**12.6 %**
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	131,316,962	139,842,834	139,842,834	145,511,291	4.1 %

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Debt Service Other	6,862,940	7,936,057	7,936,057	7,936,057	—
Park Fund Expenditures	**138,179,902**	**147,778,891**	**147,778,891**	**153,447,348**	**3.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	795.80	796.80	796.80	796.80	—
REVENUES					
Property Tax	122,913,998	134,933,680	133,368,469	146,315,229	8.4 %
Facility User Fees	3,732,514	3,653,576	3,653,576	3,615,438	-1.0 %
Intergovernmental	4,302,081	4,637,840	4,637,840	4,916,110	6.0 %
Miscellaneous	164,866	96,000	96,000	393,500	309.9 %
Investment Income	1,417,626	600,000	600,000	475,000	-20.8 %
Investment Income: CIP	255,739	175,000	175,000	175,000	—
Park Fund Revenues	**132,786,824**	**144,096,096**	**142,530,885**	**155,890,277**	**8.2 %**

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	121,200	0	0	0	—
ALA Debt Service Fund Expenditures	**121,200**	**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					
Property Tax	2,359,429	2,534,958	2,505,912	2,612,743	3.1 %
ALA Debt Service Fund Revenues	**2,359,429**	**2,534,958**	**2,505,912**	**2,612,743**	**3.1 %**

GRANT FUND M-NCPPC

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund M-NCPPC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	110,034	550,000	550,000	550,000	—
Grant Fund M-NCPPC Expenditures	**110,034**	**550,000**	**550,000**	**550,000**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Administration Fund Grants	0	150,000	150,000	150,000	—
Park Fund Grants	110,034	400,000	400,000	400,000	—
Grant Fund M-NCPPC Revenues	**110,034**	**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	11,032,387	12,598,355	12,229,611	13,109,771	4.1 %
Enterprise Fund Expenditures	**11,032,387**	**12,598,355**	**12,229,611**	**13,109,771**	**4.1 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	115.80	115.80	115.80	115.80	—
REVENUES					
Fees and Charges	8,513,245	7,807,860	7,730,050	7,917,465	1.4 %
Merchandise Sales	725,236	829,750	801,210	844,860	1.8 %
Rentals	4,228,941	4,321,294	4,421,915	4,061,211	-6.0 %
Non-Operating Revenues/Interest	1,095,015	382,290	381,870	365,570	-4.4 %
Miscellaneous	(108,029)	905,390	1,012,816	1,026,214	13.3 %
Enterprise Fund Revenues	**14,454,408**	**14,246,584**	**14,347,861**	**14,215,320**	**-0.2 %**
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	1,536,570	1,962,600	1,962,600	2,135,664	8.8 %
Prop Mgmt M-NCPPC Expenditures	**1,536,570**	**1,962,600**	**1,962,600**	**2,135,664**	**8.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	5.80	5.80	5.80	5.80	—
REVENUES					
Miscellaneous	3,000	0	0	0	—

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Rental Income	2,009,371	1,799,600	1,799,600	1,846,800	2.6 %
Investment Income	63,049	30,000	30,000	40,000	33.3 %
Prop Mgmt M-NCPPC Revenues	**2,075,420**	**1,829,600**	**1,829,600**	**1,886,800**	**3.1 %**
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	7,587,613	9,455,222	8,847,220	10,158,182	7.4 %
Special Revenue Funds Expenditures	**7,587,613**	**9,455,222**	**8,847,220**	**10,158,182**	**7.4 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	43.30	43.30	43.30	43.30	—
REVENUES					
Service Charges	2,775,582	3,494,382	2,140,032	2,332,682	-33.2 %
Intergovernmental	237,141	316,000	353,323	330,616	4.6 %
Miscellaneous	414,309	722,500	532,000	556,000	-23.0 %
Investment Income	263,736	92,950	190,760	187,100	101.3 %
Special Revenue Funds Revenues	**3,690,768**	**4,625,832**	**3,216,115**	**3,406,398**	**-26.4 %**
DEPARTMENT TOTALS					
Total Expenditures	**200,427,706**	**217,857,310**	**216,880,564**	**226,658,981**	**4.0 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,169.51**	**1,170.51**	**1,170.51**	**1,170.51**	**—**
Total Revenues	**197,985,754**	**210,594,010**	**207,331,965**	**226,669,644**	**7.6 %**

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 FY27 recommended appropriation in the Non-Departmental Account for services to be provided by the HOC is $9,537,539. The Department of Finance reflects the amount as a transfer in the County's financial statements. This amount represents an increase of $378,371 from the FY26 approved budget of $9,159,168.

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, via telephone at 301-206-8000, or from its 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 County 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 County 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, seven days a week.
- Treating or delivering 167.9 million gallons per day (MGD) of water to over 483,000 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 six hours.
- Expanding the Customer Assistance Program (CAP) to help those with financial hardship.

- Initiating cost containment measures to cut expenses by 5.0 percent, generating $27 million in savings in FY27.

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 County Councils must not approve capital and operating budgets in excess of the approved spending control limits unless a majority of each County Council votes to approve them. If the two County Councils cannot agree on expenditures above the spending control limit, they must approve budgets within these limits.

The following table shows the FY27 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 FY27 budget and under the County Executive's recommended budget for WSSC Water. The Commission's proposed rate increase (5.0 percent with a one-time 1.0 percent rate stabilization fund) falls between the spending control limits approved by Montgomery County (6.0 percent) and Prince George's County (5.0 percent). In addition, the Total Water and Sewer Operating Expenses fall within the Spending Affordability (SAG)-approved guidelines.

FY27 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	6.0%	5.0%	5.0%*	5.0%*
New Debt	$491.1	$491.1	$491.1	$491.1
Water and Sewer Debt Service	$388.4	$388.4	$388.4	$388.4
Total Water and Sewer Operating Expenses	$1,194.0	$1,183.5	$1,196.6	$1,196.6

* Includes one-time 1.0% rate stabilization fund

Sources: WSSC Water FY27 Proposed Budget,
Prince George's County Resolution CR-135-2025,
Montgomery County Resolution 20-966

County Executive Recommendations

Operating Budget

The County Executive recommends that WSSC Water's proposed FY27 budget be approved with an average water and sewer rate increase of 5.0 percent in FY27, consistent with Montgomery County's FY27 Spending Affordability Guidelines.

Capital Budget

The County Executive recommended the WSSC Water FY27-32 Capital Improvements Program budget be approved as submitted by the Commission.

Overall Budget

FY27 fiscal projections for all funds and budgets are shown below.

Expenditures by Category - FY27 WSSC Water Proposed and Executive Recommended ($ in Thousands))						
Expenditure Categories	WSSC Water Total Approved FY26	WSSC Water Total Proposed FY27	CE Capital Recommended FY27	CE Operating Recommended FY27	CE Total Recommended FY27	% Change (CE Rec. vs. WSSC Water Proposed)
Salaries and Wages	$242,590,000	$257,726,000	$44,129,000	$213,597,000	$257,726,000	0.0%
Heat, Light, & Power	$29,518,000	$32,240,000	$360,000	$31,880,000	$32,240,000	0.0%
Regional Sewage Disposal	$83,661,000	$89,667,000	$0	$89,667,000	$89,667,000	0.0%
Contract Work	$383,031,000	$439,360,000	$439,360,000	$0	$439,360,000	0.0%
Consulting Engineers	$117,541,000	$86,337,000	$86,337,000	$0	$86,337,000	0.0%
All Other	$506,771,000	$544,449,000	$171,426,000	$373,023,000	$544,449,000	0.0%
PAYGO	$93,000,000	$100,000,000	$0	$100,000,000	$100,000,000	0.0%
Reserve Contribution	$0	$0	$0	$0	$0	--
Debt Service	$373,801,000	$388,446,000	$0	$388,446,000	$388,446,000	0.0%
Total Budget	**$1,829,913,000**	**$1,938,225,000**	**$741,612,000**	**$1,196,613,000**	**$1,938,225,000**	**0.0%**
Note: Total expenditures include the water and sewer operating funds and the two capital funds.						

Source: WSSC Water FY27 Proposed Operating Budget

PROGRAM CONTACTS

Contact Letitia Carolina-Powell of the WSSC Water at 301-206-8379 or Seamus McNamara of the Office of Management and Budget at 240-777-2755 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	FY26 APPROVED	FY27 CE RECOMMENDED	FY28 PROJECTION	FY29 PROJECTION	FY30 PROJECTION	FY31 PROJECTION	FY32 PROJECTION
New Water and Sewer Debt	$494,441	**$491,102**	$610,388	$647,047	$604,514	$556,242	$527,538
Total Water and Sewer Operating Expenses	$1,130,502	**$1,193,998**	$1,273,886	$1,366,932	$1,443,553	$1,523,376	$1,591,492
Debt Service	$373,801	**$388,446**	$426,597	$465,303	$500,309	$528,190	$547,521
Average Water and Sewer Rate Increase	9.5%	**5.0%**	8.2%	7.5%	6.3%	5.8%	4.7%
BEGINNING FUND BALANCE	**$395,379**	**$397,941**	**$392,441**	**$392,441**	**$392,441**	**$392,441**	**$392,441**
REVENUES							
Water and Sewer Rate Revenue	$892,540	**$937,167**	$1,019,697	$1,096,175	$1,165,234	$1,232,817	$1,290,459
Interest Income	$14,000	**$18,907**	$8,000	$8,000	$8,000	$8,000	$8,000
Account Maintenance Fee	$69,493	**$72,124**	$78,039	$83,892	$89,176	$94,349	$98,760
Infrastructure Investment Fee	$85,782	**$88,904**	$96,194	$103,408	$109,923	$116,298	$121,735
Miscellaneous	$60,227	**$60,666**	$61,253	$62,657	$63,365	$64,060	$64,840
Plumbing and Inspection Fees	$22,610	**$23,289**	$23,989	$24,708	$25,450	$26,213	$27,000
Rockville Sewer Use	$4,500	**$4,650**	$4,700	$4,750	$4,800	$4,800	$4,800
Grants Revenue	$3,171	**$2,500**	$2,500	$2,500	$2,500	$2,500	$2,500
Miscellaneous	$27,800	**$29,730**	$30,047	$30,366	$30,687	$31,014	$31,345
Uncollectable	-$4,961	**-$5,491**	-$5,970	-$6,417	-$6,822	-$7,217	-$7,555
Renewable/Natural Gas Sales	$7,107	**$5,988**	$5,987	$6,750	$6,750	$6,750	$6,750
Total Revenues	**$1,122,042**	**$1,177,768**	**$1,263,183**	**$1,354,132**	**$1,435,698**	**$1,515,524**	**$1,583,794**
Cost Sharing Reimbursement	$688	**$2,982**	$2,980	$5,090	$145	$145	$0
SDC Debt Service Offset	$5,772	**$5,748**	$5,723	$5,710	$5,710	$5,707	$5,698
Use of/Transfer to Fund Balance		**$5,500**					
Underwriters Discount Transfer	$2,000	**$2,000**	$2,000	$2,000	$2,000	$2,000	$2,000
TOTAL FUNDS AVAILABLE	**$1,130,502**	**$1,193,998**	**$1,273,886**	**$1,366,932**	**$1,443,553**	**$1,523,376**	**$1,591,492**
EXPENDITURES							
Salaries and Wages	$199,283	**$212,477**	$222,038	$232,030	$242,472	$253,383	$264,785
Heat, Light, and Power	$29,200	**$31,866**	$32,826	$33,815	$36,682	$37,966	$39,294
Regional Sewage Disposal	$83,661	**$89,667**	$93,253	$96,984	$100,863	$104,898	$109,094
Debt Service	$373,801	**$388,446**	$426,597	$465,303	$500,309	$528,190	$547,521
PAYGO	$93,000	**$100,000**	$114,336	$136,205	$151,944	$156,014	$170,745
All Other	$351,557	**$371,542**	$384,836	$402,595	$411,283	$442,925	$460,053
TOTAL USE OF RESOURCES	**$1,130,502**	**$1,193,998**	**$1,273,886**	**$1,366,932**	**$1,443,553**	**$1,523,376**	**$1,591,492**
REVENUE/EXPENDITURE SURPLUS/(GAP)	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
YEAR END FUND BALANCE w/o additional reserve contribution	**$395,379**	**$392,441**	**$392,441**	**$392,441**	**$392,441**	**$392,441**	**$392,441**
Additional Reserve Contribution	**$2,562**						
TOTAL YEAR END FUND BALANCE	**$397,941**	**$392,441**	**$392,441**	**$392,441**	**$392,441**	**$392,441**	**$392,441**
Debt Service as a Percent of Water and Sewer Operating Budget	33.1%	**32.5%**	33.5%	34.0%	34.7%	34.7%	34.4%
Total End of Fiscal Year Operating Reserve	$397,941	**$392,441**	$392,441	$392,441	$392,441	$392,441	$392,441
End of Fiscal Year Fund Balance as Percent of Operating Revenue	35.5%	**33.3%**	31.1%	29.0%	27.3%	25.9%	24.8%
Total Workyears (all funds)	2,040	**2,040**	2,040	2,040	2,040	2,040	2,040

Assumptions:

1. The CE recommended operating budget is for FY27 only and incorporates the CE's revenue and expenditure assumptions for that budget.
2. The FY28-32 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 FY27 Recommended water and sewer operating budget for WSSC Water.
3. The FY27 estimated spending affordability results are the values for the four spending affordability parameters implied by the FY27 budget approved by Montgomery and Prince George's Counties. While Montgomery approved a 6.0% average rate increase and Prince George's County approved a 5.0% increase, ultimately WSSC Water proposed a 5.0% 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 FY27 budget. The FY27 recommended spending affordability results are the spending affordability parameters associated with the County Executive's recommended WSSC Water budget for FY27. The FY28-32 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 FY27 estimated workyears shown correspond to the actual workyears as of December 2025.
5. Estimates of revenue in FY28-32 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 FY27 Proposed Long-Range Fiscal Plan for Water and Sewer Operating Funds may not match due to rounding.

Source: WSSC Water FY27 Proposed Budget Long-Range Financial Plan for Water and Sewer Operating Funds

Commissioners
General Manager/CEO
Kishia L. Powell
General Manager's Office
Chief of Staff
Nina R. Hickson
Deputy Chief of Staff
Justin DeVantier
Performance & Accountability Director
Helen Hagos
Chief Human Resources Officer
Valerie Farrar
General Counsel
Nina R. Hickson
Deputy General Manager External Affairs
Cristi Bickham
Communications Director
Chuck Brown
Strategic Partnerships & Community Impact Director
Courtney Edmonds
Office of Supplier Diversity & Inclusion Director
Kiyon Harley
Government Affairs Director
Monica Marquina
Chief Procurement Officer
Caprecia Poole-Williams
Deputy General Manager Mission Support
David McDonough
General Services Director
Allison Dunn Wilson
Police & Homeland Security Director
Robert (Bob) Maloney
Chief of Health and Safety
David Gill
Deputy General Manager Operations
Akille Tesfaye
Utility Services Director
Glen Diaz
Production Director
Ben Thompson
Operational Reliability & Resilience Director
Priscilla To
Chief Engineer
Alan Wong
Chief Financial Officer
Munetsi Timothy Musara
Customer Service Director
John Curry
Chief Information Officer
Joseph M. Edwards

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County Council

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$20,703,869	113.05

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 FY27 Operating Budget for the County Council is $20,703,869, an increase of $691,892 or 3.46 percent from the FY26 Approved Budget of $20,011,977. Personnel Costs comprise 90.89 percent of the budget for 125 full-time position(s) and two part-time position(s), and a total of 113.05 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 9.11 percent of the FY27 budget.

PROGRAM CONTACTS

Contact Sandra Marin of the County Council at 240-777-7923 or Payne Tarkenton of the Office of Management and Budget at 240-777-2758 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**9,454,127**	**49.55**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	294,495	0.00
FY27 Recommended	**9,748,622**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**10,557,850**	**62.50**
Technical Adj: Legislative Senior Aide Position	0	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	397,397	0.00
FY27 Recommended	**10,955,247**	**63.50**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	12,199,586	13,957,737	14,053,791	14,566,988	4.4 %
Employee Benefits	3,315,660	3,985,516	3,985,516	4,250,559	6.7 %
County General Fund Personnel Costs	**15,515,246**	**17,943,253**	**18,039,307**	**18,817,547**	**4.9 %**
Operating Expenses	1,078,657	2,068,724	2,068,724	1,886,322	-8.8 %
County General Fund Expenditures	**16,593,903**	**20,011,977**	**20,108,031**	**20,703,869**	**3.5 %**
PERSONNEL					
Full-Time	122	124	124	125	0.8 %
Part-Time	4	2	2	2	—
FTEs	111.60	112.05	112.05	113.05	0.9 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**20,011,977**	**112.05**
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	483,947	0.00
Increase Cost: Annualization of FY26 Personnel Costs	218,935	0.00
Increase Cost: Annualization of FY26 Compensation Increases	84,341	0.00
Increase Cost: Printing and Mail	29,108	0.00
Technical Adj: Legislative Senior Aide Position [Councilmember Offices]	0	1.00
Decrease Cost: Retirement Adjustment	(24,439)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(100,000)	0.00
FY27 RECOMMENDED	**20,703,869**	**113.05**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Council Staff Operations	9,454,127	49.55	9,748,622	49.55
Councilmember Offices	10,557,850	62.50	10,955,247	63.50
Total	**20,011,977**	**112.05**	**20,703,869**	**113.05**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
COUNTY GENERAL FUND					
NDA - Legislative Branch Communications Outreach	General Fund	1,987,404	13.00	2,066,016	13.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**20,704**	**20,704**	**20,704**	**20,704**	**20,704**	**20,704**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**54**	**54**	**54**	**54**	**54**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**20,704**	**20,758**	**20,758**	**20,758**	**20,758**	**20,758**

Board of Appeals

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$626,130	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 FY27 Operating Budget for the Board of Appeals is $626,130, an increase of $17,796 or 2.93 percent from the FY26 Approved Budget of $608,334. Personnel Costs comprise 95.76 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 4.24 percent of the FY27 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 Payne Tarkenton 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). 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.

Measure	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28

Measure	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Program Measures					
Number of administrative appeals decided	9	4	4	4	4
Average days to issue written administrative appeals decisions (within 45 days of close of record unless extended) [1]	19	11	11	11	11
Number of variances decided [2]	44	45	45	45	45
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]	3	1	1	1	1
Average days to issue conditional use decision (must issue within 30 days of voting on the matter unless extended)	18	9	9	9	9
Number of Circuit Court appeals processed	5	2	2	2	2
Number of administrative actions taken [5]	85	99	99	99	99

[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 FY25 actuals.*

[5] *Matters considered and/or decided at worksessions include, but are not limited to: preliminary motions in administrative appeals, requests for major modifications (following the issuance of a report and recommendation by the Office of Zoning and Administrative Hearings) and administrative modifications of existing special exceptions, requests for by-right hearings, requests for oral argument regarding appeals of conditional use decisions, requests for the revocation of special exceptions, requests for the reconsideration of earlier board decisions, requests for show cause hearings, complaints regarding the operation of special exceptions, inspection reports from the Department of Permitting Services and the Department of Housing and Community Affairs regarding such complaints, and the submission of documents fulfilling various board-imposed reporting requirements.*

PROGRAM DESCRIPTIONS

Zoning Related Hearings and Administrative Appeals

The Board of Appeals hears requests for variances as provided in the Zoning Ordinance. Development standards for each zone are set by the Zoning Ordinance. Variances from these standards require approval by the Board. In addition, the Board hears appeals of conditional uses decided by the Hearing Examiner, as provided in the Zoning Ordinance. The Board of Appeals also holds hearings and rules on appeals from administrative actions of certain governmental departments and agencies, as provided in the County Code. Finally, the Board considers modifications to those special exceptions that were filed or approved before the October 30, 2014, changes to the Zoning Ordinance.

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	453,825	465,629	455,191	477,368	2.5 %
Employee Benefits	108,467	116,789	111,567	122,185	4.6 %
County General Fund Personnel Costs	**562,292**	**582,418**	**566,758**	**599,553**	**2.9 %**
Operating Expenses	24,036	25,916	16,462	26,577	2.6 %

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
County General Fund Expenditures	**586,328**	**608,334**	**583,220**	**626,130**	**2.9 %**
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.00	3.00	3.00	3.00	—
REVENUES					
Board of Appeals Fees	186,361	158,064	158,064	158,064	—
Other Charges/Fees	4,664	0	0	0	—
County General Fund Revenues	**191,025**	**158,064**	**158,064**	**158,064**	**—**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**608,334**	**3.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	14,794	0.00
Increase Cost: Annualization of FY26 Compensation Increases	1,221	0.00
Increase Cost: Board Member Stipend Adjustments [Zoning Related Hearings and Administrative Appeals]	1,090	0.00
Increase Cost: Annualization of FY26 Personnel Costs	680	0.00
Increase Cost: Printing and Mail	661	0.00
Decrease Cost: Retirement Adjustment	(650)	0.00
FY27 RECOMMENDED	**626,130**	**3.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**626**	**626**	**626**	**626**	**626**	**626**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**626**	**626**	**626**	**626**	**626**	**626**

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Inspector General

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$4,289,584	21.00

MEGAN DAVEY LIMARZI, INSPECTOR GENERAL

MISSION STATEMENT

The mission of the Office of the Inspector General (OIG) is to review 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 FY27 Operating Budget for the Office of Inspector General is $4,289,584, an increase of $310,558 or 7.80 percent from the FY26 Approved Budget of $3,979,026. Personnel Costs comprise 96.56 percent of the budget for 21 full-time position(s) and no part-time position(s), and a total of 21.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 3.44 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:

- **A Growing Economy**
- **Effective, Sustainable Government**

INITIATIVES

- The OIG is currently engaged in a process improvement project that will examine the policies and procedures for conducting audits and reviews. These improvements are expected to increase efficiency and reduce redundancies while continuing to adhere to strict professional standards as required by County law.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Findings and recommendations of OIG reports have resulted in changes to County policies and laws, including revisions to the Short Term Rental registration process, updates to the Bag Tax law, revisions of the eTravel Policy, amendments to the P-Card Policy and changes related to nepotism in contracts.

- The Education Oversight Division initiated the OIG's first two proactive engagements at Montgomery County Public Schools (MCPS) and issued reports that detailed the review of MCPS funds.

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 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.

Measure	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Program Measures					
Percent of initial inquiries (with no reports or memo) completed within 20 business days [1]	97%	97%	97%	97%	97%
Percent of audit/inspection/investigation reports completed within 8 months	87%	75%	85%	85%	85%
Percent of complaints reviewed and action initiated within 5 business days	92%	95%	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	4	3	3	3
Number of evaluations, inspections, or reviews of County programs and operations completed annually (the goal is two per year)	3	7	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 FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,726,237	3,028,597	2,997,859	3,257,969	7.6 %
Employee Benefits	683,631	807,518	730,807	884,080	9.5 %
County General Fund Personnel Costs	**3,409,868**	**3,836,115**	**3,728,666**	**4,142,049**	**8.0 %**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Operating Expenses	112,490	142,911	142,388	147,535	3.2 %
County General Fund Expenditures	**3,522,358**	**3,979,026**	**3,871,054**	**4,289,584**	**7.8 %**
PERSONNEL					
Full-Time	21	21	21	21	—
Part-Time	0	0	0	0	—
FTEs	21.00	21.00	21.00	21.00	—

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**3,979,026**	**21.00**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY26 Personnel Costs	145,363	0.00
Increase Cost: FY27 Compensation Adjustment	133,214	0.00
Increase Cost: Annualization of FY26 Compensation Increases	32,240	0.00
Increase Cost: Printing and Mail	4,624	0.00
Decrease Cost: Retirement Adjustment	(4,883)	0.00
FY27 RECOMMENDED	**4,289,584**	**21.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**4,290**	**4,290**	**4,290**	**4,290**	**4,290**	**4,290**
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	**4,290**	**4,317**	**4,317**	**4,317**	**4,317**	**4,317**

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Legislative Oversight

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$2,971,585	13.85

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 FY27 Operating Budget for the Office of Legislative Oversight is $2,971,585, an increase of $137,810 or 4.86 percent from the FY26 Approved Budget of $2,833,775. Personnel Costs comprise 96.25 percent of the budget for 14 full-time position(s) and no part-time position(s), and a total of 13.85 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 3.75 percent of the FY27 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 Payne Tarkenton of the Office of Management and Budget at 240-777-2758 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 Charter of Montgomery County, Maryland, 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 FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,115,241	2,175,946	2,211,983	2,276,743	4.6 %
Employee Benefits	511,200	549,411	501,966	583,341	6.2 %
County General Fund Personnel Costs	**2,626,441**	**2,725,357**	**2,713,949**	**2,860,084**	**4.9 %**
Operating Expenses	8,339	108,418	108,418	111,501	2.8 %
County General Fund Expenditures	**2,634,780**	**2,833,775**	**2,822,367**	**2,971,585**	**4.9 %**
PERSONNEL					
Full-Time	14	14	14	14	—
Part-Time	0	0	0	0	—
FTEs	13.85	13.85	13.85	13.85	—

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**2,833,775**	**13.85**
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	86,293	0.00
Increase Cost: Annualization of FY26 Compensation Increases	33,942	0.00
Increase Cost: Annualization of FY26 Personnel Costs	22,390	0.00
Increase Cost: Printing and Mail	3,083	0.00
Decrease Cost: Retirement Adjustment	(7,898)	0.00
FY27 RECOMMENDED	**2,971,585**	**13.85**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
COUNTY GENERAL FUND					
NDA - Independent Audit	General Fund	36,363	0.15	37,888	0.15

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**2,972**	**2,972**	**2,972**	**2,972**	**2,972**	**2,972**
No inflation or compensation change is included in outyear projections.						
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	**2,972**	**2,986**	**2,986**	**2,986**	**2,986**	**2,986**

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Merit System Protection Board

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$392,005	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 FY27 Operating Budget for the Merit System Protection Board is $392,005, an increase of $18,622 or 4.99 percent from the FY26 Approved Budget of $373,383. Personnel Costs comprise 96.56 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 3.44 percent of the FY27 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 FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	212,643	301,439	299,883	302,283	0.3 %
Employee Benefits	54,139	59,600	70,815	76,256	28.0 %
County General Fund Personnel Costs	**266,782**	**361,039**	**370,698**	**378,539**	**4.8 %**
Operating Expenses	4,335	12,344	5,926	13,466	9.1 %
County General Fund Expenditures	**271,117**	**373,383**	**376,624**	**392,005**	**5.0 %**
PERSONNEL					
Full-Time	0	1	1	1	—
Part-Time	2	1	1	1	—
FTEs	1.50	1.75	1.75	1.75	—

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**373,383**	**1.75**
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	12,295	0.00
Increase Cost: Annualization of FY26 Personnel Costs	5,205	0.00
Increase Cost: Printing and Mail	1,122	0.00
FY27 RECOMMENDED	**392,005**	**1.75**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**392**	**392**	**392**	**392**	**392**	**392**
No inflation or compensation change is included in outyear projections.						
Classification and Compensation Independent Audit	**0**	**0**	**400**	**400**	**0**	**0**
At least once every five years, the Merit System Protection Board must have an independent consultant conduct an objective audit of the County's entire classification and compensation plan and procedures.						
Labor Contracts	**0**	**0**	**0**	**0**	**0**	**0**

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	**392**	**392**	**792**	**792**	**392**	**392**

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People's Counsel

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$202,445	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 FY27 Operating Budget for the Office of the People's Counsel is $202,445, an increase of $202,445 from the FY26 Approved Budget of $0. Personnel Costs comprise 83.70 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 16.30 percent of the FY27 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

PROGRAM CONTACTS

Contact Grace Pedersen of the Office of Management and Budget at 240-773-1088 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Director's Office

The Office of the People's Counsel is authorized by County Code Chapter 1A, Section 1A-204 and Chapter 2, Section 2-150 to represent the public interest in the County's land use regulatory process. The office assists residents and citizens' associations in presenting their issues in land use hearings conducted by the Office of Zoning and Administrative Hearings, the Board of Appeals, and the Montgomery Planning Board.

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	118,676	—
Employee Benefits	0	0	0	50,769	—
County General Fund Personnel Costs	**0**	**0**	**0**	**169,445**	**—**
Operating Expenses	0	0	0	33,000	—
County General Fund Expenditures	**0**	**0**	**0**	**202,445**	**—**
PERSONNEL					
Full-Time	0	0	0	2	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	2.00	—

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**0**	**0.00**
Changes (with service impacts)		
Add: Staff Support (Assumes January 2027 Start) [Director's Office]	163,749	2.00
Add: Operating Expenses [Director's Office]	33,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	5,696	0.00
FY27 RECOMMENDED	**202,445**	**2.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**202**	**202**	**202**	**202**	**202**	**202**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY27	**0**	**164**	**164**	**164**	**164**	**164**
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.						
Labor Contracts	**0**	**0**	**0**	**0**	**0**	**0**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
Subtotal Expenditures	**202**	**366**	**366**	**366**	**366**	**366**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY27 Recommended		FY28 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Staff Support (Assumes January 2027 Start)	163,749	2.00	327,498	2.00
Total	**163,749**	**2.00**	**327,498**	**2.00**

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Zoning and Administrative Hearings

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$852,436	4.00

KHANDIKILE SOKONI, 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 FY27 Operating Budget for the Office of Zoning and Administrative Hearings is $852,436, a decrease of $30,760 or 3.48 percent from the FY26 Approved Budget of $883,196. Personnel Costs comprise 86.20 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 13.80 percent of the FY27 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 Khandikile Sokoni of the Office of Zoning and Administrative Hearings at 240-777-6664 or Payne Tarkenton of the Office of Management and Budget at 240-777-2758 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 County government entities, such as the Human Rights Commission; 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 FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	533,166	593,673	622,720	573,094	-3.5 %
Employee Benefits	133,269	158,744	119,480	161,682	1.9 %
County General Fund Personnel Costs	**666,435**	**752,417**	**742,200**	**734,776**	**-2.3 %**
Operating Expenses	55,312	130,779	96,264	117,660	-10.0 %
County General Fund Expenditures	**721,747**	**883,196**	**838,464**	**852,436**	**-3.5 %**
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	10,400	0	0	0	—
Zoning Fees	112,407	110,000	110,000	110,000	—
County General Fund Revenues	**122,807**	**110,000**	**110,000**	**110,000**	**—**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**883,196**	**4.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	13,956	0.00
Increase Cost: Printing and Mail	881	0.00
Decrease Cost: Retirement Adjustment	(1,102)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(14,000)	0.00
Decrease Cost: Annualization of FY26 Personnel Costs	(30,495)	0.00
FY27 RECOMMENDED	**852,436**	**4.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**852**	**852**	**852**	**852**	**852**	**852**
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	**852**	**853**	**853**	**853**	**853**	**853**

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Circuit Court

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$21,779,294	129.50

KARLA N. SMITH, 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 FY27 Operating Budget for the Circuit Court is $21,779,294, an increase of $1,230,531 or 5.99 percent from the FY26 Approved Budget of $20,548,763. Personnel Costs comprise 86.54 percent of the budget for 128 full-time position(s) and three part-time position(s), and a total of 129.50 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 13.46 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**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INITIATIVES

- The Circuit Court is advancing its strategic initiatives by promoting accountability and public trust; improving access to justice; fostering a healthy, diverse, and productive workforce; encouraging a service-oriented approach to court operations; and using technology effectively and responsibly.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Launched the Access to Justice Coordinator role to develop and execute strategies for outreach and marketing 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 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

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**5,123,866**	**36.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	75,230	0.00
FY27 Recommended	**5,199,096**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Case Clearance Rate (includes re-opened cases) - Civil	96.7%	93.0%	93.5%	92.8%	92.3%
Case Filings (includes re-opened cases) - Civil	7,946	9,066	9,969	10,565	11,281
Case Terminations (includes re-opened cases) - Civil (including District Court appeals)	7,680	8,432	9,320	9,802	10,408
Case Clearance Rate (includes re-opened cases) - Criminal	99.3%	99.4%	99.1%	98.5%	98.0%
Case Filings (includes re-opened cases) - Criminal	4,534	4,555	4,760	5,021	5,236
Case Terminations (includes re-opened cases) - Criminal (including District Court appeals)	4,504	4,528	4,718	4,944	5,133
Case Clearance Rate (includes re-opened cases) - Domestic Relations	101.8%	99.1%	97.3%	98.8%	98.7%
Case Filings (includes re-opened cases) - Domestic Relations	11,493	11,608	12,295	12,847	13,373
Case Terminations (includes re-opened cases) - Domestic Relations	11,705	11,506	11,968	12,690	13,204
Case Clearance Rate (includes re-opened cases) - Juvenile	90.5%	98.8%	96.5%	96.6%	96.7%
Case Filings (includes re-opened cases) - Juvenile	1,959	2,321	2,833	3,368	3,876
Case Terminations (includes re-opened cases) - Juvenile (including Delinquency, CINA, and TPR)	1,773	2,294	2,735	3,253	3,748
Case Clearance Rate	99.0%	97.1%	96.3%	96.5%	96.2%
Number of Case Filings [1]	25,932	27,550	29,857	31,801	33,766
Number of Case Terminations	25,662	26,760	28,741	30,689	32,493
Number of Trials	1,954	1,914	1.987	2,081	2,150

[1] *Hearing/trial types presided by judges: Trial-Court, Trial - Jury, Trial - DeNovo Appeal, Hearing - Merits (Family; Merits hearings presided over by a Magistrate are excluded from this count as exceptions may be taken), Hearing-Adjudication (includes those presided over by a juvenile magistrate), and Hearing - Custody (Family). Case Management system hearing/trial codes include: TCOUR; HDNAP; TJURY; HTPR; HTGUN; HADJU; HADDI; HMERT; HCUST. When a given hearing/trial is a multi-day proceeding, only the last concluded/held or concluded/held-plea taken day of the hearing/trial is counted. Hearing-Custody where a judge presided over the hearing and it was concluded/held or concluded or held-plea taken is included. {DF Note, 4/1/2025 - a hearing result referencing 'settled' is not considered concluded/held for the past fiscal years.} Hearing result codes include ONLY: CONC; COHEP. A hearing result referencing 'settled' is not considered a concluded trial. The trial counts are at the hearing record level not the case level. If a case has two concluded Jury Trials (based on hearing results) across two separate hearing records, then they will both be counted in the data. This may reflect a situation where the case had a mistrial or may be an error.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**3,160,721**	**9.28**
Enhance: Support to Address Funding Gap for Positions in Family, Trial, Problem Solving, Alternative Dispute Resolution, and Access to Justice Grant-Funded Initiatives	391,877	0.00
Increase Cost: Position Adjustment - Part-Time to Full-Time	44,760	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.	76,512	(0.50)
FY27 Recommended	**3,673,870**	**9.28**

Case Assignment

The Case 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 Case Assignment Office maintains all scheduling information related to criminal indictments and information; criminal jury demands and appeals; civil, juvenile, and family trial assignments; civil, juvenile, and family motions; and bench warrants. The Case Assignment Office also manages all courtroom information sheets, locates all files for assigned calendars, reviews each file, and delivers files.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,674,013**	**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.	51,364	0.00

FY27 Recommended Changes	Expenditures	FTEs
FY27 Recommended	**1,725,377**	**14.00**

Family Division Services

This program provides a variety of services for children and families, with most services 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 to obtain a settlement of custody issues before 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 was 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,954,884**	**14.00**
Shift: Operating Expense Realignment - Program Shift from Family Grant to Maryland Department of Transportation Public Service Commission Grant	(72,440)	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.	180,228	0.00
FY27 Recommended	**2,062,672**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**656,176**	**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.	41,649	0.00
FY27 Recommended	**697,825**	**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 Access to Justice Grant is funded by the State Judiciary to support one Access to Justice 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,227,205**	**28.22**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	298,978	0.50
FY27 Recommended	**4,526,183**	**28.72**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,027,207**	**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.	24,111	0.00
FY27 Recommended	**1,051,318**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**560,624**	**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.	25,569	0.00
FY27 Recommended	**586,193**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,800,366**	**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.	78,339	0.00
FY27 Recommended	**1,878,705**	**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 to the Court.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**363,701**	**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.	14,354	0.00
FY27 Recommended	**378,055**	**2.50**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	9,764,705	10,433,529	10,429,403	11,168,990	7.1 %
Employee Benefits	3,124,987	3,380,583	3,280,296	3,547,982	5.0 %
County General Fund Personnel Costs	**12,889,692**	**13,814,112**	**13,709,699**	**14,716,972**	**6.5 %**
Operating Expenses	2,479,244	2,507,446	1,722,066	2,536,139	1.1 %
County General Fund Expenditures	**15,368,936**	**16,321,558**	**15,431,765**	**17,253,111**	**5.7 %**
PERSONNEL					
Full-Time	99	99	99	99	—
Part-Time	4	3	3	3	—
FTEs	101.28	100.78	100.78	100.78	—
REVENUES					
State Jury Fee Reimbursement	839,200	1,165,570	1,165,570	1,165,570	—
Miscellaneous Revenues	54,286	55,230	55,230	55,230	—
County General Fund Revenues	**893,486**	**1,220,800**	**1,220,800**	**1,220,800**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	2,787,713	2,865,758	2,865,758	3,088,432	7.8 %
Employee Benefits	967,778	965,948	965,948	1,042,252	7.9 %
Grant Fund - MCG Personnel Costs	**3,755,491**	**3,831,706**	**3,831,706**	**4,130,684**	**7.8 %**
Operating Expenses	198,714	395,499	395,499	395,499	—
Grant Fund - MCG Expenditures	**3,954,205**	**4,227,205**	**4,227,205**	**4,526,183**	**7.1 %**
PERSONNEL					
Full-Time	27	28	28	29	3.6 %
Part-Time	1	1	1	0	-100.0 %
FTEs	27.22	28.22	28.22	28.72	1.8 %
REVENUES					
State Grants	3,950,804	4,227,205	4,227,205	4,526,183	7.1 %
Grant Fund - MCG Revenues	**3,950,804**	**4,227,205**	**4,227,205**	**4,526,183**	**7.1 %**
DEPARTMENT TOTALS					
Total Expenditures	**19,323,141**	**20,548,763**	**19,658,970**	**21,779,294**	**6.0 %**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Total Full-Time Positions	**126**	**127**	**127**	**128**	**0.8 %**
Total Part-Time Positions	**5**	**4**	**4**	**3**	**-25.0 %**
Total FTEs	**128.50**	**129.00**	**129.00**	**129.50**	**0.4 %**
Total Revenues	**4,844,290**	**5,448,005**	**5,448,005**	**5,746,983**	**5.5 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**16,321,558**	**100.78**
Changes (with service impacts)		
Enhance: Support to Address Funding Gap for Positions in Family, Trial, Problem Solving, Alternative Dispute Resolution, and Access to Justice Grant-Funded Initiatives [Administration]	391,877	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	565,998	0.00
Increase Cost: Annualization of FY26 Compensation Increases	152,696	0.00
Increase Cost: Printing and Mail	28,867	0.00
Decrease Cost: Motor Pool Adjustment	(174)	0.00
Decrease Cost: Retirement Adjustment	(6,944)	0.00
Decrease Cost: Annualization of FY26 Personnel Costs	(200,767)	0.00
FY27 RECOMMENDED	**17,253,111**	**100.78**
GRANT FUND - MCG		
FY26 ORIGINAL APPROPRIATION	**4,227,205**	**28.22**
Federal/State Programs		
Add: New Maryland Department of Transportation Public Service Commission Grant to fund Reallocation of Operating Expenses from the Family Grant	72,440	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY26 Personnel Costs	254,218	0.00
Increase Cost: Position Adjustment - Part-Time to Full-Time [Administration]	44,760	0.50
Shift: Operating Expense Realignment - Program Shift from Family Grant to Maryland Department of Transportation Public Service Commission Grant [Family Division Services]	(72,440)	0.00
FY27 RECOMMENDED	**4,526,183**	**28.72**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Adjudication	5,123,866	36.00	5,199,096	36.00
Administration	3,160,721	9.28	3,673,870	9.28
Case Assignment	1,674,013	14.00	1,725,377	14.00
Family Division Services	1,954,884	14.00	2,062,672	14.00
Family Magistrates	656,176	6.00	697,825	6.00
Grants	4,227,205	28.22	4,526,183	28.72
Jury	1,027,207	4.00	1,051,318	4.00
Law Library	560,624	3.00	586,193	3.00
Technical Services	1,800,366	12.00	1,878,705	12.00
Trust and Guardianships	363,701	2.50	378,055	2.50
Total	**20,548,763**	**129.00**	**21,779,294**	**129.50**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**17,253**	**17,253**	**17,253**	**17,253**	**17,253**	**17,253**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY27	**0**	**(392)**	**(392)**	**(392)**	**(392)**	**(392)**
Items recommended for one-time funding in FY27, including replacing a projected funding gap for grant funded initiatives, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**125**	**125**	**125**	**125**	**125**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**17,253**	**16,986**	**16,986**	**16,986**	**16,986**	**16,986**

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State's Attorney

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$28,693,436	172.25

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.
- Further the efficient use of criminal justice resources.

BUDGET OVERVIEW

The total recommended FY27 Operating Budget for the State's Attorney's Office is $28,693,436, an increase of $1,314,706 or 4.80 percent from the FY26 Approved Budget of $27,378,730. Personnel Costs comprise 94.40 percent of the budget for 167 full-time position(s) and eight part-time position(s), and a total of 172.25 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 5.60 percent of the FY27 budget.

COUNTY PRIORITY OUTCOMES

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

- **Safe Neighborhoods**

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 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

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**3,230,541**	**20.28**
Replace: Continuation Body-Worn Camera Policy and Implementation Program Previously Funded by Grant Funds	314,118	3.18
Increase Cost: Axon-Justice Premier Licenses	225,383	0.00
Add: FY26 Mid-Year Victim of Crimes Act (VOCA) Grant Positions	198,734	2.00
Increase Cost: Annual Case Management System (CMS) Maintenance Cost	39,000	0.00
Technical Adj: Victim of Crimes Act (VOCA) Grant	2,431	0.02
Technical Adj: Victim of Crimes Act (VOCA) Grant	(2,128)	(0.02)
Replace: Body-Worn Camera Policy and Implementation Program Previously Funded by Grant Funds	(290,761)	(3.18)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	286,176	0.02
FY27 Recommended	**4,003,494**	**22.30**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**11,546,742**	**64.75**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	433,299	0.00
FY27 Recommended	**11,980,041**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**3,933,891**	**27.14**
Technical Adj: Violence Against Women Act (VAWA)/ Services, Training, Officers, Prosecutors (STOP) Grants - Personnel Cost	17,462	0.04
Technical Adj: Violence Against Women Act (VAWA)/ Services, Training, Officers, Prosecutors (STOP) Grants - Personnel Cost	(17,462)	(0.04)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	60,418	0.00
FY27 Recommended	**3,994,309**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,178,493**	**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.	15,478	0.00
FY27 Recommended	**2,193,971**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,821,562**	**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.	(5,501)	0.00
FY27 Recommended	**2,816,061**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**662,951**	**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.	17,465	0.00
FY27 Recommended	**680,416**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,374,702**	**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.	(6,429)	0.00
FY27 Recommended	**2,368,273**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**629,848**	**5.08**
Technical Adj: Victim of Crimes Act (VOCA) Grant - Personnel Cost	5,562	0.05
Technical Adj: Victim of Crimes Act (VOCA) Grant - Personnel Cost	(5,230)	(0.05)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	26,691	(0.02)
FY27 Recommended	**656,871**	**5.06**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Salaries and Wages	18,505,642	19,525,986	18,856,797	20,188,343	3.4 %
Employee Benefits	5,017,726	5,660,720	5,129,622	6,125,794	8.2 %
County General Fund Personnel Costs	**23,523,368**	**25,186,706**	**23,986,419**	**26,314,137**	**4.5 %**
Operating Expenses	1,396,348	1,308,079	1,605,200	1,607,642	22.9 %
Capital Outlay	1,941	0	0	0	—
County General Fund Expenditures	**24,921,657**	**26,494,785**	**25,591,619**	**27,921,779**	**5.4 %**
PERSONNEL					
Full-Time	154	154	154	158	2.6 %
Part-Time	7	7	7	7	—
FTEs	160.96	161.44	161.44	164.69	2.0 %
REVENUES					
Miscellaneous Revenues	1,786	0	0	0	—
Federal Grants	(159,918)	0	0	0	—
County General Fund Revenues	**(158,132)**	**0**	**0**	**0**	**—**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	757,647	619,808	619,808	533,800	-13.9 %
Employee Benefits	247,596	264,137	264,137	237,857	-10.0 %
Grant Fund - MCG Personnel Costs	**1,005,243**	**883,945**	**883,945**	**771,657**	**-12.7 %**
Operating Expenses	339,484	0	0	0	—
Grant Fund - MCG Expenditures	**1,344,727**	**883,945**	**883,945**	**771,657**	**-12.7 %**
PERSONNEL					
Full-Time	8	11	11	9	-18.2 %
Part-Time	1	1	1	1	—
FTEs	6.29	8.81	8.81	7.56	-14.2 %
REVENUES					
Federal Grants	765,484	290,761	290,761	0	-100.0 %
State Grants	517,514	593,184	593,184	771,657	30.1 %
Grant Fund - MCG Revenues	**1,282,998**	**883,945**	**883,945**	**771,657**	**-12.7 %**

DEPARTMENT TOTALS

Total Expenditures	**26,266,384**	**27,378,730**	**26,475,564**	**28,693,436**	**4.8 %**
Total Full-Time Positions	**162**	**165**	**165**	**167**	**1.2 %**
Total Part-Time Positions	**8**	**8**	**8**	**8**	**—**
Total FTEs	**167.25**	**170.25**	**170.25**	**172.25**	**1.2 %**
Total Revenues	**1,124,866**	**883,945**	**883,945**	**771,657**	**-12.7 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**26,494,785**	**161.44**
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	1,021,185	0.00
Replace: Continuation Body-Worn Camera Policy and Implementation Program Previously Funded by Grant Funds [Administration]	314,118	3.18
Increase Cost: Annualization of FY26 Compensation Increases	243,539	0.00
Increase Cost: Axon-Justice Premier Licenses [Administration]	225,383	0.00
Increase Cost: Printing and Mail	39,039	0.00
Increase Cost: Annual Case Management System (CMS) Maintenance Cost [Administration]	39,000	0.00
Technical Adj: Violence Against Women Act (VAWA)/ Services, Training, Officers, Prosecutors (STOP) Grants - Personnel Cost [District Court Prosecution]	17,462	0.04
Technical Adj: Victim of Crimes Act (VOCA) Grant - Personnel Cost [Victim/Witness Court Assistance]	5,562	0.05
Technical Adj: Victim of Crimes Act (VOCA) Grant [Administration]	(2,128)	(0.02)
Decrease Cost: Motor Pool Adjustment	(3,859)	0.00
Decrease Cost: Retirement Adjustment	(12,916)	0.00
Decrease Cost: Annualization of FY26 Personnel Costs	(459,391)	0.00
FY27 RECOMMENDED	**27,921,779**	**164.69**
GRANT FUND - MCG		
FY26 ORIGINAL APPROPRIATION	**883,945**	**8.81**
Federal/State Programs		
Add: FY26 Mid-Year Victim of Crimes Act (VOCA) Grant Positions	198,734	2.00
Other Adjustments (with no service impacts)		
Technical Adj: Victim of Crimes Act (VOCA) Grant [Administration]	2,431	0.02
Technical Adj: Victim of Crimes Act (VOCA) Grant - Personnel Cost [Victim/Witness Court Assistance]	(5,230)	(0.05)
Technical Adj: Violence Against Women Act (VAWA)/ Services, Training, Officers, Prosecutors (STOP) Grants - Personnel Cost [District Court Prosecution]	(17,462)	(0.04)
Replace: Body-Worn Camera Policy and Implementation Program Previously Funded by Grant Funds [Administration]	(290,761)	(3.18)
FY27 RECOMMENDED	**771,657**	**7.56**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration	3,230,541	20.28	4,003,494	22.30
Circuit Court Prosecution	11,546,742	64.75	11,980,041	64.75
District Court Prosecution	3,933,891	27.14	3,994,309	27.14
District Court Screening and Mediation	2,178,493	13.50	2,193,971	13.50

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Juvenile Court Prosecution	2,821,562	17.50	2,816,061	17.50
Major Fraud and Special Investigations	662,951	5.00	680,416	5.00
Prosecution Management	2,374,702	17.00	2,368,273	17.00
Victim/Witness Court Assistance	629,848	5.08	656,871	5.06
Total	**27,378,730**	**170.25**	**28,693,436**	**172.25**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
COUNTY GENERAL FUND					
Police	General Fund	241,991	1.00	249,359	1.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**27,922**	**27,922**	**27,922**	**27,922**	**27,922**	**27,922**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**282**	**282**	**282**	**282**	**282**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**27,922**	**28,204**	**28,204**	**28,204**	**28,204**	**28,204**

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County Executive

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$8,391,691	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 FY27 Operating Budget for the Office of the County Executive is $8,391,691, an increase of $442,904 or 5.57 percent from the FY26 Approved Budget of $7,948,787. Personnel Costs comprise 87.14 percent of the budget for 44 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 12.86 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**
- **A Growing Economy**
- **A Greener County**
- **Easier Commutes**
- **An Affordable, Welcoming County for a Lifetime**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INITIATIVES

- The Internal Audit Program initiated two additional audits in FY26 (with report publication expected in early FY27): Capital Assets, and Information Technology Patch Management and Threat Detection.

- Expanding executive and transformational coaching for high impact leaders within Montgomery County government.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Internal Audit completed and published six audit reports in FY25 and FY26, including the following audits: Information Technology Data Security and Governance; Purchasing Card Administration in the Community Engagement Cluster and the Department of Health and Human Services; Contract Management Audits in the Department of Recreation and the Department of Technology and Enterprise Business Solutions; and the Informal Solicitation Process.
- The NaCo Achievement Award Winning Accelerator course enabled initiatives and improvements across Montgomery County government and helped them to spread. Using a blend of process improvement and human centered design, 75 new accelerators joined the community. Completed projects include both improvements for constituents like improving event process flow for public health events, as well as internal improvements like reducing errors in leave use. The course itself models the change with improvements to asynchronous learning and improved data collection.
- Innovation@MCG launched a popular GenAI Explorers group to enhance knowledge sharing, develop new use cases, and co-hosted the State of Maryland's AI Community of Practice to promote exchange of ideas and enhance collaboration.
- Innovation@MCG hosted two Bright Spots Showcases pulling together employees from across the County to lift up what's working and create spaces for it to be replicated.
- Partnership successes include the launch of Montgomery County's no-cost GenAI for Public Servants training with InnovateUS, a job fair for federal workers and talent pipeline development with Work for America's Civic Match, and work to improve the processing of benefits applications with philanthropically supported partnerships with NavaLabs and US Digital Response.

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**542,817**	**1.05**
Increase Cost: CoStar Contract Renewal	3,708	0.00
Shift: Community Based Contracts from CEX to Small Business Support Services NDA	(222,853)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	700,692	0.00
FY27 Recommended	**1,024,364**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**598,257**	**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.	(69,816)	0.00
FY27 Recommended	**528,441**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,080,220**	**20.78**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(60,998)	0.00
FY27 Recommended	**4,019,222**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,483,480**	**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.	67,506	0.00
FY27 Recommended	**1,550,986**	**6.00**

Innovation

Innovation@MCG 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 team hosts the County Executive's bi-annual Bright Spots Showcase to celebrate and spread successful improvements. Innovation@MCG builds robust internal and external partnerships to foster innovation and prepare Montgomery County for emergent futures like those created by generative AI and shifting constituent expectations. The team brings methods from human centered design, applied behavioral science, transformational coaching, and liberating structures to build more resilient, adaptive teams and organizations.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**593,716**	**3.00**
Shift: Performance Management and Data Analyst III Position from Innovation Division to Internal Audit Division	(134,595)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,586	0.00
FY27 Recommended	**462,707**	**2.00**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**650,297**	**1.00**
Shift: Performance Management and Data Analyst III Position from Innovation Division to Internal Audit Division	134,595	1.00
Increase Cost: Consulting Contract	25,829	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.	(4,750)	0.00
FY27 Recommended	**805,971**	**2.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,859,422	5,300,727	5,017,600	5,907,196	11.4 %
Employee Benefits	1,186,023	1,381,945	1,170,490	1,405,336	1.7 %
County General Fund Personnel Costs	**6,045,445**	**6,682,672**	**6,188,090**	**7,312,532**	**9.4 %**
Operating Expenses	706,650	1,266,115	503,594	1,079,159	-14.8 %
County General Fund Expenditures	**6,752,095**	**7,948,787**	**6,691,684**	**8,391,691**	**5.6 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Full-Time	44	45	45	44	-2.2 %
Part-Time	6	5	5	5	—
FTEs	34.33	34.83	34.83	34.83	—
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	6,854,161	0	0	0	—
Grant Fund - MCG Expenditures	**6,854,161**	**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	3,087,052	0	0	0	—
State Grants	38,522	0	0	0	—
Miscellaneous Revenues	(2,784)	0	0	0	—
Grant Fund - MCG Revenues	**3,122,790**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**13,606,256**	**7,948,787**	**6,691,684**	**8,391,691**	**5.6 %**
Total Full-Time Positions	**44**	**45**	**45**	**44**	**-2.2 %**
Total Part-Time Positions	**6**	**5**	**5**	**5**	**—**
Total FTEs	**34.33**	**34.83**	**34.83**	**34.83**	**—**
Total Revenues	**3,122,790**	**0**	**0**	**0**	**—**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**7,948,787**	**34.83**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY26 Personnel Costs	449,228	0.00
Increase Cost: FY27 Compensation Adjustment	141,040	0.00
Shift: Performance Management and Data Analyst III Position from Innovation Division to Internal Audit Division [Internal Audit]	134,595	1.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY26 Compensation Increases	47,120	0.00
Increase Cost: Consulting Contract [Internal Audit]	25,829	0.00
Increase Cost: Printing and Mail	10,811	0.00
Increase Cost: CoStar Contract Renewal [Administration]	3,708	0.00
Decrease Cost: Motor Pool Adjustment	(4,451)	0.00
Decrease Cost: Retirement Adjustment	(7,528)	0.00
Shift: Performance Management and Data Analyst III Position from Innovation Division to Internal Audit Division [Innovation]	(134,595)	(1.00)
Shift: Community Based Contracts from CEX to Small Business Support Services NDA [Administration]	(222,853)	0.00
FY27 RECOMMENDED	**8,391,691**	**34.83**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration	542,817	1.05	1,024,364	1.05
Business Center Team	598,257	3.00	528,441	3.00
CAO - Supervision & Management of Executive Branch Departments	4,080,220	20.78	4,019,222	20.78
County Executive - Policy Planning and Development	1,483,480	6.00	1,550,986	6.00
Innovation	593,716	3.00	462,707	2.00
Internal Audit	650,297	1.00	805,971	2.00
Total	**7,948,787**	**34.83**	**8,391,691**	**34.83**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
COUNTY GENERAL FUND					
Transit Services	Mass Transit	182,312	0.74	187,853	0.74
Permitting Services	Permitting Services	261,943	1.03	264,293	1.03
NDA - Conference Center	General Fund	164,092	1.00	174,588	1.00
NDA - Incubator Programs	General Fund	456,408	3.00	0	0.00
NDA - Vision Zero	General Fund	173,053	1.00	178,310	1.00
NDA - Police Accountability Board	General Fund	326,243	2.00	340,287	2.00
NDA - Small Business Support Services	General Fund	645,127	4.00	1,010,203	6.00
	Total	**2,209,178**	**12.77**	**2,155,534**	**11.77**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**8,392**	**8,392**	**8,392**	**8,392**	**8,392**	**8,392**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**31**	**31**	**31**	**31**	**31**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**8,392**	**8,423**	**8,423**	**8,423**	**8,423**	**8,423**

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Board of Elections

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$15,044,171	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) [1]	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) [2]	0	8	3	5	5
Number of public outreach events	303	327	300	250	300

[1] *The increase in total ballots cast in FY25 corresponds to the historical pattern of higher voter turnout for a presidential general election.*

[2] *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
FY26 Approved	**5,819,072**	**4.00**
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
FY27 Recommended	**6,352,920**	**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, 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.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
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 [1]	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 [2]	$44,008	$89,463	$44,960	$65,250	$51,770

[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. Tax dollars saved were higher due to an increase in the number of students who volunteered to serve.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,272,182**	**20.53**
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
FY27 Recommended	**4,315,990**	**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, 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
FY26 Approved	**1,563,515**	**13.45**
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

FY27 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.	21,996	0.00
FY27 Recommended	**1,721,364**	**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 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.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
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) [1]	6,563	27,433	8,000	15,000	8,000
Number of Nursing Homes and Assisted Living Facilities Served	43	53	56	58	60

[1] *The number of provisional ballots issued increased for a variety of reasons related to increased overall turnout for the presidential election.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,580,061**	**18.70**
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
FY27 Recommended	**2,653,897**	**18.70**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
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 %
County General Fund Personnel Costs	**5,843,603**	**6,280,089**	**6,164,703**	**6,721,764**	**7.0 %**
Operating Expenses	11,057,735	7,954,741	7,954,741	8,322,407	4.6 %
County General Fund Expenditures	**16,901,338**	**14,234,830**	**14,119,444**	**15,044,171**	**5.7 %**
PERSONNEL					
Full-Time	32	34	34	34	—
Part-Time	2	0	0	0	-100.0 %
FTEs	56.35	56.68	56.68	56.68	—
REVENUES					
Other Charges/Fees	(1,369)	1,300	1,300	1,300	—
County General Fund Revenues	**(1,369)**	**1,300**	**1,300**	**1,300**	**—**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**14,234,830**	**56.68**
Other Adjustments (with no service impacts)		
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
FY27 RECOMMENDED	**15,044,171**	**56.68**

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
Total	**14,234,830**	**56.68**	**15,044,171**	**56.68**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

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

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Community Engagement Cluster

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$10,681,744	46.25

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.

BUDGET OVERVIEW

The total recommended FY27 Operating Budget for the Community Engagement Cluster is $10,681,744, an increase of $436,706 or 4.26 percent from the FY26 Approved Budget of $10,245,038. Personnel Costs comprise 71.19 percent of the budget for 36 full-time position(s) and 21 part-time position(s), and a total of 46.25 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 28.81 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**
- **An Affordable, Welcoming County for a Lifetime**
- **Effective, Sustainable Government**

INITIATIVES

- The Office of Community Partnerships maintains communication with marginalized communities via community conversations, town halls, email blasts sharing resources, and community advisory groups. These efforts create trusted access to county resources and elevate community input, evidenced by the community's turnout at the FY26 African American Community Conversation. Building on this trust, the department connects residents to economic opportunities, civic resources, and culturally responsive programs through initiatives like small business workshops, voter events, historic preservation, and regional partnerships.
- The Regional Services Offices support business clusters and corridors through the Place-Based Management program, enhancing commercial centers with marketing, maintenance, and community engagement events.
- The Regional Services Offices aid development and business investment by researching commercial real estate and tenant data for the County Executive's Office and local businesses.
- The Gilchrist Immigrant Resource Center will improve its referral system by cataloging more organizations and resources for better support services in Montgomery County.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Office of Community Partnerships strengthened multilingual engagement through in-language community forums, including Family Preparedness and Civic Protections Workshops for immigrant families, Refugee Resource Events, and FY27 Operating Budget forums conducted in Chinese, French, Haitian Creole, Korean, Vietnamese, and Spanish, with simultaneous interpretation.
- The Translation Unit expanded its services to support 30 County departments in Amharic, Chinese, French, Korean, Spanish, and Vietnamese, thereby significantly improving access to government information and services for residents with limited English proficiency. Since 2022, translation requests from County agencies have increased by 99% in word count and 96% in total projects completed.
- The African American Community Liaison convened 23 Community Exchange townhalls, creating consistent dialogue with residents, and generating more than 500 direct touchpoints with County residents. These forums attracted 33 attendees on average, demonstrating strong community trust and participation.
- The Commission for Women provided leadership to the Montgomery County Human Trafficking Prevention Committee. During 2025, the Committee trained members of the community about human trafficking, including members of the Montgomery County Public School system, fellow government entities, and non-profit organizations, and advocated for local legislation that supports human trafficking victims.
- The Commission for Women organized the 45th Annual Women's Legislative Briefing in January 2025, with over 500 participants.
- The Commission for Women provided 25 programs/seminars to several hundred residents in 2025 focused on enriching the lives of women and families by informing, educating, empowering, and supporting County residents.
- The Regional Services Offices provided guidance, marketing, resources, and support to various communities within each respective region to improve public safety trust and community relationships through multiple National Night Out events in collaboration with MCPD and MCFRS.
- The Regional Services Offices hosted numerous public meetings to increase community feedback on critical governmental initiatives including related to Planning Department sector plans in Upcounty and Fairland, MCDOT transportation plans, economic development efforts in support of Business Improvement District operations and development, transportation challenges, and other ongoing initiatives.

- The Regional Services Offices continued providing support to the four Urban Districts by providing programs, maintenance, beautification, events, staffing for boards, and marketing. Long time events continued, and new events were created, public art was increased (murals, signal box coverings, sculptures), and new businesses welcomed.
- The Regional Services Offices began efforts to explore the establishment of an urban or business improvement district for Germantown with staff, community outreach, branding, and marketing.

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 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 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 records management for the CEC offices and the four Urban Districts.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**753,423**	**4.00**
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	25,853	0.00
Add: Wheaton Library and Community Recreation Center Mural	25,000	0.00
Reduce: Miscellaneous Operating Expenses	(88,000)	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.	(212,691)	(0.50)
FY27 Recommended	**503,585**	**3.50**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**432,748**	**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.	19,066	0.00
FY27 Recommended	**451,814**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**5,305,756**	**21.25**
Technical Adj: Adjustment for Grant Revenues for Operating Expenses	93,795	0.00
Technical Adj: Realign Personnel Costs from Grant Fund to General Fund	80,042	0.50
Reduce: Miscellaneous Operating Expenses	(5,000)	0.00
Technical Adj: Realign Personnel Costs from Grant Fund to General Fund	(80,042)	(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.	249,309	0.00
FY27 Recommended	**5,643,860**	**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 the economy and the community.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**880,990**	**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.	142,754	0.50
FY27 Recommended	**1,023,744**	**7.50**

Regional Services Centers

The County has five Regional Services Centers: Bethesda-Chevy Chase, East County, Mid-County, Silver Spring, and Upcounty.

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

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,872,121**	**11.00**
Shift: Repurpose Position from Public Libraries to Community Engagement Cluster for Urban Districts Chief of Operations	134,595	1.00
Increase Cost: Cost Adjustment for Repurposed Position for Urban Districts Chief of Operations	25,864	0.00
Reduce: Miscellaneous Operating Expenses	(59,000)	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.	85,161	0.00
FY27 Recommended	**3,058,741**	**12.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	5,178,346	5,311,280	5,458,431	5,693,857	7.2 %
Employee Benefits	1,490,514	1,711,748	1,534,705	1,840,330	7.5 %
County General Fund Personnel Costs	**6,668,860**	**7,023,028**	**6,993,136**	**7,534,187**	**7.3 %**
Operating Expenses	2,340,587	3,066,600	3,066,600	2,972,557	-3.1 %
County General Fund Expenditures	**9,009,447**	**10,089,628**	**10,059,736**	**10,506,744**	**4.1 %**
PERSONNEL					
Full-Time	36	34	34	35	2.9 %
Part-Time	21	21	21	21	—
FTEs	46.75	44.25	44.25	45.75	3.4 %
REVENUES					
Facility Rental Fees	1,149	10,500	10,500	10,500	—
County General Fund Revenues	**1,149**	**10,500**	**10,500**	**10,500**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	51,956	109,653	109,653	52,830	-51.8 %
Employee Benefits	16,746	35,144	35,144	17,762	-49.5 %
Grant Fund - MCG Personnel Costs	**68,702**	**144,797**	**144,797**	**70,592**	**-51.2 %**
Operating Expenses	127,412	10,613	10,613	104,408	883.8 %
Grant Fund - MCG Expenditures	**196,114**	**155,410**	**155,410**	**175,000**	**12.6 %**
PERSONNEL					
Full-Time	1	1	1	1	—

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Part-Time	0	0	0	0	—
FTEs	0.50	1.00	1.00	0.50	-50.0 %
REVENUES					
Federal Grants	74,722	155,410	155,410	175,000	12.6 %
State Grants	26,250	0	0	0	—
Grant Fund - MCG Revenues	**100,972**	**155,410**	**155,410**	**175,000**	**12.6 %**

DEPARTMENT TOTALS

Total Expenditures	**9,205,561**	**10,245,038**	**10,215,146**	**10,681,744**	**4.3 %**
Total Full-Time Positions	**37**	**35**	**35**	**36**	**2.9 %**
Total Part-Time Positions	**21**	**21**	**21**	**21**	**—**
Total FTEs	**47.25**	**45.25**	**45.25**	**46.25**	**2.2 %**
Total Revenues	**102,121**	**165,910**	**165,910**	**185,500**	**11.8 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**10,089,628**	**44.25**
Changes (with service impacts)		
Add: Wheaton Library and Community Recreation Center Mural [Administration]	25,000	0.00
Reduce: Miscellaneous Operating Expenses [Community Partnership]	(5,000)	0.00
Reduce: Miscellaneous Operating Expenses [Regional Services Centers]	(59,000)	0.00
Reduce: Miscellaneous Operating Expenses [Administration]	(88,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	270,884	0.00
Shift: Repurpose Position from Public Libraries to Community Engagement Cluster for Urban Districts Chief of Operations [Regional Services Centers]	134,595	1.00
Technical Adj: Realign Personnel Costs from Grant Fund to General Fund [Community Partnership]	80,042	0.50
Increase Cost: Annualization of FY26 Compensation Increases	71,192	0.00
Increase Cost: Annualization of FY26 Personnel Costs	69,739	0.00
Increase Cost: Cost Adjustment for Repurposed Position for Urban Districts Chief of Operations [Regional Services Centers]	25,864	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	25,853	0.00
Increase Cost: Printing and Mail	5,902	0.00
Increase Cost: Motor Pool Adjustment	1,202	0.00
Decrease Cost: Retirement Adjustment	(15,378)	0.00
Decrease Cost: Lapse Adjustment	(125,779)	0.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
FY27 RECOMMENDED	**10,506,744**	**45.75**

GRANT FUND - MCG

FY26 ORIGINAL APPROPRIATION	**155,410**	**1.00**
Other Adjustments (with no service impacts)		
Technical Adj: Adjustment for Grant Revenues for Operating Expenses [Community Partnership]	93,795	0.00
Increase Cost: Annualization of FY26 Personnel Costs	5,837	0.00
Technical Adj: Realign Personnel Costs from Grant Fund to General Fund [Community Partnership]	(80,042)	(0.50)
FY27 RECOMMENDED	**175,000**	**0.50**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration	753,423	4.00	503,585	3.50
Commission for Women	432,748	2.00	451,814	2.00
Community Partnership	5,305,756	21.25	5,643,860	21.25
Gilchrist Center	880,990	7.00	1,023,744	7.50
Regional Services Centers	2,872,121	11.00	3,058,741	12.00
Total	**10,245,038**	**45.25**	**10,681,744**	**46.25**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**10,507**	**10,507**	**10,507**	**10,507**	**10,507**	**10,507**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY27	**0**	**(25)**	**(25)**	**(25)**	**(25)**	**(25)**
Items recommended for one-time funding in FY27, including funds for the Wheaton Library and Community Recreation Center Mural, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**62**	**62**	**62**	**62**	**62**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**10,507**	**10,544**	**10,544**	**10,544**	**10,544**	**10,544**

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County Attorney

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$11,246,872	52.50

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 FY27 Operating Budget for the Office of the County Attorney is $11,246,872, an increase of $581,203 or 5.45 percent from the FY26 Approved Budget of $10,665,669. Personnel Costs comprise 91.95 percent of the budget for 81 full-time position(s) and one part-time position(s), and a total of 52.50 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 8.05 percent of the FY27 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

- Upgrade OCA's online legal research tool with AI capabilities to expedite research while ensuring accuracy.
- Complete migration of OCA's document bank to an AI-enabled work management system, Microsoft Azure AI, with the ability to track and monitor work assignments as well as to generate reports.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Collaborate with the Department of Transportation's Property Acquisition Section (PAS) to develop an IT tool for the electronic generation of deeds of temporary construction easements to streamline OCA's review of deeds while assisting PAS in expediting their review process.

PROGRAM CONTACTS

Contact Carolyn Kilgariff of the Office of the County Attorney at 240-777-6766 or Payne Tarkenton 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 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

Under this program, administrative support, financial and operational management, and oversight are 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Average quality of service rating from department customers responding to Internal Customer Satisfaction Survey (1-4 scale)	3.38	3.38	3.36	3.36	3.36

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,261,734**	**10.00**
Add: Microsoft Azure AI Document Review Tool	23,172	0.00
Enhance: Online Research - WestLaw AI-enabled	21,938	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.	(16,955)	(1.00)
FY27 Recommended	**2,289,889**	**9.00**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of new adoption petitions filed	28	27	31	31	31
Number of new termination of parental rights (TPR) petitions filed	33	24	30	30	30
Number of new children in need of assistance (CINA) petitions filed [1]	108	97	102	102	102

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of children in need of assistance (CINA) or guardianship hearings	2,023	2,077	2,109	2,109	2,109
Number of adoptions granted	33	28	30	30	30
Number of termination of parental rights (TPR) granted	38	22	23	23	23
Ratio of total number of termination of parental rights (TPR) filed and adoption petitions filed and total granted	100%	98%	99%	99%	99%
Number of children in need of assistance (CINA) cases closed [2]	102	93	95	95	95
Percent of appeals in the Appellate Court won	100%	92%	92%	92%	92%
Code citations processed	3,643	3,489	3,570	3,570	3,570
Ratio of debt collected to amount referred to the department for collection	81%	81%	81%	81%	81%
Ratio of cost of debt collection to revenue	5%	6%	6%	6%	6%
Code enforcement collected ($000)	$461	$475	$455	$455	$455
Ratio of wins to total code enforcement cases	99.6%	99.9%	99.8%	99.8%	99.8%
Debt collection ($000)	$10,684	$10,663	$10,600	$10,600	$10,600
Forfeitures collected ($000)	$49	$59	$81	$81	$81

[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 Child Welfare Services (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.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**8,403,935**	**41.75**
Re-align: Board of Investment Trustees Chargeback Personnel Costs to General Fund	157,032	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.	396,016	1.00
FY27 Recommended	**8,956,983**	**43.50**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of workers' compensation hearings	1,647	1,469	1,590	1,590	1,590
Total prayer amount demanded by plaintiff (Self-Insurance Fund only) ($000) [1]	$40,811	$178,949	$40,000	$40,000	$40,000
Total number of settlements (Self-Insurance Fund only)	22	17	21	21	21
Total judgment amount paid to plaintiff by the County (Self-Insurance Fund only) ($000)	$31.22	$424.33	$469.00	$469.00	$469.00
Percent of wins in Self-Insurance Fund litigation [2]	100%	98%	95%	95%	95%
Number of judgments in the County's favor (Self-Insurance Fund only)	33	30	31	31	31
Number of judgments against the County (Self-Insurance Fund only)	5	1	4	4	4
Total net gain to the County in worker's compensation cases ($000) [3]	$6,439	$6,626	$5,954	$5,954	$5,954

[1] *The exceptionally high prayer amount in FY25 is due to one large claim of $170,000,000.*

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

[3] *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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**0**	**0.00**
FY27 Recommended	**0**	**0.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	7,073,360	7,717,231	8,034,392	8,177,037	6.0 %
Employee Benefits	1,783,143	2,003,843	1,939,444	2,164,988	8.0 %
County General Fund Personnel Costs	**8,856,503**	**9,721,074**	**9,973,836**	**10,342,025**	**6.4 %**
Operating Expenses	1,331,059	944,595	2,170,632	904,847	-4.2 %
County General Fund Expenditures	**10,187,562**	**10,665,669**	**12,144,468**	**11,246,872**	**5.4 %**
PERSONNEL					
Full-Time	78	81	81	81	—
Part-Time	1	1	1	1	—
FTEs	50.75	51.75	51.75	52.50	1.5 %
REVENUES					
Federal Financial Participation Reimbursements	215,327	250,000	250,000	250,000	—
Other Intergovernmental	45,630	45,630	45,630	45,630	—
County General Fund Revenues	**260,957**	**295,630**	**295,630**	**295,630**	**—**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**10,665,669**	**51.75**
Changes (with service impacts)		
Add: Microsoft Azure AI Document Review Tool [Administration]	23,172	0.00
Enhance: Online Research - WestLaw AI-enabled [Administration]	21,938	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	352,669	0.00
Re-align: Board of Investment Trustees Chargeback Personnel Costs to General Fund [General Counsel]	157,032	0.75
Increase Cost: Annualization of FY26 Compensation Increases	55,586	0.00
Increase Cost: Annualization of FY26 Lapsed Positions	44,071	0.00
Increase Cost: Printing and Mail	20,542	0.00
Re-align: Restore one-time lapse increase	20,225	0.00
Increase Cost: Annualization of FY26 Personnel Costs	9,108	0.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Retirement Adjustment	(17,740)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(105,400)	0.00
FY27 RECOMMENDED	**11,246,872**	**52.50**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration	2,261,734	10.00	2,289,889	9.00
General Counsel	8,403,935	41.75	8,956,983	43.50
Litigation	0	0.00	0	0.00
Total	**10,665,669**	**51.75**	**11,246,872**	**52.50**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
COUNTY GENERAL FUND					
Finance	Risk Management (Self Insurance - ISF)	4,082,944	22.00	4,339,836	22.00
Human Resources	Employee Health Self Insurance	19,580	0.10	20,938	0.10
Parking District Services	Bethesda Parking	65,100	0.30	69,252	0.30
Parking District Services	Silver Spring Parking	40,795	0.20	43,626	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	184,214	1.00	190,697	1.00
Housing and Community Affairs	Montgomery Housing Initiative	214,394	1.00	228,154	1.00
Recycling and Resource Management	Solid Waste Disposal	175,367	0.75	182,801	0.75
Recycling and Resource Management	Solid Waste Collection	58,456	0.25	60,934	0.25
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	19,580	0.10	0	0.00
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	82,237	0.42	0	0.00
NDA - Montgomery County Employee Retirement Plans	Retiree Health Benefits Trust Fund	33,286	0.17	0	0.00
NDA - Montgomery County Employee Retirement Plans	RSP-Disability Benefits (LTD2)	11,748	0.06	0	0.00
	Total	**5,242,355**	**29.75**	**5,390,892**	**29.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**11,247**	**11,247**	**11,247**	**11,247**	**11,247**	**11,247**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**67**	**67**	**67**	**67**	**67**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**11,247**	**11,314**	**11,314**	**11,314**	**11,314**	**11,314**

Ethics Commission

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$678,092	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 FY27 Operating Budget for the Ethics Commission is $678,092, an increase of $312,274 or 85.36 percent from the FY26 Approved Budget of $365,818. Personnel Costs comprise 54.00 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 46.00 percent of the FY27 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

- In partnership with TEBS, update the electronic systems associated with the County's ethics programs of financial disclosure, outside employment, and lobbying registration and reporting.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Began working with leadership in individual departments to make ethics training more widely available beyond those employees currently mandated to receive ethics training. In the year ahead, Commission staff will continue seeking out partnerships with County leaders in an effort to bring ethics training to the full County workforce.

PROGRAM CONTACTS

Contact Erin O'Connor of the Ethics Commission at 240-777-6676 or Eva Acevedo of the Office of Management and Budget at 240-777-2763 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The 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.

Measure	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Program Measures					
Number of financial disclosure statements required (calendar year)	1,964	1,970	1,970	1,970	1,970
Number of formal opinions, waivers, and guidance (calendar year)	15	18	18	18	18
Number of lobbyist activity reports (calendar year)	261	210	210	210	210
Number of lobbyists registered (calendar year)	162	138	138	138	138
Number of outside employment requests processed (calendar year)	1,506	1,595	1,595	1,595	1,595
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 then 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, 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 laws. The Ethics Commission members are informed and advised as to all material matters under their jurisdiction.

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	224,554	258,675	273,026	286,336	10.7 %
Employee Benefits	57,823	68,632	71,411	79,805	16.3 %
County General Fund Personnel Costs	**282,377**	**327,307**	**344,437**	**366,141**	**11.9 %**
Operating Expenses	35,796	38,511	38,511	311,951	710.0 %
County General Fund Expenditures	**318,173**	**365,818**	**382,948**	**678,092**	**85.4 %**
PERSONNEL					
Full-Time	2	2	2	2	—
Part-Time	0	0	0	0	—
FTEs	2.00	2.00	2.00	2.00	—
REVENUES					
Miscellaneous Revenues	17,630	20,000	20,000	20,000	—
County General Fund Revenues	**17,630**	**20,000**	**20,000**	**20,000**	**—**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**365,818**	**2.00**
Changes (with service impacts)		
Enhance: Ethics Program IT Systems [Ethics Program Compliance]	273,000	0.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY26 Personnel Costs	19,054	0.00
Increase Cost: FY27 Compensation Adjustment	13,921	0.00
Increase Cost: Annualization of FY26 Compensation Increases	6,839	0.00
Increase Cost: Printing and Mail	440	0.00
Decrease Cost: Retirement Adjustment	(980)	0.00
FY27 RECOMMENDED	**678,092**	**2.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**678**	**678**	**678**	**678**	**678**	**678**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY27	**0**	**(263)**	**(263)**	**(263)**	**(263)**	**(263)**
Items recommended for one-time funding in FY27, including $263,000 for contractor costs for an IT systems upgrade, will be eliminated from the base in the outyears.						
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	**678**	**417**	**417**	**417**	**417**	**417**

Finance

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$139,598,418	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 addtion 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 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 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**
Changes (with service impacts)		
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
Other Adjustments (with no service impacts)		
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**
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**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**43**	**43**	**43**	**43**	**43**
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**

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**

Fleet Management Services

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$114,471,412	215.10

DAVID DISE, DIRECTOR

MISSION STATEMENT

The mission of the Department of General Services (DGS) 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 FY27 Operating Budget for the Division of Fleet Management Services is $114,471,412, a decrease of $1,542,798 or 1.33 percent from the FY26 Approved Budget of $116,014,210. Personnel Costs comprise 27.80 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 72.20 percent of the FY27 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 County's electric vehicle charging infrastructure through continued collaboration between the Office of Energy and Sustainability and Fleet Management Services, supporting ongoing growth of the zero emission fleet. To date, 206 electric vehicles have been added, with 24 new charging stations scheduled for installation in FY26 and another 33 stations in design to meet future charging needs across County facilities.

- Strengthen the County's skilled trades pipeline by leveraging a grant to support mentor training, implement trainer programs, and develop enhanced curricula for the fleet mechanic apprenticeship program. DGS has sought funding through the Public Sector Apprenticeship Innovation Fund to expand its current two-year mechanic apprenticeship into a formal four-year Registered Apprenticeship Program, in partnership with the DGS Division of Facilities Management, to provide structured training, mentorship, and curriculum development across four trades: heavy-duty mechanics, electricians, HVAC/R, and plumbing.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The bus maintenance facility at the Brookville Road Ride On bus depot is essential to maintaining safe operations at the Ride On bus maintenance facility. Working in partnership with Montgomery County Green Bank, Fleet has secured funding for the replacement of the facility's aging HVAC system. The project is currently in the design phase, with installation scheduled to begin in July 2026.

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 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

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of administrative vehicle work orders completed	2,181	2,944	2,652	2,592	2,730
Fleet Maintenance and Operations: Mean distance between failure: Administrative light equipment (in miles)	22,890	16,288	23,643	21,031	20,412
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days)	1.18	0.58	0.98	0.91	0.83

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,243,253**	**1.50**
Increase Cost: State Road Usage Fees for Electric Vehicles	25,000	0.00
Shift: Operating Expenses to Business Support Services	(687,425)	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.	112,134	1.00
FY27 Recommended	**3,692,962**	**2.50**

Business Support Services

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

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Amount spent on parts (dollars)	$13,087,066	$15,591,406	$14,957,629	$14,404,441	$15,474,672
Fiscal inventory parts turn rate	1.21	1.57	1.37	1.38	1.44
Percent of work orders completed without delay for parts	81%	80%	80%	80%	80%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**32,333,961**	**37.30**
Shift: Operating Expenses from other DFMS Programs	2,739,597	0.00
Increase Cost: Facilities Maintenance	130,000	0.00
Reduce: Fleet Replacement to Balance Motor Pool Fund	(5,000,000)	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.	(188,541)	(1.00)
FY27 Recommended	**30,015,017**	**36.30**

Heavy Equipment Services

Heavy Equipment Services (HES) maintains and repairs heavy equipment, including heavy dump trucks, straight trucks, construction equipment, snow plows, leafers, mowers, backhoes, hydraulic excavators, and other specialized pieces of equipment. HES provides maintenance support for public safety and other County vehicles that support services to County residents, without which such services would be severely impacted. HES maintains the County's dump trucks before, during, and after a storm, ensuring high availability of equipment to provide safe travel routes for emergency vehicles and County residents. HES provides direct vehicle maintenance support at the Gaithersburg, Poolesville, Damascus, Bethesda, Colesville, and Silver Spring depots.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of heavy equipment work orders completed	1,038	1,158	1,069	1,088	1,105
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy equipment (in days)	2.63	2.50	2.67	2.60	2.59
Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles)	12,174	15,484	14,567	14,075	14,709
Heavy equipment fleet availability	93.1%	93.6%	93.4%	93.4%	93.4%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**8,247,516**	**41.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(281,127)	(4.00)
FY27 Recommended	**7,966,389**	**37.50**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of fleet work orders completed	26,908	21,965	22,891	23,921	22,926
Fleet Maintenance and Operations: Internal customer survey satisfaction rating (scale of 1-4)	2.76	3.05	2.91	2.91	2.91
Clean Air Commitment - Gallons of diesel/unleaded used [1]	4,919,236	4,968,353	5,091,341	4,171,362	4,171,362
Clean Air Commitment - Gallons of alternative fuels used (in gasoline gallon equivalents)	1,395,052	1,287,312	1,268,325	1,268,325	1,268,325

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

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**36,341,254**	**18.80**
Increase Cost: Parts and Tires	3,000,000	0.00
Shift: Electricity for Ride On Bus Charging from Utilities Non-Departmental Account	2,163,162	0.00
Add: Hydrogen Fueling for Ride On Buses	742,000	0.00
Increase Cost: Holiday Premium	137,495	0.00
Increase Cost: Shop Equipment Maintenance	114,369	0.00
Increase Cost: Maintenance of Electric Vehicle Charging Stations	36,050	0.00
Increase Cost: Fall Arrest and Bridge Crane Inspection and Repair	20,000	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	328	0.00
Shift: Operating Expenses to Business Support Services	(2,017,129)	0.00
Decrease Cost: Fuel	(3,000,000)	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.	1,112,555	4.00

FY27 Recommended Changes	Expenditures	FTEs
FY27 Recommended	**38,650,084**	**22.80**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of public safety vehicle work orders completed	6,137	7,012	6,956	6,702	6,890
Fleet Maintenance and Operations: Mean distance between failure: Public Safety light equipment (in miles)	29,342	28,359	30,319	29,340	29,339
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days)	3.67	1.92	3.17	2.92	2.67
Police vehicle fleet availability	95%	97%	95%	95%	95%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**8,770,791**	**3.00**
Increase Cost: Light Fleet Maintenance	277,039	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.	(11,804)	0.00
FY27 Recommended	**9,036,026**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of transit work orders completed	9,169	10,380	9,412	9,804	10,015
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)	11,391	10,322	12,361	11,358	11,347
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days)	2.17	2.05	2.17	2.13	2.12
Average days out of service per bus for parts [1]	16.4	10.9	12.8	13.6	12.4

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

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**26,077,435**	**113.00**
Increase Cost: Telematics for Electric Ride On Buses	17,832	0.00
Shift: Operating Expenses to Business Support Services	(35,043)	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.	(949,290)	0.00
FY27 Recommended	**25,110,934**	**113.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
MOTOR POOL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	22,426,462	23,529,440	23,559,649	24,375,498	3.6 %
Employee Benefits	6,312,640	7,041,541	6,811,028	7,445,817	5.7 %
Motor Pool Internal Service Fund Personnel Costs	**28,739,102**	**30,570,981**	**30,370,677**	**31,821,315**	**4.1 %**
Operating Expenses	61,922,142	60,143,979	47,921,195	62,600,847	4.1 %
Capital Outlay	25,777,948	25,299,250	25,299,250	20,049,250	-20.8 %
Motor Pool Internal Service Fund Expenditures	**116,439,192**	**116,014,210**	**103,591,122**	**114,471,412**	**-1.3 %**
PERSONNEL					
Full-Time	206	209	209	209	—
Part-Time	0	0	0	0	—
FTEs	211.10	215.10	215.10	215.10	—
REVENUES					
Motor Pool Charges/Fees	92,433,126	102,771,678	100,480,547	106,852,754	4.0 %
Other Charges/Fees	0	69,000	0	69,000	—
Miscellaneous Revenues	607,914	203,000	1,272,013	203,000	—
Investment Income	1,885,852	1,236,501	1,424,910	543,930	-56.0 %
Insurance Recoveries	1,863,719	2,238,070	2,238,070	2,323,306	3.8 %
Other Intergovernmental	0	1,650,000	1,797,000	0	-100.0 %
Motor Pool Internal Service Fund Revenues	**96,790,611**	**108,168,249**	**107,212,540**	**109,991,990**	**1.7 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
MOTOR POOL INTERNAL SERVICE FUND		
FY26 ORIGINAL APPROPRIATION	**116,014,210**	**215.10**
Changes (with service impacts)		
Add: Hydrogen Fueling for Ride On Buses [Operational Management]	742,000	0.00
Reduce: Fleet Replacement to Balance Motor Pool Fund [Business Support Services]	(5,000,000)	0.00
Other Adjustments (with no service impacts)		

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Parts and Tires [Operational Management]	3,000,000	0.00
Shift: Operating Expenses from other DFMS Programs [Business Support Services]	2,739,597	0.00
Shift: Electricity for Ride On Bus Charging from Utilities Non-Departmental Account [Operational Management]	2,163,162	0.00
Increase Cost: FY27 Compensation Adjustments	1,016,458	0.00
Increase Cost: Light Fleet Maintenance [Public Safety Automotive Services]	277,039	0.00
Increase Cost: Risk Management Adjustment	209,766	0.00
Increase Cost: Holiday Premium [Operational Management]	137,495	0.00
Increase Cost: Facilities Maintenance [Business Support Services]	130,000	0.00
Increase Cost: Annualization of FY26 Compensation Increases	126,377	0.00
Increase Cost: Shop Equipment Maintenance [Operational Management]	114,369	0.00
Increase Cost: Motor Pool Adjustment	57,595	0.00
Increase Cost: Printing and Mail	48,727	0.00
Increase Cost: Maintenance of Electric Vehicle Charging Stations [Operational Management]	36,050	0.00
Increase Cost: State Road Usage Fees for Electric Vehicles [Administrative Automotive Services]	25,000	0.00
Increase Cost: Annualization of FY26 Personnel Costs	23,553	0.00
Increase Cost: Fall Arrest and Bridge Crane Inspection and Repair [Operational Management]	20,000	0.00
Increase Cost: Telematics for Electric Ride On Buses [Transit Equipment Services]	17,832	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Operational Management]	328	0.00
Shift: Operating Expenses to Business Support Services [Transit Equipment Services]	(35,043)	0.00
Decrease Cost: Retirement Adjustment	(53,549)	0.00
Shift: Operating Expenses to Business Support Services [Administrative Automotive Services]	(687,425)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(1,635,000)	0.00
Shift: Operating Expenses to Business Support Services [Operational Management]	(2,017,129)	0.00
Decrease Cost: Fuel [Operational Management]	(3,000,000)	0.00
FY27 RECOMMENDED	**114,471,412**	**215.10**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administrative Automotive Services	4,243,253	1.50	3,692,962	2.50
Business Support Services	32,333,961	37.30	30,015,017	36.30
Heavy Equipment Services	8,247,516	41.50	7,966,389	37.50
Operational Management	36,341,254	18.80	38,650,084	22.80
Public Safety Automotive Services	8,770,791	3.00	9,036,026	3.00
Transit Equipment Services	26,077,435	113.00	25,110,934	113.00
Total	**116,014,210**	**215.10**	**114,471,412**	**215.10**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
MOTOR POOL INTERNAL SERVICE FUND						
EXPENDITURES						
FY27 Recommended	**114,471**	**114,471**	**114,471**	**114,471**	**114,471**	**114,471**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**154**	**154**	**154**	**154**	**154**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**114,471**	**114,625**	**114,625**	**114,625**	**114,625**	**114,625**

Food Systems Resilience

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$13,848,411	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 FY27 Operating Budget for the Office of Food Systems Resilience is $13,848,411, an increase of $1,691 or 0.01 percent from the FY26 Approved Budget of $13,846,720. Personnel Costs comprise 6.91 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 93.09 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**
- **A Growing Economy**
- **An Affordable, Welcoming County for a Lifetime**
- **Effective, Sustainable Government**

INITIATIVES

- Continue to build and refine the County's long-term framework for strategic investment in food security programs by reinforcing the solid foundation of existing food security resources, implementing new initiatives to close service gaps, aligning investments with values of equity and resilience, and better leveraging Federal and State funds.
- Support the stability and efficiency of the local network of community food assistance providers through specialized access to shelf-stable and fresh food for distribution to food insecure residents in a grant-centered approach.
- Strengthen the framework of programming that invests in diversified strategies to embed food assistance services throughout the community in partnership with nonprofit organizations and educational and healthcare institutions.

- Expand investment in strategies that connect local farmers and food businesses with economic opportunities and institutional partnerships, such as the Local Food Aggregation Grant Program, which incentivize local food purchases through OFSR grant programs and contract partnerships.
- Center food sovereignty through a variety of strategies that address persistent inequities and disparities in food access, including opportunities for residents to directly engage with our local food system. MCGroceries, Maryland Market Money, local grocer partnerships, and the Nutrition Benefits Outreach Grants maximize nutrition benefits and food retail access for Montgomery County families while reducing time and transportation barriers.
- Sharpen data collection and evaluation strategies to monitor OFSR program reach to Montgomery County residents and to focus investment in communities identified through the equity priority index, including through geographical analysis and mapping, extensive and intentional reporting requirements for OFSR grantees and contractors, and resident feedback loops that engage community perspectives in OFSR program development.
- Lead and engage with statewide, regional, and national partners to share best practices, maximize external resources, and implement collaborative strategies for policymaking. OFSR's quarterly Interagency Food System convenes local government partners to build resilience and establish strategic partnerships, leverage non-County funds and resources, and introduce innovative programs and policies to benefit the regional food system.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Strengthen the vital connections between our region's food producers and its consumers, businesses, and public institutions by leveraging existing food expenditures to directly support local economies and foster environmental stewardship.
- Identify and actively pursue external funding sources and partnerships to enhance the impact and sustainability of existing OFSR initiatives.
- Implement Common Impact Metrics in reporting requirements across grant programs to promote consistency and comparability of outcomes across OFSR initiatives. Metrics on service data, referrals, volunteers, local economic investment, and program financing are collected across all programs, affording a greater ability to identify the level of need and service trends in real time and evaluate program performance.
- Conduct geographic and demographic gap analyses of Montgomery County food system financial investments and assets. Implement strategies to visualize and communicate available food systems data collected both internally and externally to inform policy decisions and intersectional collaboration.
- Expand resident and program participant direct feedback and communication mechanisms across programs through year-round client satisfaction surveys, community surveys, resource referral distribution lists, and proactive engagement with community boards, committees, and organizations.
- Increase alignment and interconnectivity of OFSR's efforts with other local government agencies 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. OFSR prioritizes ensuring greater County government focus on food systems data collection, monitoring, and reporting (including food access and security data).

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	486,873	644,583	474,657	737,834	14.5 %
Employee Benefits	136,451	191,860	143,767	218,593	13.9 %
County General Fund Personnel Costs	**623,324**	**836,443**	**618,424**	**956,427**	**14.3 %**
Operating Expenses	13,550,681	13,010,277	16,610,277	12,891,984	-0.9 %
County General Fund Expenditures	**14,174,005**	**13,846,720**	**17,228,701**	**13,848,411**	**—**
PERSONNEL					
Full-Time	4	6	6	6	—
Part-Time	0	0	0	0	—
FTEs	4.00	6.00	6.00	6.00	—

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**13,846,720**	**6.00**
Changes (with service impacts)		
Enhance: Food Systems Education Grant Program [Food Systems Resilience]	150,000	0.00
Reduce: Retail Food Access Program [Food Systems Resilience]	(150,000)	0.00
Reduce: Food as Medicine Grant Program [Food Systems Resilience]	(230,779)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Food Systems Resilience]	102,200	0.00
Technical Adj: Correction Associated with Prior Contract Transfers from the Department of Health and Human Services [Food Systems Resilience]	65,107	0.00
Increase Cost: Annualization of FY26 Lapsed Positions	57,947	0.00
Increase Cost: FY27 Compensation Adjustment	35,790	0.00
Increase Cost: Annualization of FY26 Personnel Costs	16,957	0.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY26 Compensation Increases	10,357	0.00
Increase Cost: Printing and Mail	3,126	0.00
Decrease Cost: Retirement Adjustment	(1,067)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(57,947)	0.00
FY27 RECOMMENDED	**13,848,411**	**6.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**13,848**	**13,848**	**13,848**	**13,848**	**13,848**	**13,848**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**8**	**8**	**8**	**8**	**8**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**13,848**	**13,856**	**13,856**	**13,856**	**13,856**	**13,856**

General Services

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$59,263,281	180.25

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 FY27 Operating Budget for the Department of General Services is $59,263,281, an increase of $3,747,358 or 6.75 percent from the FY26 Approved Budget of $55,515,923. Personnel Costs comprise 42.60 percent of the budget for 245 full-time position(s) and no part-time position(s), and a total of 180.25 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 57.40 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:

- **A Growing Economy**
- **A Greener County**
- **Effective, Sustainable Government**

INITIATIVES

- Develop and implement a skilled-trades apprenticeship program in electrical, plumbing, and heating, ventilation and air conditioning (HVAC) to address workforce shortages, strengthen in-house capabilities, and build a sustainable talent pipeline.

- Implement countywide electric vehicle charging stations across fleet and public facilities, launch building-level energy awareness campaigns, expand Building Automation Systems (BAS) modernization, review the request for proposal for demand response participation and modernize energy procurement, continue utility bill auditing; secure $1,200,000 in new incentives to perform energy savings projects, and support the Maryland Energy Administration Block Grant.

- In support of delivering resilient and clean-energy facilities that strengthen community services, lower carbon emissions, and ensure critical community support remains available during major grid outages, the department will complete solar microgrid upgrades at the Public Safety Communications Center and Equipment Maintenance and Transit Operation Center Phase I, construct the zero-net-energy microgrid at Holiday Park Senior Center, and launch microgrid projects at over twenty designated Resiliency Hub facilities.
- Advance the design of the nation's largest renewable-powered, zero-emission fleet and transit depot, expand the County's zero-emission vehicle fleet, and achieve operational cost savings through innovative procurement strategies in support of zero-emission fleet expansion.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Completed capital repairs across multiple County facilities-including the Martin Luther King Jr. Outdoor Pool, Avery Road Treatment Center, Montgomery County Correctional Facility, 401 Hungerford Ave, 8818 Georgia Ave, and the Germantown Outdoor Pool-to ensure compliance with Americans with Disabilities Act (ADA) requirements and installed lactation rooms in all occupied County buildings to promote equity and inclusivity.
- Completed a utility-bill audit of over 23,000 accounts, recovering credits and water adjustments; achieved full compliance with the 2024 Energy Benchmark Law; and secured $1.1 million in state and utility incentives, including Pepco's Monitoring-Based Commissioning "Big Check" award exceeding $1 million.
- Digitized thousands of records to improve accessibility and reduce physical storage needs, and upgraded mail services with real-time tracking and secure processes, resulting in $167,097 in mailing cost savings.
- Trained more than 3,000 County employees on Americans with Disabilities Act (ADA) compliance, equal access, ensured Countywide ADA Title II compliance, fulfilled reasonable accommodations, and achieved zero ADA facility complaints or related litigation.
- Completed a state-of-the-art fiber hub in support of the multi-phase United Therapeutics project in downtown Silver Spring and executed a long-term lease to relocate the Montgomery County Public Schools (MCPS) Shady Grove Bus Depot, enabling the redevelopment of Crabbs Branch Way into a new MCPS depot, mixed-use development, and park/school site.
- Completed the Oaks Landfill Solar Photovoltaic Project, a 6-megawatt ballasted ground-mount system and the largest solar installation on County property. The project includes a community solar component serving low- and moderate-income residents and an advanced feasibility assessment for up to 60 megawatts of additional solar and hydrogen generation to support County climate goals.

PROGRAM CONTACTS

Contact Pooja Kapoor of the Department of General Services at 240-777-6028 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 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 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) 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,791,200**	**19.03**
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	23,788	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.	85,116	0.00
FY27 Recommended	**4,900,104**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**8,695**	**0.05**
Technical Adj: Personnel Alignment to Capital Funds	0	(0.05)
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)	0.00
FY27 Recommended	**0**	**0.00**

Central Duplicating, Imaging, Archiving, & Mail Services

This is an Internal Service fund program that provides timely and efficient document management to County government through high-speed digital printing services, graphic design, electronic publishing, high-speed color digital printing, full-service bindery, large format and banner printing, digital imaging, and electronic and physical archiving of County records. The program administers and manages the Countywide paper, novelty, 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of printing orders completed [1]	16,582	8,878	8,878	8,878	8,878
Print/Mail/Archives: Internal customer survey satisfaction rating (scale of 1-4)	3.42	3.38	3.38	3.38	3.38

[1] *The Digital Storefront (DSF) records one requisition. However, a customer may have multiple requests within one requisition. The decline from FY24 to FY25 results from additional training notifying customers that they may consolidate multiple requests within a single order.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**9,419,587**	**34.57**
Increase Cost: Postage and Mail Supplies to Align with Actual Expenditures	2,363,199	0.00
Increase Cost: Annualization of FY26 Personnel Costs	42,752	0.00
Increase Cost: Overtime Budget to Align with Actual Expenditures	15,000	0.00
Increase Cost: Additional Cell Phone Line and Cost Escalation	1,290	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.	142,025	0.00
FY27 Recommended	**11,983,853**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Amount of grants and incentives received for Energy and Sustainability initiatives (in dollars)	$1,429,697	$1,163,055	$1,151,025	$1,151,025	$1,151,025
Utility savings delivered by Energy and Sustainability initiatives (in dollars)	$1,007,309	$1,311,252	$1,070,428	$1,070,428	$1,070,428
Reduction in greenhouse gas emissions delivered by Energy and Sustainability initiatives (metric tons of carbon dioxide equivalent)	4,517	10,977	12,075	12,075	12,075
County facility, fleet, and streetlight greenhouse gas emissions (metric tons of carbon dioxide equivalent) [1]	116,381	117,109	115,792	115,792	115,792

[1] *FY24 to FY25 GHG emissions increased largely due to Silver Spring Aquatic Center 1,721 MTCO2e. Forward projections FY26, FY27, and FY28 based on FY23, FY24, and FY25 average.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**846,925**	**3.50**

FY27 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.	32,308	0.00
FY27 Recommended	**879,233**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties ($000) [1]	$9,966	$12,461	$12,850	$11,175	$11,399
Average percent of work orders completed in quarter	84.6%	85.0%	85.0%	85.0%	85.0%
Facilities Maintenance: Internal customer survey satisfaction rating (scale of 1-4)	2.93	3.16	3.4	3.5	3.6

[1] *The increase in actual expenditures from FY24 to FY25 is primarily due to the onboarding of new facilities, including Silver Spring Aquatic Center and Fire Station 35. These include maintenance, operations, and support services required to ensure the full functionality and readiness of the new buildings. Other increases are due to taking on additional responsibilities at identified sites such as police facilities and HHS shelters.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**39,291,110**	**110.15**
Enhance: Scheduled Leggett Executive Office Building Facility Maintenance Upgrades	360,000	0.00
Add: Apprenticeship Program in Electrical, Plumbing and HVAC to Address Workforce Shortages Beginning in January 2027	274,242	6.00
Increase Cost: Custodial Contracts Escalation Adjustment	171,170	0.00
Increase Cost: Additional Cell Phone Lines and Cost Escalation	15,000	0.00
Reduce: Frequency of Custodial Service	(625,000)	0.00

FY27 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.	978,268	1.00
FY27 Recommended	**40,464,790**	**117.15**

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 projects.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of square feet of leased space managed	893,118	893,805	895,236	941,958	941,958
Average amount Montgomery County pays in rent (in dollars per square foot) [1]	$21.91	$21.75	$18.84	$27.02	$27.83
Leased Space Needs: Internal customer survey satisfaction rating (scale of 1-4)	3.15	3.21	3.23	3.24	3.25

[1] *FY26 projection is lower than FY25 due to two anticipated lease abatements, which are expected to conclude in FY27.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,158,406**	**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.	(123,105)	(1.00)
FY27 Recommended	**1,035,301**	**6.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	15,595,812	15,230,203	15,838,464	16,072,865	5.5 %
Employee Benefits	4,248,509	4,568,540	4,420,484	4,904,948	7.4 %
County General Fund Personnel Costs	**19,844,321**	**19,798,743**	**20,258,948**	**20,977,813**	**6.0 %**
Operating Expenses	31,838,740	26,297,593	28,053,238	26,301,615	—
County General Fund Expenditures	**51,683,061**	**46,096,336**	**48,312,186**	**47,279,428**	**2.6 %**
PERSONNEL					
Full-Time	203	205	205	211	2.9 %
Part-Time	0	0	0	0	—
FTEs	138.73	139.73	139.73	145.68	4.3 %
REVENUES					
Miscellaneous Revenues	(947,730)	0	0	0	—
County General Fund Revenues	**(947,730)**	**0**	**0**	**0**	**—**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
PRINTING & MAIL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	2,965,698	3,040,571	3,110,536	3,173,113	4.4 %
Employee Benefits	949,058	1,032,840	1,000,357	1,097,947	6.3 %
Printing & Mail Internal Service Fund Personnel Costs	**3,914,756**	**4,073,411**	**4,110,893**	**4,271,060**	**4.9 %**
Operating Expenses	6,790,520	4,986,766	6,455,956	7,353,383	47.5 %
Capital Outlay	74,926	359,410	359,410	359,410	—
Printing & Mail Internal Service Fund Expenditures	**10,780,202**	**9,419,587**	**10,926,259**	**11,983,853**	**27.2 %**
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	83,195	2,052,722	2,379,310	1,985,329	-3.3 %
Mail Revenues	2,521,352	2,616,456	3,032,734	3,520,895	34.6 %
Print Revenues	4,381,598	3,116,515	3,617,736	4,439,273	42.4 %
Investment Income	(2,464)	7,080	(1,860)	(1,470)	-120.8 %
Other Charges/Fees	3,841,676	1,633,894	1,896,670	1,869,320	14.4 %
Printing & Mail Internal Service Fund Revenues	**10,825,357**	**9,426,667**	**10,924,590**	**11,813,347**	**25.3 %**
DEPARTMENT TOTALS					
Total Expenditures	**62,463,263**	**55,515,923**	**59,238,445**	**59,263,281**	**6.8 %**
Total Full-Time Positions	**237**	**239**	**239**	**245**	**2.5 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**173.30**	**174.30**	**174.30**	**180.25**	**3.4 %**
Total Revenues	**9,877,627**	**9,426,667**	**10,924,590**	**11,813,347**	**25.3 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**46,096,336**	**139.73**
Changes (with service impacts)		
Enhance: Scheduled Leggett Executive Office Building Facility Maintenance Upgrades [Facilities Management]	360,000	0.00
Add: Apprenticeship Program in Electrical, Plumbing and HVAC to Address Workforce Shortages Beginning in January 2027 [Facilities Management]	274,242	6.00
Reduce: Frequency of Custodial Service [Facilities Management]	(625,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustments	783,566	0.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Custodial Contracts Escalation Adjustment [Facilities Management]	171,170	0.00
Increase Cost: Motor Pool Adjustment	116,395	0.00
Increase Cost: Annualization of FY26 Compensation Increases	104,652	0.00
Increase Cost: Annualization of FY26 Personnel Costs	77,016	0.00
Increase Cost: Printing and Mail	52,669	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	23,788	0.00
Increase Cost: Additional Cell Phone Lines and Cost Escalation [Facilities Management]	15,000	0.00
Technical Adj: Personnel Alignment to Capital Funds [Building Design and Construction]	0	(0.05)
Decrease Cost: Retirement Adjustment	(45,406)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(125,000)	0.00
FY27 RECOMMENDED	**47,279,428**	**145.68**

PRINTING & MAIL INTERNAL SERVICE FUND

FY26 ORIGINAL APPROPRIATION	**9,419,587**	**34.57**
Other Adjustments (with no service impacts)		
Increase Cost: Postage and Mail Supplies to Align with Actual Expenditures [Central Duplicating, Imaging, Archiving, & Mail Services]	2,363,199	0.00
Increase Cost: FY27 Compensation Adjustments	136,395	0.00
Increase Cost: Annualization of FY26 Personnel Costs [Central Duplicating, Imaging, Archiving, & Mail Services]	42,752	0.00
Increase Cost: Annualization of FY26 Compensation Increases	15,742	0.00
Increase Cost: Overtime Budget to Align with Actual Expenditures [Central Duplicating, Imaging, Archiving, & Mail Services]	15,000	0.00
Increase Cost: Printing and Mail	7,487	0.00
Increase Cost: Additional Cell Phone Line and Cost Escalation [Central Duplicating, Imaging, Archiving, & Mail Services]	1,290	0.00
Decrease Cost: Motor Pool Adjustment	(5,359)	0.00
Decrease Cost: Retirement Adjustment	(12,240)	0.00
FY27 RECOMMENDED	**11,983,853**	**34.57**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration	4,791,200	19.03	4,900,104	19.03
Building Design and Construction	8,695	0.05	0	0.00
Central Duplicating, Imaging, Archiving, & Mail Services	9,419,587	34.57	11,983,853	34.57
Energy and Sustainability	846,925	3.50	879,233	3.50
Facilities Management	39,291,110	110.15	40,464,790	117.15
Real Estate Program	1,158,406	7.00	1,035,301	6.00

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Total	**55,515,923**	**174.30**	**59,263,281**	**180.25**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
COUNTY GENERAL FUND					
Recycling and Resource Management	Solid Waste Disposal	50,950	0.10	72,360	0.10
Alcohol Beverage Services	Liquor	863,757	1.20	1,064,710	1.20
CIP	Capital Fund	9,722,915	54.15	10,276,118	54.20
NDA - Leases	General Fund	0	0.00	100,000	0.00
Administration and Support	General Fund	749,029	3.50	749,029	3.50
	Total	**11,386,651**	**58.95**	**12,262,217**	**59.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**47,279**	**47,279**	**47,279**	**47,279**	**47,279**	**47,279**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY27	**0**	**259**	**259**	**259**	**259**	**259**
New positions in the FY27 budget are generally assumed to be filled at least three to six months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions and operating expenses in the outyears.						
Elimination of One-Time Items Recommended in FY27	**0**	**(360)**	**(360)**	**(360)**	**(360)**	**(360)**
Items recommended for one-time funding in FY27, including Scheduled Leggett Executive Office Building Facility Maintenance Upgrades, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**85**	**85**	**85**	**85**	**85**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**47,279**	**47,263**	**47,263**	**47,263**	**47,263**	**47,263**
PRINTING & MAIL INTERNAL SERVICE FUND						
EXPENDITURES						
FY27 Recommended	**11,984**	**11,984**	**11,984**	**11,984**	**11,984**	**11,984**
No inflation or compensation change is included in outyear projections.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
Elimination of One-Time Items Recommended in FY27	**0**	**(1,465)**	**(1,465)**	**(1,465)**	**(1,465)**	**(1,465)**
Items recommended for one-time funding in FY27, including Postage and Mail Supplies, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**13**	**13**	**13**	**13**	**13**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**11,984**	**10,532**	**10,532**	**10,532**	**10,532**	**10,532**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY27 Recommended		FY28 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Apprenticeship Program in Electrical, Plumbing and HVAC to Address Workforce Shortages Beginning in January 2027	259,242	6.00	518,484	6.00
Total	**259,242**	**6.00**	**518,484**	**6.00**

Grants Management

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$1,193,203	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 FY27 Operating Budget for the Office of Grants Management is $1,193,203, a decrease of $2,000 or 0.17 percent from the FY26 Approved Budget of $1,195,203. Personnel Costs comprise 83.69 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 16.31 percent of the FY27 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 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 FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	574,825	717,682	710,521	769,470	7.2 %
Employee Benefits	156,196	208,226	196,413	229,076	10.0 %
County General Fund Personnel Costs	**731,021**	**925,908**	**906,934**	**998,546**	**7.8 %**
Operating Expenses	233,887	269,295	269,295	194,657	-27.7 %
County General Fund Expenditures	**964,908**	**1,195,203**	**1,176,229**	**1,193,203**	**-0.2 %**
PERSONNEL					
Full-Time	6	6	6	6	—
Part-Time	0	0	0	0	—
FTEs	6.00	6.00	6.00	6.00	—

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**1,195,203**	**6.00**
Other Adjustments (with no service impacts)		
Shift: Grants Management Software Application from Environmental Protection, Transportation, and Police to the Office of Grants Management to Support Departments Countywide [Grants Management]	55,482	0.00
Increase Cost: FY27 Compensation Adjustment	40,280	0.00
Increase Cost: Annualization of FY26 Personnel Costs	21,351	0.00
Increase Cost: Annualization of FY26 Compensation Increases	12,680	0.00
Increase Cost: Printing and Mail	1,321	0.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Retirement Adjustment	(1,673)	0.00
Decrease Cost: Reduction in Operating Expenses [Grants Management]	(61,441)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(70,000)	0.00
FY27 RECOMMENDED	**1,193,203**	**6.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**1,193**	**1,193**	**1,193**	**1,193**	**1,193**	**1,193**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**13**	**13**	**13**	**13**	**13**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,193**	**1,206**	**1,206**	**1,206**	**1,206**	**1,206**

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Human Resources

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$463,170,350	86.05

TRACI L. ANDERSON, DIRECTOR

MISSION STATEMENT

To build a strong and resilient workforce in service to Montgomery County residents.

BUDGET OVERVIEW

The total recommended FY27 Operating Budget for the Office of Human Resources is $463,170,350, an increase of $30,479,702 or 7.04 percent from the FY26 Approved Budget of $432,690,648. Personnel Costs comprise 3.00 percent of the budget for 85 full-time position(s) and no part-time position(s), and a total of 86.05 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 97.00 percent of the FY27 budget.

The budget of the Office of Human Resources (OHR) is comprised of a General Fund component of $13,700,587 and an Employee Health Benefit Self Insurance Fund component of $449,469,763.

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

- At the end of FY25, 93% of merit positions were filled, the highest occupancy rate in over five years.
- In FY25, 68% of new hires identified as a racial minority, which is above the 59% threshold of the Montgomery County labor force.
- Expanded the Position Description Management system to centralize the intake of all individual classification studies.
- Expanded HR customer service with dedicated customer service agents.

- Increased supervisor training requirements by mandating Family Medical Leave Act (FMLA) and Leave Without Pay (LWOP) training for supervisors.

- Formally contracted with Universities at Shady Grove for the Montgomery County Leadership Academy and trained 53 MLS employees in FY25.

- Partnering with the County Executive's Innovation Team to develop a streamlined, user-friendly process for the request, approval, and provisioning of Oracle/Enterprise Business Intelligence/NEOGOV access. This process improvement will improve user experience by providing a How-To Guide for the new process, a roles glossary with definitions, a streamlined workflow, and a SeamlessDocs request document.

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 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

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of mandatory incumbent physical exams performed by Occupational Medical Services	2,667	2,424	2,546	2,606	2,667
Number of candidates processed for medical clearances	2,666	2,350	2,508	2,587	2,666
Number of employees enrolled in online wellness platform	6,809	7,111	7,200	7,350	7,500
Average appointment length from sign in to discharge (minutes)	66	63	62	61	60

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**421,518,158**	**26.55**
Increase Cost: Claims Expenditure Adjustment	29,843,387	0.00
Re-align: Position Transfer from Recruitment and Selection Team to Health Insurance Team - From General Fund to Employee Health Fund	138,798	1.00
Shift: Position Transfer from Department of Health and Human Services to OHR to Support Strategic Data Management	129,028	1.00
Re-align: OHR Customer Service Initiative - Fund Allocation - From General Fund to Employee Health Fund	98,542	1.00
Increase Cost: Align Fire and Rescue Occupational Medical Services Chargeback to Actual Costs	72,717	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.	105,163	(1.00)
FY27 Recommended	**451,905,793**	**28.55**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**3,523,938**	**20.50**
Re-align: OHR Customer Service Initiative - Fund Allocation - From General Fund to Employee Health Fund	(98,542)	(1.00)
Shift: Position Transfer from OHR to Department of Health and Human Services to Support Strategic Data Management	(146,484)	(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.	258,633	1.00
FY27 Recommended	**3,537,545**	**19.50**

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 State EEO-4 reporting, data/statistical analyses, and other compliance reporting associated with grant funding.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of EEO cases/inquiries resolved within 180 days	80%	90%	100%	100%	100%
Percent of employees in compliance with mandatory workplace harassment training schedule	36%	50%	55%	60%	65%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**534,860**	**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.	(35,574)	0.00
FY27 Recommended	**499,286**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of job applications	38,479	83,285	80,000	80,000	80,000
Number of people hired	1,011	993	1,000	1,000	1,000
Job classification activities completed	226	121	200	200	200
Number of new hire salary equity analyses completed	373	675	225	225	225
Average number of days to fill a vacant County position [1]	100	104	100	100	100
Average days to complete new hire salary equity analyses	5	3	3	3	3
Average workdays to complete non-study job classifications related to hires	6	12	10	10	10
Percent of employees who participate in at least two non-mandatory training/development programs	8%	10%	10%	10%	10%
Percent of new hires who are racial minorities	66%	68%	59%	59%	59%
Percent of job classifications reviewed/studied within the past 5 years	7%	8%	10%	12.5%	15%
Percentage of training attendees who report that training was helpful to their job	94%	95%	90%	90%	90%

[1] *Starting in FY26, this measure will be changed to reflect the median. Prior to FY26, figures represent the average.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**7,113,692**	**35.90**
Add: Hiring Displaced Federal Workers Initiative, Expedited Bill 10-25 Sunsets on July 2, 2027	180,000	0.00
Increase Cost: NEOGOV Contract Escalation	20,577	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	2,005	0.00
Decrease Cost: Position Reclassification from Part-Time to Full-Time	(19,851)	0.10
Reduce: Classification and Compensation Initiative	(65,488)	0.00
Reduce: Individual/Occupational Classification Studies	(89,680)	0.00

FY27 Recommended Changes	Expenditures	FTEs
Re-align: Position Transfer from Recruitment and Selection Team to Health Insurance Team - From General Fund to Employee Health Fund	(138,798)	(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.	225,269	0.00
FY27 Recommended	**7,227,726**	**35.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	5,878,699	7,504,393	6,851,033	7,445,104	-0.8 %
Employee Benefits	1,528,582	2,083,761	1,776,783	2,145,251	3.0 %
County General Fund Personnel Costs	**7,407,281**	**9,588,154**	**8,627,816**	**9,590,355**	**—**
Operating Expenses	4,239,158	3,913,203	4,224,986	4,110,232	5.0 %
Capital Outlay	18,640	0	0	0	—
County General Fund Expenditures	**11,665,079**	**13,501,357**	**12,852,802**	**13,700,587**	**1.5 %**
PERSONNEL					
Full-Time	83	84	84	85	1.2 %
Part-Time	1	1	1	0	-100.0 %
FTEs	61.30	62.30	62.30	60.40	-3.1 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
EMPLOYEE HEALTH SELF INSURANCE					
EXPENDITURES					
Salaries and Wages	2,539,532	2,981,168	2,335,806	3,323,302	11.5 %
Employee Benefits	624,480	874,939	606,328	969,890	10.9 %
Employee Health Self Insurance Personnel Costs	**3,164,012**	**3,856,107**	**2,942,134**	**4,293,192**	**11.3 %**
Operating Expenses	372,849,518	415,333,184	415,202,483	445,176,571	7.2 %
Employee Health Self Insurance Expenditures	**376,013,530**	**419,189,291**	**418,144,617**	**449,469,763**	**7.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	23.65	23.65	23.65	25.65	8.5 %
REVENUES					
Other Charges/Fees	29,658,100	0	0	0	—
Self Insurance Employee Health Income	62,946,690	348,513,897	362,270,668	364,206,425	4.5 %
Investment Income	(577,861)	(116,750)	(436,620)	(345,170)	-195.6 %
Medicaid/Medicare Reimbursement	30,917,110	65,824,126	65,335,897	70,812,893	7.6 %
OPEB Trust Utilization	0	13,538,000	13,538,000	34,494,000	154.8 %
Employee Health Self Insurance Revenues	**122,944,039**	**427,759,273**	**440,707,945**	**469,168,148**	**9.7 %**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	**387,678,609**	**432,690,648**	**430,997,419**	**463,170,350**	**7.0 %**
Total Full-Time Positions	**83**	**84**	**84**	**85**	**1.2 %**
Total Part-Time Positions	**1**	**1**	**1**	**0**	**-100.0 %**
Total FTEs	**84.95**	**85.95**	**85.95**	**86.05**	**0.1 %**
Total Revenues	**122,944,039**	**427,759,273**	**440,707,945**	**469,168,148**	**9.7 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**13,501,357**	**62.30**
Changes (with service impacts)		
Add: Hiring Displaced Federal Workers Initiative, Expedited Bill 10-25 Sunsets on July 2, 2027 [Talent Acquisition & Management]	180,000	0.00
Reduce: Classification and Compensation Initiative [Talent Acquisition & Management]	(65,488)	0.00
Reduce: Individual/Occupational Classification Studies [Talent Acquisition & Management]	(89,680)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	454,826	0.00
Shift: Position Transfer from Department of Health and Human Services to OHR to Support Strategic Data Management [Administrative Services]	129,028	1.00
Increase Cost: Annualization of FY26 Compensation Increases	76,342	0.00
Increase Cost: Align Fire and Rescue Occupational Medical Services Chargeback to Actual Costs [Administrative Services]	72,717	0.00
Increase Cost: Lapse Adjustment	59,698	0.00
Increase Cost: NEOGOV Contract Escalation [Talent Acquisition & Management]	20,577	0.00
Increase Cost: Printing and Mail	19,398	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Talent Acquisition & Management]	2,005	0.00
Decrease Cost: Retirement Adjustment	(19,114)	0.00
Decrease Cost: Position Reclassification from Part-Time to Full-Time [Talent Acquisition & Management]	(19,851)	0.10
Re-align: OHR Customer Service Initiative - Fund Allocation - From General Fund to Employee Health Fund [Director's Office]	(98,542)	(1.00)
Re-align: Position Transfer from Recruitment and Selection Team to Health Insurance Team - From General Fund to Employee Health Fund [Talent Acquisition & Management]	(138,798)	(1.00)
Shift: Position Transfer from OHR to Department of Health and Human Services to Support Strategic Data Management [Director's Office]	(146,484)	(1.00)
Decrease Cost: Annualization of FY26 Personnel Costs	(237,404)	0.00
FY27 RECOMMENDED	**13,700,587**	**60.40**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
EMPLOYEE HEALTH SELF INSURANCE		
FY26 ORIGINAL APPROPRIATION	**419,189,291**	**23.65**
Other Adjustments (with no service impacts)		
Increase Cost: Claims Expenditure Adjustment [Administrative Services]	29,843,387	0.00
Re-align: Position Transfer from Recruitment and Selection Team to Health Insurance Team - From General Fund to Employee Health Fund [Administrative Services]	138,798	1.00
Increase Cost: FY27 Compensation Adjustment	129,494	0.00
Re-align: OHR Customer Service Initiative - Fund Allocation - From General Fund to Employee Health Fund [Administrative Services]	98,542	1.00
Increase Cost: Annualization of FY26 Personnel Costs	56,936	0.00
Increase Cost: Annualization of FY26 Compensation Increases	19,467	0.00
Decrease Cost: Retirement Adjustment	(6,152)	0.00
FY27 RECOMMENDED	**449,469,763**	**25.65**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administrative Services	421,518,158	26.55	451,905,793	28.55
Director's Office	3,523,938	20.50	3,537,545	19.50
Equal Employment Opportunity & Diversity	534,860	3.00	499,286	3.00
Talent Acquisition & Management	7,113,692	35.90	7,227,726	35.00
Total	**432,690,648**	**85.95**	**463,170,350**	**86.05**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	2,442,675	0.00	2,369,958	0.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	21,304	0.15	0	0.00
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	21,304	0.15	0	0.00
NDA - Montgomery County Investment Boards	Employees Retirement Savings Plan (RSP)	0	0.00	22,742	0.15
NDA - Montgomery County Investment Boards	Retirement Fund (ERS)	0	0.00	22,742	0.15
	Total	**2,485,283**	**0.30**	**2,415,442**	**0.30**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**13,701**	**13,701**	**13,701**	**13,701**	**13,701**	**13,701**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY27	**0**	**(180)**	**(180)**	**(180)**	**(180)**	**(180)**
Items recommended for one-time funding in FY27, including Hiring Displaced Federal Workers Initiative (Expedited Bill 10-25 sunsets on July 2, 2027), will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**68**	**68**	**68**	**68**	**68**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**13,701**	**13,589**	**13,589**	**13,589**	**13,589**	**13,589**
EMPLOYEE HEALTH SELF INSURANCE						
EXPENDITURES						
FY27 Recommended	**449,470**	**449,470**	**449,470**	**449,470**	**449,470**	**449,470**
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	**449,470**	**449,491**	**449,491**	**449,491**	**449,491**	**449,491**

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Human Rights

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$2,117,091	11.00

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 FY27 Operating Budget for the Office of Human Rights is $2,117,091, a decrease of $28,394 or 1.32 percent from the FY26 Approved Budget of $2,145,485. Personnel Costs comprise 85.21 percent of the budget for 11 full-time position(s) and no part-time position(s), and a total of 11.00 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 14.79 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**

INITIATIVES

- Completed and dedicated the Remembrance and Reconciliation Gardens outside the County Council Office Building, and established a countywide program proclaiming November as Remembrance and Reconciliation Month in partnership with community organizations.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Enhanced complaint tracking by developing a revised intake log tool and finalized updates to investigation process regulations to improve consistency and efficiency.

PROGRAM CONTACTS

Contact James Stowe of the Office of Human Rights at 240-777-8490 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 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 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**535,891**	**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.	31,414	0.00
FY27 Recommended	**567,305**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of Human Rights Commission meetings facilitated	10	11	10	10	10
Overall satisfaction of Commissioners with the HRC's advocacy for human and civil rights issues (scale of 1-5)	4.6	4.8	4.7	4.7	4.7

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**62,865**	**0.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	187	0.00
FY27 Recommended	**63,052**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of human rights compliance cases processed	197	303	300	300	300
Percent of cases that have completed their investigation within 15 months	70%	86%	85%	90%	90%
Percent of cases that have a Letter of Determination issued within 30 days of completed investigation by investigator	80%	81%	85%	90%	90%
Percent of cases in backlog status (cases not closed within 15 months)	30%	14%	13%	11%	10%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,429,278**	**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.	(24,789)	0.00
FY27 Recommended	**1,404,489**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of fair housing workshops and public education programs hosted	1	1	1	2	2
Number of human rights and fair housing program ads played in movie theater previews	61,605	70,448	60,000	60,000	60,000

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**117,451**	**1.10**
Decrease Cost: Abolish Long-Term Vacant Public Services Intern Position	(32,859)	(0.60)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,347)	0.00
FY27 Recommended	**82,245**	**0.50**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,193,256	1,442,729	1,252,251	1,409,723	-2.3 %
Employee Benefits	313,823	391,569	324,373	394,181	0.7 %
County General Fund Personnel Costs	**1,507,079**	**1,834,298**	**1,576,624**	**1,803,904**	**-1.7 %**
Operating Expenses	270,596	311,187	271,187	313,187	0.6 %
County General Fund Expenditures	**1,777,675**	**2,145,485**	**1,847,811**	**2,117,091**	**-1.3 %**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
PERSONNEL					
Full-Time	11	11	11	11	—
Part-Time	0	0	0	0	—
FTEs	11.60	11.60	11.60	11.00	-5.2 %
REVENUES					
EEOC Reimbursement	49,150	54,700	54,700	54,700	—
Miscellaneous Revenues	209	0	0	0	—
County General Fund Revenues	**49,359**	**54,700**	**54,700**	**54,700**	**—**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**2,145,485**	**11.60**
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	60,423	0.00
Increase Cost: Annualization of FY26 Personnel Costs	16,098	0.00
Increase Cost: Annualization of FY26 Compensation Increases	3,287	0.00
Increase Cost: Printing and Mail	2,422	0.00
Decrease Cost: Motor Pool Adjustment	(422)	0.00
Decrease Cost: Retirement Adjustment	(4,623)	0.00
Decrease Cost: Abolish Long-Term Vacant Public Services Intern Position [Fair Housing]	(32,859)	(0.60)
Decrease Cost: Lapse Adjustment	(72,720)	0.00
FY27 RECOMMENDED	**2,117,091**	**11.00**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration	535,891	1.00	567,305	1.00
Community Mediation and Public Affairs	62,865	0.50	63,052	0.50
Compliance	1,429,278	9.00	1,404,489	9.00
Fair Housing	117,451	1.10	82,245	0.50
Total	**2,145,485**	**11.60**	**2,117,091**	**11.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**2,117**	**2,117**	**2,117**	**2,117**	**2,117**	**2,117**
No inflation or compensation change is included in outyear projections.						
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	**2,117**	**2,123**	**2,123**	**2,123**	**2,123**	**2,123**

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Intergovernmental Relations

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$1,060,172	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 FY27 Operating Budget for the Office of Intergovernmental Relations is $1,060,172, an increase of $23,888 or 2.31 percent from the FY26 Approved Budget of $1,036,284. Personnel Costs comprise 90.02 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 9.98 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**
- **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 Payne Tarkenton 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). 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.

Measure	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Program Measures					
Number of bills for which a County fiscal estimate was requested by the State Department of Legislative Services [1]	287	364	294	294	294
Number of formal position statements prepared	227	188	210	210	210
Percent of State legislative package where Intergovernmental Relations position prevailed	81%	79%	100%	100%	100%
Percent of State priorities fully realized	72%	58%	100%	100%	100%
Total direct State aid ($ millions)	$1,065	$1,131	$1,206	$1,206	$1,206
Total State retirement payments ($ millions)	$169	$203	$218	$218	$218

[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 the County 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 FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	771,672	749,448	775,000	765,860	2.2 %
Employee Benefits	156,326	181,912	150,073	188,507	3.6 %
County General Fund Personnel Costs	**927,998**	**931,360**	**925,073**	**954,367**	**2.5 %**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Operating Expenses	(69,499)	104,924	(70,871)	105,805	0.8 %
County General Fund Expenditures	**858,499**	**1,036,284**	**854,202**	**1,060,172**	**2.3 %**
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	1	1	1	1	—
FTEs	4.30	4.30	4.30	4.30	—
REVENUES					
Miscellaneous Revenues	209	0	0	0	—
County General Fund Revenues	**209**	**0**	**0**	**0**	**—**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**1,036,284**	**4.30**
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	21,456	0.00
Increase Cost: Annualization of FY26 Compensation Increases	5,022	0.00
Increase Cost: Printing and Mail	881	0.00
Increase Cost: Annualization of FY26 Personnel Costs	813	0.00
Decrease Cost: Retirement Adjustment	(4,284)	0.00
FY27 RECOMMENDED	**1,060,172**	**4.30**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**1,060**	**1,060**	**1,060**	**1,060**	**1,060**	**1,060**
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	**1,060**	**1,061**	**1,061**	**1,061**	**1,061**	**1,061**

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Labor Relations

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$2,737,709	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 FY27 Operating Budget for the Office of Labor Relations is $2,737,709, an increase of $214,589 or 8.50 percent from the FY26 Approved Budget of $2,523,120. Personnel Costs comprise 86.73 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 13.27 percent of the FY27 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 a centralization plan reassigning Countywide labor and employee relations functions to the Office of Labor Relations (OLR).
- Negotiated a new Collective Bargaining Agreement (CBA) with the Montgomery County Career Fire Fighters Association of the International Association of Fire Fighters, Local #1664 (IAFF) and the Municipal and County Government Employees Organization/United Food and Commercial Workers Local 1994 (MCGEO), and a new Direct Bargaining Agreement with Montgomery County Volunteer Fire Rescue Association (MCVFRA).
- Modified the County's collective bargaining issues development and strategy process for term bargaining in order to streamline and expedite the process.
- Continued to improve the Collective Bargaining Policy Committee to set County priorities ahead of term bargaining.
- Continued to improve OLR's intranet site to provide templates and resources to departments.

- Created and implemented multiple standard operating procedures to ensure that labor and employee relations issues are addressed timely and consistently.
- Developed and implemented multiple Countywide trainings on labor and employee relations subjects.
- Continued and completed 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 the use of a new grievance tracker as well as software that allows OLR to track the status of all grievances in real time.
- Led term bargaining with the MCVFRA for the first time, rather than relying on an outside contractor.
- Conducted onsite visits to County worksites to better understand operational challenges and working conditions.

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 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.

Measure	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Program Measures					
Number of trainings on labor relations offered to County employees	13	10	12	14	16
Number of County employees who attend trainings on labor relations	774	318	500	600	700
Total number of Labor Management Relations Committee (LMRC) meetings held with the three County employee unions (MCGEO, FOP, and IAFF)	66	31	35	40	45
Percent of LMRC meetings attended by an Office of Labor Relations representative	97%	77%	85%	90%	95%
Percent of grievances by a bargaining unit resolved without the intervention of a third party	99%	92%	95%	97%	98%

PROGRAM DESCRIPTIONS

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 CBAs and other labor-management agreements and personnel regulations; managing collaborative labor-management programs and joint initiatives, including 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 FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,441,415	1,696,465	1,731,054	1,863,383	9.8 %
Employee Benefits	359,013	456,686	427,278	511,095	11.9 %
County General Fund Personnel Costs	**1,800,428**	**2,153,151**	**2,158,332**	**2,374,478**	**10.3 %**
Operating Expenses	371,250	369,969	369,969	363,231	-1.8 %
County General Fund Expenditures	**2,171,678**	**2,523,120**	**2,528,301**	**2,737,709**	**8.5 %**
PERSONNEL					
Full-Time	13	13	13	13	—
Part-Time	0	0	0	0	—
FTEs	13.00	13.00	13.00	13.00	—

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**2,523,120**	**13.00**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY26 Personnel Costs	132,679	0.00
Increase Cost: FY27 Compensation Adjustment	71,824	0.00
Increase Cost: Occupational Study Adjustment [Labor Relations]	30,253	0.00
Increase Cost: Annualization of FY26 Compensation Increases	7,864	0.00
Increase Cost: Printing and Mail	2,862	0.00
Decrease Cost: Retirement Adjustment	(4,158)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(9,600)	0.00
Decrease Cost: Lapse Adjustment	(17,135)	0.00
FY27 RECOMMENDED	**2,737,709**	**13.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**2,738**	**2,738**	**2,738**	**2,738**	**2,738**	**2,738**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**9**	**9**	**9**	**9**	**9**

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	**2,738**	**2,747**	**2,747**	**2,747**	**2,747**	**2,747**

Management and Budget

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$8,653,777	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 FY27 Operating Budget for the Office of Management and Budget is $8,653,777, an increase of $216,839 or 2.57 percent from the FY26 Approved Budget of $8,436,938. Personnel Costs comprise 94.63 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 5.37 percent of the FY27 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 twelve operating budget forums during development of the FY27 County Executive's Recommended Operating Budget, giving residents an opportunity to share input on fiscal priorities and service needs. Ten forums were held in English, including sessions tailored for the African-Caribbean and Black/African American communities, educators and families, and older adults. Two forums provided multilingual support, including one in Spanish and another in English with simultaneous interpretation in Chinese, Korean, and Vietnamese to ensure broader accessibility and inclusivity.
- Established a Workforce Validation Team to ensure accurate, high-quality workforce records and submissions. The team verifies that approved changes to compensation, benefits, and other workforce adjustments are correctly reflected in County

resources. The team drives automation and process improvements to efficiently capture, calculate, and integrate workforce changes into the County's financial systems.

- Participated in Results for America's County Budgeting for What Works, a five-week learning initiative that strengthened OMB's ability to use evidence in budget development. The initiative enhanced staff capacity for data-driven decision-making and provided valuable opportunities to collaborate and exchange ideas and best practices with peer counties across the country.
- Established a Correspondence Committee to improve consistency and clarity across OMB's core written materials by coordinating style guidance, resolving recurring text and formatting issues, and supporting a more efficient, uniform approach to document preparation.
- Expanded Shared Services support to the Community Engagement Cluster, providing centralized administrative, contracts, and human resources support.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Enhanced workflows for departments to submit and track requests to OMB, improving ease of use and providing greater visibility into request progress.
- Facilitated the launch and public communications for the FY25 National Community Survey, a biennial independent assessment of resident perceptions on County livability and service priorities. Led outreach efforts to encourage broad participation and ensure representative feedback to inform data-driven budgeting, performance management, and policy decisions.
- Developed an Economic Monitoring tool to track regional and local economic trends, including impacts from Federal administration transitions. The tool strengthens OMB's ability to assess employment shifts and related effects on the County economy to support more informed budgeting and policy recommendations.
- Enhanced the internal Customer Satisfaction Survey to improve data quality, streamline the survey experience, and generate more actionable insights across 23 service areas.
- Analyzed Shared Services request data to identify demand trends and better align resources with the most frequently requested services.

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 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.

Measure	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Program Measures					
Overall Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award ratings: Percent rated outstanding or proficient [1]	96.0%	100.0%	97.0%	97.0%	97.0%

Measure	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of the County Executive's Recommended Budget that is included in the Adopted Budget	99.6%	99.7%	99.5%	99.5%	99.5%

[1] *The fiscal year shown for GFOA rating corresponds to the fiscal year during which the budget was prepared (e.g., FY25 GFOA ratings apply to FY26 budget document, which was prepared during FY25).*

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 Improvements 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 of 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 FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	5,660,587	6,293,995	6,198,836	6,487,808	3.1 %
Employee Benefits	1,427,602	1,632,229	1,558,748	1,701,262	4.2 %
County General Fund Personnel Costs	**7,088,189**	**7,926,224**	**7,757,584**	**8,189,070**	**3.3 %**
Operating Expenses	415,614	510,714	510,714	464,707	-9.0 %
County General Fund Expenditures	**7,503,803**	**8,436,938**	**8,268,298**	**8,653,777**	**2.6 %**
PERSONNEL					
Full-Time	42	44	44	44	—
Part-Time	1	1	1	1	—
FTEs	42.25	44.25	44.25	44.25	—

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**8,436,938**	**44.25**
Other Adjustments (with no service impacts)		

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: FY27 Compensation Adjustment	287,984	0.00
Increase Cost: Annualization of FY26 Compensation Increases	81,468	0.00
Increase Cost: Professional Services- IT Support Contract Rate Increase [Fiscal, Policy, and Performance Analysis]	13,500	0.00
Increase Cost: Printing and Mail	11,493	0.00
Decrease Cost: 62010 - General Office Supplies [Fiscal, Policy, and Performance Analysis]	(1,000)	0.00
Decrease Cost: 64106 - Computer Training [Fiscal, Policy, and Performance Analysis]	(5,000)	0.00
Decrease Cost: 60530 - Other Professional Services [Fiscal, Policy, and Performance Analysis]	(5,000)	0.00
Decrease Cost: Retirement Adjustment	(16,965)	0.00
Decrease Cost: 60530 - Other Professional Services - Citizen Survey [Fiscal, Policy, and Performance Analysis]	(60,000)	0.00
Decrease Cost: Annualization of FY26 Personnel Costs	(89,641)	0.00
FY27 RECOMMENDED	**8,653,777**	**44.25**

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	99,619	0.50	99,619	0.50

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**8,654**	**8,654**	**8,654**	**8,654**	**8,654**	**8,654**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY27	**0**	**(60)**	**(60)**	**(60)**	**(60)**	**(60)**
Items recommended for one-time funding in FY27 will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**58**	**58**	**58**	**58**	**58**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**8,654**	**8,652**	**8,652**	**8,652**	**8,652**	**8,652**

Procurement

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$7,289,479	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 FY27 Operating Budget for the Office of Procurement is $7,289,479, an increase of $1,262,723 or 20.95 percent from the FY26 Approved Budget of $6,026,756. Personnel Costs comprise 84.11 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 15.89 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:

- **A Growing Economy**
- **Effective, Sustainable Government**

INITIATIVES

- Consolidating contract lifecycle applications into an e-Procurement solution to integrate sourcing, contract management, vendor management, and compliance management.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Expanded outreach by increasing annual events and launching new large-scale initiatives to better connect businesses, especially federal contractors, with County opportunities. These engagements provide business owners with practical guidance and direct access to procurement resources.
- Developed several standardized tools and processes, including the Contract Pre-Cure Resource, Vendor Onboarding Guide, Bridge Contract Guidance, and Contract Closeout Playbook, to ensure consistent, fair, and transparent contract management across the lifecycle. These frameworks improve communication, documentation, and oversight while supporting equity and accountability.
- Streamlined internal operations by consolidating and rebranding procurement forms into new fillable PRO-Forms. This modernization improves usability for staff and enhances overall procurement efficiency.

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 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

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 local, small, minority, female, disabled-owned and veteran-owned businesses. The division administers the County's Wage Requirements (WRL) and Prevailing Wage (PWL) laws for service and construction contracts. The DBRC is responsible for enforcing County government contracting compliance with the socioeconomic laws, programs, and policies of the County. DBRC is also responsible for vendor outreach, training, and engagement with the business community.

DBRC's compliance programs ensure that the County's procurement compliance laws such as Minority, Female, Disabled (MFD) owned business program and local, small, veteran owned business programs are enforced and monitored. This is done by ensuring department spending goals to the MFD and Local Business laws are met and that contractors are paying their employees the proper wage rate under the WRL and PWL wage laws.

- 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: 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: 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of County contract dollars that are awarded to certified minority, female, or disabled-owned (measured against County goals for each category)	23.5%	21.4%	22.0%	23.0%	24.0%
Business Relations and Compliance: Percent of contract dollars awarded to local small businesses	32.2%	33.7%	34.0%	34.5%	35.0%
Enforcement: Dollars returned to workers as result of enforcement actions taken by Procurement	$86,920	$17,278	$10,000	$10,000	$10,000

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,419,880**	**6.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	31,337	0.00
FY27 Recommended	**1,451,217**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of procurements completed in agreed upon time [1]	89%	87%	85%	85%	85%

[1] *This figure represents the average for the following: Invitation For Bid: 81%; Request For Proposals: 91%; and Construction: 89% for FY25.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,067,400**	**25.90**
Add: E-Procurement System	816,170	0.00
Technical Adj: Shift Position From Procurement Operations to Procurement Services to Address Operational Needs	(129,028)	(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.	348,592	0.00
FY27 Recommended	**5,103,134**	**24.90**

Procurement Services

The Procurement Services section provides departmental direction, oversight, and support for the Contract Review Committee, reporting and analysis, and budget preparation/ administration. This section also manages 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 resource actions, 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 County-wide basis. IT management of applications, databases, systems, and department website design and maintenance are included in this program, as well as coordination with the County's Department of Technology and Enterprise Business Solutions (TEBS).

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**539,476**	**5.00**
Technical Adj: Shift Position From Procurement Operations to Procurement Services to Address Operational Needs	129,028	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	66,624	0.00

FY27 Recommended Changes	Expenditures	FTEs
FY27 Recommended	**735,128**	**6.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,158,634	4,422,974	4,583,482	4,752,857	7.5 %
Employee Benefits	1,144,144	1,269,742	1,214,154	1,378,045	8.5 %
County General Fund Personnel Costs	**5,302,778**	**5,692,716**	**5,797,636**	**6,130,902**	**7.7 %**
Operating Expenses	387,084	334,040	334,040	1,158,577	246.8 %
County General Fund Expenditures	**5,689,862**	**6,026,756**	**6,131,676**	**7,289,479**	**21.0 %**
PERSONNEL					
Full-Time	38	38	38	38	—
Part-Time	1	1	1	1	—
FTEs	37.40	37.40	37.40	37.40	—
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**6,026,756**	**37.40**
Changes (with service impacts)		
Add: E-Procurement System [Procurement Operations]	816,170	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	215,358	0.00
Increase Cost: Annualization of FY26 Personnel Costs	135,204	0.00
Technical Adj: Shift Position From Procurement Operations to Procurement Services to Address Operational Needs [Procurement Services]	129,028	1.00
Increase Cost: Lapse Adjustment	60,541	0.00
Increase Cost: Annualization of FY26 Compensation Increases	42,931	0.00
Increase Cost: Printing and Mail	8,367	0.00
Decrease Cost: Retirement Adjustment	(15,848)	0.00
Technical Adj: Shift Position From Procurement Operations to Procurement Services to Address Operational Needs [Procurement Operations]	(129,028)	(1.00)
FY27 RECOMMENDED	**7,289,479**	**37.40**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Business Relations and Compliance	1,419,880	6.50	1,451,217	6.50
Procurement Operations	4,067,400	25.90	5,103,134	24.90
Procurement Services	539,476	5.00	735,128	6.00
Total	**6,026,756**	**37.40**	**7,289,479**	**37.40**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
COUNTY GENERAL FUND					
Fleet Management Services	Motor Pool	31,937	0.30	36,912	0.30
Parking District Services	Bethesda Parking	6,400	0.05	6,807	0.05
Parking District Services	Silver Spring Parking	6,400	0.05	6,807	0.05
Transit Services	Mass Transit	21,292	0.20	24,608	0.20
Recycling and Resource Management	Solid Waste Disposal	53,229	0.50	61,521	0.50
	Total	**119,258**	**1.10**	**136,655**	**1.10**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**7,289**	**7,289**	**7,289**	**7,289**	**7,289**	**7,289**
No inflation or compensation change is included in outyear projections.						
E-Procurement System	**0**	**38**	**(337)**	**(666)**	**(666)**	**0**
Items recommended for funding in FY27, including the implementation of an e-Procurement System, will be adjusted within the base in the outyears.						
Labor Contracts	**0**	**50**	**50**	**50**	**50**	**50**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**7,289**	**7,377**	**7,002**	**6,673**	**6,673**	**7,339**

Public Information

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$2,985,277	17.50

MARY ANDERSON, 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 FY27 Operating Budget for the Office of Public Information is $2,985,277, a decrease of $21,555 or 0.72 percent from the FY26 Approved Budget of $3,006,832. Personnel Costs comprise 94.13 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 5.87 percent of the FY27 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 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 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

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of press events	97	98	100	100	100
Total attendance at press conferences and press events [1]	3,238	3,200	3,200	3,200	3,200
Percent of press conferences or press events with American Sign Language (ASL) interpretation	50%	50%	75%	75%	75%

[1] *Virtual attendance is an estimate based on views from logged-in accounts and does not capture the precise number of total viewers.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,053,588**	**11.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,503	0.00
FY27 Recommended	**2,057,091**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of press releases and media advisories posted on website	462	317	320	320	320
Number of subscribers to County communications [1]	1,009,794	1,021,567	1,100,000	1,100,000	1,100,000
Average open rate for email communications sent via the Office of Public Information	36%	33%	34%	34%	34%
Number of social media engagements (millions)	14.0	9.4	10.0	10.5	11.0

[1] *This number reflects the total number of subscribers to the County email distribution system.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**953,244**	**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.	(25,058)	0.00
FY27 Recommended	**928,186**	**6.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,217,337	2,193,523	1,982,126	2,182,662	-0.5 %
Employee Benefits	565,273	647,372	529,531	627,230	-3.1 %
County General Fund Personnel Costs	**2,782,610**	**2,840,895**	**2,511,657**	**2,809,892**	**-1.1 %**
Operating Expenses	165,658	165,937	165,937	175,385	5.7 %
County General Fund Expenditures	**2,948,268**	**3,006,832**	**2,677,594**	**2,985,277**	**-0.7 %**
PERSONNEL					
Full-Time	17	17	17	17	—
Part-Time	1	1	1	1	—
FTEs	17.50	17.50	17.50	17.50	—
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**3,006,832**	**17.50**
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	88,472	0.00
Increase Cost: Annualization of FY26 Compensation Increases	20,804	0.00
Increase Cost: OT Adjustment	10,000	0.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Motor Pool Adjustment	5,705	0.00
Increase Cost: Printing and Mail	3,743	0.00
Decrease Cost: Retirement Adjustment	(4,280)	0.00
Decrease Cost: Annualization of FY26 Personnel Costs	(11,897)	0.00
Decrease Cost: Lapse Adjustment	(134,102)	0.00
FY27 RECOMMENDED	**2,985,277**	**17.50**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Public Relations	2,053,588	11.50	2,057,091	11.50
Web Content and Graphic Management	953,244	6.00	928,186	6.00
Total	**3,006,832**	**17.50**	**2,985,277**	**17.50**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**2,985**	**2,985**	**2,985**	**2,985**	**2,985**	**2,985**
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	**2,985**	**3,005**	**3,005**	**3,005**	**3,005**	**3,005**

Racial Equity and Social Justice

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$1,766,779	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 FY27 Operating Budget for the Office of Racial Equity and Social Justice is $1,766,779, an increase of $90,331 or 5.39 percent from the FY26 Approved Budget of $1,676,448. Personnel Costs comprise 86.42 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 13.58 percent of the FY27 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 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.
- 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 FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	978,380	1,120,299	1,143,958	1,181,125	5.4 %
Employee Benefits	259,447	317,912	303,086	345,655	8.7 %
County General Fund Personnel Costs	**1,237,827**	**1,438,211**	**1,447,044**	**1,526,780**	**6.2 %**
Operating Expenses	110,028	238,237	238,237	239,999	0.7 %
County General Fund Expenditures	**1,347,855**	**1,676,448**	**1,685,281**	**1,766,779**	**5.4 %**
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	1	1	1	1	—
FTEs	8.50	8.50	8.50	8.50	—

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**1,676,448**	**8.50**
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	53,065	0.00
Increase Cost: Annualization of FY26 Personnel Costs	27,254	0.00
Increase Cost: Annualization of FY26 Compensation Increases	11,055	0.00
Increase Cost: Printing and Mail	1,762	0.00
Decrease Cost: Retirement Adjustment	(2,805)	0.00
FY27 RECOMMENDED	**1,766,779**	**8.50**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**1,767**	**1,767**	**1,767**	**1,767**	**1,767**	**1,767**
No inflation or compensation change is included in outyear projections.						
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	**1,767**	**1,773**	**1,773**	**1,773**	**1,773**	**1,773**

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Technology and Enterprise Business Solutions

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$72,221,974	217.80

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 in that measurable solutions and services are provided to internal and external partners, customers, and constituents, when and where needed. County employees are securely enabled to provide quality services and information to internal entities, residents, and businesses; and project management for improved contract management and overall performance is enhanced.

TEBS is collaborative as it provides expert consultative service to partners including internal customers, external agencies, the general public, and the private sector. This increases 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 FY27 Operating Budget for the Department of Technology and Enterprise Business Solutions is $72,221,974, a decrease of $390,997 or 0.54 percent from the FY26 Approved Budget of $72,612,971. Personnel Costs comprise 52.45 percent of the budget for 229 full-time position(s) and no part-time position(s), and a total of 217.80 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 47.55 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**
- **An Affordable, Welcoming County for a Lifetime**
- **Effective, Sustainable Government**

INITIATIVES

- Continual rollout of MoCoNet, the County's 300/300 Mbps residential broadband service, to three additional Affordable Housing Corporation (AHC) communities and one additional Housing Opportunities Commission (HOC) site. This expansion advances efforts to close the digital divide and ensures all residents can fully participate in the digital world.
- Leveraging grant opportunities, through Montgomery Connects, to provide technology training to older adults, especially those who received a free computer through the program. Montgomery Connects will provide more training in senior residential buildings as grant funding becomes available.
- Develop a comprehensive strategy to classify County data, safeguard against data leaks, and prepare our information assets for integration with artificial intelligence. This effort enhances Montgomery County's data governance by introducing advanced auto-classification and sensitivity labeling aligned to risk levels. It establishes a critical foundation for any large organization responsible for managing diverse and complex data environments.
- Continuing to upskill TEBS personnel through an on-demand, cloud-based learning and skills assessments platform which helps County technology employees build, measure, and apply technical expertise.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The MC311 transition from the Office of Public Information to the Department of Technology and Enterprise Business Solutions has enabled a more integrated, collaborative approach to service delivery. MC311 has strengthened operational efficiency and user satisfaction through continuous improvements, including a new Learning Hub, enhanced knowledge management, and increased automation. It has also improved emergency preparedness by updating its Continuity of Operations plans and conducting activation drills.
- Partnered with the Department of Housing and Community Affairs' Rent Stabilization team to rapidly implement a new system aligned with Executive Regulation 2-24, Landlord-Tenant Relations - Rent Stabilization, in support of its work effectuating rent stabilization laws. TEBS has completed the first two of three implementation stages, ensuring compliance with the new regulations while enhancing the overall user experience.
- The Monty 2.0 chatbot has facilitated nearly 50,000 resident conversations in its first two years of operation. Residents continue to utilize this technology for instant access to information on thousands of County services 24 hours a day, 7 days a week. New features have also given residents timely access to address-specific information, such as voting and ballot drop box locations and neighborhood leaf collection schedules, with more to come. Planned enhancements will also soon allow residents to submit select service requests directly through the chatbot, further cementing Monty as a key customer service channel.
- The Web 2.0 redesign project is entering its final phase. This initiative will modernize the County's digital presence through the implementation of a new content management system and a cloud-based hosting solution. These upgrades are designed to improve the user experience and substantially strengthen Search Engine Optimization (SEO). The project supports the County's broader strategic goal of creating a more effective and sustainable government.

PROGRAM CONTACTS

Contact Leny Bautista of the Department of Technology and Enterprise Business Solutions at 240-777-2865 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 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

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 for County stakeholders, innovating upon all aspects of the business, and creating business success for Montgomery County.

The Office of Digital Transformation is responsible for the 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of Enterprise Resource Planning (ERP) work orders completed	4,953	7,171	7,888	8,676	9,544
Number of websites and web applications supported [1]	132	135	57	57	57
Enterprise resource system availability	99.95%	99.96%	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	132	136	140	143	146

[1] *The reduction in supported websites and applications from FY25 to FY26 is intentional and reflects the Web 2.0 strategy to consolidate platforms, retire outdated systems, and improve security, user experience, and maintainability. With TEBS governing the platform and departments updating only their content, fewer sites and applications indicate greater efficiency.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**16,173,747**	**38.00**
Add: Digital Accessibility Compliance Software	170,000	0.00
Increase Cost: Contract Increases to Support Information Technology Backup, Recovery, and Security Needs	105,244	0.00
Decrease Cost: Contracted Support to 35 Hours per Week to Increase Implementation Efficiency	(711,214)	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.	(563,317)	(4.00)
FY27 Recommended	**15,174,460**	**34.00**

MC311

MC311 enhances service quality and accountability while helping County government operate more efficiently. It partners closely with departments and offices to identify process improvements that strengthen the customer experience and streamline County operations. MC311 serves as Montgomery County's central point of contact for non-emergency services, providing residents with accessible, reliable information and support. Through its commitment to innovation, service knowledge, and compassionate engagement, MC311 builds trust and delivers an exceptional customer experience for the County's diverse community.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Total number of general information service requests created [1]	282,463	275,675	276,000	276,000	276,000
Total number of fulfillment service requests created [2]	260,503	260,403	260,000	260,000	260,000
Percent of calls classified as general information	66.7%	66.4%	66.0%	66.0%	66.0%
Average rate of fulfillment service requests created on the MC311 website and the mobile enabled portal	37.7%	39.0%	39.0%	39.0%	39.0%
Average percent of callers requesting to speak Spanish	6.26%	5.89%	5.89%	5.89%	5.89%
Average amount of time it takes to reach an MC311 Customer Service Representative after welcome announcement (in seconds)	24	21	20	20	20
Average rate of calls that come into 311 but are not answered by a Customer Service Representative (CSR) [3]	3.9%	4.7%	4.7%	4.7%	4.7%
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%.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**5,203,338**	**41.70**
Technical Adj: Realign Customer Service Information Technical Support to TEBS	10,158	0.10
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	269,074	0.00
FY27 Recommended	**5,482,570**	**41.80**

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; ensures 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 Montgomery 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 which supports 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 our data centers as well as backing up all TEBS-managed data (as well as several other departments' 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-based telephony services, including programming and operation of Microsoft Teams phones, and maintains the County's telephone system and related services, including voicemail and automatic call distribution.

Community Engagement: Community Engagement provides channel management for the County's cable television station, County Cable Montgomery (CCM), 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, and postcards. 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 County MoCoNet services and assists customers with installations, testing, and service restoration as well as customer care and post-installation service.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Transmission facility applications processed	72	187	200	200	200
Percent of fresh County Cable Montgomery content (less than one month old) during peak viewing hours	7%	15%	25%	30%	35%
Percent of English and Spanish language first-run programs closed captioned in English	100%	100%	100%	100%	100%

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of affordable housing communities served by high-speed broadband through MoCoNet	6	9	17	20	21
Number of subscribers to free high-speed broadband through MoCoNet	360	543	1,143	2,536	2,622

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**14,534,444**	**45.00**
Increase Cost: Contract Increases to Support Information Technology Backup, Recovery, and Security Needs	1,318,779	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	25,888	0.00
Decrease Cost: Miscellaneous Operating Expenditure Reduction	(200,264)	0.00
Decrease Cost: Contracted Support to 35 Hours per Week to Increase Implementation Efficiency	(1,046,390)	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.	(1,852,763)	(9.00)
FY27 Recommended	**12,779,694**	**36.00**

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, the OCIO ensures alignment with the organization's business goals, IT strategy and planning, the 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of IT help desk requests	86,258	88,680	91,340	94,081	96,903
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	95%	95%	90%	90%	90%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**15,981,388**	**56.00**
Re-align: Contractual Support Offset by Elimination of Long-Term Vacancies	1,098,453	0.00
Increase Cost: Contract Increases to Support Information Technology Backup, Recovery, and Security Needs	82,775	0.00
Decrease Cost: Abolish Senior Administrative Aide Position	(108,360)	(1.00)
Re-align: Position Transfer to Department of Finance from Strategy & Planning Division	(248,708)	(1.00)
Decrease Cost: Contracted Support to 35 Hours per Week to Increase Implementation Efficiency	(313,916)	0.00
Re-align: Elimination of Long-Term Vacancies	(1,101,046)	(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.	2,701,577	12.00
FY27 Recommended	**18,092,163**	**59.00**

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. The OFPS assists in the identification and adoption of emerging public safety technologies. The 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. The PSDS manages the CAD system upgrade program and integration of the advance messaging and responder location program.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of time public safety radio system is fully operational	99.97%	99.98%	100.00%	100.00%	100.00%
Percent of time Integrated Justice Information System is fully operational	99.5%	98.7%	99.5%	99.5%	99.5%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**8,519,259**	**15.00**
Increase Cost: Motorola Radio System Annual Maintenance Contract Escalation	50,021	0.00
Decrease Cost: Reduce Contracted Support to 35 Hours per Week to Increase Implementation Efficiency	(55,438)	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.	(93,172)	(1.00)
FY27 Recommended	**8,420,670**	**14.00**

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 faced by departments. The Chief Technology Officer oversees this office, manages business process reengineering, and maintains a consulting relationship with all department partners. The OSP directs the planning to ensure alignment of required goals to support enterprise business demands. The OSP focuses on envisioning how departmental technology and business needs can be better supported to improve service to our customers. The OSP establishes Cloud governance, architecture, 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.

The 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Average monthly Enterprise Service Bus data transfers	243,392	255,416	268,186	281,595	295,675

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**12,200,795**	**31.00**
Reduce: VPN Move OSP ICS	(321,977)	0.00
Decrease Cost: Contracted Support to 35 Hours per Week to Increase Implementation Efficiency	(1,046,482)	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.	1,440,081	2.00
FY27 Recommended	**12,272,417**	**33.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	26,971,823	29,417,496	28,317,761	29,726,744	1.1 %
Employee Benefits	6,884,767	7,967,713	7,000,715	8,151,119	2.3 %
County General Fund Personnel Costs	**33,856,590**	**37,385,209**	**35,318,476**	**37,877,863**	**1.3 %**
Operating Expenses	37,909,926	35,227,762	37,358,399	34,344,111	-2.5 %
Capital Outlay	42	0	0	0	—
County General Fund Expenditures	**71,766,558**	**72,612,971**	**72,676,875**	**72,221,974**	**-0.5 %**
PERSONNEL					
Full-Time	241	238	238	229	-3.8 %
Part-Time	1	0	0	0	—
FTEs	231.45	226.70	226.70	217.80	-3.9 %
REVENUES					
Miscellaneous Revenues	0	360,000	360,000	360,000	—
County General Fund Revenues	**0**	**360,000**	**360,000**	**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	726,827	0	0	0	—
Grant Fund - MCG Expenditures	**726,827**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Federal Grants	112,694	0	0	0	—
Other Intergovernmental	(514,132)	0	0	0	—
State Grants	47,444	0	0	0	—
Miscellaneous Revenues	514,132	0	0	0	—
Grant Fund - MCG Revenues	**160,138**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**72,493,385**	**72,612,971**	**72,676,875**	**72,221,974**	**-0.5 %**
Total Full-Time Positions	**241**	**238**	**238**	**229**	**-3.8 %**
Total Part-Time Positions	**1**	**0**	**0**	**0**	**—**
Total FTEs	**231.45**	**226.70**	**226.70**	**217.80**	**-3.9 %**
Total Revenues	**160,138**	**360,000**	**360,000**	**360,000**	**—**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**72,612,971**	**226.70**
Changes (with service impacts)		
Add: Digital Accessibility Compliance Software [Digital Transformation]	170,000	0.00
Reduce: VPN Move OSP ICS [Strategic Partnerships]	(321,977)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Contract Increases to Support Information Technology Backup, Recovery, and Security Needs [Office of Broadband Programs and Infrastructure Modernization]	1,318,779	0.00
Increase Cost: FY27 Compensation Adjustment	1,309,047	0.00
Re-align: Contractual Support Offset by Elimination of Long-Term Vacancies [Office of the Chief Information Officer]	1,098,453	0.00
Increase Cost: Lapse Adjustment	320,446	0.00
Increase Cost: Annualization of FY26 Personnel Costs	243,299	0.00
Increase Cost: Annualization of FY26 Compensation Increases	149,181	0.00
Increase Cost: Contract Increases to Support Information Technology Backup, Recovery, and Security Needs [Digital Transformation]	105,244	0.00
Increase Cost: Contract Increases to Support Information Technology Backup, Recovery, and Security Needs [Office of the Chief Information Officer]	82,775	0.00
Increase Cost: Motorola Radio System Annual Maintenance Contract Escalation [Public Safety Programs and Regional Interoperability]	50,021	0.00
Increase Cost: Printing and Mail	49,699	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Office of Broadband Programs and Infrastructure Modernization]	25,888	0.00
Technical Adj: Realign Customer Service Information Technical Support to TEBS [MC311]	10,158	0.10

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Motor Pool Adjustment	(20,829)	0.00
Decrease Cost: Reduce Contracted Support to 35 Hours per Week to Increase Implementation Efficiency [Public Safety Programs and Regional Interoperability]	(55,438)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(68,000)	0.00
Decrease Cost: Retirement Adjustment	(81,363)	0.00
Decrease Cost: Abolish Senior Administrative Aide Position [Office of the Chief Information Officer]	(108,360)	(1.00)
Decrease Cost: Miscellaneous Operating Expenditure Reduction [Office of Broadband Programs and Infrastructure Modernization]	(200,264)	0.00
Re-align: Position Transfer to Department of Finance from Strategy & Planning Division [Office of the Chief Information Officer]	(248,708)	(1.00)
Decrease Cost: Contracted Support to 35 Hours per Week to Increase Implementation Efficiency [Office of the Chief Information Officer]	(313,916)	0.00
Decrease Cost: Contracted Support to 35 Hours per Week to Increase Implementation Efficiency [Digital Transformation]	(711,214)	0.00
Decrease Cost: Contracted Support to 35 Hours per Week to Increase Implementation Efficiency [Office of Broadband Programs and Infrastructure Modernization]	(1,046,390)	0.00
Decrease Cost: Contracted Support to 35 Hours per Week to Increase Implementation Efficiency [Strategic Partnerships]	(1,046,482)	0.00
Re-align: Elimination of Long-Term Vacancies [Office of the Chief Information Officer]	(1,101,046)	(7.00)
FY27 RECOMMENDED	**72,221,974**	**217.80**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Digital Transformation	16,173,747	38.00	15,174,460	34.00
MC311	5,203,338	41.70	5,482,570	41.80
Office of Broadband Programs and Infrastructure Modernization	14,534,444	45.00	12,779,694	36.00
Office of the Chief Information Officer	15,981,388	56.00	18,092,163	59.00
Public Safety Programs and Regional Interoperability	8,519,259	15.00	8,420,670	14.00
Strategic Partnerships	12,200,795	31.00	12,272,417	33.00
Total	**72,612,971**	**226.70**	**72,221,974**	**217.80**

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	296,000	0.00	296,000	0.00
Health and Human Services	General Fund	189,910	1.50	184,036	1.40
Permitting Services	Permitting Services	378,946	2.90	398,769	2.90

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
Housing and Community Affairs	Montgomery Housing Initiative	101,797	0.90	108,264	0.90
Recycling and Resource Management	Solid Waste Disposal	568,938	4.75	594,728	4.75
Recycling and Resource Management	Solid Waste Collection	149,618	1.25	156,757	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)	288,000	0.00	0	0.00
NDA - Montgomery County Investment Boards	Retirement Fund (ERS)	0	0.00	288,000	0.00
	Total	**3,251,132**	**11.30**	**3,304,477**	**11.20**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**72,222**	**72,222**	**72,222**	**72,222**	**72,222**	**72,222**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**182**	**182**	**182**	**182**	**182**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**72,222**	**72,404**	**72,404**	**72,404**	**72,404**	**72,404**

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Urban Districts

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$13,661,700	62.70

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 streetscapes and their 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 FY27 Operating Budget for the Urban Districts is $13,661,700, an increase of $463,276 or 3.51 percent from the FY26 Approved Budget of $13,198,424. Personnel Costs comprise 47.40 percent of the budget for 61 full-time position(s) and one part-time position(s), and a total of 62.70 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 52.60 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**
- **A Growing Economy**
- **A Greener County**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INITIATIVES

- The Silver Spring Urban District is nearing a complete transition to electric landscaping equipment, with almost all leaf blowers, trimmers, and mowers now electric - cutting greenhouse gas emissions, reducing noise, and improving air quality throughout downtown Silver Spring.

- The Silver Spring Urban District is strengthening small business growth by partnering with Montgomery County's Business Center to connect local entrepreneurs with key resources and promote their brands on Instagram, boosting the district's overall economic vitality.
- The Wheaton Urban District is upgrading street and pedestrian lighting to brighter, energy-efficient LED fixtures, enhancing visibility, safety, and sustainability throughout the district.
- The Silver Spring Urban District continues to update the Silver Spring Streetscape Standards by aligning street trees, lighting, and stormwater design with the 2022 Downtown Plan and the County's Climate Action Plan.
- The Bethesda Urban District successfully secured a grant from the Maryland Department of Housing and Community Development to support the expansion of Baby Cat Brewery into a second location in Downtown Bethesda. This initiative will create a new community gathering space, generate local employment opportunities, and contribute to increased tax revenue for the area.
- The Bethesda Urban District launched the Invent the Future Expo new signature event to engage families of all backgrounds through hands-on STEM experiences to strengthen quality of life and an inclusive community while providing long-term investment in the area.
- The Friendship Heights Urban District introduced the Sunday Commons, a weekly farmers market that brings together local artisans, chefs, and neighbors to foster connection, creativity, and a renewed sense of place. As it grows, this modern public initiative will continue to anchor Friendship Heights as a vibrant, inclusive destination for culture, commerce, and community.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Silver Spring Urban District is modernizing the Jazz Festival with livestreams, artist spotlights, and digital content to build year-round engagement. On-site enhancements include layout, sound, lighting, as well as vendor coordination and safety planning in partnership with MCPD, County Security, and Redshirts are elevating the overall festival experience.
- The Silver Spring Urban District continues partnering with social service providers, public safety agencies, and businesses to address the evolving needs of unhoused individuals in downtown Silver Spring. It also participates in interagency workgroups and leverages platforms like Microsoft Teams to improve communication, case coordination, and response times, fostering a more inclusive, responsive, and community-centered approach to well-being.
- The Bethesda Urban District continues to modernize its operations by transitioning maintenance equipment to electric alternatives as technology evolves. This ongoing effort supports the County's commitment to sustainability, reduces gas emissions, and achieves overall climate goals for a cleaner, quieter downtown environment.
- The Bethesda Urban District, in partnership with Montgomery County Department of Transportation, the Maryland State Highway Administration, and the Bethesda Arts & Entertainment District, successfully wrapped fifteen traffic signal boxes with original artwork by local artists, including two high school students. This public art initiative enhances the streetscape and will expand next year with additional artist-design signal boxes to enrich the pedestrian experience.
- The Friendship Heights Urban District established a pollinator garden program that enhances public spaces while promoting environmental education and volunteerism. Through hands-on engagement with native plants, participants of all ages serve as community stewards, contributing to both ecological health and neighborhood beautification.
- The Friendship Heights Urban District launched a Youth Advisory Council composed of students from Bethesda-Chevy Chase High School to elevate youth voices in community development. Councilmembers contribute with the programming of youth-led and centered events and publications and explore local history-fostering civic engagement and intergenerational connection.

PROGRAM CONTACTS

Contact Carson Henry of the Urban Districts at 240-462-8547 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 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

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,734,581**	**4.50**
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts (Wheaton)	796	0.00
Reduce: Boards and Commissions Support (Silver Spring)	(1,500)	0.00
Shift: Inter-Program Personnel Reallocation from Administration to Promotion of Business and Activities (Silver Spring)	(164,176)	(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.	97,019	0.00
FY27 Recommended	**2,666,720**	**3.50**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,717,148**	**24.75**
Shift: Charge for Urban District Public Service Aides from Parking Lot Districts to Urban Districts (Silver Spring)	296,166	3.00

FY27 Recommended Changes	Expenditures	FTEs
Shift: Inter-Program Personnel Reallocation from Promotion of Business and Activities to Enhanced Security (Silver Spring)	144,051	1.50
Reduce: Motorpool Support/Special Apparatus Acquisition for Small Engine/Electric Utility Vehicle Acquisition (Silver Spring)	(3,128)	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.	(520,759)	(7.00)
FY27 Recommended	**2,633,478**	**22.25**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,948,336**	**30.45**
Shift: Inter-Program Personnel Reallocation Administration to Promotion of Business and Activities (Silver Spring)	164,176	1.00
Reduce: Public Spaces Maintenance (Wheaton)	(35,293)	0.00
Reduce: Bethesda Urban Partnership Contract	(55,336)	0.00
Shift: Reallocation of Vehicle Maintenance from Promotion of Business and Activities to Streetscape Maintenance (Silver Spring)	(72,348)	0.00
Shift: Inter-Program Personnel Reallocation from Promotion of Business and Activities to Enhanced Security (Silver Spring)	(144,051)	(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.	776,447	7.00
FY27 Recommended	**5,581,931**	**36.95**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,798,359**	**0.00**
Shift: Reallocation of Vehicle Maintenance from Promotion of Business and Activities to Streetscape Maintenance (Silver Spring)	72,348	0.00
Decrease Cost: Pest Control Expenses (Silver Spring)	(5,000)	0.00
Decrease Cost: Street Sweeping (Silver Spring)	(10,000)	0.00
Reduce: Planting, Rainwater Management and Landscape Intervention Contract Services (Silver Spring)	(16,000)	0.00
Reduce: Tree Replacement (Wheaton)	(30,000)	0.00

FY27 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.	(30,136)	0.00
FY27 Recommended	**2,779,571**	**0.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
URBAN DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	89,900	96,802	97,368	103,088	6.5 %
Employee Benefits	29,932	33,132	31,009	35,123	6.0 %
Urban District - Bethesda Personnel Costs	**119,832**	**129,934**	**128,377**	**138,211**	**6.4 %**
Operating Expenses	3,626,215	3,891,317	3,879,341	3,844,079	-1.2 %
Urban District - Bethesda Expenditures	**3,746,047**	**4,021,251**	**4,007,718**	**3,982,290**	**-1.0 %**
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	662,059	979,921	875,641	911,140	-7.0 %
Optional Method Development	236,731	183,975	224,000	222,350	20.9 %
Urban District - Bethesda Revenues	**898,790**	**1,163,896**	**1,099,641**	**1,133,490**	**-2.6 %**
URBAN DISTRICT - SILVER SPRING					
EXPENDITURES					
Salaries and Wages	2,623,447	2,468,934	2,659,866	2,795,547	13.2 %
Employee Benefits	903,253	934,080	870,321	1,073,573	14.9 %
Urban District - Silver Spring Personnel Costs	**3,526,700**	**3,403,014**	**3,530,187**	**3,869,120**	**13.7 %**
Operating Expenses	1,278,220	1,477,088	1,477,109	1,428,775	-3.3 %
Urban District - Silver Spring Expenditures	**4,804,920**	**4,880,102**	**5,007,296**	**5,297,895**	**8.6 %**
PERSONNEL					
Full-Time	37	37	37	37	—
Part-Time	0	0	0	0	—
FTEs	34.00	34.00	34.00	37.00	8.8 %
REVENUES					
Property Tax	939,684	1,125,009	1,037,547	1,081,452	-3.9 %
Optional Method Development	265,186	120,000	221,648	120,000	—
Miscellaneous Revenues	111	0	0	0	—
Other Charges & Fees	56,262	0	3,000	0	—
Urban District - Silver Spring Revenues	**1,261,243**	**1,245,009**	**1,262,195**	**1,201,452**	**-3.5 %**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
URBAN DISTRICT - WHEATON					
EXPENDITURES					
Salaries and Wages	1,741,565	1,691,767	1,871,713	1,787,647	5.7 %
Employee Benefits	556,241	638,746	610,813	680,854	6.6 %
Urban District - Wheaton Personnel Costs	**2,297,806**	**2,330,513**	**2,482,526**	**2,468,501**	**5.9 %**
Operating Expenses	1,352,406	1,349,040	1,097,828	1,295,285	-4.0 %
Urban District - Wheaton Expenditures	**3,650,212**	**3,679,553**	**3,580,354**	**3,763,786**	**2.3 %**
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	272,520	305,623	286,366	298,129	-2.5 %
Optional Method Development	10,832	0	10,011	0	—
Urban District - Wheaton Revenues	**283,352**	**305,623**	**296,377**	**298,129**	**-2.5 %**
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	617,517	617,518	617,518	617,729	—
Friendship Heights Urban District Expenditures	**617,517**	**617,518**	**617,518**	**617,729**	**—**
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	621,890	617,518	617,518	617,729	—
Friendship Heights Urban District Revenues	**621,890**	**617,518**	**617,518**	**617,729**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**12,818,696**	**13,198,424**	**13,212,886**	**13,661,700**	**3.5 %**
Total Full-Time Positions	**61**	**61**	**61**	**61**	**—**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**59.70**	**59.70**	**59.70**	**62.70**	**5.0 %**
Total Revenues	**3,065,275**	**3,332,046**	**3,275,731**	**3,250,800**	**-2.4 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
URBAN DISTRICT - BETHESDA		
FY26 ORIGINAL APPROPRIATION	**4,021,251**	**1.00**
Changes (with service impacts)		
Reduce: Bethesda Urban Partnership Contract [Promotion of Community and Business Activities]	(55,336)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Risk Management Adjustment	8,044	0.00
Increase Cost: FY27 Compensation Adjustment	7,055	0.00
Increase Cost: Annualization of FY26 Compensation Increases	946	0.00
Increase Cost: Annualization of FY26 Personnel Costs	276	0.00
Increase Cost: Printing and Mail	220	0.00
Decrease Cost: Motor Pool Adjustment	(166)	0.00
FY27 RECOMMENDED	**3,982,290**	**1.00**
URBAN DISTRICT - SILVER SPRING		
FY26 ORIGINAL APPROPRIATION	**4,880,102**	**34.00**
Changes (with service impacts)		
Reduce: Boards and Commissions Support (Silver Spring) [Administration]	(1,500)	0.00
Reduce: Motorpool Support/Special Apparatus Acquisition for Small Engine/Electric Utility Vehicle Acquisition (Silver Spring) [Enhanced Security and Ambassadorship]	(3,128)	0.00
Reduce: Planting, Rainwater Management and Landscape Intervention Contract Services (Silver Spring) [Streetscape Maintenance]	(16,000)	0.00
Other Adjustments (with no service impacts)		
Shift: Charge for Urban District Public Service Aides from Parking Lot Districts to Urban Districts (Silver Spring) [Enhanced Security and Ambassadorship]	296,166	3.00
Shift: Inter-Program Personnel Reallocation Administration to Promotion of Business and Activities (Silver Spring) [Promotion of Community and Business Activities]	164,176	1.00
Shift: Inter-Program Personnel Reallocation from Promotion of Business and Activities to Enhanced Security (Silver Spring) [Enhanced Security and Ambassadorship]	144,051	1.50
Increase Cost: FY27 Compensation Adjustment	128,756	0.00
Shift: Reallocation of Vehicle Maintenance from Promotion of Business and Activities to Streetscape Maintenance (Silver Spring) [Streetscape Maintenance]	72,348	0.00
Increase Cost: OT Adjustment	30,723	0.00
Increase Cost: Annualization of FY26 Compensation Increases	27,611	0.00
Increase Cost: Annualization of FY26 Personnel Costs	22,344	0.00
Increase Cost: Risk Management Adjustment	9,304	0.00
Increase Cost: Printing and Mail	8,147	0.00
Decrease Cost: Pest Control Expenses (Silver Spring) [Streetscape Maintenance]	(5,000)	0.00
Decrease Cost: Retirement Adjustment	(8,771)	0.00
Decrease Cost: Street Sweeping (Silver Spring) [Streetscape Maintenance]	(10,000)	0.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Motor Pool Adjustment	(30,136)	0.00
Decrease Cost: Lapse Adjustment	(30,723)	0.00
Shift: Reallocation of Vehicle Maintenance from Promotion of Business and Activities to Streetscape Maintenance (Silver Spring) [Promotion of Community and Business Activities]	(72,348)	0.00
Shift: Inter-Program Personnel Reallocation from Promotion of Business and Activities to Enhanced Security (Silver Spring) [Promotion of Community and Business Activities]	(144,051)	(1.50)
Shift: Inter-Program Personnel Reallocation from Administration to Promotion of Business and Activities (Silver Spring) [Administration]	(164,176)	(1.00)
FY27 RECOMMENDED	**5,297,895**	**37.00**

URBAN DISTRICT - WHEATON

FY26 ORIGINAL APPROPRIATION	**3,679,553**	**24.70**
Changes (with service impacts)		
Reduce: Tree Replacement (Wheaton) [Streetscape Maintenance]	(30,000)	0.00
Reduce: Public Spaces Maintenance (Wheaton) [Promotion of Community and Business Activities]	(35,293)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	85,542	0.00
Increase Cost: Lapse Adjustment	28,344	0.00
Increase Cost: Annualization of FY26 Compensation Increases	15,634	0.00
Increase Cost: Annualization of FY26 Personnel Costs	12,338	0.00
Increase Cost: Risk Management Adjustment	7,330	0.00
Increase Cost: Printing and Mail	5,065	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts (Wheaton) [Administration]	796	0.00
Decrease Cost: Motor Pool Adjustment	(1,653)	0.00
Decrease Cost: Retirement Adjustment	(3,870)	0.00
FY27 RECOMMENDED	**3,763,786**	**24.70**

FRIENDSHIP HEIGHTS URBAN DISTRICT

FY26 ORIGINAL APPROPRIATION	**617,518**	**0.00**
Other Adjustments (with no service impacts)		
Increase Cost: Risk Management Adjustment	211	0.00
FY27 RECOMMENDED	**617,729**	**0.00**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration	2,734,581	4.50	2,666,720	3.50
Enhanced Security and Ambassadorship	2,717,148	24.75	2,633,478	22.25
Promotion of Community and Business Activities	4,948,336	30.45	5,581,931	36.95
Streetscape Maintenance	2,798,359	0.00	2,779,571	0.00
Total	**13,198,424**	**59.70**	**13,661,700**	**62.70**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
URBAN DISTRICT - SILVER SPRING					
Parking District Services	Silver Spring Parking	283,412	3.00	0	0.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
URBAN DISTRICT - BETHESDA						
EXPENDITURES						
FY27 Recommended	**3,982**	**3,982**	**3,982**	**3,982**	**3,982**	**3,982**
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	**3,982**	**3,983**	**3,983**	**3,983**	**3,983**	**3,983**
URBAN DISTRICT - SILVER SPRING						
EXPENDITURES						
FY27 Recommended	**5,298**	**5,298**	**5,298**	**5,298**	**5,298**	**5,298**
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	**5,298**	**5,328**	**5,328**	**5,328**	**5,328**	**5,328**
URBAN DISTRICT - WHEATON						
EXPENDITURES						
FY27 Recommended	**3,764**	**3,764**	**3,764**	**3,764**	**3,764**	**3,764**
No inflation or compensation change is included in outyear projections.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
Elimination of One-Time Items Recommended in FY27	**0**	**65**	**65**	**65**	**65**	**65**
Items recommended for one-time funding in FY27, including Wheaton Urban District Public Spaces Maintenance and Tree Replacement reductions, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**9**	**9**	**9**	**9**	**9**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,764**	**3,838**	**3,838**	**3,838**	**3,838**	**3,838**
FRIENDSHIP HEIGHTS URBAN DISTRICT						
EXPENDITURES						
FY27 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**

Animal Services

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$11,333,152	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 FY27 Operating Budget for the Office of Animal Services is $11,333,152, an increase of $299,791 or 2.72 percent from the FY26 Approved Budget of $11,033,361. Personnel Costs comprise 85.04 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 14.96 percent of the FY27 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

- Expand access to affordable veterinary care by establishing or strengthening partnerships with local veterinary clinics and nonprofit organizations.
- Support pet retention and intake diversion by developing, promoting, and expanding pet food assistance programs and temporary housing solutions for families in crisis.
- Deliver culturally responsive educational programs and workshops that meet the diverse needs of our community's pet owners.

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 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

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's 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of outreach activities to promote adoptable animals	7	4	10	12	15
Number of humane education and community service activities	61	68	70	70	70
Number of animals vaccinated at rabies clinics	1,583	1,437	1,600	1,600	1,600
Number of dogs that enter into the facility	2,260	2,443	2,600	2,400	2,200
Number of cats that enter into the facility	2,246	2,812	3,000	2,800	2,600
Total number of other animals that enter into the facility	1,614	1,871	2,000	1,800	1,600
Average daily population for the fiscal year	273	288	300	280	250
Percent of animals that exit the facility alive (live release rate, excluding animals signed over for owner-requested humane euthanasia)	93%	93%	94%	94%	95%
Percent of animals that exit the facility alive (live release rate, including animals signed over for owner-requested humane euthanasia)	86.9%	83.0%	90.0%	90.0%	90.0%
Number of unique volunteers	599	478	500	550	600
Number of unique foster care volunteers	322	302	320	340	360
Total number of volunteer hours	81,155	82,899	90,000	95,000	100,000
Monetary value of volunteer hours (total hours x hourly independent sector's value of volunteer hours rate for Maryland)	$2,839,613	$2,945,401	$3,197,700	$3,268,000	$3,375,000
Number of dogs and cats released through adoption or transfer	2,659	3,152	3,000	3,000	3,000

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,722,223**	**37.00**
Decrease Cost: Miscellaneous Operating Expenses	(7,150)	0.00
Decrease Cost: Supplies and Equipment	(31,994)	0.00
Reduce: Pet Licensing Costs	(67,000)	0.00

FY27 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.	295,558	1.00
FY27 Recommended	**4,911,637**	**38.00**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of pet licenses issued	14,459	15,808	16,500	16,500	17,000
Percent of pet licenses issued online	56.0%	68.0%	75.0%	75.0%	75.0%
Percent of dogs and cats in the Montgomery County that are licensed	10.1%	9.6%	10.2%	10.5%	10.8%
Pet license revenue	$296,976	$295,999	$340,000	$360,000	$380,000

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,361,768**	**6.00**
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	2,778	0.00
Decrease Cost: Miscellaneous Operating Expenses	(11,192)	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.	223,716	1.00
FY27 Recommended	**1,577,070**	**7.00**

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 educational 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of calls received by the Animal Services Call Center	16,606	15,321	17,000	17,000	17,000
Percent of calls involving domestic animals	93.0%	91.0%	92.0%	92.0%	92.0%
Percent of calls involving wildlife	7.0%	9.0%	8.0%	8.0%	8.0%
Percent of Communications Center calls dispatched	61%	65%	60%	60%	60%
Resource Responses: percent of calls resolved without the physical dispatch of an Animal Services Officer	39%	35%	40%	40%	40%
Total number of calls requiring the dispatch of an Animal Services Officer	13,834	14,034	14,500	14,500	14,500
Number of calls requiring enforcement (citations, orders, and warnings)	706	565	700	700	700
Percent of calls for service that require additional officer follow-up beyond initial response	19%	20%	20%	20%	20%

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of investigations into alleged cruelty, abuse, neglect, or abandonment	763	727	750	750	750

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**3,062,475**	**24.00**
Decrease Cost: Miscellaneous Operating Expenses	(7,050)	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.	(174,541)	(2.00)
FY27 Recommended	**2,880,884**	**22.00**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of surgeries	1,952	2,414	2,500	2,700	2,700
Percent of surgeries performed that were a spay or neuter	94%	93%	94%	94%	94%
Number of vaccines and other preventative care administered	15,449	16,579	16,500	17,000	17,000
Total number of medical exams performed on animals	4,479	6,463	6,500	6,700	6,700

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,886,895**	**11.00**
Decrease Cost: Miscellaneous Operating Expenses	(8,900)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	85,566	0.00
FY27 Recommended	**1,963,561**	**11.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	6,217,277	6,953,703	6,967,714	7,245,746	4.2 %
Employee Benefits	1,926,299	2,263,940	2,187,455	2,392,230	5.7 %
County General Fund Personnel Costs	**8,143,576**	**9,217,643**	**9,155,169**	**9,637,976**	**4.6 %**
Operating Expenses	1,982,582	1,815,718	1,786,848	1,695,176	-6.6 %
County General Fund Expenditures	**10,126,158**	**11,033,361**	**10,942,017**	**11,333,152**	**2.7 %**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
PERSONNEL					
Full-Time	77	77	77	77	—
Part-Time	0	0	0	0	—
FTEs	78.00	78.00	78.00	78.00	—
REVENUES					
Other Licenses/Permits	8,215	3,465	3,465	3,465	—
Pet Licenses	289,248	300,000	300,000	300,000	—
Other Charges/Fees	198,391	161,535	161,535	161,535	—
Other Fines/Forfeitures	26,099	35,000	35,000	35,000	—
Miscellaneous Revenues	1,043	0	0	0	—
County General Fund Revenues	**522,996**	**500,000**	**500,000**	**500,000**	**—**

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	10,233	0	0	0	—
Grant Fund - MCG Expenditures	**10,233**	**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					
Contributions	52,648	0	0	0	%
Grant Fund - MCG Revenues	**52,648**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**10,136,391**	**11,033,361**	**10,942,017**	**11,333,152**	**2.7 %**
Total Full-Time Positions	**77**	**77**	**77**	**77**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**78.00**	**78.00**	**78.00**	**78.00**	**—**
Total Revenues	**575,644**	**500,000**	**500,000**	**500,000**	**—**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**11,033,361**	**78.00**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Changes (with service impacts)		
Reduce: Pet Licensing Costs [Animal Shelter]	(67,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	388,821	0.00
Increase Cost: Annualization of FY26 Compensation Increases	117,270	0.00
Increase Cost: Printing and Mail	16,955	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Director's Office]	2,778	0.00
Decrease Cost: Motor Pool Adjustment	(6,989)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Field Services]	(7,050)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Animal Shelter]	(7,150)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Veterinary Services]	(8,900)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Director's Office]	(11,192)	0.00
Decrease Cost: Retirement Adjustment	(26,145)	0.00
Decrease Cost: Supplies and Equipment [Animal Shelter]	(31,994)	0.00
Decrease Cost: Annualization of FY26 Personnel Costs	(59,613)	0.00
FY27 RECOMMENDED	**11,333,152**	**78.00**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Animal Shelter	4,722,223	37.00	4,911,637	38.00
Director's Office	1,361,768	6.00	1,577,070	7.00
Field Services	3,062,475	24.00	2,880,884	22.00
Veterinary Services	1,886,895	11.00	1,963,561	11.00
Total	**11,033,361**	**78.00**	**11,333,152**	**78.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**11,333**	**11,333**	**11,333**	**11,333**	**11,333**	**11,333**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**110**	**110**	**110**	**110**	**110**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**11,333**	**11,443**	**11,443**	**11,443**	**11,443**	**11,443**

Consumer Protection

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$3,294,480	20.00

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 FY27 Operating Budget for the Office of Consumer Protection is $3,294,480, an increase of $97,005 or 3.03 percent from the FY26 Approved Budget of $3,197,475. Personnel Costs comprise 96.79 percent of the budget for 21 full-time position(s) and no part-time position(s), and a total of 20.00 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 3.21 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**
- **A Growing Economy**
- **Effective, Sustainable Government**

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Established community forums to gather consumer feedback and inform the development of educational initiatives, public-facing campaigns, and future policy decisions.
- Reestablished the volunteer program to strengthen community involvement and expand support services for consumers.
- Revamped OCP's website to modernize, streamline, and improve access to educational and outreach materials.
- Developed a video production process for OCP's YouTube channel, delivering regular content through short-form videos and other educational formats.

- Expanded podcast production by increasing episode frequency to a monthly release schedule and introducing filmed video segments that are also published on YouTube.

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 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.

Measure	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Program Measures					
Number of business registrations received [1]	666	700	612	640	700
Number of complaint cases received	1,119	1,051	1,242	1,304	1,356
Percent of consumer protection cases closed that are resolved by OCP	59.7%	61.2%	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)	4.9	5.0	5.0	5.0	5.0
Average number of workdays to investigate and close a written complaint (all complaints)	37.5	39.7	38.0	38.0	38.0
Average OCP customer satisfaction rating - Outcome of the customer's case (5-point scale) based on customer satisfaction survey	4.5	4.6	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 FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	1,985,900	2,410,414	2,111,249	2,477,094	2.8 %
Employee Benefits	531,724	673,846	558,423	711,778	5.6 %
County General Fund Personnel Costs	**2,517,624**	**3,084,260**	**2,669,672**	**3,188,872**	**3.4 %**
Operating Expenses	120,296	113,215	113,215	105,608	-6.7 %
County General Fund Expenditures	**2,637,920**	**3,197,475**	**2,782,887**	**3,294,480**	**3.0 %**
PERSONNEL					
Full-Time	19	21	21	21	—
Part-Time	0	0	0	0	—
FTEs	18.00	20.00	20.00	20.00	—
REVENUES					
New Home Builder's License	165,690	140,000	140,000	140,000	—
Other Licenses/Permits	60,780	51,000	51,000	51,000	—
Other Fines/Forfeitures	5,350	3,000	3,000	3,000	—
Miscellaneous Revenues	25	0	0	0	—
County General Fund Revenues	**231,845**	**194,000**	**194,000**	**194,000**	**—**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**3,197,475**	**20.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	110,882	0.00
Increase Cost: Annualization of FY26 Lapsed Positions	59,890	0.00
Increase Cost: Annualization of FY26 Compensation Increases	19,562	0.00
Increase Cost: Printing and Mail	6,429	0.00
Decrease Cost: Motor Pool Adjustment	(4,036)	0.00
Decrease Cost: Retirement Adjustment	(7,562)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(10,000)	0.00
Decrease Cost: Lapse Adjustment	(15,131)	0.00
Decrease Cost: Annualization of FY26 Personnel Costs	(63,029)	0.00
FY27 RECOMMENDED	**3,294,480**	**20.00**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	99,140	1.00	114,750	1.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**3,294**	**3,294**	**3,294**	**3,294**	**3,294**	**3,294**
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	**3,294**	**3,310**	**3,310**	**3,310**	**3,310**	**3,310**

Correction and Rehabilitation

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$99,426,573	537.07

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 FY27 Operating Budget for the Department of Correction and Rehabilitation is $99,426,573, an increase of $4,016,019 or 4.21 percent from the FY26 Approved Budget of $95,410,554. Personnel Costs comprise 88.25 percent of the budget for 530 full-time position(s) and no part-time position(s), and a total of 537.07 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 11.75 percent of the FY27 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

- Create a Canine Unit to enhance institutional safety; deter the introduction of contraband; and support facility operations through targeted search, detection, and security functions.
- Continue to increase custody and security related technology to reduce the introduction of drugs and contraband within all correctional facilities. DOCR will purchase and implement X-ray bag scanners at the Montgomery County Correctional Facility (MCCF) loading dock area and the visiting area at the Montgomery County Detention Center. Additionally, MCCF will redeploy an additional daytime Correctional Officer post in the warehouse area to improve the scanning of incoming jail deliveries.
- Continue to incrementally install no-flush toilet systems that prevent inmates from flooding jail cells and disposing of trash and contraband down the toilet. This technology improves facility security by allowing facilities to control all plumbing

fixtures which makes contraband searches and inmate extractions safer and easier.

- Completed an audit by the National Commission on Correctional Health Care (NCCHC) and will seek full re-accreditation in 2026. NCCHC is the largest provider of correctional health care-specific services, resources, and education. Accreditation with NCCHC will improve patient safety and outcomes and reduce liability for one of the most litigated areas of a correctional operation.
- Continue expanding Reentry Tablet Program for detention services. The tablet program improves racial equity by providing educational resources; reduces staff assaults and use of force; improves access to education resources/programming, tutoring, and test assessment; and increases family engagement.
- Begin a no cost recidivism study with Maryland Statistical Analysis Center. This recidivism study will analyze the existing population to better understand recidivism crime trends with funding from the Governor's Office of Crime and Prevention.
- Reinstate Quarterly Award Program to reinforce the department's commitment to a culture of excellence, innovation, and daily accountability. The program recognizes and values employees' contributions, boosts morale, and supports motivation, job satisfaction, and retention. In addition, DOCR is establishing an employee support unit focused on promoting wellness, stress management, and mental health well-being.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Awarded a Maryland Computer Labs Program grant from the Maryland Department of Housing and Community Development to facilitate the enhancement and creation of cutting-edge computer labs for both the Detention Services Division and the Community Corrections Division. These computer labs will reduce gaps in access to devices and the internet for Maryland's most underserved populations. They enable the reentry of key programs such as the American Job Center, the Model Learning Center, and the General Educational Development. A new kiosk/lab to conduct intake interviews for Pre-Trial Supervision and Alternative Community Services clients will also be created.
- Upgraded the network infrastructure for Community Corrections and installed new fiber cables, switches, and a new Wi-Fi network to improve efficiency and productivity for the staff, residents, and the offender population to enable better connectivity, communication, and data flow enhancing efficiency and productivity at all levels, including staff, residents, and the offender population.
- Realign diversion programs within Community Corrections Pre-Trial Services Unit to address changing offender populations. DOCR created new hybrid positions that allow the merger of Alternative Community Services and the Pre-Trial Supervision Unit.
- Migrate DOCR Telestaff schedular and timekeeping into one platform to consolidate timekeeping and scheduling into one application and move away from Telestaff and MCtime as stand-alone application systems.
- Built a custom application in-house using the Microsoft Power Platform, Power Apps, and Power BI to track Security Threat Groups (STG) within the department's custody. Power BI dashboards were created to give DOCR staff real-time visibility about STG-affiliated individuals across housing units and facilities. Users may also access arrest records, charges, and detailed criminal histories within one platform. The new system will improve efficiency, accuracy, and intelligence-sharing among public safety partners.
- Developed a customized in-housed application that automates random drug testing, tracks result over time, and supports seamless documentation and reporting. The DOCR drug testing process was entirely paper based, making it difficult to manage, track, and audit. Randomized testing was time-consuming, vulnerable to bias, and lacked the structure needed to identify patterns of substance use among incarcerated individuals.
- Implemented a centralized employee evaluation tracking application that uses the County's Microsoft Power Platform, Power Apps, and Power BI. This application streamlines the evaluation process and reduces costs. The system allows managers to

submit and track evaluations for their employees and direct reports. DOCR Human Resources staff can also review, approve, or deny final submissions within the same platform.

- Implemented a digital request submission process for incarcerated individuals who are expected to request program and services. The incarcerated individuals are expected to submit their requests, questions, or concerns via tablet-based forms instead of paper. Digital request forms are now available for key services areas such as Case Management, Custody, Commissary, Food Services, Medical, Mental Health, and Reentry. Requests are routed to staff members for review and response through the Reentry Tablet platform. Paper forms are now reserved only for individuals without tablet access due to intake status or restrictions.
- Implemented data analytics dashboard tools to enhance the departmental business processes and improve outcomes through more effective decision-making.

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 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 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**5,544,055**	**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.	884,095	0.00
FY27 Recommended	**6,428,150**	**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. Approximately 13,000 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 1,028-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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Detention Services average daily population	883	919	856	856	856
Percent of mandatory trainings completed by December 31	100%	100%	87%	85%	85%
Accreditation standards met from the Maryland Commission on Correctional Standards and the American Correctional Association	100%	100%	100%	100%	100%
Zero tolerance security incidents - Number of inappropriate releases of an inmate	2	5	0	0	0
Zero tolerance security incidents - Number of inappropriate inmate releases remedied	2	5	0	0	0
Zero tolerance security incidents - Number of inmate suicides	0	2	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	1	3	0	0	0
Recidivism: Former individuals committed and sentenced back to DOCR's custody within 3 years of release	29%	35%	31%	40%	40%
Portion of population participating in core curriculum programs at Correctional Facility [1]	25%	23%	24%	50%	50%

[1] *Operations were modified due to COVID-19 which limited program participation.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**66,506,548**	**387.20**
Increase Cost: Inmate Advisory Fund Increase	271,000	0.00
Enhance: Establishment of Dedicated K9 Unit for Contraband Detection and Facility Security	182,609	0.00
Increase Cost: Unfunded CPI-Driven Contract Cost Increases	131,439	0.00
Increase Cost: Funding Adjustment for Full-Time Instructors to Sustain Education Programs	47,422	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	27,878	0.00
Increase Cost: Replacement of Obsolete Taser Units to Maintain Safety Standards	18,000	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.	3,036,655	5.00
FY27 Recommended	**70,221,551**	**392.20**

Medical and Behavioral Health Services

Medical and Behavioral Health Services provides medical and behavioral health care to all incarcerated inmates and 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).

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**10,660,060**	**40.69**
Re-align: Technical Adjustment - Grant-Funded Behavioral Health Position	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.	630,097	(1.00)
FY27 Recommended	**11,290,157**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Pre-Release and Re-entry Services average daily population [1]	59	60	60	60	60
Security incidents - Number of residents absconded from Community Corrections custody	1	2	0	0	0
Percent of offenders from Pre-Release and Re-Entry Services employed at time served [2]	56%	62%	59%	59%	59%
Security incidents - Number of residents absconded from custody returned to Community Corrections	1	2	0	0	0

[1] *PRRS did not have any residents from July 2020 to April 2023 due to COVID-19. Projections are based on most recent two complete fiscal years (FY24-59,FY25-60).*

[2] *PRRS did not have any residents from July 2020 to April 2023 due to COVID-19.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**6,606,760**	**50.18**
Reduce: Adjustment to Pre-Release and Re-entry Services - Personnel - Resident Supervisor II	(348,069)	(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.	(717,922)	(6.00)
FY27 Recommended	**5,540,769**	**41.18**

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 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Average daily caseload under Pre-Trial supervision	544	490	546	546	546

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**6,093,131**	**36.00**
Reduce: Adjustment to Pre-Trial Services Staffing - Personnel	(96,714)	(1.00)
Reduce: Adjustment to Pre-Trial Services Staffing - Personnel	(124,478)	(1.00)
Reduce: Adjustment to Pre-Trial Services Staffing - Personnel	(267,600)	(2.00)
Reduce: Adjustment to Pre-Trial Operations - General Office Supplies, Duplicating - Other Printing/Copying, and Other Education	(283,909)	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.	625,516	2.00
FY27 Recommended	**5,945,946**	**34.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	62,134,716	63,813,320	62,403,180	66,458,071	4.1 %
Employee Benefits	16,860,686	20,163,327	19,673,658	21,289,187	5.6 %
County General Fund Personnel Costs	**78,995,402**	**83,976,647**	**82,076,838**	**87,747,258**	**4.5 %**
Operating Expenses	10,999,754	10,890,907	12,788,477	10,865,315	-0.2 %
Capital Outlay	185,853	0	0	0	—
County General Fund Expenditures	**90,181,009**	**94,867,554**	**94,865,315**	**98,612,573**	**3.9 %**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
PERSONNEL					
Full-Time	535	536	536	530	-1.1 %
Part-Time	0	0	0	0	—
FTEs	544.07	543.07	543.07	537.07	-1.1 %
REVENUES					
Care of Federal/State Prisoners	91,979	269,370	279,371	279,371	3.7 %
Home Confinement Fees	2,708	30,000	17,113	17,113	-43.0 %
Other Charges/Fees	4,517	10,000	12,886	12,886	28.9 %
Illegal Alien Inmate Reimbursement	470,409	0	0	0	—
Other Intergovernmental	143,142	60,000	60,000	60,000	—
Miscellaneous Revenues	12,573	0	0	0	—
Other Licenses and Permits	4,600	0	0	0	—
County General Fund Revenues	**729,928**	**369,370**	**369,370**	**369,370**	**—**

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	465,311	543,000	424,696	814,000	49.9 %
Capital Outlay	110,859	0	0	0	—
Detention Center Non-Tax Expenditures	**576,170**	**543,000**	**424,696**	**814,000**	**49.9 %**
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	425,706	245,065	245,065	516,065	110.6 %
Investment Income	68,998	49,100	52,130	41,210	-16.1 %
Detention Center Non-Tax Revenues	**494,704**	**294,165**	**297,195**	**557,275**	**89.4 %**

DEPARTMENT TOTALS

Total Expenditures	**90,757,179**	**95,410,554**	**95,290,011**	**99,426,573**	**4.2 %**
Total Full-Time Positions	**535**	**536**	**536**	**530**	**-1.1 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**544.07**	**543.07**	**543.07**	**537.07**	**-1.1 %**
Total Revenues	**1,224,632**	**663,535**	**666,565**	**926,645**	**39.7 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**94,867,554**	**543.07**
Changes (with service impacts)		
Enhance: Establishment of Dedicated K9 Unit for Contraband Detection and Facility Security [Detention Services]	182,609	0.00
Reduce: Adjustment to Pre-Trial Services Staffing - Personnel [Pre-Trial Services]	(96,714)	(1.00)
Reduce: Adjustment to Pre-Trial Services Staffing - Personnel [Pre-Trial Services]	(124,478)	(1.00)
Reduce: Adjustment to Pre-Trial Services Staffing - Personnel [Pre-Trial Services]	(267,600)	(2.00)
Reduce: Adjustment to Pre-Trial Operations - General Office Supplies, Duplicating - Other Printing/Copying, and Other Education [Pre-Trial Services]	(283,909)	0.00
Reduce: Adjustment to Pre-Release and Re-entry Services - Personnel - Resident Supervisor II [Pre-Release and Re-entry Services]	(348,069)	(3.00)
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	3,219,021	0.00
Increase Cost: Lapse Adjustment	2,303,968	0.00
Increase Cost: Annualization of FY26 Compensation Increases	557,130	0.00
Increase Cost: Unfunded CPI-Driven Contract Cost Increases [Detention Services]	131,439	0.00
Increase Cost: Printing and Mail	118,925	0.00
Increase Cost: Funding Adjustment for Full-Time Instructors to Sustain Education Programs [Detention Services]	47,422	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Detention Services]	27,878	0.00
Increase Cost: Replacement of Obsolete Taser Units to Maintain Safety Standards [Detention Services]	18,000	0.00
Re-align: Technical Adjustment - Grant-Funded Behavioral Health Position [Medical and Behavioral Health Services]	0	1.00
Decrease Cost: Motor Pool Adjustment	(5,456)	0.00
Decrease Cost: Retirement Adjustment	(373,489)	0.00
Decrease Cost: Annualization of FY26 Personnel Costs	(569,158)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(792,500)	0.00
FY27 RECOMMENDED	**98,612,573**	**537.07**
DETENTION CENTER NON-TAX		
FY26 ORIGINAL APPROPRIATION	**543,000**	**0.00**
Other Adjustments (with no service impacts)		
Increase Cost: Inmate Advisory Fund Increase [Detention Services]	271,000	0.00
FY27 RECOMMENDED	**814,000**	**0.00**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration and Support	5,544,055	29.00	6,428,150	29.00

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Detention Services	66,506,548	387.20	70,221,551	392.20
Medical and Behavioral Health Services	10,660,060	40.69	11,290,157	40.69
Pre-Release and Re-entry Services	6,606,760	50.18	5,540,769	41.18
Pre-Trial Services	6,093,131	36.00	5,945,946	34.00
Total	**95,410,554**	**543.07**	**99,426,573**	**537.07**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
COUNTY GENERAL FUND					
Health and Human Services	Grant Fund	126,475	1.00	133,800	1.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**98,613**	**98,613**	**98,613**	**98,613**	**98,613**	**98,613**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY27	**0**	**(33)**	**(33)**	**(33)**	**(33)**	**(33)**
Items recommended for one-time funding in FY27, including canine purchase, kennel setup, and non-vehicle equipment for the K9 unit, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**610**	**610**	**610**	**610**	**610**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**98,613**	**99,190**	**99,190**	**99,190**	**99,190**	**99,190**
DETENTION CENTER NON-TAX						
EXPENDITURES						
FY27 Recommended	**814**	**814**	**814**	**814**	**814**	**814**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**814**	**814**	**814**	**814**	**814**	**814**

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Emergency Management and Homeland Security

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$7,480,372	23.00

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 FY27 Operating Budget for the Office of Emergency Management and Homeland Security is $7,480,372, an increase of $1,758,165 or 30.73 percent from the FY26 Approved Budget of $5,722,207. Personnel Costs comprise 52.24 percent of the budget for 23 full-time position(s) and no part-time position(s), and a total of 23.00 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 47.76 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:

- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INITIATIVES

- Provide funding to maintain Alert Montgomery, the County's essential public alert system, ensuring residents receive timely and reliable emergency notifications while strengthening public safety and community resilience.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Redesign the Emergency Management Group, to enable targeted training, streamlined communications, and strategic assignments, based on the County's Integrated Preparedness Plan (IPP), with implementation planned for Spring 2026.
- Host community outreach events focused on emergency preparedness, including the second Ready Montgomery Public Safety and Preparedness Fair, providing residents with education on response skills and climate resilience. Expanded outreach to Spanish-speaking residents and increased engagement with older adults.
- Respond to emergencies, including fires, floods, evacuations, hazardous materials incidents, and major regional events such as the January 2025 aircraft disaster.
- Operate flood sensors and a network of weather stations, including University of Maryland (UMD) Mesonet stations (Layhill, Poolesville, and Potomac) and additional stations funded through a partnership with OEMHS, UMD, and the County Climate Officer (Germantown, Laytonsville, Gaithersburg, and Chevy Chase).
- Serve subscribers of Alert Montgomery with notifications about traffic, weather, government/school, and other topics.
- Continue to pursue Federal Emergency Management Agency (FEMA) reimbursement for County COVID-19 expenses.

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 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 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.

FY27 Recommended Changes	Expenditures	FTEs

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**3,563,838**	**10.70**
Replace: Everbridge Alert System (Alert Montgomery) Previously Funded by Urban Area Security Initiative Grant	800,000	0.00
Replace: Response Equipment Previously Funded by Urban Area Security Initiative Grant	425,000	0.00
Re-align: Corrective Action Technical Budget Adjustment	420,331	4.00
Replace: Fiscal and Administrative Position Previously Funded by the Urban Area Security Initiative Grant	93,274	0.78
Replace: Fiscal and Administrative Position Previously Funded by the Urban Area Security Initiative Grant	(90,685)	(0.78)
Eliminate: State Homeland Security Program Federal Grant Funding for Emergency Management Support	(120,000)	(0.70)
Re-align: Corrective Action Technical Budget Adjustment	(420,331)	(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.	177,665	0.00
FY27 Recommended	**4,849,092**	**10.00**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of County Facility Emergency Action Plans reviewed within 90 days of submission/contract	100%	100%	100%	100%	100%
Percent of employees who have completed Employee Emergency Training or Workplace Violence Level	32.5%	35.8%	36.0%	38.0%	40.0%
Percent of principal County departments and offices with a continuity of operations plan score of 2.5 or higher	66%	66%	70%	72%	74%
Percent of County residents subscribed to Alert Montgomery	24.7%	24.3%	25.4%	25.7%	26.1%
Percent of Emergency Management Accreditation standards met by the County	87%	87%	100%	100%	100%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,158,369**	**13.00**
Enhance: State Homeland Security Grant Program	279,861	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.	193,050	0.00
FY27 Recommended	**2,631,280**	**13.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,716,324	2,131,553	2,498,604	2,819,194	32.3 %
Employee Benefits	439,695	593,992	623,065	786,571	32.4 %
County General Fund Personnel Costs	**2,156,019**	**2,725,545**	**3,121,669**	**3,605,765**	**32.3 %**
Operating Expenses	1,829,958	2,096,184	2,095,791	3,293,134	57.1 %
Capital Outlay	27,694	0	0	0	—
County General Fund Expenditures	**4,013,671**	**4,821,729**	**5,217,460**	**6,898,899**	**43.1 %**
PERSONNEL					
Full-Time	14	18	18	21	16.7 %
Part-Time	1	0	0	0	—
FTEs	13.72	16.22	16.22	21.00	29.5 %
REVENUES					
Hazardous Materials Permits	704,949	865,000	865,000	865,000	—
Other Charges/Fees	117,597	0	0	0	—
County General Fund Revenues	**822,546**	**865,000**	**865,000**	**865,000**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	827,662	678,420	678,420	230,093	-66.1 %
Employee Benefits	172,156	222,058	222,058	71,519	-67.8 %
Grant Fund - MCG Personnel Costs	**999,818**	**900,478**	**900,478**	**301,612**	**-66.5 %**
Operating Expenses	4,079,534	0	0	279,861	—
Capital Outlay	228,242	0	0	0	—
Grant Fund - MCG Expenditures	**5,307,594**	**900,478**	**900,478**	**581,473**	**-35.4 %**
PERSONNEL					
Full-Time	7	5	5	2	-60.0 %
Part-Time	0	0	0	0	—
FTEs	8.48	7.48	7.48	2.00	-73.3 %
REVENUES					
Federal Grants	3,917,449	900,478	900,478	581,473	-35.4 %
Other Intergovernmental	569,050	0	0	0	—
Grant Fund - MCG Revenues	**4,486,499**	**900,478**	**900,478**	**581,473**	**-35.4 %**
DEPARTMENT TOTALS					
Total Expenditures	**9,321,265**	**5,722,207**	**6,117,938**	**7,480,372**	**30.7 %**
Total Full-Time Positions	**21**	**23**	**23**	**23**	**—**
Total Part-Time Positions	**1**	**0**	**0**	**0**	**—**
Total FTEs	**22.20**	**23.70**	**23.70**	**23.00**	**-3.0 %**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Total Revenues	**5,309,045**	**1,765,478**	**1,765,478**	**1,446,473**	**-18.1 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**4,821,729**	**16.22**
Other Adjustments (with no service impacts)		
Replace: Everbridge Alert System (Alert Montgomery) Previously Funded by Urban Area Security Initiative Grant [Administration]	800,000	0.00
Replace: Response Equipment Previously Funded by Urban Area Security Initiative Grant [Administration]	425,000	0.00
Re-align: Corrective Action Technical Budget Adjustment [Administration]	420,331	4.00
Increase Cost: Annualization of FY26 Personnel Costs	231,353	0.00
Increase Cost: FY27 Compensation Adjustment	120,379	0.00
Replace: Fiscal and Administrative Position Previously Funded by the Urban Area Security Initiative Grant [Administration]	93,274	0.78
Increase Cost: Annualization of FY26 Compensation Increases	21,808	0.00
Increase Cost: Printing and Mail	6,868	0.00
Increase Cost: Motor Pool Adjustment	5,082	0.00
Decrease Cost: Retirement Adjustment	(6,925)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(40,000)	0.00
FY27 RECOMMENDED	**6,898,899**	**21.00**
GRANT FUND - MCG		
FY26 ORIGINAL APPROPRIATION	**900,478**	**7.48**
Federal/State Programs		
Enhance: State Homeland Security Grant Program	279,861	0.00
Eliminate: State Homeland Security Program Federal Grant Funding for Emergency Management Support	(120,000)	(0.70)
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY26 Personnel Costs	32,150	0.00
Replace: Fiscal and Administrative Position Previously Funded by the Urban Area Security Initiative Grant [Administration]	(90,685)	(0.78)
Re-align: Corrective Action Technical Budget Adjustment [Administration]	(420,331)	(4.00)
FY27 RECOMMENDED	**581,473**	**2.00**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration	3,563,838	10.70	4,849,092	10.00
Emergency Management Planning, Response, and Recovery	2,158,369	13.00	2,631,280	13.00
Total	**5,722,207**	**23.70**	**7,480,372**	**23.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**6,899**	**6,899**	**6,899**	**6,899**	**6,899**	**6,899**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**25**	**25**	**25**	**25**	**25**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**6,899**	**6,924**	**6,924**	**6,924**	**6,924**	**6,924**

Fire and Rescue Service

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$311,700,388	1,385.01

COREY SMEDLEY, FIRE CHIEF

MISSION STATEMENT

The mission of the Montgomery County Fire and 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 FY27 Operating Budget for the Montgomery County Fire and Rescue Service is $311,700,388, an increase of $1,616,915 or 0.52 percent from the FY26 Approved Budget of $310,083,473. Personnel Costs comprise 84.11 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 15.89 percent of the FY27 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 $9,009,870 for general obligation debt and $7,378,200 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

- Continue to assess MCFRS services through the lens of social vulnerability and resilience to determine service adjustments.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Improved capacity for emergency medical response with structural changes among the EMS supervisors; converted two daywork positions into shiftwork positions to guarantee staffing of Ambulance 715, and added a new transport unit at Fire Station 25 (Aspen Hill) - Medic 75.
- Created and deployed census tract-based analysis for critical emergency medical incidents to guide community risk reduction efforts.
- Implemented a management process that allows the department to monitor system health and resilience (PULSE).
- Created and filled two permanent civilian positions at the Public Safety Training Academy (PSTA).
- Hosted inaugural Girls' Camp, "Wired for Fire," to educate and encourage young women who may be considering fire/EMS vocations.
- Implemented a strategic plan for recruitment that improves the application and hiring process for MCFRS candidates and ensures MCFRS has access to a diverse and qualified pool of applicants.
- Developed a Volunteer Safety Officer program.

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 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

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Emergency Medical Services Transport (EMST) revenue collected (in millions) [1]	$32.05	$36.33	$42.00	$42.00	$42.00
Percentage of overtime hours worked on direct service operations (to fill minimum staffing positions)	78.6%	80.1%	83.0%	83.0%	83.0%
Overtime hours worked per full-time, non-seasonal employee	358	354	350	350	350
Overtime expenditures (in millions)	$30.28	$32.50	$31.00	$31.00	$31.00
Difference between overtime expenditures and overtime budget (in millions)	$10.67	$12.50	$10.00	$10.00	$10.00

[1] *The figures include EMST and Emergency Service Transporter Supplemental Payment Program (ESPP) revenue.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**7,772,495**	**16.00**
Increase Cost: Insurance Premium	385,490	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.	114,411	0.00
FY27 Recommended	**8,272,396**	**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. It also represents 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percentage of non-white male recruit applications	49.8%	64.0%	50.0%	50.0%	50.0%
Number of Critical Incident Stress Management (CISM) activations	175	141	150	150	150

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**28,423,962**	**34.01**
Increase Cost: Public Safety Training Academy - Fireblast Live Fire Maintenance Contract	40,000	0.00
Technical Adj: Transfer Safety Section from Human Resources to Support Services	(1,207,496)	(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.	4,724,543	11.00
FY27 Recommended	**31,981,009**	**40.01**

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 **Professional Standards 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Community Risk Reduction: Number of engagement hours	164,473	218,014	180,000	180,000	180,000
Community Risk Reduction: Number of home safety checks	306	550	350	375	400
Community Risk Reduction: Percent of resuscitations (CPR) initiated by bystanders	23.3%	24.4%	25.0%	27.0%	30.0%
Internal Affairs: Median number of days to complete non-criminal or traffic-related Internal Affairs investigations.	61	54	50	50	50
Community Risk Reduction: Bystander CPR sessions taught (# of training sessions) [1]	88	108	120	150	150
Community Risk Reduction: Number of people trained in bystander CPR [2]	3,870	2,951	4,000	5,000	5,000

[1] *FY24 is the first measurable year for this program.*

[2] *FY24 is the first measurable year for this program; Total number of interactions (placed hands on manikin).*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**5,378,548**	**22.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,010,689	0.00
FY27 Recommended	**6,389,237**	**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 Emergency Communication Center (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 responded to nearly 144,000 emergency incidents in FY25. Requests for emergency medical assistance comprise the majority of those incidents; in FY25, there were nearly 116,000 dispatched EMS calls and approximately 28,000 fire, technical rescue, and hazardous materials incidents combined.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of fire incidents	19,683	20,491	21,000	21,500	22,000
Number of persons rescued from structure fires	10	15	10	10	10
Percentage of residential structure fires confined to the room of origin	84.6%	76.2%	80.0%	80.0%	80.0%
Number of residential fire injuries per 100,000 residents	1.4	1.5	1.5	1.5	1.5
Number of residential fire deaths per 100,000 residents	0.4	0.8	0.5	0	0
Number of EMIHS (medical services) incidents [1]	113,865	115,677	117,000	118,000	120,000
EMS cardiac care: Percentage of cardiac arrest patients with return of spontaneous circulation (ROSC)	32.4%	29.2%	30%	30%	30%
90th percentile arrival time for first engine to structure fire in urban areas of the County	9:31	9:09	9:15	9:15	9:15

[1] *Includes mutual aid dispatches.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**231,401,895**	**1,243.40**
Re-align: Convert Day-Work EMS Transport Unit to 24-Hour Operation	555,703	0.00
Increase Cost: Holiday Pay - Federal Elections	376,000	0.00
Increase Cost: Robot Software Upgrade and Maintenance	150,275	0.00
Replace: Hazardous Materials Operations - Loss of Council of Governments Support	91,554	0.00
Increase Cost: Medical Director - New Vendor Contract Price Escalation	56,422	0.00
Re-align: Staffing Adjustment for Rescue Squad 717 (Laytonsville)	(555,703)	0.00
Reduce: Staffing Adjustment for Aerial Tower 724 (Hillandale)	(1,787,119)	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.	1,251,170	(1.00)
FY27 Recommended	**231,540,197**	**1,242.40**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of Code of Maryland Regulations (COMAR)-mandated vehicle inspections performed	273	286	250	250	250
Number of gear pieces inspected and cleared	4,026	3,886	4,200	4,300	4,400
Number of safety inspections (personal protective equipment) performed [1]	1,794	1,958	2,000	2,000	2,000
Number of times MCFRS went below its minimum complement of apparatus	63	123	90	90	90
Technology: Average satisfaction score from customer service survey (scale of 1-5)	4.8	4.7	4.8	4.8	4.8

[1] *Does not include volunteer inspections.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**25,267,498**	**63.60**
Technical Adj: Transfer Safety Section from Human Resources to Support Services	1,207,496	5.00
Increase Cost: Emergency Medical Services - Boundtree Contract	240,000	0.00
Increase Cost: Personal Protective Equipment - Cleaning and Repair Contract Escalations	129,500	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.	(2,977,678)	(10.00)
FY27 Recommended	**23,866,816**	**58.60**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of new volunteer emergency medical technicians (EMTs) trained	83	71	80	80	80
Number of volunteer stand-by hours	438,563	440,569	443,000	446,000	449,000
Number of active volunteer service providers	862	1,259	1,270	1,280	1,290
Number of Community Emergency Response Team (CERT) deployments/engagements	90	87	94	101	108

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**11,839,075**	**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.	(2,188,342)	0.00
FY27 Recommended	**9,650,733**	**6.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
FIRE					
EXPENDITURES					
Salaries and Wages	187,013,268	181,861,310	194,168,975	181,238,700	-0.3 %
Employee Benefits	71,399,392	78,726,953	78,250,153	80,925,540	2.8 %
Fire Personnel Costs	**258,412,660**	**260,588,263**	**272,419,128**	**262,164,240**	**0.6 %**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Operating Expenses	52,424,493	49,495,210	56,002,456	49,536,148	0.1 %
Capital Outlay	174,253	0	0	0	—
Fire Expenditures	**311,011,406**	**310,083,473**	**328,421,584**	**311,700,388**	**0.5 %**
PERSONNEL					
Full-Time	1,370	1,383	1,383	1,383	—
Part-Time	1	1	1	1	—
FTEs	1,372.01	1,385.01	1,385.01	1,385.01	—
REVENUES					
Property Tax	284,964,183	308,757,869	305,220,062	311,961,603	1.0 %
Other Intergovernmental	0	13,700,000	15,000,000	13,700,000	—
State Fire/Rescue 508 Funds	1,941,338	0	2,121,756	0	—
Miscellaneous Revenues	879,746	0	180,000	0	—
EMS Reimbursement-Ambulance Fee	33,509,282	25,030,000	25,030,000	25,030,000	—
Federal Reimbursement	6,354,431	0	0	0	—
Fire Revenues	**327,648,980**	**347,487,869**	**347,551,818**	**350,691,603**	**0.9 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	3,407,971	0	0	0	—
Employee Benefits	449,244	0	0	0	—
Grant Fund - MCG Personnel Costs	**3,857,215**	**0**	**0**	**0**	**—**
Operating Expenses	1,873,115	0	0	0	—
Capital Outlay	126,303	0	0	0	—
Grant Fund - MCG Expenditures	**5,856,633**	**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	5,684,579	0	0	0	—
State Grants	8,645	0	0	0	—
Grant Fund - MCG Revenues	**5,693,224**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**316,868,039**	**310,083,473**	**328,421,584**	**311,700,388**	**0.5 %**
Total Full-Time Positions	**1,370**	**1,383**	**1,383**	**1,383**	**—**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**1,372.01**	**1,385.01**	**1,385.01**	**1,385.01**	**—**
Total Revenues	**333,342,204**	**347,487,869**	**347,551,818**	**350,691,603**	**0.9 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
FIRE		
FY26 ORIGINAL APPROPRIATION	**310,083,473**	**1,385.01**
Changes (with service impacts)		
Reduce: Staffing Adjustment for Aerial Tower 724 (Hillandale) [Operations]	(1,787,119)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	7,892,085	0.00
Increase Cost: Risk Management Adjustment	1,273,995	0.00
Technical Adj: Transfer Safety Section from Human Resources to Support Services [Support Services]	1,207,496	5.00
Increase Cost: Annualization of FY26 Compensation Increases	888,776	0.00
Increase Cost: Annualization of FY26 Lapsed Positions	629,821	0.00
Re-align: Convert Day-Work EMS Transport Unit to 24-Hour Operation [Operations]	555,703	0.00
Increase Cost: Insurance Premium [Fiscal Management]	385,490	0.00
Increase Cost: Holiday Pay - Federal Elections [Operations]	376,000	0.00
Increase Cost: Printing and Mail	316,254	0.00
Increase Cost: Emergency Medical Services - Boundtree Contract [Support Services]	240,000	0.00
Increase Cost: Robot Software Upgrade and Maintenance [Operations]	150,275	0.00
Increase Cost: Personal Protective Equipment - Cleaning and Repair Contract Escalations [Support Services]	129,500	0.00
Replace: Hazardous Materials Operations - Loss of Council of Governments Support [Operations]	91,554	0.00
Increase Cost: Medical Director - New Vendor Contract Price Escalation [Operations]	56,422	0.00
Increase Cost: Public Safety Training Academy - Fireblast Live Fire Maintenance Contract [Human Resources Division]	40,000	0.00
Decrease Cost: Motor Pool Adjustment	(373,059)	0.00
Re-align: Staffing Adjustment for Rescue Squad 717 (Laytonsville) [Operations]	(555,703)	0.00
Decrease Cost: Retirement Adjustment	(827,567)	0.00
Technical Adj: Transfer Safety Section from Human Resources to Support Services [Human Resources Division]	(1,207,496)	(5.00)
Decrease Cost: Elimination of One-Time Items Approved in FY26	(3,318,196)	0.00
Decrease Cost: Annualization of FY26 Personnel Costs	(4,547,316)	0.00
FY27 RECOMMENDED	**311,700,388**	**1,385.01**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Fiscal Management	7,772,495	16.00	8,272,396	16.00
Human Resources Division	28,423,962	34.01	31,981,009	40.01
Office of the Fire Chief	5,378,548	22.00	6,389,237	22.00
Operations	231,401,895	1,243.40	231,540,197	1,242.40
Support Services	25,267,498	63.60	23,866,816	58.60
Volunteer Services	11,839,075	6.00	9,650,733	6.00

PROGRAM SUMMARY

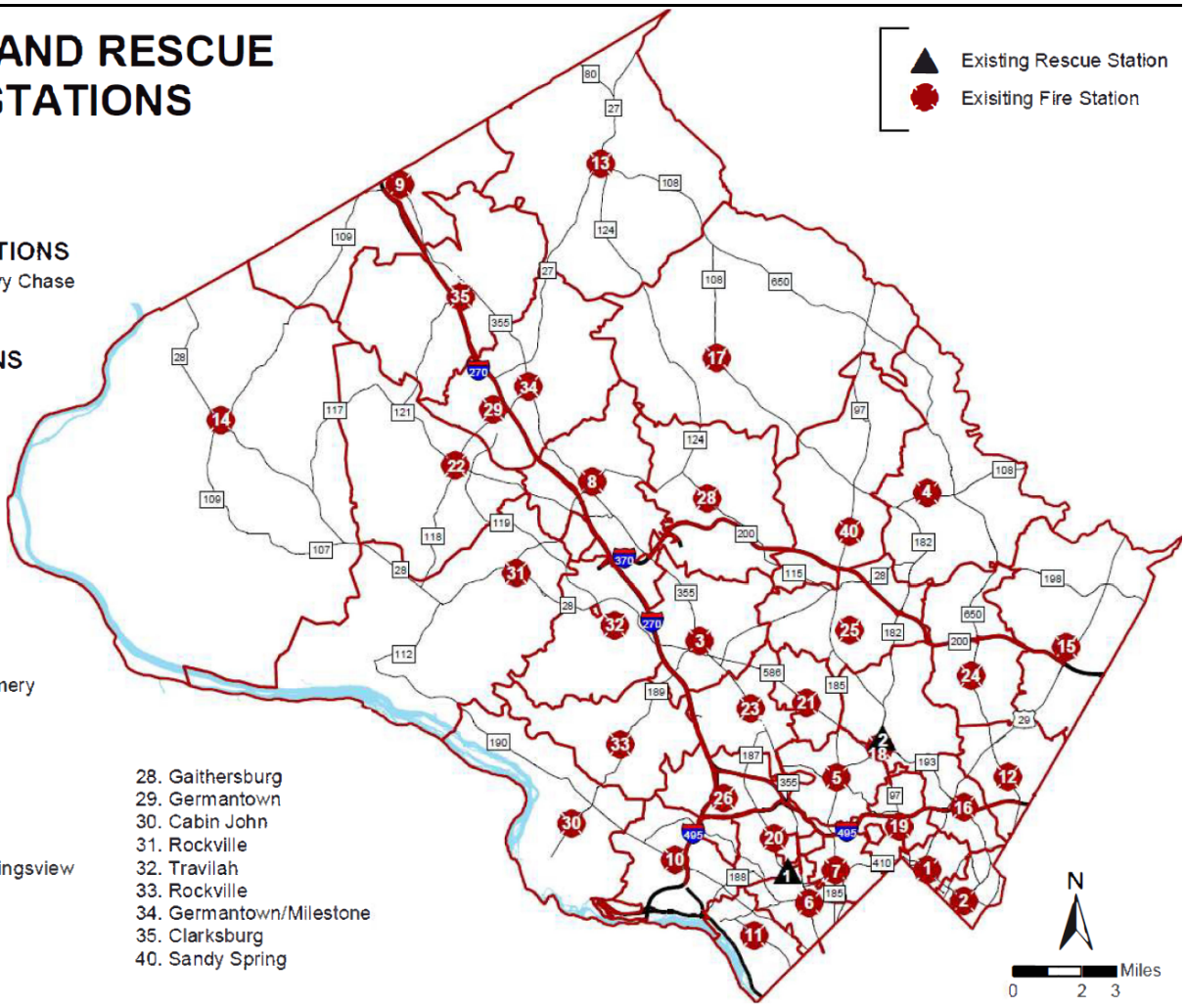
Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Total	**310,083,473**	**1,385.01**	**311,700,388**	**1,385.01**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
FIRE						
EXPENDITURES						
FY27 Recommended	**311,700**	**311,700**	**311,700**	**311,700**	**311,700**	**311,700**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**1,006**	**1,006**	**1,006**	**1,006**	**1,006**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**311,700**	**312,706**	**312,706**	**312,706**	**312,706**	**312,706**

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. Kensington
19. Silver Spring
20. Bethesda
21. Kensington
22. Germantown/Kingsview
23. Rockville
24. Hillandale
25. Kensington
26. Bethesda
28. Gaithersburg
29. Germantown
30. Cabin John
31. Rockville
32. Travilah
33. Rockville
34. Germantown/Milestone
35. Clarksburg
40. Sandy Spring

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Police

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$385,720,896	1,945.20

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 (MCPD) 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 FY27 Operating Budget for the Department of Police is $385,720,896, an increase of $33,050,131 or 9.37 percent from the FY26 Approved Budget of $352,670,765. Personnel Costs comprise 81.36 percent of the budget for 1,854 full-time position(s) and 230 part-time position(s), and a total of 1,945.20 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 18.64 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:

- **Safe Neighborhoods**

Effective, Sustainable Government

INITIATIVES

- Invest in case management software for police investigators and detectives in order to centralize investigative information, reduce paperwork, and improve coordination across units, leading to quicker case resolution and improved overall public safety outcomes.
- Invest in a new records management system for the Vehicle Recovery Section to streamline business processing and application integration and enhance the required security and infrastructure to support the program.
- Purchase new automated external defibrillators (AEDs) to replace expiring units and models that will be technically unsupported in FY27.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Continue to operate the County's red light and speed camera program. A new vendor was selected to improve the program's efficiency and to enhance public safety. The new vendor will utilize the most current level of software and hardware technology on the market.
- Transition the Drone as First Responder program to dock-based drones that will significantly enhance operational efficiency and response capabilities. Automated docking stations allow drones to launch, fly, and recharge with minimal staff intervention, enabling rapid deployment for calls for service to reduce response times, increase situational awareness, and improve officer safety. The system provides real-time aerial intelligence before units arrive on scene, and the increased availability and autonomous flight capabilities will expand coverage to more areas of the county.
- Return the Emergency Communications Center to full staffing, restoring 25 positions reflecting success in hiring and retaining call takers.

PROGRAM CONTACTS

Contact Assistant Chief Nicholas Augustine of the Department of Police at 240-773-5041 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 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 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**7,547,963**	**40.00**
Technical Adj: Department-Wide Labor Distribution Realignment	1,533,574	9.00
Technical Adj: Department-Wide Realignment	68,323	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.	(823,765)	(6.00)
FY27 Recommended	**8,326,095**	**43.00**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Traffic Operations: Number of traffic citations, warnings & Safety Equipment Repair Orders (SERO)	69,320	88,244	75,000	75,000	75,000
Traffic Operations: Number of fatal accident investigations	34	36	35	32	30
Drone as First Responder: Number of Drone responses to calls for service [1]		1,861	2,000	2,250	2,500
Community Engagement: Number of threat assessments completed by the Behavioral Assessment and Administrative Unit (BAAU) [2]	90	260	300	350	400
Community Engagement: Number of calls for service responses by Community Engagement Officers (CEOs) for school-related events	4,130	3,437	4,000	3,800	3,600
Traffic Operations: Average number of citations per automated speed and red light camera [3]	3,219	4,041	3,500	3,500	3,500
Number of traffic collisions in Montgomery County	13,023	10,290	10,000	10,000	10,000

[1] *The official "launch date" for the DFR program was November 20, 2023.*

[2] *BAAU does not specifically track the number of threat assessments. The FY25 number represents the total number of cases reviewed by BAAU. The BAAU started in June 2023.*

[3] *The contract with the speed and red light provider was terminated in July 2025, and a new contractor will be in place in October 2025. Due to the contractual change, some camera data did not complete a full audit and represents a reasonable approximation. FY25 Automated speed enforcement: 336,580; FY25 Automated red light enforcement: 99,073*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**54,098,785**	**278.10**
Increase Cost: New Speed and Red-light Camera Vendor Contract	11,105,438	0.00
Technical Adj: Department-Wide Realignment	2,618,440	0.00
Add: Automated Electronic Defibrillator Replacements	532,227	0.00
Add: Fixed Automatic License Plate Reader Technology	150,000	0.00
Increase Cost: Loss of Homeland Security Grant Funding	120,000	0.70
Add: Crossing Guards for Greenwood Elementary School and Burtonsville Elementary School	117,162	0.90
Increase Cost: County Security Camera and Secruity System Installation and Maintenance Contract	27,137	0.00
Technical Adj: Mid-FY26 Expansion of Drone as First Responder Program with Remote Operated Drones and Shift of Personnel Expenses to Operating Expenses	(11,920)	(5.00)
Technical Adj: Department-wide Labor Distribution Realignment (Field Services)	(1,503,535)	(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.	2,376,892	1.00
FY27 Recommended	**69,630,626**	**266.70**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Special Victims Investigations Division (SVID): Number of runaways [1]	858	965	900	900	900
Special Investigations Division (SID): Number of gang-related incidents	56	39	60	55	50
Special Investigations Division (SID): Number of guns seized	1,032	1,073	1,000	1,000	1,000
Number of lab examinations completed by the Montgomery County Police Crime Lab	7,246	7,166	7,200	7,250	7,300
Crime investigation and closure rate: violent crime [2]	26%	24%	27%	30%	32%
Crime investigation and closure rate: property crime [3]	11%	12%	12%	12%	12%
Number of fatal overdoses from opioids	72	36	50	45	40
Major Crimes Division (MCD): Crime investigation and closure rate: Homicide [4]	84%	81%	72%	80%	82%

[1] *SVID statistics are only available for the calendar year, not the fiscal year.*

[2] *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. These numbers are in a constant state of change as officers and detectives continue to work on cases.*

[3] *These numbers are in a constant state of change as officers and detectives continue to work on cases.*

[4] *Offenses that were unfounded or referred to another jurisdiction were excluded. Offenses with arrest warrants 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. Data totals are the number of offenses, not number of cases. Some cases have multiple offenses and each offense is counted individually.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**55,923,087**	**316.50**
Add: Trial Board Resolutions	300,000	0.00
Add: Case Management Software	180,000	0.00
Add: Police Accountability Board Public Portal	33,000	0.00
Add: New Investigator Position to Replace Contractor (Assumes January 2027 Start)	1,859	1.00
Technical Adj: Department-Wide Labor Distribution Realignment	(132,546)	(1.00)
Technical Adj: Department-Wide Realignment	(984,602)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,337,683	14.00
FY27 Recommended	**60,658,481**	**330.50**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of Body Worn Camera random reviews completed	4,573	3,321	4,000	4,000	4,000
Total emergency 911 calls received by Police Emergency Communication Center (ECC)	557,960	546,422	550,000	530,000	530,000
Total non-emergency calls received by Police Emergency Communication Center (ECC)	280,071	272,704	275,000	275,000	280,000
Average emergency 911 call processing time (minutes)	2:28	2:49	2:35	2:25	2:20
Average time to answer 911 calls (seconds) [1]	10	11	10	8	8
Number of police officer applicants	885	1,453	1,000	1,200	1,400

[1] *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.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**88,741,764**	**388.50**
Increase Cost: Body Camera Contract	3,174,684	0.00
Increase Cost: Mid-FY26 Action to Reflect Full Emergency Communications Staffing	2,621,850	25.00
Add: Vehicle Recovery Software System	180,000	0.00
Add: Mid-FY26 Creation of MIII for Vehicle Recovery Section	160,458	1.00
Technical Adj: Department-Wide Realignment	148,729	0.00
Add: Mid-FY26 Creation of Social Media Position	120,158	1.00
Increase Cost: Crime Analysis Software	29,096	0.00
Increase Cost: Evidence Tracking Support Contract	12,720	0.00
Increase Cost: Adjust Grant-Funded Position Salary	8,436	0.00
Shift: Grants Management Program to Office of Grants Management	(18,597)	0.00
Technical Adj: Department-Wide Labor Distribution Realignment	(563,328)	(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.	5,277,658	16.00
FY27 Recommended	**99,893,628**	**428.50**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of press releases	645	617	645	677	711
Percent of county residents satisfied with police services [1]	69%	69%	80%	80%	80%
Number of external complaints against police	174	156	148	150	145

[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.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**7,096,278**	**24.00**
Technical Adj: Department-Wide Labor Distribution Realignment	131,524	1.00
Technical Adj: Department-Wide Realignment	(2,020,314)	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.	(2,587,728)	(20.00)
FY27 Recommended	**2,619,760**	**5.00**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of Emergency Evaluation Petition (EEP) patients transferred to hospital	2,215	2,280	2,300	2,200	2,100
Total calls for service (dispatched and self-initiated) [1]	275,151	247,952	262,000	265,000	265,000
Number of use of force incidents [2]	1,622	1,558	1,600	1,550	1,500
Average emergency 911 call travel time (minutes)	5:54	5:52	5:45	5:40	5:35
Average emergency 911 call response time (minutes)	9:28	9:35	8:30	8:20	8:00

[1] *Dispatched calls = 202,802, Self-initiated calls = 45,150*

[2] *The number is based on approved reports. Reports still in the approval chain are not included in this total. The total number may increase as reports are approved.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**139,262,888**	**873.50**
Technical Adj: Department-Wide Labor Distribution Realignment	564,350	3.00
Technical Adj: Department-Wide Realignment	169,424	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.	4,595,644	(5.00)
FY27 Recommended	**144,592,306**	**871.50**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	217,696,422	224,646,663	227,452,155	231,778,354	3.2 %
Employee Benefits	63,874,071	73,003,293	68,257,329	81,914,514	12.2 %

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
County General Fund Personnel Costs	**281,570,493**	**297,649,956**	**295,709,484**	**313,692,868**	**5.4 %**
Operating Expenses	46,072,462	53,951,326	51,075,432	71,896,505	33.3 %
Capital Outlay	123,955	946,396	946,396	0	-100.0 %
County General Fund Expenditures	**327,766,910**	**352,547,678**	**347,731,312**	**385,589,373**	**9.4 %**
PERSONNEL					
Full-Time	1,802	1,830	1,830	1,853	1.3 %
Part-Time	202	227	227	230	1.3 %
FTEs	1,880.85	1,919.60	1,919.60	1,944.20	1.3 %
REVENUES					
Other Licenses/Permits	74,015	70,000	70,000	65,000	-7.1 %
Other Charges/Fees	2,177,011	2,000,000	2,000,000	2,233,500	11.7 %
Other Fines/Forfeitures	11,336,890	11,244,500	11,244,500	11,378,000	1.2 %
Photo Red Light Citations	6,053,937	5,000,000	1,537,000	7,000,000	40.0 %
Speed Camera Citations	12,003,436	12,000,000	5,001,000	19,729,000	64.4 %
Emergency 911	18,581,727	25,526,020	25,526,020	34,600,000	35.5 %
Other Intergovernmental	(71,383)	250,000	250,000	301,400	20.6 %
State Aid: Police Protection	16,364,654	16,472,845	16,472,845	16,300,000	-1.0 %
Miscellaneous Revenues	1,531,204	750,000	750,000	250,000	-66.7 %
Vehicle/Bike Auction Proceeds	1,946,876	1,750,000	2,000,000	2,425,000	38.6 %
State Grants	396,000	0	0	0	—
County General Fund Revenues	**70,394,367**	**75,063,365**	**64,851,365**	**94,281,900**	**25.6 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	402,414	92,799	92,799	98,826	6.5 %
Employee Benefits	33,301	30,288	30,288	32,697	8.0 %
Grant Fund - MCG Personnel Costs	**435,715**	**123,087**	**123,087**	**131,523**	**6.9 %**
Operating Expenses	1,543,127	0	0	0	—
Capital Outlay	261,995	0	0	0	—
Grant Fund - MCG Expenditures	**2,240,837**	**123,087**	**123,087**	**131,523**	**6.9 %**
PERSONNEL					
Full-Time	0	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	0.00	1.00	1.00	1.00	—
REVENUES					
Federal Grants	717,967	0	0	0	—
State Grants	931,521	123,087	123,087	131,523	6.9 %
Grant Fund - MCG Revenues	**1,649,488**	**123,087**	**123,087**	**131,523**	**6.9 %**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	**330,007,747**	**352,670,765**	**347,854,399**	**385,720,896**	**9.4 %**
Total Full-Time Positions	**1,802**	**1,831**	**1,831**	**1,854**	**1.3 %**
Total Part-Time Positions	**202**	**227**	**227**	**230**	**1.3 %**
Total FTEs	**1,880.85**	**1,920.60**	**1,920.60**	**1,945.20**	**1.3 %**
Total Revenues	**72,043,855**	**75,186,452**	**64,974,452**	**94,413,423**	**25.6 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**352,547,678**	**1,919.60**
Changes (with service impacts)		
Add: Automated Electronic Defibrillator Replacements [Field Services]	532,227	0.00
Add: Trial Board Resolutions [Investigative Services]	300,000	0.00
Add: Vehicle Recovery Software System [Management Services]	180,000	0.00
Add: Case Management Software [Investigative Services]	180,000	0.00
Add: Mid-FY26 Creation of MIII for Vehicle Recovery Section [Management Services]	160,458	1.00
Add: Fixed Automatic License Plate Reader Technology [Field Services]	150,000	0.00
Add: Mid-FY26 Creation of Social Media Position [Management Services]	120,158	1.00
Add: Crossing Guards for Greenwood Elementary School and Burtonsville Elementary School [Field Services]	117,162	0.90
Add: Police Accountability Board Public Portal [Investigative Services]	33,000	0.00
Add: New Investigator Position to Replace Contractor (Assumes January 2027 Start) [Investigative Services]	1,859	1.00
Other Adjustments (with no service impacts)		
Increase Cost: New Speed and Red-light Camera Vendor Contract [Field Services]	11,105,438	0.00
Increase Cost: FY27 Compensation Adjustment	10,685,660	0.00
Increase Cost: Annualization of FY26 Personnel Costs	4,501,804	0.00
Increase Cost: Body Camera Contract [Management Services]	3,174,684	0.00
Increase Cost: Mid-FY26 Action to Reflect Full Emergency Communications Staffing [Management Services]	2,621,850	25.00
Technical Adj: Department-Wide Realignment [Field Services]	2,618,440	0.00
Technical Adj: Department-Wide Labor Distribution Realignment [Community Resources]	1,533,574	9.00
Increase Cost: Annualization of FY26 Compensation Increases	1,180,635	0.00
Increase Cost: Annualization of FY26 Lapsed Positions	747,809	0.00
Increase Cost: Motor Pool Adjustment	717,265	0.00
Technical Adj: Department-Wide Labor Distribution Realignment [Patrol Services]	564,350	3.00
Increase Cost: Printing and Mail	429,336	0.00
Technical Adj: Department-Wide Realignment [Patrol Services]	169,424	0.00
Technical Adj: Department-Wide Realignment [Management Services]	148,729	0.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Technical Adj: Department-Wide Labor Distribution Realignment [Office of the Chief]	131,524	1.00
Increase Cost: Loss of Homeland Security Grant Funding [Field Services]	120,000	0.70
Technical Adj: Department-Wide Realignment [Community Resources]	68,323	0.00
Increase Cost: Crime Analysis Software [Management Services]	29,096	0.00
Increase Cost: County Security Camera and Secruity System Installation and Maintenance Contract [Field Services]	27,137	0.00
Increase Cost: Evidence Tracking Support Contract [Management Services]	12,720	0.00
Technical Adj: Mid-FY26 Expansion of Drone as First Responder Program with Remote Operated Drones and Shift of Personnel Expenses to Operating Expenses [Field Services]	(11,920)	(5.00)
Shift: Grants Management Program to Office of Grants Management [Management Services]	(18,597)	0.00
Decrease Cost: Lapse Adjustment	(124,450)	0.00
Technical Adj: Department-Wide Labor Distribution Realignment [Investigative Services]	(132,546)	(1.00)
Decrease Cost: Elimination of One-Time Items Approved in FY26	(328,411)	0.00
Technical Adj: Department-Wide Labor Distribution Realignment [Management Services]	(563,328)	(3.00)
Technical Adj: Department-Wide Realignment [Investigative Services]	(984,602)	0.00
Technical Adj: Department-wide Labor Distribution Realignment (Field Services) [Field Services]	(1,503,535)	(9.00)
Technical Adj: Department-Wide Realignment [Office of the Chief]	(2,020,314)	0.00
Decrease Cost: Retirement Adjustment	(3,633,264)	0.00
FY27 RECOMMENDED	**385,589,373**	**1,944.20**

GRANT FUND - MCG

FY26 ORIGINAL APPROPRIATION	**123,087**	**1.00**
Other Adjustments (with no service impacts)		
Increase Cost: Adjust Grant-Funded Position Salary [Management Services]	8,436	0.00
FY27 RECOMMENDED	**131,523**	**1.00**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Community Resources	7,547,963	40.00	8,326,095	43.00
Field Services	54,098,785	278.10	69,630,626	266.70
Investigative Services	55,923,087	316.50	60,658,481	330.50
Management Services	88,741,764	388.50	99,893,628	428.50
Office of the Chief	7,096,278	24.00	2,619,760	5.00
Patrol Services	139,262,888	873.50	144,592,306	871.50
Total	**352,670,765**	**1,920.60**	**385,720,896**	**1,945.20**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
COUNTY GENERAL FUND					
Animal Services	General Fund	169,138	1.00	174,289	1.00
Emergency Management and Homeland Security	Grant Fund	120,000	0.70	0	0.00
	Total	**289,138**	**1.70**	**174,289**	**1.00**

FUNDING PARAMETER ITEMS

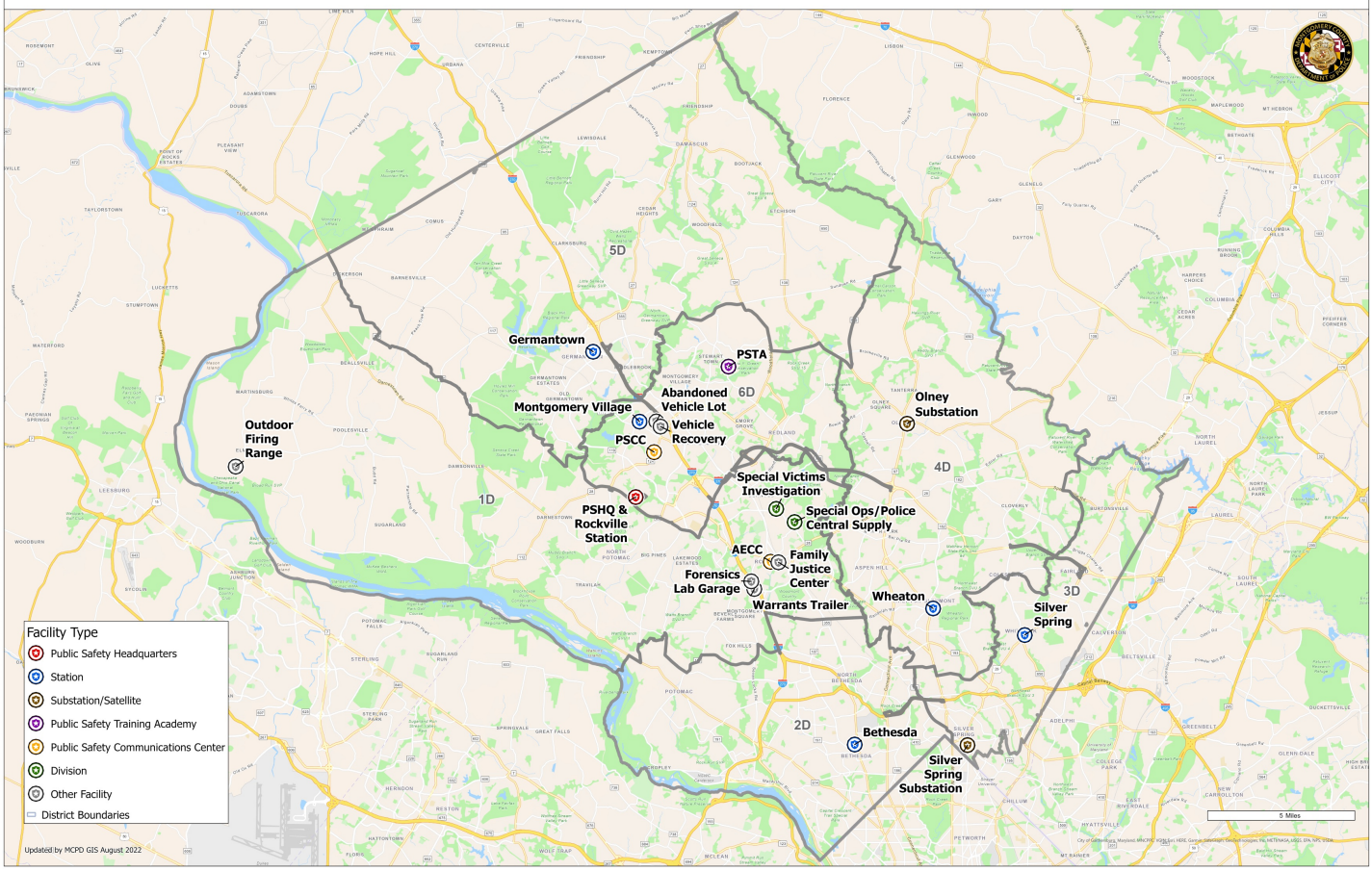
CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**385,589**	**385,589**	**385,589**	**385,589**	**385,589**	**385,589**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY27	**0**	**59**	**59**	**59**	**59**	**59**
New positions in the FY27 budget are generally assumed to be filled at least three to six 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**	**(562)**	**(562)**	**(562)**	**(562)**	**(562)**
Items recommended for one-time funding in FY27, including the purchase of automated electronic defibrillators (AEDs) and case management software, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**1,449**	**1,449**	**1,449**	**1,449**	**1,449**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**385,589**	**386,535**	**386,535**	**386,535**	**386,535**	**386,535**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY27 Recommended		FY28 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
New Investigator Position to Replace Contractor (Assumes January 2027 Start)	56,851	1.00	116,022	1.00
Total	**56,851**	**1.00**	**116,022**	**1.00**

Montgomery County Police Department: Facility Locations



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Sheriff

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$33,364,007	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 FY27 Operating Budget for the Sheriff's Office is $33,364,007, an increase of $51,660 or 0.16 percent from the FY26 Approved Budget of $33,312,347. Personnel Costs comprise 79.89 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 20.11 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:

- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INITIATIVES

- Initiated a strategic recruitment campaign focused on the comprehensive management of hiring, training, and retention for both sworn and professional staff. This initiative aims to bolster community awareness through job fairs and targeted outreach, ensuring increased visibility and recognition for the diverse career opportunities available across the Sheriff's Office.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Sheriff's Office attended law enforcement roll calls throughout the County to increase knowledge and awareness about the

Safe Card Program. It is a small durable card containing critical protective order details, which can be verified by law enforcement in the event of a violation.

- Launched the Family Justice Center Mini-Mart Program, which addresses food insecurity among victims of domestic violence receiving services. The victims are provided with their choice of a variety of non-perishable, shelf-stable food items. It serves as a stop-gap while victims access the currently limited longer-term resources.
- Installed E-ticket into a few Sheriff's Office vehicles, which increases deputy safety, increases efficiency and streamlines data transfer to the courts.

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 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

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of Interim and Temporary Peace Orders received [1]	3,204	2,882	3,116	3,058	3,058
Number of Interim and Temporary Protective Orders received	5,664	5,561	5,578	5,661	5,661
Number of weapons seized as a result of Protective Orders	248	207	144	199	199

[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.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**6,108,199**	**24.70**
Increase Cost: Tasers and Body Worn Cameras to Improve Transparency and Accountability	246,929	0.00
Increase Cost: Promotional Exam Services	50,000	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	17,244	0.00
Increase Cost: Meals During Overtime Shifts	10,385	0.00
Increase Cost: Shoe Replacement	7,858	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.	237,984	(2.70)
FY27 Recommended	**6,678,599**	**22.00**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**3,272,211**	**22.14**
Replace: Continuation of Child Support Positions Previously Supported By Grant Funds	178,043	1.31
Reduce: Child Support Positions Previously Supported by Grant Funds	(173,623)	(1.31)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,019,892	5.36
FY27 Recommended	**4,296,523**	**27.50**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**13,824,911**	**80.00**
Increase Cost: Retired Canine Care	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.	(719,028)	1.00
FY27 Recommended	**13,108,383**	**81.00**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,998,331**	**20.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(588,102)	(3.00)
FY27 Recommended	**2,410,229**	**17.50**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**7,108,695**	**44.46**
Shift: Technical Adjustment Associated with Personnel Costs Supported by Grant Funds	4,256	0.04
Shift: Technical Adjustment Associated with Personnel Costs Supported by Grant Funds	(4,256)	(0.04)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(238,422)	(0.66)
FY27 Recommended	**6,870,273**	**43.80**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	18,908,379	19,305,441	19,140,701	19,031,578	-1.4 %
Employee Benefits	5,950,494	7,063,139	6,461,959	7,109,300	0.7 %
County General Fund Personnel Costs	**24,858,873**	**26,368,580**	**25,602,660**	**26,140,878**	**-0.9 %**
Operating Expenses	4,668,343	5,945,666	4,949,306	6,394,395	7.6 %
County General Fund Expenditures	**29,527,216**	**32,314,246**	**30,551,966**	**32,535,273**	**0.7 %**
PERSONNEL					
Full-Time	181	181	181	181	—
Part-Time	5	5	5	5	—
FTEs	187.07	187.10	187.10	188.37	0.7 %
REVENUES					
Other Charges/Fees	(10,282)	20,000	20,000	20,000	—
Sheriff Fees	1,065,408	800,000	800,000	800,000	—
Miscellaneous Revenues	87,053	4,000	4,000	4,000	—
County General Fund Revenues	**1,142,179**	**824,000**	**824,000**	**824,000**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	470,365	492,491	492,491	384,677	-21.9 %
Employee Benefits	161,878	188,485	188,485	130,492	-30.8 %
Grant Fund - MCG Personnel Costs	**632,243**	**680,976**	**680,976**	**515,169**	**-24.3 %**
Operating Expenses	259,546	317,125	317,125	313,565	-1.1 %
Grant Fund - MCG Expenditures	**891,789**	**998,101**	**998,101**	**828,734**	**-17.0 %**
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	0	0	0	0	—
FTEs	4.73	4.70	4.70	3.43	-27.0 %
REVENUES					
Miscellaneous Revenues	9,507	0	0	0	—
Federal Grants	808,035	998,101	998,101	828,734	-17.0 %
Other Intergovernmental	4,133	0	0	0	—
State Grants	48,122	0	0	0	—
Grant Fund - MCG Revenues	**869,797**	**998,101**	**998,101**	**828,734**	**-17.0 %**
DEPARTMENT TOTALS					
Total Expenditures	**30,419,005**	**33,312,347**	**31,550,067**	**33,364,007**	**0.2 %**
Total Full-Time Positions	**189**	**189**	**189**	**189**	**—**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Total Part-Time Positions	**5**	**5**	**5**	**5**	**—**
Total FTEs	**191.80**	**191.80**	**191.80**	**191.80**	**—**
Total Revenues	**2,011,976**	**1,822,101**	**1,822,101**	**1,652,734**	**-9.3 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**32,314,246**	**187.10**
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	1,198,632	0.00
Increase Cost: Motor Pool Adjustment	416,471	0.00
Increase Cost: OT Adjustment	250,000	0.00
Increase Cost: Tasers and Body Worn Cameras to Improve Transparency and Accountability [Administration]	246,929	0.00
Replace: Continuation of Child Support Positions Previously Supported By Grant Funds [Civil Process]	178,043	1.31
Increase Cost: Annualization of FY26 Compensation Increases	150,404	0.00
Increase Cost: Promotional Exam Services [Administration]	50,000	0.00
Increase Cost: Printing and Mail	41,617	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	17,244	0.00
Increase Cost: Meals During Overtime Shifts [Administration]	10,385	0.00
Increase Cost: Shoe Replacement [Administration]	7,858	0.00
Increase Cost: Retired Canine Care [Courtroom/Courthouse Security and Transport]	2,500	0.00
Shift: Technical Adjustment Associated with Personnel Costs Supported by Grant Funds [Domestic Violence]	(4,256)	(0.04)
Decrease Cost: Retirement Adjustment	(159,241)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(344,275)	0.00
Decrease Cost: Lapse Adjustment	(406,659)	0.00
Decrease Cost: Annualization of FY26 Personnel Costs	(1,434,625)	0.00
FY27 RECOMMENDED	**32,535,273**	**188.37**
GRANT FUND - MCG		
FY26 ORIGINAL APPROPRIATION	**998,101**	**4.70**
Federal/State Programs		
Reduce: Child Support Positions Previously Supported by Grant Funds	(173,623)	(1.31)
Other Adjustments (with no service impacts)		
Shift: Technical Adjustment Associated with Personnel Costs Supported by Grant Funds [Domestic Violence]	4,256	0.04
FY27 RECOMMENDED	**828,734**	**3.43**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration	6,108,199	24.70	6,678,599	22.00
Civil Process	3,272,211	22.14	4,296,523	27.50
Courtroom/Courthouse Security and Transport	13,824,911	80.00	13,108,383	81.00
Criminal Process/Warrants and Extraditions	2,998,331	20.50	2,410,229	17.50
Domestic Violence	7,108,695	44.46	6,870,273	43.80
Total	**33,312,347**	**191.80**	**33,364,007**	**191.80**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**32,535**	**32,535**	**32,535**	**32,535**	**32,535**	**32,535**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY27	**0**	**(318)**	**(318)**	**(318)**	**(318)**	**(318)**
Items recommended for one-time funding in FY27, including equipment purchases, promotional exam services, meals during overtime shifts, shoe replacements, and retired canine care will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**160**	**160**	**160**	**160**	**160**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**32,535**	**32,377**	**32,377**	**32,377**	**32,377**	**32,377**

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Transportation

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$70,202,739	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 Vaccuum 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**
Changes (with service impacts)		
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
Other Adjustments (with no service impacts)		
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**
Other Adjustments (with no service impacts)		
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)	**(2,722,613)**	**(2,409,174)**	**(2,296,698)**	**(2,247,547)**	**(2,328,364)**	**(3,078,667)**	**(3,078,667)**
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%**

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 fund the approved service program and to maintain the appropriate ending balance.

Parking District Services

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$31,371,749	48.23

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 FY27 Operating Budget for the Parking Districts is $31,371,749, an increase of $937,530 or 3.08 percent from the FY26 Approved Budget of $30,434,219. Personnel Costs comprise 23.31 percent of the budget for 53 full-time position(s) and no part-time position(s), and a total of 48.23 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 76.69 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:

- **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. Deploy additional cameras and network improvements to sustain the new cameras.
- Expansion of the EV Charging Station program in existing and additional facilities. The number of charging stations available in facilities will continue to increase alongside increased adoption of EV cars, including the introduction of Level III Fast Charging infrastructure.
- Expand Pay-By-Cell Only Zones in areas previously utilizing legacy single space meters. This service has been piloted successfully in Great Seneca, Bethesda (Woodmont), and Silver Spring.
- Add a transportation contract compliance inspector to expand field coverage, ensure contractor compliance, and enhance the safety and reliability of parking and transit facilities, with focused oversight during evening and weekend hours.
- Modernize and improve the Parking and Revenue Control System at Garage 31 by implementing digital permitting and integrating license plate recognition and pay-by-cell technology.
- Explore opportunities to partner with the Montgomery County Greenbank and/or other stakeholders to install solar canopies on garages in the Parking Lot Districts (PLDs) that can provide community solar.
- Initiate customer service surveys in all three PLDs.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Expand cloud-based security cameras with integrated notification system.
- Continue to expand EV Level II and Level III infrastructure across the PLDs.
- Pilot license plate recognition integration into select off-street parking Pay by Plate facilities to better track payment records and offer automated payment reminder and/or enforcement.

PROGRAM CONTACTS

Contact Jose Thommana of the Parking Districts at 240-777-8740 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

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of DOT issued parking citations	204,439	199,409	223,206	242,867	262,529
Number of Americans with Disabilities Act (ADA) citations issued	213	242	233	295	274
Percent of DOT issued parking citations contested [1]	3.31%	5.42%	4.30%	4.40%	4.80%

[1] *An increase in parking enforcement hours to 10pm and inclusion of Saturday accounts for more citations in general. The department also released a hold on several citations that were suspended during the COVID timeframe and started scheduling court dates for them. Both may contribute to an increase in contested citations.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,140,730**	**3.48**
Increase Cost: Parking Enforcement Contract	36,448	0.00
Increase Cost: Parking Enforcement Contract	5,491	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.	19,929	0.00
FY27 Recommended	**4,202,598**	**3.48**

Parking Fixed Costs

The Parking Fixed Costs program primarily funds the debt service payments and the lease payments.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,461,473**	**0.00**
FY27 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 50 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 which includes snow and ice removal; janitorial services; equipment maintenance for elevators, electrical systems, heating, ventilation, and air conditioning systems (HVAC); facility repairs 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Parking Management revenue generated ($ millions)	$41.5	$40.7	$40.1	$40.9	$42.3

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Parking Management operating expenditures ($ millions)	$23.7	$25.8	$30.5	$31.1	$31.9
Parking Management cost efficiency (ratio of expenses to revenues)	57%	63%	76%	76%	75%
Customer satisfaction rate for Parking Lot Districts (PLDs) (scale of 1-5) [1]	4.4	4.5	4.5	4.4	4.4
Number of electric vehicle charging sessions at County parking facilities	45,951	51,303	52,847	54,430	56,060

[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.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**22,102,736**	**40.97**
Increase Cost: Parking Camera Security System Services	111,407	0.00
Increase Cost: Master Meter Parking Systems	104,250	0.00
Increase Cost: Revenue Collections, Security and Maintenance Contracts	82,635	0.00
Add: One Transportation Contract Compliance Inspector	75,000	0.50
Increase Cost: Parking Camera Security System Services	68,558	0.00
Increase Cost: Cloud-Based Security Camera Surveillance System	68,343	0.00
Add: One Transportation Contract Compliance Inspector	67,499	0.45
Increase Cost: Cloud-Based Security Camera Surveillance System	49,704	0.00
Increase Cost: Master Meter Parking Systems	36,375	0.00
Increase Cost: Parking Camera Security System Services	34,279	0.00
Add: New Fleet Vehicle for Maintenance	23,100	0.00
Increase Cost: Revenue Collections, Security and Maintenance Contracts	17,980	0.00
Add: New Fleet Vehicle for Maintenance	16,800	0.00
Add: One Transportation Contract Compliance Inspector	7,499	0.05
Increase Cost: Cloud-Based Security Camera Surveillance System	6,213	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	4,625	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	4,250	0.00
Add: New Fleet Vehicle for Maintenance	2,100	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	1,375	0.00
Shift: Eliminate Charge for Three Urban District Positions	(296,166)	(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.	251,130	0.00
FY27 Recommended	**22,839,692**	**38.97**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,729,280**	**5.78**

FY27 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.	138,706	0.00
FY27 Recommended	**1,867,986**	**5.78**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
PARKING DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	2,490,589	2,442,852	2,437,163	2,600,029	6.4 %
Employee Benefits	650,822	723,495	679,420	788,332	9.0 %
Parking District - Bethesda Personnel Costs	**3,141,411**	**3,166,347**	**3,116,583**	**3,388,361**	**7.0 %**
Operating Expenses	9,368,469	10,334,156	10,158,112	10,547,507	2.1 %
Capital Outlay	0	0	0	26,622	—
Debt Service Other	2,301,625	2,301,700	2,301,600	2,301,700	—
Parking District - Bethesda Expenditures	**14,811,505**	**15,802,203**	**15,576,295**	**16,264,190**	**2.9 %**
PERSONNEL					
Full-Time	25	25	25	25	—
Part-Time	0	0	0	0	—
FTEs	20.59	21.60	21.60	22.10	2.3 %
REVENUES					
Property Tax	(2,384)	0	0	0	—
Parking Fees	13,562,296	14,262,000	14,201,671	15,000,000	5.2 %
Parking Fines	3,012,202	3,339,000	3,310,236	3,339,000	—
Miscellaneous Revenues	169,827	284,120	284,120	284,120	—
Property Rentals	2,486,845	2,075,000	2,075,000	2,075,000	—
Investment Income	1,065,676	418,620	805,200	636,540	52.1 %
Parking District - Bethesda Revenues	**20,294,462**	**20,378,740**	**20,676,227**	**21,334,660**	**4.7 %**
PARKING DISTRICT - SILVER SPRING					
EXPENDITURES					
Salaries and Wages	2,754,786	2,645,936	2,658,755	2,597,205	-1.8 %
Employee Benefits	679,573	812,950	759,449	792,702	-2.5 %
Parking District - Silver Spring Personnel Costs	**3,434,359**	**3,458,886**	**3,418,204**	**3,389,907**	**-2.0 %**
Operating Expenses	8,136,772	9,019,739	8,907,181	9,409,597	4.3 %
Capital Outlay	0	0	0	19,361	—
Parking District - Silver Spring Expenditures	**11,571,131**	**12,478,625**	**12,325,385**	**12,818,865**	**2.7 %**
PERSONNEL					
Full-Time	21	24	24	24	—
Part-Time	0	0	0	0	—
FTEs	24.72	25.17	25.17	22.62	-10.1 %

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
REVENUES					
Property Tax	(3,251)	0	0	0	—
Parking Fees	10,123,580	10,089,000	9,903,466	10,152,000	0.6 %
Parking Fines	5,114,627	4,824,000	4,640,796	4,824,000	—
Miscellaneous Revenues	12,296	20,000	383,296	20,000	—
Investment Income	512,354	141,550	387,120	306,030	116.2 %
Property Rentals	9,178	0	0	0	—
Parking District - Silver Spring Revenues	**15,768,784**	**15,074,550**	**15,314,678**	**15,302,030**	**1.5 %**
PARKING DISTRICT - WHEATON					
EXPENDITURES					
Salaries and Wages	432,250	388,230	388,722	409,809	5.6 %
Employee Benefits	111,524	115,963	107,157	124,715	7.6 %
Parking District - Wheaton Personnel Costs	**543,774**	**504,193**	**495,879**	**534,524**	**6.0 %**
Operating Expenses	1,303,655	1,649,198	1,637,015	1,751,750	6.2 %
Capital Outlay	0	0	0	2,420	—
Parking District - Wheaton Expenditures	**1,847,429**	**2,153,391**	**2,132,894**	**2,288,694**	**6.3 %**
PERSONNEL					
Full-Time	3	3	3	4	33.3 %
Part-Time	0	0	0	0	—
FTEs	3.42	3.46	3.46	3.51	1.5 %
REVENUES					
Property Tax	(147)	0	0	0	—
Parking Fees	2,050,229	1,987,600	2,134,163	1,987,600	—
Parking Fines	724,440	751,000	758,535	751,000	—
Miscellaneous Revenues	18,624	0	0	0	—
Investment Income	226,196	62,890	170,910	135,110	114.8 %
Parking District - Wheaton Revenues	**3,019,342**	**2,801,490**	**3,063,608**	**2,873,710**	**2.6 %**
DEPARTMENT TOTALS					
Total Expenditures	**28,230,065**	**30,434,219**	**30,034,574**	**31,371,749**	**3.1 %**
Total Full-Time Positions	**49**	**52**	**52**	**53**	**1.9 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**48.73**	**50.23**	**50.23**	**48.23**	**-4.0 %**
Total Revenues	**39,082,588**	**38,254,780**	**39,054,513**	**39,510,400**	**3.3 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
PARKING DISTRICT - BETHESDA		

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
FY26 ORIGINAL APPROPRIATION	**15,802,203**	**21.60**
Changes (with service impacts)		
Add: One Transportation Contract Compliance Inspector [Parking Operations]	75,000	0.50
Add: New Fleet Vehicle for Maintenance [Parking Operations]	23,100	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	113,406	0.00
Increase Cost: Parking Camera Security System Services [Parking Operations]	111,407	0.00
Increase Cost: Cloud-Based Security Camera Surveillance System [Parking Operations]	49,704	0.00
Increase Cost: Motor Pool Adjustment	33,706	0.00
Increase Cost: Annualization of FY26 Compensation Increases	22,269	0.00
Increase Cost: Annualization of FY26 Personnel Costs	19,397	0.00
Increase Cost: Printing and Mail	14,157	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Parking Operations]	4,625	0.00
Increase Cost: Risk Management Adjustment	3,274	0.00
Decrease Cost: Retirement Adjustment	(8,058)	0.00
FY27 RECOMMENDED	**16,264,190**	**22.10**

PARKING DISTRICT - SILVER SPRING

FY26 ORIGINAL APPROPRIATION	**12,478,625**	**25.17**
Changes (with service impacts)		
Add: One Transportation Contract Compliance Inspector [Parking Operations]	67,499	0.45
Add: New Fleet Vehicle for Maintenance [Parking Operations]	16,800	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	125,017	0.00
Increase Cost: Master Meter Parking Systems [Parking Operations]	104,250	0.00
Increase Cost: Revenue Collections, Security and Maintenance Contracts [Parking Operations]	82,635	0.00
Increase Cost: Parking Camera Security System Services [Parking Operations]	68,558	0.00
Increase Cost: Cloud-Based Security Camera Surveillance System [Parking Operations]	68,343	0.00
Increase Cost: Parking Enforcement Contract [Parking Enforcement]	36,448	0.00
Increase Cost: Annualization of FY26 Personnel Costs	26,398	0.00
Increase Cost: Motor Pool Adjustment	24,971	0.00
Increase Cost: Annualization of FY26 Compensation Increases	17,275	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Parking Operations]	4,250	0.00
Increase Cost: Risk Management Adjustment	2,964	0.00
Decrease Cost: Retirement Adjustment	(9,002)	0.00
Shift: Eliminate Charge for Three Urban District Positions [Parking Operations]	(296,166)	(3.00)

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
FY27 RECOMMENDED	**12,818,865**	**22.62**

PARKING DISTRICT - WHEATON

FY26 ORIGINAL APPROPRIATION	**2,153,391**	**3.46**
Changes (with service impacts)		
Add: One Transportation Contract Compliance Inspector [Parking Operations]	7,499	0.05
Add: New Fleet Vehicle for Maintenance [Parking Operations]	2,100	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Master Meter Parking Systems [Parking Operations]	36,375	0.00
Increase Cost: Parking Camera Security System Services [Parking Operations]	34,279	0.00
Increase Cost: Revenue Collections, Security and Maintenance Contracts [Parking Operations]	17,980	0.00
Increase Cost: FY27 Compensation Adjustment	17,146	0.00
Increase Cost: Cloud-Based Security Camera Surveillance System [Parking Operations]	6,213	0.00
Increase Cost: Parking Enforcement Contract [Parking Enforcement]	5,491	0.00
Increase Cost: Annualization of FY26 Personnel Costs	4,606	0.00
Increase Cost: Annualization of FY26 Compensation Increases	2,343	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Parking Operations]	1,375	0.00
Increase Cost: Motor Pool Adjustment	699	0.00
Increase Cost: Risk Management Adjustment	460	0.00
Decrease Cost: Retirement Adjustment	(1,263)	0.00
FY27 RECOMMENDED	**2,288,694**	**3.51**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Parking Enforcement	4,140,730	3.48	4,202,598	3.48
Parking Fixed Costs	2,461,473	0.00	2,461,473	0.00
Parking Operations	22,102,736	40.97	22,839,692	38.97
Parking Services General Administration	1,729,280	5.78	1,867,986	5.78
Total	**30,434,219**	**50.23**	**31,371,749**	**48.23**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32

PARKING DISTRICT - BETHESDA

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
EXPENDITURES						
FY27 Recommended	**16,264**	**16,264**	**16,264**	**16,264**	**16,264**	**16,264**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY27	**0**	**(23)**	**(23)**	**(23)**	**(23)**	**(23)**
Items recommended for one-time funding in FY27, including partial costs for a new maintenance vehicle, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**18**	**18**	**18**	**18**	**18**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**16,264**	**16,259**	**16,259**	**16,259**	**16,259**	**16,259**
PARKING DISTRICT - SILVER SPRING						
EXPENDITURES						
FY27 Recommended	**12,819**	**12,819**	**12,819**	**12,819**	**12,819**	**12,819**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY27	**0**	**(17)**	**(17)**	**(17)**	**(17)**	**(17)**
Items recommended for one-time funding in FY27, including partial costs for a new maintenance vehicle, will be eliminated from the base in the outyears.						
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	**12,819**	**12,821**	**12,821**	**12,821**	**12,821**	**12,821**
PARKING DISTRICT - WHEATON						
EXPENDITURES						
FY27 Recommended	**2,289**	**2,289**	**2,289**	**2,289**	**2,289**	**2,289**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY27	**0**	**(2)**	**(2)**	**(2)**	**(2)**	**(2)**
Items recommended for one-time funding in FY27, including partial cost for a new maintenance vehicle, 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	**2,289**	**2,290**	**2,290**	**2,290**	**2,290**	**2,290**

FY27-32 Public Services Program: Fiscal Plan Bethesda Parking Lot District	Estimated 2026	Proposed 2027	Projected 2028	Projected 2029	Projected 2030	Projected 2031	Projected 2032
Assumptions							
Indirect Cost Rate	19.98%	13.01%	13.01%	13.01%	13.01%	13.01%	13.01%
CPI (Fiscal Year)	2.40%	3.04%	2.25%	1.89%	1.78%	1.76%	1.77%
Investment Income Yield	4.00%	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%
Beginning Fund Balance	**14,335,468**	**6,782,295**	**5,348,938**	**5,210,788**	**5,544,947**	**5,160,675**	**5,937,141**
Revenues							
Charges for Services	**14,201,671**	**15,000,000**	**15,750,000**	**16,500,000**	**16,500,000**	**16,500,000**	**16,500,000**
Parking Fees Base	14,201,671	15,000,000	15,750,000	16,500,000	16,500,000	16,500,000	16,500,000
Fines & Forfeits	**3,310,236**	**3,339,000**	**3,339,000**	**3,339,000**	**3,339,000**	**3,339,000**	**3,339,000**
Parking Fines	3,310,236	3,339,000	3,339,000	3,339,000	3,339,000	3,339,000	3,339,000
Miscellaneous	**3,164,320**	**2,995,660**	**2,946,700**	**2,946,700**	**2,946,700**	**2,946,700**	**2,946,700**
Investment Income	805,200	636,540	587,580	587,580	587,580	587,580	587,580
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	**20,676,227**	**21,334,660**	**22,035,700**	**22,785,700**	**22,785,700**	**22,785,700**	**22,785,700**
Transfers							
Transfers to/from General Fund	**(606,675)**	**(440,826)**	**(450,765)**	**(459,278)**	**(467,470)**	**(475,709)**	**(484,128)**
Indirect Costs	(606,675)	(440,826)	(450,765)	(459,278)	(467,470)	(475,709)	(484,128)
Transfers to/from Special Funds : Tax Supported	**(1,581,122)**	-	-	-	-	-	-
Bethesda Urban District	(1,581,122)	-	-	-	-	-	-
Subtotal Transfers	**(2,187,797)**	**(440,826)**	**(450,765)**	**(459,278)**	**(467,470)**	**(475,709)**	**(484,128)**
Total Resources	**32,823,898**	**27,676,129**	**26,933,873**	**27,537,210**	**27,863,177**	**27,470,666**	**28,238,713**
CIP Current Revenue Appropriation Expenditure							
Facilities Planning Parking: Bethesda PLD	(332,357)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
Parking Bethesda Facilities Renovations	(9,154,951)	(4,995,000)	(4,100,000)	(4,100,000)	(4,100,000)	(4,100,000)	(4,100,000)
Bethesda Parking Security Camera Surveillance System	(978,000)	(978,000)	(978,000)	(978,000)	(1,430,000)	-	-
Subtotal CIP Current Revenue Appropriation Expenditure	**(10,465,308)**	**(6,063,000)**	**(5,168,000)**	**(5,168,000)**	**(5,620,000)**	**(4,190,000)**	**(4,190,000)**
Appropriations/Expenditures							
Operating Budget	**(13,274,695)**	**(13,962,491)**	**(14,253,685)**	**(14,522,863)**	**(14,781,902)**	**(15,042,425)**	**(15,308,653)**
Personnel Costs	(3,116,583)	(3,388,361)	(3,464,760)	(3,530,191)	(3,593,158)	(3,656,485)	(3,721,199)
Operating Expenses	(10,158,112)	(10,574,129)	(10,788,925)	(10,992,672)	(11,188,745)	(11,385,940)	(11,587,454)
Existing Debt Service	**(2,301,600)**	**(2,301,700)**	**(2,301,400)**	**(2,301,400)**	**(2,300,600)**	**(2,301,100)**	**(2,301,000)**
Subtotal PSP Operating Budget Appropriation	**(15,576,295)**	**(16,264,191)**	**(16,555,085)**	**(16,824,263)**	**(17,082,502)**	**(17,343,525)**	**(17,609,653)**
Total Use of Resources	**(26,041,603)**	**(22,327,191)**	**(21,723,085)**	**(21,992,263)**	**(22,702,502)**	**(21,533,525)**	**(21,799,653)**
Year End Fund Balance	**6,782,295**	**5,348,938**	**5,210,788**	**5,544,947**	**5,160,675**	**5,937,141**	**6,439,060**
Bond Restricted Reserve	**(3,447,690)**	**(3,524,610)**	**(3,573,192)**	**(3,618,049)**	**(3,661,158)**	**(3,704,623)**	**(3,748,979)**
Year End Available Fund Balance	**3,334,605**	**1,824,329**	**1,637,596**	**1,926,899**	**1,499,518**	**2,232,518**	**2,690,081**
Available Fund Balance as a % of Next Year's PSP Expenses	**21%**	**11%**	**10%**	**11%**	**9%**	**13%**	**17%**
Target Balance	**4,066,048**	**4,138,771**	**4,206,066**	**4,270,626**	**4,335,881**	**4,402,413**	**3,894,898**

Other Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions for that budget. FY27-32 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. All Urban District Transfers will be eliminated starting in FY27.
3. Rate increase assumed beginning in FY28.

FY27-32 Public Services Program: Fiscal Plan Silver Spring Parking Lot District	Estimated 2026	Proposed 2027	Projected 2028	Projected 2029	Projected 2030	Projected 2031	Projected 2032
Assumptions							
Indirect Cost Rate	19.98%	13.01%	13.01%	13.01%	13.01%	13.01%	13.01%
CPI (Fiscal Year)	2.40%	3.04%	2.25%	1.89%	1.78%	1.76%	1.77%
Investment Income Yield	4.00%	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%
Beginning Fund Balance	**7,574,181**	**2,935,422**	**42,560**	**(2,988,637)**	**(5,525,566)**	**(8,830,595)**	**(10,643,133)**
Revenues							
Charges for Services	**9,903,466**	**10,152,000**	**10,797,000**	**11,547,000**	**11,547,000**	**11,547,000**	**11,547,000**
Parking Fees Base	9,903,466	10,152,000	10,797,000	11,547,000	11,547,000	11,547,000	11,547,000
Fines & Forfeits	**4,640,796**	**4,824,000**	**4,824,000**	**4,824,000**	**4,824,000**	**4,824,000**	**4,824,000**
Parking Fines	4,640,796	4,824,000	4,824,000	4,824,000	4,824,000	4,824,000	4,824,000
Miscellaneous	**770,416**	**326,030**	**302,490**	**302,490**	**302,490**	**302,490**	**302,490**
Investment Income	387,120	306,030	282,490	282,490	282,490	282,490	282,490
Miscellaneous Revenues	383,296	20,000	20,000	20,000	20,000	20,000	20,000
Subtotal Revenues	**15,314,678**	**15,302,030**	**15,923,490**	**16,673,490**	**16,673,490**	**16,673,490**	**16,673,490**
Transfers							
Transfers to/from General Fund	**(621,052)**	**(446,027)**	**(455,971)**	**(464,487)**	**(472,683)**	**(480,926)**	**(489,349)**
Indirect Costs	(616,052)	(441,027)	(450,971)	(459,487)	(467,683)	(475,926)	(484,349)
General Fund - Other	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Transfers to/from Special Funds : Tax Supported	**(150,000)**	-	-	-	-	-	-
Silver Spring Urban District	(150,000)	-	-	-	-	-	-
Subtotal Transfers	**(771,052)**	**(446,027)**	**(455,971)**	**(464,487)**	**(472,683)**	**(480,926)**	**(489,349)**
Total Resources	**22,117,807**	**17,791,425**	**15,510,079**	**13,220,365**	**10,675,240**	**7,361,969**	**5,541,008**
CIP Current Revenue Appropriation Expenditure							
Facilities Planning Parking: Silver Spring PLD	(465,000)	-	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
Parking Silver Spring Facilities Renovations	(5,174,000)	(3,500,000)	(4,100,000)	(4,100,000)	(4,100,000)	(4,100,000)	(4,100,000)
Silver Spring Parking Security Camera Surveillance System	(1,218,000)	(1,218,000)	(1,218,000)	(1,218,000)	(1,740,000)	-	-
Parking Silver Spring: Public EV Charging Infrastructure	-	(212,000)	-	-	-	-	-
Subtotal CIP Current Revenue Appropriation Expenditure	**(6,857,000)**	**(4,930,000)**	**(5,408,000)**	**(5,408,000)**	**(5,930,000)**	**(4,190,000)**	**(4,190,000)**
Appropriations/Expenditures							
Operating Budget	**(12,325,385)**	**(12,818,865)**	**(13,090,716)**	**(13,337,932)**	**(13,575,836)**	**(13,815,102)**	**(14,059,609)**
Personnel Costs	(3,418,204)	(3,389,907)	(3,466,340)	(3,531,801)	(3,594,797)	(3,658,153)	(3,722,897)
Operating Expenses	(8,907,181)	(9,428,958)	(9,624,376)	(9,806,131)	(9,981,039)	(10,156,949)	(10,336,712)
Subtotal PSP Operating Budget Appropriation	**(12,325,385)**	**(12,818,865)**	**(13,090,716)**	**(13,337,932)**	**(13,575,836)**	**(13,815,102)**	**(14,059,609)**
Total Use of Resources	**(19,182,385)**	**(17,748,865)**	**(18,498,716)**	**(18,745,932)**	**(19,505,836)**	**(18,005,102)**	**(18,249,609)**
Year End Available Fund Balance	**2,935,422**	**42,560**	**(2,988,637)**	**(5,525,566)**	**(8,830,595)**	**(10,643,133)**	**(12,708,601)**
Available Fund Balance as a % of Next Year's PSP Expenses	**23%**	**0.3%**	**-22%**	**-41%**	**-64%**	**-76%**	**-89%**
Target Balance	**3,204,716**	**3,272,679**	**3,334,483**	**3,393,959**	**3,453,776**	**3,514,902**	**3,577,111**
Other Assumptions:	-	-	-	-	-	-	-

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions for that budget. FY27-32 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 FY28.
2. All Urban District Transfers will be eliminated starting in FY27 (including the 3 positions the PLD used to fund).
3. Rate increase assumed beginning in FY28.

FY27-32 Public Services Program: Fiscal Plan Wheaton Parking Lot District	Estimate 2026	Proposed 2027	Projected 2028	Projected 2029	Projected 2030	Projected 2031	Projected 2032
Assumptions							
Indirect Cost Rate	19.98%	13.01%	13.01%	13.01%	13.01%	13.01%	13.01%
CPI (Fiscal Year)	2.40%	3.04%	2.25%	1.89%	1.78%	1.76%	1.77%
Investment Income Yield	4.00%	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%
Beginning Fund Balance	**3,449,598**	**3,067,499**	**3,023,974**	**2,697,908**	**2,324,528**	**2,114,617**	**2,038,913**
Revenues							
Charges for Services	**2,134,163**	**1,987,600**	**1,987,600**	**1,987,600**	**1,987,600**	**1,987,600**	**1,987,600**
Parking Fees Base	2,134,163	1,987,600	1,987,600	1,987,600	1,987,600	1,987,600	1,987,600
Fines & Forfeits	**758,535**	**751,000**	**751,000**	**751,000**	**751,000**	**751,000**	**751,000**
Parking Fines	758,535	751,000	751,000	751,000	751,000	751,000	751,000
Miscellaneous	**170,910**	**135,110**	**124,720**	**124,720**	**124,720**	**124,720**	**124,720**
Investment Income	170,910	135,110	124,720	124,720	124,720	124,720	124,720
Subtotal Revenues	**3,063,608**	**2,873,710**	**2,863,320**	**2,863,320**	**2,863,320**	**2,863,320**	**2,863,320**
Transfers							
Transfers to/from General Fund	**(94,813)**	**(69,542)**	**(71,770)**	**(73,126)**	**(74,430)**	**(75,742)**	**(77,082)**
Indirect Costs	(94,813)	(69,542)	(71,770)	(73,126)	(74,430)	(75,742)	(77,082)
Transfers to/from Special Funds : Tax Supported	**(225,000)**	-	-	-	-	-	-
Wheaton Urban District	(225,000)	-	-	-	-	-	-
Subtotal Transfers	**(319,813)**	**(69,542)**	**(71,770)**	**(73,126)**	**(74,430)**	**(75,742)**	**(77,082)**
Total Resources	**6,193,393**	**5,871,667**	**5,815,524**	**5,488,102**	**5,113,418**	**4,902,195**	**4,825,151**
CIP Current Revenue Appropriation Expenditure							
Facilities Planning Parking: Wheaton PLD	(305,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
Parking Wheaton Facilities Renovations	(499,000)	(325,000)	(450,000)	(450,000)	(250,000)	(250,000)	(250,000)
Wheaton Parking Security Camera Surveillance System	(189,000)	(189,000)	(189,000)	(189,000)	(180,000)	-	-
Subtotal CIP Current Revenue Appropriation Expenditure	**(993,000)**	**(559,000)**	**(684,000)**	**(684,000)**	**(475,000)**	**(295,000)**	**(295,000)**
Appropriations/Expenditures							
Operating Budget	**(2,132,894)**	**(2,288,693)**	**(2,433,616)**	**(2,479,574)**	**(2,523,801)**	**(2,568,282)**	**(2,613,736)**
Personnel Costs	(495,879)	(534,524)	(551,656)	(562,074)	(572,099)	(582,182)	(592,486)
Operating Expenses	(1,637,015)	(1,754,170)	(1,881,960)	(1,917,500)	(1,951,702)	(1,986,100)	(2,021,251)
Subtotal PSP Operating Budget Appropriation	**(2,132,894)**	**(2,288,693)**	**(2,433,616)**	**(2,479,574)**	**(2,523,801)**	**(2,568,282)**	**(2,613,736)**
Total Use of Resources	**(3,125,894)**	**(2,847,693)**	**(3,117,616)**	**(3,163,574)**	**(2,998,801)**	**(2,863,282)**	**(2,908,736)**
Year End Available Fund Balance	**3,067,499**	**3,023,974**	**2,697,908**	**2,324,528**	**2,114,617**	**2,038,913**	**1,916,415**
Available Fund Balance as a % of Next Year's PSP Expenses	**134%**	**124%**	**109%**	**92%**	**82%**	**78%**	**72%**
Target Balance	**572,173**	**608,404**	**619,893**	**630,950**	**642,070**	**653,434**	**664,999**
Other Assumptions:	-	-	-	-	-	-	-

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions for that budget. FY27-32 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. All Urban District Transfers will be eliminated starting in FY27.
3. A rate increase beginning in FY27 reflects the Wheaton Urban District Advisory Committee's recommendation to reduce paid operational hours by offering free parking after 6 p.m. and on Saturdays. This adjustment is structured to be revenue-neutral, offsetting the loss from reduced paid hours.

Transit Services

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$217,804,667	921.36

CHRISTOPHER CONKLIN, DIRECTOR

MISSION STATEMENT

The mission of the Division of Transit Services is to provide an effective mix of public transportation services in Montgomery County.

BUDGET OVERVIEW

The total recommended FY27 Operating Budget for the Division of Transit Services is $217,804,667, an increase of $7,009,382 or 3.33 percent from the FY26 Approved Budget of $210,795,285. Personnel Costs comprise 59.26 percent of the budget for 899 full-time position(s) and seven part-time position(s), and a total of 921.36 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 40.74 percent of the FY27 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 FY27, a transfer of funds from the Mass Transit Fund to the Debt Service Fund of $33,362,270 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

- Advance the Ride On Reimagined Service and Implementation Plan, a long-range strategy shaped by extensive research and community input to create a more equitable and sustainable transit network. The plan's first year delivered foundational upgrades to infrastructure and existing routes, with continued expansion aimed at improving accessibility, increasing service availability, and supporting long-term mobility goals. In Fiscal Year 2027, implement all-day Flash Bus Rapid Transit service to the Burtonsville Park and Ride and expand Ride On Flex service to Poolesville, Damascus, and Olney as key elements of

this systemwide transformation.

- Expand Ride On Flex service to include new zones in Poolesville and Damascus, adding to existing service areas in Rockville, Wheaton, and Olney. This growth supports the Ride On Reimagined effort to modernize mobility by offering on-demand, curb-to-curb microtransit that improves first-mile/last-mile access, reduces wait times, and better serves communities that lack convenient fixed-route options.
- Expand the County's zero-emission bus program by adding new zero-emission buses in FY27 and funding critical charging and facility infrastructure identified in the County's comprehensive transition plan. This plan outlines strategies for reducing fleet emissions, assessing infrastructure needs, determining optimal fleet composition, and engaging the community throughout the transition. By advancing cleaner technology and essential upgrades, the County supports the Climate Action Plan goal of zero greenhouse gas emissions by 2035 and strengthens a more sustainable, resilient transit system.
- Enhance rider access and trip planning by expanding use of the Ride On Trip Planner, a real-time digital tool that provides step-by-step directions, route options, travel times, and service alerts across the network. Integrating GPS tracking and live data, the platform helps riders make informed decisions, reduce wait times, and navigate the system more efficiently. As part of the County's Intelligent Transit System strategy, the trip planner improves accessibility for all users-especially those less familiar with transit-by offering an intuitive experience on both desktop computers and mobile devices.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- E-paper transit display monitors installed through the Intelligent Transit System Capital Project provide an energy-efficient, modern way to deliver real-time arrival information, service alerts, and route updates across the Ride On network. Their clear, glare-free screens remain readable in all lighting conditions, enhancing the rider experience. With ultra-low power consumption and the ability to operate on solar energy, these displays reduce operating costs, support the County's climate goals, and offer flexible, low-maintenance installation options that strengthen smart transit infrastructure and improve system accessibility countywide.
- As part of its zero-emission fleet transition, the County has incorporated 82 battery-electric buses into the Ride On fleet and plans to add 22 more by the end of FY27 for a total of 104 electric buses. In addition, the County will receive its first 13 hydrogen fuel cell buses, introducing a complementary zero-emission technology designed to support longer-running routes where battery-electric buses are not yet practical. Hydrogen fuel cell buses offer faster refueling times and longer ranges, making them well-suited for service patterns that exceed current battery-electric capabilities and strengthening the County's ability to deliver reliable, zero-emission service across the full network.

PROGRAM CONTACTS

Contact Carrie Webster of the Division of Transit Services at 240-777-5887 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 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 Mobility Services

The Community Mobility Services program provides a wide range of transportation-related services and options for Montgomery 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 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 have historically been targeted to employers, employees, and residents of multi-unit buildings close to transit, including Silver Spring, Friendship Heights, Bethesda, North Bethesda, Greater Shady Grove, and White Oak. The program also provides services to large employers, residential complexes, and other targeted audiences countywide. Commuter Services has a role in review and management of Transportation Demand Management (TDM) Plans, as required by Planning Board as a condition of development approval for some new developments. 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 and 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 (Taxicab).
- 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of employer contacts [1]	14,379	15,795	16,000	12,000	12,000
Number of Call-n-Ride participants	5,212	5,408	5,700	5,900	6,100
Percent of Employer Transportation Demand Management Plans Filed [2]	79%	81%	86%	0%	0%
Non-auto driver mode share in Silver Spring Transportation Management District [3]	72%	63%	63%	65%	65%

[1] *The number of employer contacts is expected to decline in FY27 and FY28 due to a budget reduction for Commuter Services.*

[2] *Due to the repeal of the law, the percent of employer plans filed is expected to decline to 0 in FY27 and FY28.*

[3] *Commuter Surveys are conducted every other year. Figures for intervening years carry forward the results for the prior survey year -- thus non-auto driver mode share (NADMS) figures will only change at most every other year. The 72% figure reflects the survey conducted in 2023 where non-auto driver mode share might have been high due to telework post-COVID. The 63% figure from 2025 represents the most recent survey and is much closer to the non-auto driver mode share goal for Silver Spring of 65%. While still a major factor, use of telework has declined*

substantially as shown in the FY25 survey, as more employers and employees have returned to in-person work post-pandemic. However, despite that, overall transit use has not completely returned to pre-COVID levels, possibly due to continued telework impacts coupled with less regularized work schedules (e.g., reduced frequency of in-person work days), resulting in reduced levels of NADMS compared to pre-COVID.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**15,927,412**	**32.28**
Increase Cost: TRiPS Commuter Store Contract Escalation	15,755	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	12,518	0.00
Decrease Cost: Reconcile Commuter Assistance Grant Fund with Revenues	(307)	0.00
Technical Adj: Reconcile Medicaid Transportation Grant Fund Expenditures with Revenues	(46,906)	0.00
Re-align: Call-n-Ride Budget to Match Expenditures	(400,000)	0.00
Reduce: Transportation Demand Management	(1,000,000)	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.	128,205	(0.50)
FY27 Recommended	**14,636,677**	**31.78**

Transit Services

Public transit plays a vital role in maintaining the livability of Montgomery County's growing communities, easing commutes for Montgomery 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 Montgomery 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 Montgomery County. Ride On bus service coverage extends to many residents and employers in Montgomery 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 WMATA.

Transit Services is committed to transitioning our entire fleet of over 375 buses to zero emissions. It is anticipated that Ride On will have over 100 zero emission buses providing service in FY27, including battery electric buses and hydrogen fuel cell electric buses.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Passengers transported (millions)	18.42	19.17	19.55	19.95	20.34
On time performance for Ride On buses	70.3%	65.4%	75.5%	77.0%	78.5%
Scheduled Ride On roundtrip circuits missed, in whole or in part, per 1,000 roundtrip circuits [1]	4.9	8.1	6.8	6.7	6.4

1 *The ongoing Purple Line construction contributed to Ride On performance during the year.*

FY27 Recommended Changes	Expenditures	FTEs

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**193,970,488**	**885.58**
Add: Flex Service Expansion to Poolesville and Damascus - Assumes January 2027 Start	913,796	10.00
Enhance: All Day Burtonsville Flash Service - Assumes January 2027 Start	243,775	2.00
Increase Cost: Reconcile Access to Jobs Grant Fund Expenditures with Revenues	127,891	0.00
Increase Cost: Automated Bus Lane Enforcement	109,000	0.00
Increase Cost: Trip Planner App	70,000	0.00
Increase Cost: Nicholson Court Depot Lease	50,018	0.00
Increase Cost: Washington Suburban Transit Commission Montgomery County Contribution	23,312	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	14,295	0.00
Increase Cost: Parking Contractual Escalations	14,125	0.00
Decrease Cost: Position Consolidations	(920,246)	(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.	7,079,974	0.50
FY27 Recommended	**201,696,428**	**884.58**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**897,385**	**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.	574,177	0.00
FY27 Recommended	**1,471,562**	**5.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
MASS TRANSIT					
EXPENDITURES					
Salaries and Wages	90,090,187	94,822,055	94,793,078	97,761,848	3.1 %
Employee Benefits	25,224,098	28,391,554	26,805,091	29,860,058	5.2 %
Mass Transit Personnel Costs	**115,314,285**	**123,213,609**	**121,598,169**	**127,621,906**	**3.6 %**
Operating Expenses	80,373,843	82,430,062	80,594,373	85,031,147	3.2 %
Capital Outlay	0	144,230	144,230	144,230	—
Mass Transit Expenditures	**195,688,128**	**205,787,901**	**202,336,772**	**212,797,283**	**3.4 %**
PERSONNEL					
Full-Time	869	884	884	884	—

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Part-Time	9	9	9	7	-22.2 %
FTEs	896.26	910.66	910.66	909.16	-0.2 %
REVENUES					
Property Tax	211,424,829	209,894,512	207,489,501	216,335,182	3.1 %
Taxi Licensing Fees	41,863	80,000	40,000	40,000	-50.0 %
Bus Advertising	774,544	1,780,000	770,000	780,000	-56.2 %
Motor Pool Charges/Fees	1,838,298	0	531,224	0	—
Other Charges/Fees	3,506,431	3,719,383	3,969,878	2,620,477	-29.5 %
Parking Fees	734,675	775,000	807,550	775,000	—
Ride On Fare Revenue	1,307,209	0	10,599	0	—
Other Fines/Forfeitures	2,425	160,000	160,000	660,000	312.5 %
Parking Fines	865,757	800,000	967,200	800,000	—
State Aid: Call N' Ride	395,666	391,011	391,011	391,011	—
State Aid: Damascus Fixed Route	734,782	681,401	381,401	681,401	—
State Aid: Ride On	39,853,020	40,589,000	40,589,000	40,589,000	—
Miscellaneous Revenues	69,490	0	34,546	0	—
Insurance Recoveries	211,465	0	0	0	—
Property Rentals	4,357	0	3,734	0	—
Other Intergovernmental	0	1,119,413	0	790,143	-29.4 %
Mass Transit Revenues	**261,764,811**	**259,989,720**	**256,145,644**	**264,462,214**	**1.7 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	735,487	1,156,155	1,156,155	1,050,953	-9.1 %
Employee Benefits	253,469	363,484	363,484	388,592	6.9 %
Grant Fund - MCG Personnel Costs	**988,956**	**1,519,639**	**1,519,639**	**1,439,545**	**-5.3 %**
Operating Expenses	2,815,985	3,487,745	3,487,745	3,567,839	2.3 %
Grant Fund - MCG Expenditures	**3,804,941**	**5,007,384**	**5,007,384**	**5,007,384**	**—**
PERSONNEL					
Full-Time	15	15	15	15	—
Part-Time	0	0	0	0	—
FTEs	13.10	12.20	12.20	12.20	—
REVENUES					
Federal Grants	225,000	1,939,694	1,939,694	1,939,694	—
State Grants	0	3,067,690	3,067,690	3,067,690	—
Grant Fund - MCG Revenues	**225,000**	**5,007,384**	**5,007,384**	**5,007,384**	**—**

DEPARTMENT TOTALS

Total Expenditures	**199,493,069**	**210,795,285**	**207,344,156**	**217,804,667**	**3.3 %**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Total Full-Time Positions	**884**	**899**	**899**	**899**	**—**
Total Part-Time Positions	**9**	**9**	**9**	**7**	**-22.2 %**
Total FTEs	**909.36**	**922.86**	**922.86**	**921.36**	**-0.2 %**
Total Revenues	**261,989,811**	**264,997,104**	**261,153,028**	**269,469,598**	**1.7 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
MASS TRANSIT		
FY26 ORIGINAL APPROPRIATION	**205,787,901**	**910.66**
Changes (with service impacts)		
Add: Flex Service Expansion to Poolesville and Damascus - Assumes January 2027 Start [Transit Services]	913,796	10.00
Enhance: All Day Burtonsville Flash Service - Assumes January 2027 Start [Transit Services]	243,775	2.00
Reduce: Transportation Demand Management [Community Mobility Services]	(1,000,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	4,376,619	0.00
Increase Cost: Motor Pool Adjustment	2,893,880	0.00
Increase Cost: Annualization of FY26 Compensation Increases	495,501	0.00
Increase Cost: Risk Management Adjustment	364,723	0.00
Increase Cost: Printing and Mail	211,486	0.00
Increase Cost: Automated Bus Lane Enforcement [Transit Services]	109,000	0.00
Increase Cost: Trip Planner App [Transit Services]	70,000	0.00
Increase Cost: Nicholson Court Depot Lease [Transit Services]	50,018	0.00
Increase Cost: Washington Suburban Transit Commission Montgomery County Contribution [Transit Services]	23,312	0.00
Increase Cost: TRiPS Commuter Store Contract Escalation [Community Mobility Services]	15,755	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Transit Services]	14,295	0.00
Increase Cost: Parking Contractual Escalations [Transit Services]	14,125	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Community Mobility Services]	12,518	0.00
Decrease Cost: Annualization of FY26 Personnel Costs	(5,527)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(177,334)	0.00
Decrease Cost: Retirement Adjustment	(296,314)	0.00
Re-align: Call-n-Ride Budget to Match Expenditures [Community Mobility Services]	(400,000)	0.00
Decrease Cost: Position Consolidations [Transit Services]	(920,246)	(13.50)
FY27 RECOMMENDED	**212,797,283**	**909.16**
GRANT FUND - MCG		

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
FY26 ORIGINAL APPROPRIATION	**5,007,384**	**12.20**
Other Adjustments (with no service impacts)		
Increase Cost: Reconcile Access to Jobs Grant Fund Expenditures with Revenues [Transit Services]	127,891	0.00
Decrease Cost: Reconcile Commuter Assistance Grant Fund with Revenues [Community Mobility Services]	(307)	0.00
Technical Adj: Reconcile Medicaid Transportation Grant Fund Expenditures with Revenues [Community Mobility Services]	(46,906)	0.00
Decrease Cost: Annualization of FY26 Personnel Costs	(80,678)	0.00
FY27 RECOMMENDED	**5,007,384**	**12.20**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Community Mobility Services	15,927,412	32.28	14,636,677	31.78
Transit Services	193,970,488	885.58	201,696,428	884.58
Transit Services General Administration	897,385	5.00	1,471,562	5.00
Total	**210,795,285**	**922.86**	**217,804,667**	**921.36**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
MASS TRANSIT					
Health and Human Services	General Fund	282,694	0.00	282,694	0.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
MASS TRANSIT						
EXPENDITURES						
FY27 Recommended	**212,797**	**212,797**	**212,797**	**212,797**	**212,797**	**212,797**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY27	**0**	**553**	**553**	**553**	**553**	**553**
New positions in the FY27 budget are generally assumed to be filled at least three to six 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**	**(15)**	**(15)**	**(15)**	**(15)**	**(15)**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
Items recommended for one-time funding in FY27, including uniforms for new transit bus operator positions, will be eliminated from the base in the outyears.						
Annualization of OE for FY27 Service Enhancements	**0**	**626**	**626**	**626**	**626**	**626**
Annualization of operating expenses for the expansion of Flex service to Poolesville/Damascus and all-day Flash service to Burtonsville Park and Ride.						
Labor Contracts	**0**	**530**	**530**	**530**	**530**	**530**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
MD 355 Bus Rapid Transit	**0**	**0**	**0**	**0**	**0**	**15,491**
Estimated budget impact of MD 355 Bus Rapid Transit, which is projected to start service on the segment from Rockville to Germantown in FY32.						
Veirs Mill Road Bus Rapid Transit	**0**	**2,779**	**5,558**	**5,558**	**5,558**	**5,558**
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	**212,797**	**217,270**	**220,049**	**220,049**	**220,049**	**235,540**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY27 Recommended		FY28 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
All Day Burtonsville Flash Service - Assumes January 2027 Start	88,592	2.00	180,800	2.00
Flex Service Expansion to Poolesville and Damascus - Assumes January 2027 Start	442,961	10.00	904,000	10.00
Total	**531,553**	**12.00**	**1,084,800**	**12.00**

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Health and Human Services

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$576,180,237	2,118.54

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 FY27 Operating Budget for the Department of Health and Human Services is $576,180,237, an increase of $18,913,060 or 3.39 percent from the FY26 Approved Budget of $557,267,177. Personnel Costs comprise 51.96 percent of the budget for 1,911 full-time position(s) and 311 part-time position(s), and a total of 2,118.54 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 48.04 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**
- **A Greener County**
- **An Affordable, Welcoming County for a Lifetime**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INITIATIVES

- Expands support for the County's Services to End and Prevent Homelessness by providing almost $1.17 million to address an

adult shelter budget gap due to increased emergency shelter operational costs and one-time funding that was not sustained. Provides almost $439,000 in funding to fill an outreach budget gap and to expand outreach services to help unhoused individuals successfully seek support and become stably housed. In addition, provides one-time funding of more than $1.96 million for overflow emergency shelter support for families at a reduced level of motel room usage due to $2 million in one-time funding added to the Short-term Housing and Resolution Program (SHARP).

- Provides $2.5 million in additional funding to continue development work on Phase IV of the Community Connect Portal.
- Expands support for the County's Health Care for the Uninsured Program, including increasing the reimbursement rate to 52% of the cost of care ($1.56 million), providing dental equipment and supplies in Montgomery County Public Schools ($50,000), supporting Montgomery Cares endodontic services ($19,000), expanding the East County dental services pilot ($15,000), and expanding Care for Kids specialty dental services ($9,000).
- Provides more than $2.56 million in ongoing funding to continue services in Children, Youth, and Family Services originally funded with Lighthouse. In addition, provides almost $4.6 million in funding to continue the Lighthouse initiative as a three-year grant program.
- Provides more than $800,000 that will convert unfunded long-term contractors with merit staff in the Office of Eligibility and Support Services to support increased activities related to Medicaid eligibility.
- Supports innovations in Behavioral Health and Crisis Services, including opening the Diversion Center Behavioral Health Crisis Stabilization Center (BHCSC) after capital renovations are completed ($3.1 million with partial revenue offset) and deploying a new Mobile Crisis and Outreach Team with existing staff.
- Ensures safe and responsibly managed clinical settings, including the anticipated delegation of authority for the County to perform nursing home inspections beginning in FY27 ($399,000), improving nurse manager staffing ratios in school health settings ($340,000), and bolstering the ability to recruit and retain skilled contractual dentists ($197,000). Maintains compliance with State requirements, including enhancing tobacco retail enforcement capacity ($78,000) and replacing dental program equipment ($75,000).
- Provides $160,000 in funding for two contractors to provide Montgomery County Public School (MCPS) protective service clearances.
- Adds funding for Aging and Disability Services, including enhancing supplement programs for developmental disability service providers ($559,000) and adult medical day care providers ($62,000) and addressing rising costs of Senior Nutrition Program meals ($143,000).
- Replaces funding for services previously funded by grants that have been reduced or eliminated, including funding for HIV services ($362,000), maternal and child health services ($202,000), emergency preparedness response staffing ($186,000), and tuberculosis services ($170,000).

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- DHHS's enterprise Integrated Case Management (eICM) system currently uses outdated software which poses an unacceptable cybersecurity risk. A competitive contract was awarded in May 2023 to move the application to a new platform and build in updated enhancements. The contractor is now ending the build phase and will shortly begin staff training on eICM 2.0. This eICM Modernization project is expected to begin scattered go-live before the end of FY26 and be fully implemented by October 2026. Once implemented, customer service and continuity of care will improve. The DHHS Information Technology Applications team continues to support the current eICM application as the department looks to retire it in early FY27 following the release of eICM 2.0.
- In FY25 a new Request for Proposals was posted for a new Electronic Health Record contract. Proposals were reviewed at the beginning of FY26 and a new contract was signed in December 2025. Transition planning and system development is

occurring and the application is expected to go live in FY27. Once implemented, residents receiving services in Behavioral Health and Public Health will have easier access to their patient records and the ability to pay their balance through the patient portal. Additionally, users will have fewer templates and spoken documentation options for timely, more comprehensive case notes and improved billing practices.

- The DHHS Community Connect Portal works to improve the client experience and increase Case Worker efficiency. It reduces the number of clients that need to physically enter DHHS offices by moving many client transactions to a digital portal. It also allows a client to access the portal 24/7, electronically update their records, track the status of their applications, and easily apply and screen for DHHS services they may be eligible for. With completion of Phase II of the project, residents can apply for major County programs, including Working Parents Assistance, County Health Programs such as Montgomery Cares, Care for Kids, Senior Dental, and the Rental Assistance Program. In FY26, Phase III focuses on 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. In Phase IV, the product will continue to evolve 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. The department is working with the Department of Technology and Enterprise Business Solutions (TEBS), who will conduct a needs assessment in FY27, to begin to move the platform from a department specific application to a County-wide system available to all County departments in a "one stop" model for the community.
- QLESS is a lobby management system that was implemented in heavily trafficked HHS locations in 2017. The initial implementation focused on only 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 State of Maryland has recently implemented a new version of QLESS for State programs which is now interfacing with the County system to provide enhanced monitoring and customer service across County run State and local programs.

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 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.

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	141,200,086	159,271,656	157,221,784	173,332,625	8.8 %
Employee Benefits	41,800,900	49,630,870	45,693,613	55,423,382	11.7 %

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
County General Fund Personnel Costs	**183,000,986**	**208,902,526**	**202,915,397**	**228,756,007**	**9.5 %**
Operating Expenses	209,695,344	219,853,036	235,095,509	230,605,849	4.9 %
County General Fund Expenditures	**392,696,330**	**428,755,562**	**438,010,906**	**459,361,856**	**7.1 %**
PERSONNEL					
Full-Time	1,190	1,228	1,228	1,285	4.6 %
Part-Time	287	283	283	285	0.7 %
FTEs	1,508.09	1,540.73	1,540.73	1,623.47	5.4 %
REVENUES					
Health Inspection: Restaurants	1,926,660	1,869,885	2,076,500	2,076,500	11.0 %
Health Inspections: Living Facilities	262,498	240,010	315,905	315,905	31.6 %
Health Inspections: Swimming Pools	537,250	554,780	577,680	577,680	4.1 %
Marriage Licenses	259,110	276,319	276,319	276,319	—
Other Licenses/Permits	100,117	75,605	104,305	104,305	38.0 %
Health and Human Services Fees	2,031,222	2,307,550	2,043,161	1,681,540	-27.1 %
Core Health Services Funding	5,551,752	5,274,562	5,274,562	6,304,474	19.5 %
Federal Financial Participation Reimbursements	19,087,698	20,103,251	20,148,251	20,550,316	2.2 %
Medicaid/Medicare Reimbursement	1,729,792	3,378,889	3,158,597	4,536,317	34.3 %
Other Intergovernmental	6,957,702	6,471,479	7,193,360	7,119,069	10.0 %
Miscellaneous Revenues	6,690	0	950	4,950	—
Other Charges/Fees	2,793,588	5,677,651	5,737,415	5,796,633	2.1 %
Other Fines/Forfeitures	12,510	8,000	138,500	138,500	1631.3 %
County General Fund Revenues	**41,256,589**	**46,237,981**	**47,045,505**	**49,482,508**	**7.0 %**

OPIOID ABATEMENT

EXPENDITURES					
Salaries and Wages	0	521,400	521,400	542,896	4.1 %
Employee Benefits	0	109,992	109,992	166,636	51.5 %
Opioid Abatement Personnel Costs	**0**	**631,392**	**631,392**	**709,532**	**12.4 %**
Operating Expenses	2,441,877	948,000	2,613,478	1,248,600	31.7 %
Opioid Abatement Expenditures	**2,441,877**	**1,579,392**	**3,244,870**	**1,958,132**	**24.0 %**
PERSONNEL					
Full-Time	5	5	5	5	—
Part-Time	0	0	0	0	—
FTEs	5.00	5.00	5.00	5.00	—
REVENUES					
Other Intergovernmental	6,927,744	1,563,273	3,000,000	1,705,677	9.1 %
Investment Income	839,377	0	0	0	—
Miscellaneous Revenues	928,104	0	0	915,602	—
Opioid Abatement Revenues	**8,695,225**	**1,563,273**	**3,000,000**	**2,621,279**	**67.7 %**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	46,946,523	59,703,548	59,703,548	52,617,642	-11.9 %
Employee Benefits	14,437,035	17,445,616	17,445,616	17,320,142	-0.7 %
Grant Fund - MCG Personnel Costs	**61,383,558**	**77,149,164**	**77,149,164**	**69,937,784**	**-9.3 %**
Operating Expenses	59,710,644	49,783,059	49,783,059	44,922,465	-9.8 %
Grant Fund - MCG Expenditures	**121,094,202**	**126,932,223**	**126,932,223**	**114,860,249**	**-9.5 %**
PERSONNEL					
Full-Time	598	621	621	621	—
Part-Time	31	30	30	26	-13.3 %
FTEs	489.18	522.66	522.66	490.07	-6.2 %
REVENUES					
Other Charges/Fees	65,869	0	0	0	—
Federal Grants	40,854,003	32,532,408	32,532,408	33,541,922	3.1 %
HB669 Social Services State Reimbursement	47,308,708	64,171,884	64,171,884	51,469,814	-19.8 %
State Grants	28,547,531	30,077,061	30,077,061	29,697,643	-1.3 %
Miscellaneous Revenues	232,811	150,870	150,870	150,870	—
Grant Fund - MCG Revenues	**117,008,922**	**126,932,223**	**126,932,223**	**114,860,249**	**-9.5 %**
DEPARTMENT TOTALS					
Total Expenditures	**516,232,409**	**557,267,177**	**568,187,999**	**576,180,237**	**3.4 %**
Total Full-Time Positions	**1,793**	**1,854**	**1,854**	**1,911**	**3.1 %**
Total Part-Time Positions	**318**	**313**	**313**	**311**	**-0.6 %**
Total FTEs	**2,002.27**	**2,068.39**	**2,068.39**	**2,118.54**	**2.4 %**
Total Revenues	**166,960,736**	**174,733,477**	**176,977,728**	**166,964,036**	**-4.4 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**428,755,562**	**1,540.73**
Changes (with service impacts)		
Enhance: Continue Information Technology Work on the Community Connect Portal to Support Additional Services [Admin - Office of the Chief Operating Officer]	2,500,000	0.00
Enhance: One-Time Additional Funding for Short-Term Housing and Resolution Program for Families [Supportive Housing]	2,000,000	0.00
Enhance: Conversion of Unfunded Long-Term Contractor Positions in the Office of Eligibility and Support Services to Support Increased Activities Related to Medicaid Eligibility [Office of Eligibility and Support Services]	800,968	7.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Add: Nursing Home Inspection Staff (Assumes January 2027 Start) [Licensure and Regulatory Services]	399,129	5.00
Enhance: Reduce Nurse Management Staffing Ratios (Assumes January 2027 Start) [School Health Services]	340,055	5.00
Enhance: Continue Head Start Contractual Nurse Staffing to Annualize FY26 Supplemental Appropriation [School Health Services]	261,103	0.00
Enhance: Two Contractors to Provide MCPS Protective Service Clearances [CYF Special Projects and Initiatives]	160,000	0.00
Enhance: Retail Tobacco Enforcement Capacity (Assumes January 2027 Start) [Cancer & Tobacco Prevention]	77,561	1.00
Enhance: Community First Choice Nurse Monitoring to Meet Increased Demand (Fully Revenue Offset) [Medicaid Funded Long-Term Care Services]	73,167	0.00
Enhance: Dental Equipment and Supplies to Support Care for Kids Clients in Montgomery County Public Schools [Health Care for the Uninsured]	50,000	0.00
Enhance: Montgomery Cares Endodontic Care and Services [Health Care for the Uninsured]	19,440	0.00
Enhance: Five Percent Increase to East County Dental Pilot [Health Care for the Uninsured]	15,000	0.00
Enhance: Five Percent Increase to Care for Kids Specialty Dental Services [Health Care for the Uninsured]	8,761	0.00
Enhance: Crisis Center Contractual Conversion [24-Hours Crisis Center]	0	1.00
Enhance: Adult Drug Court Case Management Contractual Conversion [Adult Forensic Services]	0	1.00
Reduce: Child Development Associate Training Reimbursements and Foreign Degree Equivalency Requests to the Level of Spending [Early Childhood Services]	(12,000)	0.00
Reduce: Hospice Volunteer Training Services [Communicable Disease & Epidemiology]	(17,715)	0.00
Reduce: Funding for Child Care Support Services Trainings [Early Childhood Services]	(25,000)	0.00
Reduce: Long Branch Area Green Space and Gardening Program and Transition to Competitive Office of Food Systems Resilience Grant Program [Community and Youth Violence Prevention and Intervention Program]	(29,503)	0.00
Reduce: Positive Youth Development Gang Training to the Level of Spending [Community and Youth Violence Prevention and Intervention Program]	(40,000)	0.00
Eliminate: Crisis Stabilization Services for Child Welfare Services Due to Expiration of Contract [Child Welfare Services]	(56,359)	0.00
Reduce: Washington Youth Foundation After-School Weekend Tutoring Program and Transition Participants to George B. Thomas Learning Academy [CYF Special Projects and Initiatives]	(62,585)	0.00
Reduce: Washington Youth Foundation Youth Care Mentoring Program and Transition Participants to Existing MCPS Services or Existing DHHS Therapeutic Mentoring Services [CYF Special Projects and Initiatives]	(92,638)	0.00
Reduce: Tutoring Services for Youth and Senior Wellness Services for Seniors in the Vietnamese Community and Transition Non-Competitive Contract to Healthy Communities Fund Grant Program [Minority Programs]	(92,638)	0.00
Reduce: After School Programming to the Carroll Ave/Quebec Terrace Neighborhood and Transition Participants to Excel Beyond the Bell and MCPS High Dosage Tutoring Services [CYF Special Projects and Initiatives]	(133,523)	0.00
Eliminate: Youth Mentoring Services Non-Competitive Contract and Transition Participants to Another Community Provider if Appropriate and Available [Child Welfare Services]	(141,469)	0.00
Reduce: Right-Size George B. Thomas Learning Academy Contract to the Level of Services Provided [CYF Special Projects and Initiatives]	(190,153)	0.00
Reduce: Two School Based Health Centers Somatic Services to Three Days Per Week [School Health Services]	(349,121)	0.00
Reduce: Residential Rehabilitation Provider Supplement [Local Behavioral Health Authority]	(458,422)	0.00
Eliminate: Wrap-Around Youth Services Contract Due to Duplication with Medicaid Targeted Case Management (TCM) and TCM Plus [Outpatient Behavioral Health Services - Child]	(1,050,568)	0.00
Other Adjustments (with no service impacts)		

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: FY27 Compensation Adjustment	8,938,376	0.00
Restore: Continuation of Lighthouse as a Three-Year Grant Program and Administrative Support [Lighthouse]	4,594,294	4.00
Increase Cost: Annualization of FY26 Personnel Costs	3,554,138	31.74
Replace: Operating Budget Impact Associated with the Diversion Center Behavioral Health Crisis Stabilization Center (BHCSC) [24-Hours Crisis Center]	3,104,903	18.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	3,019,589	0.00
Restore: Continuation of Services in Children, Youth, and Family Services Originally Funded with Lighthouse to Provide Ongoing Services	2,564,375	7.00
Increase Cost: Annualization of FY26 Compensation Increases	2,011,453	0.00
Increase Cost: One-Time Funding of Overflow Emergency Shelter Support for Families at a Reduced Level of Motel Room Usage Due to Funding Added to Short-Term Housing and Rental Assistance Program [Homeless Services]	1,961,171	0.00
Increase Cost: Montgomery Cares Primary Care Reimbursement Rate Increase to 52 Percent of the Cost of Care for 78,000 Encounters [Health Care for the Uninsured]	1,564,817	0.00
Increase Cost: Fill Adult Shelter Budget Gap with General Funds [Homeless Services]	1,169,636	0.00
Increase Cost: Developmental Disability Provider Supplement (2.5 Percent Increase) [Community Provider Support]	558,621	0.00
Increase Cost: Lapse Adjustment	471,579	0.00
Increase Cost: Printing and Mail	463,273	0.00
Increase Cost: Fill Outreach Budget Gap with General Funds [Homeless Services]	438,909	0.00
Replace: Continue Services Despite Ryan White Part A Grant Reduction [Communicable Disease & Epidemiology]	362,122	1.00
Increase Cost: Risk Management Adjustment	344,683	0.00
Increase Cost: Annualization of FY26 Lapsed Positions	335,065	0.00
Replace: Statewide Integrated Health Improvement Strategy Home Visiting Expansion Grant Reduction [Community and Population Health]	201,905	1.50
Increase Cost: Hourly Rate Increase for Contractual General Dentists [Dental Services]	196,640	0.00
Replace: Continue Emergency Preparedness Response Staff Previously Funded through Grant Funding [Public Health Emergency Preparedness & Response Program]	185,662	1.00
Replace: Continue to Backfill Tuberculosis Grant Reduction to Annualize FY26 Supplemental Appropriation [Communicable Disease & Epidemiology]	170,000	0.00
Increase Cost: Senior Nutrition Program due to Increased Food Costs [Area Agency on Aging]	142,761	0.00
Increase Cost: Dental Equipment Replacement to Remain in Legal Compliance with State Requirements [Dental Services]	75,000	0.00
Increase Cost: Adult Medical Day Care Provider Supplement (2.5 Percent Increase) [Community Support Network for People with Disabilities]	62,392	0.00
Technical Adj: Convert Contractual Information Technology Positions into Merit Positions [Admin - Office of the Chief Operating Officer]	0	3.00
Technical Adj: Convert Contractual Community Health Workers to Merit Staff in the Asian American Health Initiative [Minority Programs]	0	2.50
Technical Adj: Staff for Administration of the Healthy Communities Fund Grant in Asian American Health Initiative [Minority Programs]	0	1.00
Technical Adj: Reduction of African American Health Program Contract and Create Four Merit Staff Positions to Fully Offset Contract Reduction [Minority Programs]	0	4.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Professional Training for Services No Longer Provided [Public Health Emergency Preparedness & Response Program]	(27,715)	0.00
Decrease Cost: Motor Pool Adjustment	(57,628)	0.00
Technical Adj: Correction Associated with Prior Contract Transfers to the Office of Food Systems Resilience [Admin - Office of the Director]	(65,107)	0.00
Decrease Cost: Eliminate Funding for Substance Abuse Contract at Youth Opportunity Centers that has Expired [Community and Youth Violence Prevention and Intervention Program]	(80,000)	0.00
Decrease Cost: Information Line Contract in the Latino Health Initiative Due to Decreased Usage [Minority Programs]	(151,610)	0.00
Decrease Cost: Human Services Contract with Maryland Treatment Center Based on Previous Actuals [Local Behavioral Health Authority]	(200,000)	0.00
Decrease Cost: Case Management Services in the Latino Health Initiative by 50 Percent of Contract Value Due to Transition of Clients to Lighthouse Initiative [Minority Programs]	(537,562)	0.00
Decrease Cost: Retirement Adjustment	(539,984)	0.00
Shift: Saturday School Tutoring Services at George B. Thomas Learning Academy to MCPS to Administer These Services [CYF Special Projects and Initiatives]	(722,579)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(7,456,375)	(12.00)
FY27 RECOMMENDED	**459,361,856**	**1,623.47**

OPIOID ABATEMENT

FY26 ORIGINAL APPROPRIATION	**1,579,392**	**5.00**
Changes (with service impacts)		
Enhance: Substance Use Disorder Interventions and Evidence-Based Prevention for Upper Elementary and Lower Middle School Grades [Admin - Behavioral Health & Crisis Services]	300,600	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY26 Personnel Costs [Admin - Behavioral Health & Crisis Services]	54,168	0.00
Increase Cost: FY27 Compensation Adjustment	24,560	0.00
Decrease Cost: Retirement Adjustment	(588)	0.00
FY27 RECOMMENDED	**1,958,132**	**5.00**

GRANT FUND - MCG

FY26 ORIGINAL APPROPRIATION	**126,932,223**	**522.66**
Federal/State Programs		
Eliminate: Epidemiology and Laboratory Capacity Enhancing Detection Expansion Grant Ends	(433,195)	0.00
Eliminate: Expenditures Funded By American Rescue Plan Act Mental Health Services Grant	(462,720)	0.00
Other Adjustments (with no service impacts)		
Technical Adj: Multi - Annualization of Grant Changes	1,526,011	(0.15)
Decrease Cost: HB Grant Changes	(12,702,070)	(32.44)
FY27 RECOMMENDED	**114,860,249**	**490.07**

FUNCTION SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Aging and Disability Services	78,667,630	210.25	78,861,107	209.75
Behavioral Health and Crisis Services	66,495,344	281.90	98,376,944	313.40
Children, Youth and Family Services	59,829,899	137.13	56,044,375	132.33
Public Health Services	119,281,572	634.71	125,946,329	647.96
Services to End and Prevent Homelessness	61,990,868	117.40	68,238,926	115.40
Social Services	80,155,966	494.00	77,746,820	508.80
Administration and Support	90,845,898	193.00	70,965,736	190.90
Total	**557,267,177**	**2,068.39**	**576,180,237**	**2,118.54**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
COUNTY GENERAL FUND					
Correction and Rehabilitation	General Fund	132,582	0.75	139,557	0.75
Police	General Fund	176,855	1.00	183,097	1.00
Recreation	Recreation	52,853	0.50	52,853	0.50
Permitting Services	Permitting Services	260,050	2.00	300,879	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	1,903,842	16.00	2,497,533	23.00
	Total	**22,093,132**	**20.25**	**22,740,869**	**27.25**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**459,362**	**459,362**	**459,362**	**459,362**	**459,362**	**459,362**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY27	**0**	**1,313**	**1,313**	**1,313**	**1,313**	**1,313**
New positions in the FY27 budget are generally assumed to be filled at least three to six 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**	**(3,733)**	**(3,733)**	**(3,733)**	**(3,733)**	**(3,733)**
Items recommended for one-time funding in FY27, including funding of overflow emergency shelter support for families and Short-Term Housing and Rental Assistance Program (SHARP) for families, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**1,647**	**1,647**	**1,647**	**1,647**	**1,647**

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	**459,362**	**458,589**	**458,589**	**458,589**	**458,589**	**458,589**
OPIOID ABATEMENT						
EXPENDITURES						
FY27 Recommended	**1,958**	**1,958**	**1,958**	**1,958**	**1,958**	**1,958**
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	**1,958**	**1,959**	**1,959**	**1,959**	**1,959**	**1,959**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY27 Recommended		FY28 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Nursing Home Inspection Staff (Assumes January 2027 Start)	330,259	5.00	667,258	5.00
Operating Budget Impact Associated with the Diversion Center Behavioral Health Crisis Stabilization Center (BHCSC)	1,528,718	18.00	2,038,290	18.00
Reduce Nurse Management Staffing Ratios (Assumes January 2027 Start)	340,055	5.00	737,050	5.00
Retail Tobacco Enforcement Capacity (Assumes January 2027 Start)	68,011	1.00	137,410	1.00
Total	**2,267,043**	**29.00**	**3,580,008**	**29.00**

Aging and Disability Services

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$78,861,107	209.75

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 the 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 that 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**541,468**	**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.	5,536	0.00
FY27 Recommended	**547,004**	**3.00**

Adult Foster Care

This program provides subsidies and case management to low-income seniors and adults with disabilities residing in small, licensed Assisted Living Facilities and Project Homes.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of ongoing clients in Adult Foster Care - unduplicated annual count [1]	105	99	109	114	120
Percent of clients remaining in community placement (i.e., small Assisted Living Facilities and Project Homes) and not entering institutional setting [2]	96%	92%	96%	96%	96%

[1] *There was a 6% decrease from FY24 to FY25. This is due in part to challenges in stabilizing Adult Protective Services (APS) clients who are experiencing high risk situations before they transfer to the Adult Foster Care (AFC) Program. The decrease is also due to the decrease in APS*

investigations this fiscal year, leading to fewer referrals to AFC.

[2] *Adult Foster Care maintains the least restrictive alternative to institutionalization/nursing home admissions as a goal, and still remains successful in maintaining a very high percentage of clients remaining in the community, thereby reducing the higher cost of institutional care.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,686,644**	**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.	(51,111)	0.00
FY27 Recommended	**2,635,533**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of incoming calls - monthly average [1]	1,488	1,488	1,600	1,500	1,500

[1] *The program is projecting higher call volume in FY26 due to a marketing campaign.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,834,485**	**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.	(85,636)	0.00
FY27 Recommended	**1,748,849**	**9.00**

Area Agency on Aging

The Area Agency on Aging offers programs and services that help seniors remain independent and connected to their communities. Connections via community "Villages," caregiver support, health promotions and activities, grocery shopping, transportation, nutritious senior meals, visits to isolated seniors, assisted living subsidies, legal representative payee, health insurance counseling, subsidized employment, and help resolving issues in nursing homes and assisted living facilities.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of complaints resolved and partially resolved by Ombudsman Services	93%	86%	90%	90%	90%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**10,459,705**	**25.50**
Increase Cost: Senior Nutrition Program due to Increased Food Costs	142,761	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.	269,738	(1.24)
FY27 Recommended	**10,872,204**	**24.26**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
New Adult Protective Services Investigations [1]	1,064	803	850	900	950
Percent of Adult Protective Services clients with another investigation within six months (reoccurrence) [2]	5%	9%	8%	7%	6%
Number of clients receiving case management services [3]	907	908	910	915	920
Percent of seniors and adults with disabilities that avoid institutional placement while receiving case management services [4]	95%	97%	97%	97%	97%

[1] *The 24% decrease in Adult Protective Services (APS) investigations in FY25 is unprecedented aside from COVID. The total APS referrals to the hotline are down by 22%, indicated a possible reluctance of the public to contact APS for assistance, despite an increase in community outreach efforts by A&D and the APS team. The program hopes to further increase outreach efforts in FY26 and hope to increase reporting to APS.*

[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 reoccurence may fluctuate. Six percent is the State's goal, and the program anticipates that the rate will remain at this level. This year the increase in reoccurence may be tied to the increase in cases of clinical complexity with more challenging situations such as evictions.*

[3] *Case management services has maintained approximately the same number of active clients in FY25. The program anticipates a modest increase in clients due to increased referrals to Social Services to Adults (SSTA), Home Care, and the Senior Care Program, and a lengthening waitlist for those programs.*

[4] *The percentage remained stable, with a slight increase in FY25. 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.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**15,708,419**	**61.75**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(3,364,127)	0.00
FY27 Recommended	**12,344,292**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of clients served by Developmental Disability and Medical Adult Day Care Providers [1]	5,499	5,681	5,957	6,133	6,276

[1] *The number of clients served increased 3% in FY25. Projections assume more modest increases in future years because of Developmental Disabilities Administration budget expectations and upcoming Medicaid reductions.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**22,689,300**	**0.50**
Increase Cost: Developmental Disability Provider Supplement (2.5 Percent Increase)	558,621	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.	2,812,025	2.00
FY27 Recommended	**26,059,946**	**2.50**

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 18 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Placements in Summer Camp Programs [1]	46	58	63	70	77

[1] *This program projects that the number of camp placements will increase every year due to increased outreach efforts.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**3,299,650**	**9.50**
Increase Cost: Adult Medical Day Care Provider Supplement (2.5 Percent Increase)	62,392	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.	(246,944)	(2.00)
FY27 Recommended	**3,115,098**	**7.50**

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 prevents abuse, neglect, and exploitation of vulnerable adults, and enhances overall quality of life by providing personal care, chore assistance, therapeutic support, self-care education, and escorted transportation.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of clients served annually	259	232	245	255	260
Percent of clients with no unmet personal care needs [1]	74%	75%	77%	80%	82%

[1] *170 surveys were distributed in April 2025 and 59 responded, a return rate of 34.7%. The results are consistent with FY24.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**6,199,969**	**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.	(488,435)	0.74
FY27 Recommended	**5,711,534**	**15.74**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Total number of clients currently served by Nurse Monitoring [1]	2,789	3,166	3,324	3,490	3,664

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Average number of Adult Evaluation and Review Service (AERS) assessments assigned per month [2]	313	355	390	430	472
Percent of person-centered plans in the Coordination of Community Services (CCS) program that are reviewed and updated within 365 days of the anniversary date [3]	83%	58%	65%	65%	70%

[1] *The enrollment for this program depends on the Maryland Department of Health (MDH) enrollment process, making it difficult to accurately predict the annual growth rate. However, based on the client count from FY25, the program estimates an approximate 5% increase.*

[2] *The increase in the number of assessments is due to four new nurses being hired and two additional Nurse Managers. The program projects an annual 10% increase in coming years.*

[3] *The reduction in compliance rate is primarily due to changes at the authorizing agency, Developmental Disabilities Administration (DDA),that impacted the timely review and update of person-centered plans (PCPs).*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**13,583,041**	**78.00**
Enhance: Community First Choice Nurse Monitoring to Meet Increased Demand (Fully Revenue Offset)	73,167	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.	222,187	0.00
FY27 Recommended	**13,878,395**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of clients served in respite [1]	474	562	562	562	562
Percent of caregivers that report a reduction in stress/caregiver burden as a result of receiving respite services	95%	99%	98%	98%	98%

[1] *The number served increased in FY25 because the program was able to reallocate funding to serve more families. Projections are flatlined at FY25 level based on flatlined funding.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,664,949**	**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.	283,303	0.00
FY27 Recommended	**1,948,252**	**0.00**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Admin - Aging & Disability Services	541,468	3.00	547,004	3.00
Adult Foster Care	2,686,644	8.00	2,635,533	8.00
Aging & Disability Resource Unit	1,834,485	9.00	1,748,849	9.00
Area Agency on Aging	10,459,705	25.50	10,872,204	24.26
Assessment & Continuing Care Management Services	15,708,419	61.75	12,344,292	61.75
Community Provider Support	22,689,300	0.50	26,059,946	2.50
Community Support Network for People with Disabilities	3,299,650	9.50	3,115,098	7.50

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Home Care Services	6,199,969	15.00	5,711,534	15.74
Medicaid Funded Long-Term Care Services	13,583,041	78.00	13,878,395	78.00
Respite Care	1,664,949	0.00	1,948,252	0.00
Total	**78,667,630**	**210.25**	**78,861,107**	**209.75**

Behavioral Health and Crisis Services

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$98,376,944	313.40

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 people 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

The Crisis Center serves all Montgomery County residents who present for service 24 hours a day, 365 days per year (including holidays). Telephone and walk-in crisis intervention services are provided on-site at 1301 Piccard Drive in Rockville and Mobile Crisis and Outreach Response services are provided in any non-institutional setting in Montgomery County, including homes, shelters, street locations, businesses, libraries etc. Mobile Crisis and Outreach Teams (MCOTs) also provide Critical Incident Stress Management and on-scene support to assist with disaster management, sudden deaths, and other community crises. The Crisis Center offers short-term Residential Crisis Services beds for eligible clients at risk of hospitalization or as an alternative to hospitalization. The on-site Behavioral Health Crisis Stabilization Center (BHCSC) provides 24/7 short-term support for residents experiencing mental health or substance use crises. The center offers a comfort-focused, non-hospital setting with up to 23-hour stays and quiet rooms for de-escalation. During their stay, individuals receive rapid assessment, psychiatric evaluation, medication management, crisis counseling, peer support, and care coordination, with the goal of stabilizing clients, reducing immediate distress, and connecting them to ongoing care and community resources. Referrals are accepted from individuals,

families, community providers, and partner agencies, and walk-ins are welcome. No insurance is required, and no one is denied services due to inability to pay. The Crisis Center also screens and refers eligible clients to domestic violence shelter and trauma services. In addition, the Crisis Center refers homeless individuals to shelter services after hours and operates as the after-hours contact for Public Health, Emergency Services, Adult Protective Services, and Child Welfare Services.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of walk-in contacts [1]	4,602	4,026	4,500	4,750	5,000
Number of students identified by schools to be at risk who were referred to the Crisis Center [2]	1,206	1,028	1,100	1,200	1,300
Percent of students identified by schools to be at risk that are stabilized utilizing community resources without hospital intervention [3]	88%	97%	90%	95%	95%

[1] *The Crisis Center has steadily expanded mobile crisis outreach services which may have contributed to the decrease in walk-in contacts.*

[2] *Montgomery County Public Schools (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 Montgomery County Public Schools 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.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**13,720,456**	**78.40**
Replace: Operating Budget Impact Associated with the Diversion Center Behavioral Health Crisis Stabilization Center (BHCSC)	3,104,903	18.00
Enhance: Crisis Center Contractual Conversion	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.	978,814	0.00
FY27 Recommended	**17,804,173**	**97.40**

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 referrals, 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 correctional institution, until they can be linked to a community mental health program. More intensive social work services are provided to individuals with serious mental health conditions to ensure effective engagement in needed services and sufficient community supports to reduce negative outcomes and foster the wellness and recovery of the consumer.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Total number of unduplicated clients served [1]	3,882	4,573	3,990	3,990	3,990
Percent of clients referred keeping first appointment with community provider [2]	64%	53%	72%	75%	75%
Percent of customers satisfied with Access staff services [3]	92%	94%	95%	95%	95%

[1] *FY25 saw a 20% increase by having placement when the need was present. The program adapted its service model to be in those spaces.*

[2] *In FY25, the program made changes to its service model, moving therapists to homeless shelters and probation and parole offices. The program attempted to use different staff for follow-ups which did not go as well as expected.*

[3] *The survey was distributed to 165 clients and 152 completed the survey.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,404,223**	**30.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,467	0.00
FY27 Recommended	**4,409,690**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,439,006**	**9.00**
Enhance: Substance Use Disorder Interventions and Evidence-Based Prevention for Upper Elementary and Lower Middle School Grades	300,600	0.00
Increase Cost: Annualization of FY26 Personnel Costs	54,168	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.	(1,844,102)	(5.00)
FY27 Recommended	**949,672**	**4.00**

Adult Behavioral Health Services

This program (ABHP) offers a range of services including individual and group psychotherapy, office-based case management, psychiatric evaluations, and medication monitoring for Montgomery County residents with serious mental health conditions who have limited financial resources. The program primarily serves individuals who cannot access the public mental health system due to a lack of public benefits, or other income barriers. ABHP also supports clients in special circumstances, such as those recently discharged from psychiatric hospitalization or incarceration, individuals involved with other health and human service agencies, or those who have not benefited from prior treatment within the public system. The program's goal is to enhance clients' behavioral health and promote greater adaptive functioning within the community. Most staff are bilingual in either Spanish or Vietnamese, and additional interpretation services are available through the Language Line.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of clients served [1]	261	263	275	285	285
Percent of clients showing improvement in functioning and decreased symptoms - BASIS 24 Scale [2]	58.0%	40.3%	50.0%	60.0%	60.0%

[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. Even though they are in recovery, they may relapse at times and their answers may vary accordingly.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,909,347**	**12.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	258,648	0.25
FY27 Recommended	**2,167,995**	**12.75**

Adult Forensic Services

Adult Forensic Services provides services to individuals who are incarcerated and involved in the Montgomery County legal system who have a mental health or substance use disorder diagnosis. Services include behavioral health evaluations, screenings, diversion, referral to Mental Health Court, and treatment of individuals with substance use disorder. Adult Forensic Services is comprised of four programs: Clinical Assessment and Transition Services; Jail Addiction Services; the Justice Clinical Assessment and Planning Team; and Stop, Triage, Engage, Educate, Rehabilitate. Clinical Assessment and Transition Services (CATS) provide 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 as well as court advocacy. Jail Addiction Services (JAS) is an ASAM II.5 level of care for inmates with Substance Use Disorders at the Montgomery County Correctional Facility, in a therapeutic community housing unit. The Justice Clinical Assessment and Planning (JCAP) Team provides clinical assessment, care planning, and care coordination to the clients of Mental Health Court. This problem-solving court diverts eligible defendants who have committed non-violent and/or victimless crimes, and have a mental health diagnosis, into treatment and from jail, improving public safety by reducing recidivism and helping participants regain productive lives in the community. Participation is voluntary. Stop, Triage, Engage, Educate, Rehabilitate (STEER) is a team of peer specialists who respond 24/7/365 to opioid and substance-related emergencies. Recovery Peer Specialists respond to EMT, police, and emergency room calls regarding an overdose and substance-use related cases. Peers meet with the client in the community to support and engage them in treatment. If the client is receptive, peers will continue providing follow-up services.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Total number of unduplicated clients served [1]	2,556	2,669	2,770	2,770	2,770
Percent of Stop, Triage, Engage, Educate and Rehabilitate (STEER) participants who attend first treatment appointment [2]	57%	62%	63%	63%	63%
Percent of Mental Health Court clients who completed program [3]	83%	65%	75%	75%	75%
Percent of Jail Addiction Services clients that were not reincarcerated within a year of program completion [4]	71%	79%	75%	75%	75%

[1] *The increase in total clients in FY25 reflects a continuing trend from FY24. The program projects continued increases.*

[2] *Through ongoing efforts of the recovery peer support specialists, FY25 saw outcomes for STEER clients recovering from their lower stats in FY24. Increasingly, more clients showed interest in being connected to the appropriate level of treatment. The STEER program outcome exceeds national trends for this type of program.*

[3] *The percent of clients completing program decreased in F25 due to a change of judges in District Court, difficulty maintaining clients with high needs, and new and stricter policies from the State Attorney's Office.*

[4] *The significant improvement seen for FY25 may be attributed to relieved staff shortages and more community-based, accessible treatment that engages inmates released from jail to prevent reincarceration.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,086,118**	**28.00**
Enhance: Adult Drug Court Case Management Contractual Conversion	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.	587,222	1.00
FY27 Recommended	**4,673,340**	**30.00**

Local Behavioral Health Authority

The Local Behavioral Health Authority (LBHA) of Montgomery County supports the well-being of residents of all ages by

coordinating and strengthening the County's public behavioral health system. Maryland requires every jurisdiction to have an LBHA that plans, manages, and oversees publicly funded behavioral health services in alignment with standards set by the State's Behavioral Health Administration. The LBHA collaborates with community organizations, public agencies, schools, and behavioral health providers to ensure access to high-quality mental health, substance use, and co-occurring disorder services. This includes the full continuum of care: prevention, early intervention, treatment, crisis and acute care, and recovery supports. The LBHA oversees grant-funded behavioral health programs, manages behavioral health contracts, and ensures strong quality of care and continuous improvement. The LBHA also assesses community needs, identifies service gaps, and works closely with County and community partners to improve coordination across the behavioral health system. As the Hub for Montgomery County's Community Supports Partnership, the LBHA leads efforts to expand behavioral health services for students in alignment with state initiatives and local needs. Together, these efforts help build a coordinated, resilient, and recovery-oriented behavioral health system that supports accessible and equitable care for all Montgomery County residents.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**17,606,066**	**25.00**
Decrease Cost: Human Services Contract with Maryland Treatment Center Based on Previous Actuals	(200,000)	0.00
Reduce: Residential Rehabilitation Provider Supplement	(458,422)	0.00
Eliminate: Expenditures Funded By American Rescue Plan Act Mental Health Services Grant	(462,720)	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.	1,143,293	(1.00)
FY27 Recommended	**17,628,217**	**24.00**

Outpatient Behavioral Health Services - Child

Child and Adolescent Outpatient Behavioral Health Services (CABHS) provides person-centered, family-focused outpatient behavioral health services to children, adolescents, and their families. CABHS 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, and family-driven; culturally and linguistically appropriate; and accessible via office, school, and community-based settings. This includes diagnostic evaluation; individual, group, and family therapy; clinical case management; medication management; and addiction assessment and treatment. The program, located in Rockville and Silver Spring, strives to serve the behavioral health needs of youth and families along a continuum of care from prevention to treatment as part of the Montgomery County System of Care. This program includes two specialty services: the Home-Based Team (HBT) and the Family Intervention Service (FIS). The HBT collaborates closely with Child Welfare Services to provide intensive, in-home therapeutic services to children and their support systems, including birth families and foster families. The goal of HBT is to strengthen family functioning, promote stability, and support positive outcomes within the home environment. The FIS partners with the Department of Juvenile Services (DJS) to serve youth involved in the justice system who require a high level of in-home intervention. FIS is designed to reduce the risk of out-of-home placements by delivering structured, family-centered services that address behavioral, emotional, and systemic needs.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of unduplicated clients served [1]	567	494	500	500	500
Percent of clients who show reduction in severity of mental health symptoms [2]	65%	71%	75%	75%	75%

[1] *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.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**9,028,502**	**30.25**
Eliminate: Wrap-Around Youth Services Contract Due to Duplication with Medicaid Targeted Case Management (TCM) and TCM Plus	(1,050,568)	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.	(1,770,350)	(2.00)
FY27 Recommended	**6,207,584**	**28.25**

Prevention and Harm Reduction Services

Prevention and Harm Reduction Services provides a data-driven, comprehensive approach to community wellness by balancing proactive prevention with life-saving risk reduction. For families and youth, PHRS offers evidence-based initiatives like the DARE to be You parenting program, the BtheOne Youth Ambassadors leadership group, and the Adolescent Substance Use Prevention Program educational series to build coping skills and delay substance use. Simultaneously, the program prioritizes immediate safety through its Opioid Response training, Rapid Analysis (RAD) drug-checking services, and the Opioid Associated Disease Prevention Outreach Program OADPOP (formerly Syringe Services), which provides sterile equipment, overdose prevention supplies, and free infectious disease testing. Together, these services empower Montgomery County residents with the tools to prevent substance misuse and the support to navigate its impacts with dignity.

FY27 Recommended Changes	Expenditures	FTEs
FY26 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.	3,368,697	8.00
FY27 Recommended	**3,368,697**	**8.00**

School-Based Mental Health & Related Services

Child and Adolescent School and Community-Based Services (CASCBS) provides for overall senior management and administrative support for coordinated, culturally responsive behavioral health, case management, and youth development supports to students and families in designated MCPS schools, via an integrated portfolio that includes the Linkages to Learning, Bridges to Wellness, School & Community Youth Services, Therapeutic Mentoring, and High School Wellness Center initiatives.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of families completing surveys that are satisfied with services [1]	95%	99%	95%	95%	95%
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]	81%	81%	80%	80%	80%
Percent of students receiving mental health services through Linkages to Learning that experience maintained or improved psychosocial functioning after 6 months [3]	81%	93%	88%	88%	88%

[1] *FY25 percentage is based on 357 surveys completed by adults and youth participants in School & Community Youth Services or Bridges to Wellness. Projections based on historical performance exceeding the contractual 90% benchmark.*

[2] *In FY25, the program evaluated the data of 591 cases for this measure. Only households with sufficient data on the assessment are included in this measure, not all households served by Linkages to Learning with case management. Projections are based on the mode of historical performance over the last 3 fiscal years, as performance has exceeded the contractual 75% benchmark.*

[3] *FY25 performance is based on 266 Linkages to Learning clients who completed at least 6 assessments, indicating that they have been in therapy for at least 6 months. Projections are based on the average of the past 3 years, as performance has exceeded the contractual 75%*

benchmark.

FY27 Recommended Changes	Expenditures	FTEs
FY26 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.	26,922,981	12.00
FY27 Recommended	**26,922,981**	**12.00**

Specialty Behavioral Health Services

Specialty Behavioral Health Services (SBHS) provides integrated substance use treatment across Intensive Outpatient (IOP) and Outpatient (OP) levels of care. As a licensed Outpatient Mental Health Center (OMHC), OP, IOP, and Opioid Treatment Program, SBHS serves individuals with co-occurring substance use and mental health disorders. The program offers Medication-Assisted Treatment (MAT) supported by a board-certified addiction psychiatrist who oversees clients' psychiatric and medication management needs. The program offers medication management with methadone, as well as other FDA-approved medications. MAT services are delivered through psychiatric evaluation; medication management; individual, group, and family therapy; recovery planning; and care coordination ensuring a comprehensive, person-centered approach to recovery. In addition to opioid treatment, the MAT Program also serves some clients with severe Alcohol Use Disorder who may benefit from medication-supported recovery. SBHS provides clinic-based services, community-based, and jail-based treatment expanding access to care for individuals across multiple settings and stages of recovery. The OP/IOP program offers services to Drug Court participants. The Drug Court program delivers OP and IOP levels of care, in addition to psychiatric interventions and MAT. The Urine Monitoring Program is an on-site 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of Specialty Behavioral Health Services clients served [1]	331	454	450	450	450

[1] *The FY25 increase is due to the growing number of clients receiving Medication Assisted Treatment (MAT) supports provided to clients in the Department of Corrections (DOCR).*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**5,072,214**	**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.	590,829	(4.00)
FY27 Recommended	**5,663,043**	**29.00**

Trauma Services

Trauma Services provides comprehensive services to survivors (adults and children) of domestic violence, sexual assault/rape and general crimes including human trafficking, physical assault, homicide, etc. Services include safety planning, crisis intervention, assessments, individual and group counseling, case management services including information and referrals, mental health consultation, evaluation and treatment, victim assistance/advocacy including support and accompaniment, victim compensation for survivors who meet eligibility requirements, 24/7 outreach services, emergency domestic violence shelter placement, and community outreach/education. Additionally, Trauma Services provides abuse intervention services to offenders of intimate partner violence. Services are individualized, culturally and linguistically appropriate, and accessible via the program's main office, schools, and/or District and Circuit Courts.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of new Partner Abuse victims served	1,450	1,562	1,755	1,931	1,931
Number of Partner Abuse victim clients waiting for counseling service (monthly average) [1]	43	47	45	35	25
Percent of clients receiving therapy that demonstrate improvement on a domestic violence rating scale [2]	98%	97%	98%	99%	100%

[1] *In FY25, the program continued to experience staffing challenges. The increased service volume contributed to a rise in the client waitlist. The projections have been adjusted downward to align with the program's anticipated capacity.*

[2] *The program continues to demonstrate improved symptom reduction among survivors of intimate partner violence. The program offers comprehensive support through individual counseling and on-going support groups offered both in-person and virtually. In addition, the program provides 2/7 crisis counseling through its dedicated hotline.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**7,908,832**	**33.75**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	357,973	2.25
FY27 Recommended	**8,266,805**	**36.00**

Treatment Services

Treatment Services provides overall senior management and administrative support for a range of community- and jail-based outpatient behavioral health services throughout Montgomery County.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**320,580**	**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.	(5,833)	0.00
FY27 Recommended	**314,747**	**2.00**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
24-Hours Crisis Center	13,720,456	78.40	17,804,173	97.40
Access To Behavioral Health Services	4,404,223	30.00	4,409,690	30.00
Admin - Behavioral Health & Crisis Services	2,439,006	9.00	949,672	4.00
Adult Behavioral Health Services	1,909,347	12.50	2,167,995	12.75
Adult Forensic Services	4,086,118	28.00	4,673,340	30.00
Local Behavioral Health Authority	17,606,066	25.00	17,628,217	24.00
Outpatient Behavioral Health Services - Child	9,028,502	30.25	6,207,584	28.25
Prevention and Harm Reduction Services	0	0.00	3,368,697	8.00
School-Based Mental Health & Related Services	0	0.00	26,922,981	12.00
Specialty Behavioral Health Services	5,072,214	33.00	5,663,043	29.00
Trauma Services	7,908,832	33.75	8,266,805	36.00
Treatment Services	320,580	2.00	314,747	2.00
Total	**66,495,344**	**281.90**	**98,376,944**	**313.40**

Children, Youth and Family Services

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$56,044,375	132.33

JAMES BRIDGERS PH.D., MBA, DIRECTOR

FUNCTION

The mission of Children, Youth and Family (CYF) 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 Lori Garibay-Aquino of the HHS - Children, Youth and Family Services at 240-777-1223 or Deborah Lambert of the Office of Management and Budget at 240-777-2794 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Admin - Children, Youth & Families

The Administration for Children, Youth and Families serves as a cornerstone of leadership and strategic direction centralizing operational support for all Children, Youth and Families programs within the Department of Health and Human Services. By fostering a collaborative environment, it brings together cross-sector partners, ensuring diverse perspectives, and shapes decision making. This leadership drives the continuous improvement of policies and programs, ensuring that they are data-informed, culturally responsive, and driven by the needs of those it serves. Guided by local and State government, a commitment to equity, family-centered care, and community collaboration, CYF's services are effective, inclusive, and responsive to the evolving needs, making a lasting impact on well-being to build a stronger, healthier future for the County's residents.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**3,810,950**	**13.80**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,016,489)	(10.80)
FY27 Recommended	**1,794,461**	**3.00**

Community Action

The Montgomery County Community Action Agency (MCCAA) is the locally legislated anti-poverty agency for the County and is part of State and Federally mandated Community Action Partnerships. MCCAA provides various whole family centered services to support resource access and economic mobility of Montgomery County community members facing economic barriers.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
The number of residents who receive free tax preparation services through the CAA Volunteer Income Tax Assistance (VITA) program [1]	2,246	2,391	2,350	2,350	2,350
Total amount of Earned Income Tax Credit received by VITA clients	$2,612,584	$2,730,000	$2,700,000	$2,700,000	$2,700,000
Number of families served by East County Coordination and the Cluster Projects [2]	372	345	455	505	560
Percent of participating households exhibiting improved family stability [3]	83%	90%	90%	90%	90%
Percent of clients completing surveys reporting satisfaction with services received [4]	97%	97%	96%	96%	96%

[1] *The program anticipates the number of participants will remain stable in the coming years given the populations that qualify for this service and the long-term impacts of the current political and economic climate.*

[2] *For FY25, this measure includes 55 families served by East County Coordination and 290 families served by Cluster Projects. Projections for FY26-FY28 are based on the expected expansion into 30 new schools. The expansion has started as of FY26, which is why the growth is most rapid between FY25 and FY26.*

[3] *Only households with sufficient data for evaluation are included in this measure, not all households served. In FY25, the program evaluated the data of 115 households for this measure. FY25's improvement over FY24 appear driven by improvements in access to food, housing, and income.*

[4] *FY25 percentage based on 1,495 surveys completed by adult and youth participants. Projections based on historical performance exceeding the contractual 90% benchmark.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 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.	17,462,166	34.30
FY27 Recommended	**17,462,166**	**34.30**

Community and Youth Violence Prevention and Intervention Program

The Community and Youth Violence Prevention and Intervention Program focuses on providing culturally-based and healing-informed positive youth development and family strengthening services, including community and youth violence prevention; gang prevention; intervention and support for youth and families who are gang involved and those already involved in gang activity; and community, 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 down county Youth Opportunity 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 Youth Resilience Initiative and other community groups to address gang, youth, and community violence issues throughout the County.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of youth in safe, supervised Positive Youth Development Initiative (PYDI)	7,295	7,951	7,080	7,080	7,630

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
programming [1]					

[1] *This measure reflects all types of youth engagement, from one-time interaction to ongoing program enrollments, across all contracts under Positive Youth Development, Street Outreach Network, and Safe Space. These counts contain duplicates. In FY26, the program expects to see a decline since three contracts have been eliminated due to budget constraints. Estimates for FY28 are somewhat higher because an additional Wellness Center is planned for FY28.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**16,528,955**	**41.00**
Reduce: Long Branch Area Green Space and Gardening Program and Transition to Competitive Office of Food Systems Resilience Grant Program	(29,503)	0.00
Reduce: Positive Youth Development Gang Training to the Level of Spending	(40,000)	0.00
Decrease Cost: Eliminate Funding for Substance Abuse Contract at Youth Opportunity Centers that has Expired	(80,000)	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.	(7,485,279)	(2.00)
FY27 Recommended	**8,894,173**	**39.00**

CYF Special Projects and Initiatives

The Special Projects & Initiatives Unit manages a portfolio of County-wide and department-wide initiatives that advance strategic priorities for children, youth, and families. Acting as a centralized hub for planning, coordination, and execution, the unit supports leadership in handling complex, cross-cutting tasks.

Key endeavors led and supported by the unit include the Youth Resilience Initiative (YRI), DHHS Out-of-School Time (OST) contracts and grants, department-wide Family Resource Capabilities (FRC) initiatives, and coordination of the Commission on Children and Youth. Additionally, the unit oversees internal service area strategic planning and implementation processes.

The program strengthens alignment, elevates the voices of youth and families, and ensures effective implementation across these initiatives. Utilizing project management, strategic advising, implementation, and evaluation, the unit leverages collaborative tools and structured processes to advance initiatives efficiently. Stakeholder engagement, contract and grant monitoring, community involvement, and strategic touchpoints are integral to the successful execution of its work.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**0**	**0.00**
Enhance: Two Contractors to Provide MCPS Protective Service Clearances	160,000	0.00
Reduce: Washington Youth Foundation After-School Weekend Tutoring Program and Transition Participants to George B. Thomas Learning Academy	(62,585)	0.00
Reduce: Washington Youth Foundation Youth Care Mentoring Program and Transition Participants to Existing MCPS Services or Existing DHHS Therapeutic Mentoring Services	(92,638)	0.00
Reduce: After School Programming to the Carroll Ave/Quebec Terrace Neighborhood and Transition Participants to Excel Beyond the Bell and MCPS High Dosage Tutoring Services	(133,523)	0.00
Reduce: Right-Size George B. Thomas Learning Academy Contract to the Level of Services Provided	(190,153)	0.00
Shift: Saturday School Tutoring Services at George B. Thomas Learning Academy to MCPS to Administer These Services	(722,579)	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.	2,575,450	1.00

FY27 Recommended Changes	Expenditures	FTEs
FY27 Recommended	**1,533,972**	**1.00**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of families authorized to receive a childcare subsidy [1]	1,808	933	1,000	1,000	1,000
Percent of WPA subsidy utilized [2]	79%	93%	92%	92%	92%
Percent of families who report that the subsidy enabled them to access quality child care [3]	88%	89%	95%	95%	95%
Percentage of families completing surveys that are satisfied with the service [4]	96%	94%	95%	95%	95%
Number of children served by the Infants and Toddlers program [5]	4,138	3,953	4,032	4,112	4,195
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 [6]	54%	54%	50%	50%	50%
Percent of regulated family child care programs that hold a quality of care rating of at least 3 out of 5 in Maryland EXCELS [7]	28%	30%	33%	33%	33%

[1] *The significant drop in the number of families between FY24 and FY25 is primarily due to several factors. 1) The State of Maryland significantly expanded the income eligibility criteria for its Child Care Scholarship in December 2024, absorbing some families who would have come to Working Parents Assistance (WPA). 2) Due to funding constraints, WPA instituted a waitlist on September 9, 2024, for children aged 6+ years old who were not receiving WPA. 3) Due to funding constraints, WPA phased out its Supplemental vouchers for children of all ages. Estimates for future years assume flat funding.*

[2] *This metric shows how much of the total value of vouchers approved for FY25 was paid to providers. The large increase between FY24 and FY25 is due to two factors: 1) the institution of a quarterly administrative review process that has the program call providers when they do not invoice for multiple months to encourage them to invoice or provide explanation as to why they are not invoicing, and 2) updating records to release voucher funds when providers will not invoice, typically reflecting a child has exited their care, never enrolled, or has their costs covered in full through the Maryland Child Care Scholarship.*

[3] *This measure is based on the 200 survey responses received in FY25 out of the 767 surveys distributed. 95% projections reflect the program's satisfaction target.*

[4] *This measure is based on the 200 survey responses received in FY25 out of the 767 surveys distributed. 95% projections reflect the program's satisfaction target.*

[5] *The number of enrolled children decreased between FY24 and FY25. This is likely a continuation of the pattern of enrollment returning to historic levels seen as recently as FY22, because the proportion of children found eligible and provided services are the same as in previous years. Projections assume 2% growth.*

[6] *Data are based on the latest EXCELS rating center-based child care programs between July 2024 and June 2025. Credentialing may restart in FY26, which has historically affected programs' ability to achieve/maintain an EXCELS rating of 3+. The exact date of the credentialing rollout and effect on programs in FY26 are unclear, but the expectation is approximately half will maintain a 3+ rating.*

[7] *Data are based on the latest EXCELS rating family child care programs between July 2024 and June 2025. Credentialing may restart in FY26, which has historically affected programs' ability to achieve/maintain an EXCELS rating of 3+. The exact date of the credentialing rollout and effect on programs in FY26 are unclear, but the expectation is approximately 1/3 will maintain a 3+ rating.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**14,794,969**	**49.33**
Reduce: Child Development Associate Training Reimbursements and Foreign Degree Equivalency Requests to the Level of Spending	(12,000)	0.00

FY27 Recommended Changes	Expenditures	FTEs
Reduce: Funding for Child Care Support Services Trainings	(25,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,016,209	1.70
FY27 Recommended	**21,774,178**	**51.03**

Lighthouse

Lighthouse provides outreach, navigation, and intensive case management support to individuals and families experiencing barriers accessing services and navigating challenges related to immigration status. The program connects clients to essential services such as food, housing, workforce development, healthcare, education, and immigration legal assistance including "know your rights" information and legal consultation. Emergency support is provided when needed to address urgent needs related to housing, food insecurity, transportation, and medical needs. Lighthouse supports families with preparedness planning including family planning for minor children. For cases with complex needs, the program provides intensive case management service to support families on the pathway to achieve stabilization.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**0**	**0.00**
Restore: Continuation of Lighthouse as a Three-Year Grant Program and Administrative Support	4,594,294	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.	(8,869)	0.00
FY27 Recommended	**4,585,425**	**4.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department or to other departments.

Child & Adolescent School & Community Based Services

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**7,749,176**	**21.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(7,749,176)	(21.00)
FY27 Recommended	**0**	**0.00**

Child Care Subsidies

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,000,187**	**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.	(2,000,187)	(6.00)
FY27 Recommended	**0**	**0.00**

Child Welfare Services

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**34,509,147**	**210.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(34,509,147)	(210.90)
FY27 Recommended	**0**	**0.00**

Linkages To Learning

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**14,945,662**	**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.	(14,945,662)	(6.00)
FY27 Recommended	**0**	**0.00**

Office of Eligibility and Support Services

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**45,646,819**	**283.10**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(45,646,819)	(283.10)
FY27 Recommended	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Admin - Children, Youth & Families	3,810,950	13.80	1,794,461	3.00
Child & Adolescent School & Community Based Services	7,749,176	21.00	0	0.00
Child Care Subsidies	2,000,187	6.00	0	0.00
Community Action	0	0.00	17,462,166	34.30
Community and Youth Violence Prevention and Intervention Program	16,528,955	41.00	8,894,173	39.00
CYF Special Projects and Initiatives	0	0.00	1,533,972	1.00
Early Childhood Services	14,794,969	49.33	21,774,178	51.03
Lighthouse	0	0.00	4,585,425	4.00
Linkages To Learning	14,945,662	6.00	0	0.00
Total	**59,829,899**	**137.13**	**56,044,375**	**132.33**

Public Health Services

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$125,946,329	647.96

JAMES BRIDGERS PH.D., MBA, DIRECTOR

FUNCTION

The functions of the Public Health Services programs are to protect and promote the health and safety of County residents. This is accomplished by monitoring health status and implementing intervention strategies to contain or prevent disease (including bio-terrorism and emerging diseases); fostering public-private partnerships, which increase access to health services; developing and implementing programs and strategies to address health needs; providing individual and community level health education; evaluating the effectiveness of select programs and strategies; and licensing and inspecting facilities and institutions affecting public health and safety.

PROGRAM CONTACTS

Contact Nina Ashford, DrPH, MPH of the HHS - Public Health Services at 240-777-4253 or Grace Pedersen of the Office of Management and Budget at 240-773-1088 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Admin - Public Health

This program provides leadership and direction for the administration of Public Health Services. Service area administration includes policy development, community outreach, contracts, grants, budget oversight, and partnership development as well as workforce development and other special projects.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**6,489,200**	**15.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(4,108,839)	(9.50)
FY27 Recommended	**2,380,361**	**6.00**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of cancer screenings [1]	225	204	230	230	230
Number of people encountered at outreach events (Tobacco Community Grant) [2]	3,135	4,660	4,800	4,800	4,800
Number of participants in smoking cessation program [3]	502	254	300	300	300

[1] *The Cancer Prevention, Education, Screening, and Treatment (CPEST) Program is a statewide initiative funded by Maryland's Cigarette Restitution Fund to reduce cancer mortality and disparities. It targets seven cancers, including colorectal, breast, cervical, lung, oral, prostate, and skin (melanoma). Each jurisdiction selects its focus based on local needs. In Montgomery County, the CPEST program prioritizes colorectal cancer. The FY25 decrease is due to a decrease in outreach encounters.*

[2] *In FY25, grant turnaround times were earlier and there was funding for an additional event. Projections for this program are submitted to the state for the next fiscal year. The program holds that projection constant for years that follow for internal performance tracking.*

[3] *Projections are based on budget and performance. Therefore, the program only submits the next fiscal year projection to the state, and that projection is held constant for the following years for the purpose of internal performance tracking.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,726,981**	**6.00**
Enhance: Retail Tobacco Enforcement Capacity (Assumes January 2027 Start)	77,561	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,301,154	1.50
FY27 Recommended	**4,105,696**	**8.50**

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. The Tuberculosis Control and Sexually Transmitted Infections (STI) 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 perform surveillance of certain communicable diseases. The Disease Control Program provides case management for disease outbreaks and exposures.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of babies born to Hepatitis B infected mothers who complete the recommended protocol [1]	99%	100%	99%	99%	99%

[1] *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.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**16,832,473**	**90.80**
Replace: Continue Services Despite Ryan White Part A Grant Reduction	362,122	1.00
Replace: Continue to Backfill Tuberculosis Grant Reduction to Annualize FY26 Supplemental Appropriation	170,000	0.00
Reduce: Hospice Volunteer Training Services	(17,715)	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.	884,693	(0.75)
FY27 Recommended	**18,231,573**	**91.05**

Community and Population Health

Community and Population Health leads countywide efforts to improve health and well-being through evidence-based, data-driven policies and programs. This includes coordinating the Healthy Montgomery community health improvement process, which brings together County agencies, hospitals, minority health initiatives, community organizations, academic institutions, and other stakeholders to advance health equity for all residents. The division also operates the HHS Mobile Health Clinic, which delivers integrated medical, dental, behavioral health, and human services directly to underserved communities to reduce health disparities. In addition, Community and Population Health develops strategies to prevent chronic diseases, improve disease management, and reduce health care utilization and costs, with a focus on addressing health disparities and promoting population-level health improvement.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**0**	**0.00**
Replace: Statewide Integrated Health Improvement Strategy Home Visiting Expansion Grant Reduction	201,905	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.	2,142,448	12.50
FY27 Recommended	**2,344,353**	**14.00**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of appointments that are missed/cancelled [1]	17%	27%	25%	25%	25%

[1] *The increase in missed appointments coincides with an increase in appointments overall due to expansion of services. The program also had to temporarily suspend some services for a couple of weeks during the year due to technical issues. Industry average for missed appointments for safety net clinics is 30%.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**5,433,775**	**35.00**
Increase Cost: Hourly Rate Increase for Contractual General Dentists	196,640	0.00
Increase Cost: Dental Equipment Replacement to Remain in Legal Compliance with State Requirements	75,000	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.	870,514	0.00
FY27 Recommended	**6,575,929**	**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	Actual	Estimated	Target	Target

	FY24	FY25	FY26	FY27	FY28
Number of uninsured adults who received primary care at a participating Montgomery Cares clinic [1]	25,097	24,813	26,833	28,156	29,479

[1] *Not all Montgomery Cares participants visit a doctor. This count reflects those who received services from County-funded primary care. To be eligible, individuals must have low income, live in Montgomery County, and not receive health insurance through any other source.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**20,116,990**	**5.00**
Increase Cost: Montgomery Cares Primary Care Reimbursement Rate Increase to 52 Percent of the Cost of Care for 78,000 Encounters	1,564,817	0.00
Enhance: Dental Equipment and Supplies to Support Care for Kids Clients in Montgomery County Public Schools	50,000	0.00
Enhance: Montgomery Cares Endodontic Care and Services	19,440	0.00
Enhance: Five Percent Increase to East County Dental Pilot	15,000	0.00
Enhance: Five Percent Increase to Care for Kids Specialty Dental Services	8,761	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	165,708	0.00
FY27 Recommended	**21,940,716**	**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 student internships and student practicum within Public Health Services. The program provides data and epidemiology support to programs within Public Health Services and HHS, internal/external partners, as well as support to the Health Officer and the HHS Director's Office.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,630,650**	**6.00**
Eliminate: Epidemiology and Laboratory Capacity Enhancing Detection Expansion Grant Ends	(433,195)	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.	28,779	(1.00)
FY27 Recommended	**1,226,234**	**5.00**

Licensure and Regulatory Services

Licensure and Regulatory (L&R) Services license nursing homes and domiciliary homes (large assisted living facilities with less intensive care than nursing homes). L&R inspects and licenses 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, gender-inclusive restrooms, suicide gun prevention awareness, nursing homes, group homes, swimming pools, camps, vermin control, private educational institutions, 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of swimming pools found to be in compliance upon regular inspection [1]	91%	91%	90%	90%	90%
Number of routine inspections of food service facilities	6,121	6,138	6,450	6,450	6,450
Percent of mandated inspections of food service facilities completed [2]	70%	76%	80%	80%	80%
Percent of food service facilities not having a critical violation upon routine inspection [3]	73%	78%	78%	78%	78%

[1] *The slight downward trend in compliance is potentially due to a labor shortage and unqualified lifeguards.*

[2] *Despite turnover, the program hired new inspectors who were well-versed in food inspections and increased the percent of inspections completed.*

[3] *The increase in performance is likely due to more inspections and more education and oversight.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,580,225**	**33.00**
Add: Nursing Home Inspection Staff (Assumes January 2027 Start)	399,129	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.	88,951	0.00
FY27 Recommended	**5,068,305**	**38.00**

Maternal Child Health

Maternal and Child Health Services provides preventive health access services to at-risk, uninsured and underinsured populations. Services include Women Health Services, Maternity Partnership Program, Babies Born Healthy, nurse case management, and home visitation for pregnant and postpartum women. Other services include staffing support for immunization clinics, STD services, pregnancy testing in regional health centers, asthma and lead case management, and care coordination services for women and children in the Medicaid managed care program. Referral services are provided for individuals with specific health issues (i.e., sexually transmitted diseases).

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of pregnant and postpartum individuals receiving care coordination services and referred to Maternal Child Health Home Visiting Services [1]	1,575	1,320	1,300	1,300	1,300
Percent of healthy birth weight babies (greater than or equal to 2,500 grams) born to pregnant women whose case is managed by Maternal Child Health Home Visiting Services [2]	93%	90%	90%	90%	90%
Percent of Infant at Risk referrals that receive a contact by the Area Health Center staff within 10 days [3]	92%	92%	90%	90%	90%

[1] *FY24 was the first year of the Healthy Babies Equity Act, which increased the number of women receiving Medicaid. This allowed the program to enroll both existing pregnancies of women that had not had insurance prior to the act and new pregnancies. In FY25, the program enrolled only new pregnancies. The program assumes a stable caseload in coming years.*

[2] *This is a self-reported measure as of FY25. While numbers are comparable, the change from year to year may not be due to actual change in outcome. Projections are treated as targets for this outcome.*

[3] *The program received 155 Infants at Risk referrals. The program anticipates maintaining a steady rate of contact in coming years.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**9,933,346**	**66.25**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(202,888)	(3.00)
FY27 Recommended	**9,730,458**	**63.25**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,440,987**	**7.80**
Replace: Continue Emergency Preparedness Response Staff Previously Funded through Grant Funding	185,662	1.00
Decrease Cost: Professional Training for Services No Longer Provided	(27,715)	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.	4,209	(1.00)
FY27 Recommended	**1,603,143**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of children in full-day Head Start program [1]	563	600	450	450	450
Percent of 3-year olds with demonstrated school readiness	72%	90%	85%	85%	85%
Percent of 4-year olds with demonstrated school readiness [2]	81%	75%	85%	85%	85%
Number of client visits to school health services [3]	717,967	762,970	763,000	763,000	763,000
Number of immunizations administered to students at SHS Immunization Center and SBHWCs [4]	20,442	16,153	16,150	16,150	16,150
Percent of students that return to class and are ready to learn after a health room visit [5]	84%	80%	82%	82%	82%

[1] *The maximum full-time capacity for the program is 540, but FY25 data is higher due to attrition throughout the year. In FY26, the Head Start program model changed to include 75 children 0-3 years of age to be served in a community-based model. MCPS will continue to serve 450 children.*

[2] *Fluctuations in percentages due to changes in MCPS mathematics curriculum for more rigorous instruction.*

[3] *Self-care visits are included in the total. The program anticipates the number of visits to remain stable going forward.*

[4] *Despite a decrease in FY25, the program anticipates the number of immunizations to remain stable going forward.*

[5] *The percent of students sent home has remained stable year-to-year regardless of the number of students enrolled or who visit the health room. The program strives to provide students with the care they need to minimize time out of class.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**51,096,945**	**369.36**
Enhance: Reduce Nurse Management Staffing Ratios (Assumes January 2027 Start)	340,055	5.00
Enhance: Continue Head Start Contractual Nurse Staffing to Annualize FY26 Supplemental Appropriation	261,103	0.00
Reduce: Two School Based Health Centers Somatic Services to Three Days Per Week	(349,121)	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.	1,390,579	0.00
FY27 Recommended	**52,739,561**	**374.36**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Admin - Public Health	6,489,200	15.50	2,380,361	6.00
Cancer & Tobacco Prevention	1,726,981	6.00	4,105,696	8.50
Communicable Disease & Epidemiology	16,832,473	90.80	18,231,573	91.05
Community and Population Health	0	0.00	2,344,353	14.00
Dental Services	5,433,775	35.00	6,575,929	35.00
Health Care for the Uninsured	20,116,990	5.00	21,940,716	5.00
Health Planning and Epidemiology	1,630,650	6.00	1,226,234	5.00
Licensure and Regulatory Services	4,580,225	33.00	5,068,305	38.00
Maternal Child Health	9,933,346	66.25	9,730,458	63.25
Public Health Emergency Preparedness & Response Program	1,440,987	7.80	1,603,143	7.80
School Health Services	51,096,945	369.36	52,739,561	374.36
Total	**119,281,572**	**634.71**	**125,946,329**	**647.96**

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Services to End and Prevent Homelessness

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$68,238,926	115.40

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, street outreach, emergency shelter, permanent housing, and healthcare services for people experiencing homelessness. 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 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).

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Interagency Commission on Homelessness: Number of total homeless individuals counted during the Annual Point in Time Count [1]	1,144	1,510	1,738	1,965	2,193

[1] *The number of individuals experiencing homelessness (total individual adults and all family members) increased due to systemic barriers such as high rent amounts, housing discrimination, and lack of sufficient permanent supportive housing options. Prevention work, alongside more permanent housing intervention, are expected to help mitigate the increase in the number of homeless individuals after FY25. Projections are based on the sum of individual adult and family projections, assuming average family size remains the same.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,113,185**	**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.	117,145	1.00
FY27 Recommended	**1,230,330**	**7.00**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Average days from housing program acceptance to move-in date for individual adults [1]	470	314	250	200	150

[1] *The length of time between housing acceptance to move-in date decreased in FY25 due to the Continuum of Care's efforts to engage landlords, assist clients in locating affordable housing, and ensure clients are being matched to appropriate units. The program expects to see a continued decrease in future years. The measure includes individuals who are housed through permanent supportive housing, rapid rehousing, and other permanent housing.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,585,029**	**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.	(1,266,572)	(7.90)
FY27 Recommended	**318,457**	**2.00**

Healthcare for the Homeless

Healthcare for the Homeless provides medical, behavioral health, 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. This program also coordinates discharge plans with hospitals for people experiencing homelessness. 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Average number of individuals per month receiving primary care services through Healthcare for the Homeless (Key Collaborative Medicine) [1]	79	144	120	115	110

[1] *The increase in primary care services from FY24 to FY25 is partially due to strengthened collaboration efforts with EMS/Fire Rescue and other healthcare community resources. The increase in education resources, after-hours medical support, and coordination with other service areas will provide added resources and decrease engagement with Healthcare for the Homeless in the future.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,604,510**	**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.	81,069	0.00
FY27 Recommended	**2,685,579**	**5.00**

Homeless Services

Homeless Services provides emergency shelter, street outreach, diversion services, and transitional housing to households experiencing homelessness. All services are focused on housing, with the goal of connecting households to permanent housing as quickly as possible by addressing barriers such as locating affordable housing, limited or no access to behavioral and somatic healthcare, and lack of employment and income. Services include diversion, comprehensive case management, persistent engagement, housing location, employment training, legal services, and assistance with entitlements like the Supplemental Nutrition Assistance Program and health insurance.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of individual adults counted during annual Point In Time count [1]	748	798	850	900	950
Average length of stay in days for adults in emergency shelter (year-round shelter, overflow, motels), safe havens, street outreach, or transitional housing [2]	129	139	150	160	170
Percent of adults who exited to permanent housing, of those who exited emergency shelter (year-round, overflow, or motels), safe havens, street outreach, or transitional housing [3]	27%	20%	15%	20%	25%
Percent of families with minor children experiencing homelessness for the first time	67%	65%	69%	74%	78%
Average length of stay in days by homeless families in emergency shelter [4]	121	146	160	170	180

[1] *The number of individuals experiencing homelessness increased in FY25 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] *Economic factors such as increases in rent have made housing more difficult to secure for individual adults. Adults in more vulnerable situations may also stay in shelters, safe havens, or transitional housing for a longer time, increasing averages.*

[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 FY27-FY28 with the potential of new housing options.*

[4] *The program continues to see an increase in length of stay due to a lack of affordable housing for families as well as an increase in family sizes which limits permanent housing options. The program anticipates longer stays in future years due to continued limitations in housing and resources for families.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**14,073,611**	**3.00**
Increase Cost: One-Time Funding of Overflow Emergency Shelter Support for Families at a Reduced Level of Motel Room Usage Due to Funding Added to Short-Term Housing and Rental Assistance Program	1,961,171	0.00
Increase Cost: Fill Adult Shelter Budget Gap with General Funds	1,169,636	0.00
Increase Cost: Fill Outreach Budget Gap with General Funds	438,909	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.	7,304,406	9.40
FY27 Recommended	**24,947,733**	**12.40**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of clients served [1]	906	875	850	850	850
Percent of households who retain permanent housing after 12 months [2]	96%	94%	96%	98%	98%

[1] *The Housing Initiative Program is a subset of all Permanent Supportive Housing programs. Challenges to housing location, placement, and rent increases have impacted the number of people served.*

[2] *SEPH is investigating ways to improve the housing match process in FY26. The program expects greater retention rates with an improved housing match process.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,461,162**	**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.	1,253,315	0.00
FY27 Recommended	**3,714,477**	**5.00**

Housing Stability Services

This program seeks to prevent the loss of housing by providing 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 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of households who received HHS funds in prior fiscal year and returned to SEPH services in 12 months [1]	1%	4%	6%	8%	10%

[1] *The program anticipates homelessness may continue to increase, especially among those who do not receive sustained financial support due to growing economic constraints.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**16,624,792**	**62.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,932,869)	(0.50)
FY27 Recommended	**13,691,923**	**62.00**

Rapid Rehousing

Rapid Rehousing (RRH) is a program designed to help individuals and families quickly exit homelessness, return to housing in the community, and gain stability in that housing. The core components of a rapid rehousing program are housing identification, up to 24 months of rental assistance, case management, and employment services. The goal of the program is to help people obtain housing, increase income, and support self-sufficiency to stay housed. The Rapid Rehousing program does not have preconditions, such as employment or sobriety.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of clients served [1]	834	645	625	625	625
Average cost per client	$8,173	$9,330	$10,650	$12,150	$13,860

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of exits to permanent housing of households that exited the program [2]	73%	68%	64%	64%	64%
Percent of households with increased income since entering rapid rehousing	18%	23%	25%	27%	29%

[1] *The Rapid Rehousing program is serving fewer clients because the temporary federal COVID-related housing funds previously awarded to the County have expired and challenges to housing location, placement, and rent increases have impacted the number of people served.*

[2] *The decrease in positive exits to housing is due to the increasing needs and rent of people served. The program is increasing efforts to plan for and maintain a high percentage of exits despite limited resources.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,230,427**	**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.	478,122	1.00
FY27 Recommended	**4,708,549**	**7.00**

Rental Assistance Program

The Rental Monthly Allowance Program (RMAP), formerly 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 and people with disabilities.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of households served [1]	952	936	930	930	930
Percent of households who received rental assistance the prior fiscal year and received other homelessness services within a year [2]	0.2%	0.0%	0.0%	0.0%	0.0%

[1] *The program served additional households in FY24 due to COVID funds which were not available in FY25.*

[2] *The program expects continued success for Rental Assistance Program clients.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,898,048**	**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.	4,253	(7.00)
FY27 Recommended	**1,902,301**	**8.00**

Supportive Housing

Supportive Housing includes a continuum of programs that help individuals and families obtain and maintain stable housing through subsidies, case management, and essential support services. Permanent Supportive Housing provides immediate access to long term housing subsidies and wraparound services for households with disabilities using a Housing First approach. The Short-term Housing and Resolution Program (SHARP) assists households in shelter or living on the street to move quickly into permanent housing by offering a security deposit, first month's rent, and time limited rental assistance. The Office of Home Energy Programs (OHEP) supports housing stability by providing low-income households with financial assistance for heating and electric bills, arrearage payments, and crisis support to prevent loss of essential utilities. Together, these programs strengthen housing retention and reduce the risk of homelessness across the County.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of clients served	2,577	2,199	2,140	2,100	2,100

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of clients who retain permanent housing for at least 1 year [1]	98%	96%	98%	99%	99%

[1] *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.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**13,398,372**	**2.00**
Enhance: One-Time Additional Funding for Short-Term Housing and Resolution Program for Families	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.	(358,795)	5.00
FY27 Recommended	**15,039,577**	**7.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department or to other departments.

Homeless Services for Families

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**3,997,732**	**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.	(3,997,732)	(3.00)
FY27 Recommended	**0**	**0.00**

Interagency Commission on Homelessness

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,000**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(4,000)	0.00
FY27 Recommended	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Admin - Services to End and Prevent Homelessness	1,113,185	6.00	1,230,330	7.00
Coordinated Entry	1,585,029	9.90	318,457	2.00
Healthcare for the Homeless	2,604,510	5.00	2,685,579	5.00
Homeless Services	14,073,611	3.00	24,947,733	12.40
Homeless Services for Families	3,997,732	3.00	0	0.00
Housing Initiative Program	2,461,162	5.00	3,714,477	5.00
Housing Stability Services	16,624,792	62.50	13,691,923	62.00
Interagency Commission on Homelessness	4,000	0.00	0	0.00
Rapid Rehousing	4,230,427	6.00	4,708,549	7.00

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Rental Assistance Program	1,898,048	15.00	1,902,301	8.00
Supportive Housing	13,398,372	2.00	15,039,577	7.00
Total	**61,990,868**	**117.40**	**68,238,926**	**115.40**

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Administration and Support

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$70,965,736	190.90

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 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; all human resource and labor management functions; emergency mass care and Continuity of Operations Planning (COOP); data analysis, reporting, and customer service monitoring; 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**39,496,198**	**105.50**
Enhance: Continue Information Technology Work on the Community Connect Portal to Support Additional Services	2,500,000	0.00
Technical Adj: Convert Contractual Information Technology Positions into Merit Positions	0	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.	8,146,555	34.50
FY27 Recommended	**50,142,753**	**143.00**

Admin - Office of the Director

The office of the Director provides leadership and strategic direction for the Montgomery County Department of Health and Human Services (DHHS), oversees policy development, service integration, customer service, and partnerships. The office also guides health and social services initiatives, manages external relationships, and ensures compliance with applicable laws, including the Americans with Disabilities Act of 1990 (ADA) and the Health Insurance Portability and Accountability Act (HIPAA).

Building on this foundation, DHHS has, since 2008, embedded equity as a core value through its "Culture of Equity" framework, which strengthens informed decision-making and supports equitable policy and resource allocation across all areas of the department. The Director advances a unified strategic agenda that includes service integration, equity, technology modernization, workforce development, and strong partnerships, while ensuring meaningful access to services for all residents regardless of language or communication barriers.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of clients able to access services upon referral [1]	93%	94%	90%	90%	90%
Total number of interpretations provided over the phone by the phone interpretation vendor to DHHS staff in order to serve clients with limited English proficiency [2]	30,835	32,975	34,650	36,382	38,202
Percent of participants of Equity Workshop who will be able to apply behaviors learned [3]	98%	98%	98%	98%	98%

[1] *Two contractors provide services in this program, CASA and Cross Cultural Infotech. Among CASA clients, 90% accessed services upon referral. Among Cross Cultural Infotech clients, 98% access services upon referrals.*

[2] *With efforts to increase staff use of the interpretation line, the program is seeing increased demand and expects the trend to continue in coming years. Projections reflect 5% annual increase.*

[3] *In FY25, 113 Department of Health and Human Services staff participated in a workshop. Of these participants, 111 completed the follow up survey.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**16,917,091**	**29.50**
Technical Adj: Correction Associated with Prior Contract Transfers to the Office of Food Systems Resilience	(65,107)	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.	(14,612,036)	(17.10)
FY27 Recommended	**2,239,948**	**12.40**

Minority Programs

The three minority health programs (MHIPs) comprise the following: the African American Health Program (AAHP), the Latino Health Initiative (LHI), and the Asian American Health Initiative (AAHI). The MHIPs support department-wide efforts to eliminate disparities and increase access to population-targeted programs and services. The knowledge, expertise, and experiences across the MHIPs in racial, ethnically, and linguistically diverse communities inform department-wide programs, policy, and budget decisions.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
African American Health Program: Number of individuals encountered at events and programs [1]	33,826	83,742	84,000	80,000	80,000
African American Health Program: Percent of clients who improved A1C blood sugar level test at 3-month follow up (diabetes management/prevention) [2]	85%	85%	75%	75%	75%

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of individuals served by the Asian American Health Initiative [3]	195,676	126,723	120,386	114,366	108,648
Percent of clients satisfied with services provided by the Asian American Health Initiative [4]	98%	99%	95%	95%	95%
Asian American Health Initiative: Average percent of Asian American Health Initiative participants who improved on one of four program outcomes (Increased knowledge; increased confidence; behavioral intent or change; enhanced access) [5]	91%	98%	90%	90%	90%
Number of individuals served by the Latino Health Initiative [6]	73,075	69,037	70,000	70,000	70,000
Percent of clients satisfied with services provided by the Latino Health Initiative [7]	96%	98%	96%	96%	96%
Latino Health Initiative: Average percent increase in wages from time participants entered program until hired as health professionals [8]	167%	162%	160%	160%	160%

[1] *The number of individuals may be duplicative across events and programs run by the African American Health Program (AAHP). In FY25, data collection expanded beyond classes and programs to include mass events, media appearances, and family units. As such, FY25 may not be comparable to prior years' reporting. The program projects a slight decrease in FY27 due to changes to programming and service delivery.*

[2] *Projections of 75% reflect target outcome agreed upon in contract.*

[3] *The number of individuals served represents the total duplicated (non-unique) services delivered across all Asian American Health Initiative (AAHI) programs and contracts. These include Healthy Communities Fund awardees (107,775), contractors (11,815), and AAHI programs and workshops (7,133). The decrease from FY24 reflects more stringent reporting requirements for contractors and grantees around unduplicated and duplicated clients. It also reflects inflation and the rising cost of service delivery without an incremental increase in the grant funding pool which leads to projected decreases in FY26-FY28 as well.*

[4] *Asian American Health Initiative contractors collect satisfaction levels across all programs.*

[5] *All Asian American Health Initiative (AAHI) and AAHI funded programs assess outcomes based on increased confidence, increased knowledge, behavior intent or change, and enhanced access. Each program captures one or more of these outcomes based on its specific goals and relevance. On average, 98% of clients achieved at least one of these outcomes. As data collection methods become more robust across contractors and grantees, and inflation continues to impact service delivery, the program projects a potential decline over time.*

[6] *In FY25, the Latino Health Initiative (LHI) saw a very small decrease compared to previous years, mainly due to a short period of transition of the contractual mechanism in which LHI conducts outreach interventions by Community Health Workers. In line with this, LHI increased the number of clients served in the climate and health program, the new substance use prevention program, and the golden years program serving elders. Over 46,998 individuals were served through 849 outreach activities and events.*

[7] *In FY25, the Latino Health Initiative improved its survey methodology to ensure it is sampling across all of its programs. Assessment of clients satisfied is based on 5,532 survey responses.*

[8] *Average increase in wages was calculated using the wage of the four Registered Nurses (RN) who secured employment during FY25.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**17,925,610**	**27.00**
Technical Adj: Convert Contractual Community Health Workers to Merit Staff in the Asian American Health Initiative	0	2.50
Technical Adj: Staff for Administration of the Healthy Communities Fund Grant in Asian American Health Initiative	0	1.00
Technical Adj: Reduction of African American Health Program Contract and Create Four Merit Staff Positions to Fully Offset Contract Reduction	0	4.00
Reduce: Tutoring Services for Youth and Senior Wellness Services for Seniors in the Vietnamese Community and Transition Non-Competitive Contract to Healthy Communities Fund Grant Program	(92,638)	0.00
Decrease Cost: Information Line Contract in the Latino Health Initiative Due to Decreased Usage	(151,610)	0.00
Decrease Cost: Case Management Services in the Latino Health Initiative by 50 Percent of Contract Value Due to Transition of Clients to Lighthouse Initiative	(537,562)	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.	1,439,235	1.00
FY27 Recommended	**18,583,035**	**35.50**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department or to other departments.

Admin - Office of Community Affairs

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**637,759**	**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.	(637,759)	(4.00)
FY27 Recommended	**0**	**0.00**

Community Action Agency

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**5,086,845**	**18.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(5,086,845)	(18.00)
FY27 Recommended	**0**	**0.00**

Equity and Language Access

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**6,115,469**	**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.	(6,115,469)	(7.00)
FY27 Recommended	**0**	**0.00**

Head Start

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,666,926**	**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.	(4,666,926)	(2.00)
FY27 Recommended	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Admin - Office of Community Affairs	637,759	4.00	0	0.00
Admin - Office of the Chief Operating Officer	39,496,198	105.50	50,142,753	143.00
Admin - Office of the Director	16,917,091	29.50	2,239,948	12.40
Community Action Agency	5,086,845	18.00	0	0.00
Equity and Language Access	6,115,469	7.00	0	0.00
Head Start	4,666,926	2.00	0	0.00
Minority Programs	17,925,610	27.00	18,583,035	35.50
Total	**90,845,898**	**193.00**	**70,965,736**	**190.90**

Social Services

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$77,746,820	508.80

JAMES BRIDGERS PH.D., MBA, DIRECTOR

FUNCTION

The mission of Social Services is to promote the well-being, safety, and self-sufficiency of Montgomery County residents through equitable access to social support services. This mission is realized through the provision of protection, prevention, intervention, treatment, support services, and financial assistance for vulnerable children and families. These services work to build on the strengths of individuals, families, and the community in addressing health needs, abuse, neglect, and economic insecurities.

PROGRAM CONTACTS

Contact Oscar Mensah Ph.D. of the HHS - Social 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 - Social Services Office

The Social Services Administrative Unit provides strategic leadership and centralized operational support for all Social Services programs within the Department of Health and Human Services. Under the direction of the Social Services Officer, the Administrative Unit ensures strong fiscal management, staffing oversight, and compliance with House Bill 669 (HB669) grant requirements, while coordinating closely with the Maryland Department of Human Services. The unit provides direct oversight of the Office of Eligibility and Support Services (OESS), Child Welfare Services, and Constituent Services, and establishes funding, policy, and regulatory authority for Adult Services, Office of Home Energy Program (OHEP), and Emergency Assistance to Families and Children (EAFC). This centralized approach promotes consistent operations, accurate reporting, and alignment with State and County priorities. Through its work, the unit strengthens program performance, enhances service delivery, and maintains the infrastructure necessary to provide effective, equitable support to Montgomery County residents.

FY27 Recommended Changes	Expenditures	FTEs
FY26 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.	770,074	5.00
FY27 Recommended	**770,074**	**5.00**

Child Welfare Services

Child Welfare Services is a continuum of services designed to ensure that children are safe and that families have the support they need to care for their children successfully. The system is guided by three main principles of safety, permanency, and well-being. This program provides protective and supportive services for children who are maltreated and their families. Services include: screening, assessment and investigation of allegations of child abuse and neglect; in-home/family preservation services to families with children who are at risk of removal from the home due to abuse/neglect; and foster/kinship care for children/youth when they cannot safely remain in the home. The focus is on reunification services or finding alternative, permanent living arrangements (custody/guardianship or adoption) when children are removed from the home. Case management and support services are offered to older youth who age out of foster care. Supportive and monitoring services, along with financial stipends, are offered to licensed foster parents. These services are provided by the County on behalf of the State of Maryland Department of Human Services.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of children served in foster care [1]	444	439	473	458	453
Number of families receiving in-home services [2]	240	200	244	236	230
Number of newly accepted cases (IR, AR, and non-CPS) [3]	2,457	2,418	2,506	2,559	2,524
Percent of children placed in family settings [4]	75%	74%	76%	76%	76%
Percent of children receiving in-home services that do not have a child protective service investigation with an abuse or neglect finding within one year after receiving services [5]	96%	83%	93%	93%	91%

[1] *Numbers reflect total number of children served in foster care during the fiscal year. 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 a five-year historical average.*

[2] *Numbers reflect the total number of families receiving in-home family preservation services during the fiscal year. The 17% decrease in the number of families receiving services from FY24 to FY25 can be attributed to fewer cases being referred by Child Protective Services due to their greater clinical complexity and needs. Additionally, as Family Preservation Services are voluntary, a family may deny or refuse services despite the encouragement of Child Welfare Services. Projections are based on a five-year historical average.*

[3] *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. Projections are based on a five-year historical average.*

[4] *The percentage reflects the annual average of children placed in a family-based setting at the end of each month while in out-of-home care. Family-based settings include: regular foster, kinship, private treatment foster care, pre-adoptive homes, and trial home visits. The slight decrease from FY24 to FY25 can be attributed to an increase in the number of children and youth achieving permanency through reunification, adoption, or custody and guardianship, all exit types which require children to be placed in family-based settings prior to exiting out-of-home care. Projections based on a five-year historical average.*

[5] *This metric reflects how many children had a positive outcome after their engagement with Family Preservation Services (i.e., the children did not have a case that found probable maltreatment within 12 months of ending service). This metric dropped between FY24 and FY25 because the number of children whose case found probable maltreatment increased from 7 in FY24 to 32 in FY25. Each child in a family is counted individually, so cases with families with above-average numbers of children may skew this metric. Projections based on a five-year historical average.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**0**	**0.00**
Eliminate: Crisis Stabilization Services for Child Welfare Services Due to Expiration of Contract	(56,359)	0.00
Eliminate: Youth Mentoring Services Non-Competitive Contract and Transition Participants to Another Community Provider if Appropriate and Available	(141,469)	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.	36,318,202	209.94
FY27 Recommended	**36,120,374**	**209.94**

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 by determining eligibility for crucial support services and assistance to help County residents attain self-sufficiency. Eligibility determination is for food, cash, and medical coverage for the following programs: Temporary Cash Assistance (TCA); Temporary Disability Assistance Program (TDAP); 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 Human Services, the Maryland Department of Health, and the Maryland Health Benefits Exchange. In addition, OESS determines eligibility for the County's healthcare for the uninsured services (Care for Kids and Senior Dental Program). OESS strives to provide the highest level of customer service and maintain a "no wrong door" approach to service delivery.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of food stamps (SNAP) applications approved [1]	19,305	20,686	21,000	21,000	21,000
Number of Temporary Cash Assistance (TCA) job seekers that entered unsubsidized employment YTD [2]	508	468	531	531	531
Temporary Cash Assistance (TCA) job retention rate 90 days [3]	96%	96%	95%	95%	95%

[1] *The number of applications approved is expected to remain relatively stable, given they have been around 21,000 for two of the past three fiscal years. The increase between FY24 and FY25 seems to be a return to the historical average.*

[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 FY26 which is 531. Therefore, the FY26-28 projections are based on the state-assigned targets.*

[3] *This metric reflects the average monthly job retention rate from July to June. The projections are based on prior years' performance, which are above the current contractual benchmark of 85%.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**0**	**0.00**
Enhance: Conversion of Unfunded Long-Term Contractor Positions in the Office of Eligibility and Support Services to Support Increased Activities Related to Medicaid Eligibility	800,968	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.	39,427,045	282.86
FY27 Recommended	**40,228,013**	**289.86**

Social Services Constituent Services and Quality Assurance

The Constituent Services Unit serves as the primary operational and analytical arm of the Social Services Office for escalated constituent matters. Guided by core values of equity, responsiveness, effectiveness, and collaboration, the unit ensures that all residents experience a respectful and inclusive environment when seeking assistance. The unit manages escalated inquiries within a mandated 48 business-hour timeframe, collects and analyzes program data to inform strategic decision-making, oversees quality assurance activities to support compliance with internal and external requirements, and leads cross-departmental projects aimed at improving service delivery and addressing systemic barriers. Additionally, the unit provides financial monitoring support aligned with strategic priorities for internal and external stakeholders. Through these functions, the Constituent Services Unit advances consistent, data-driven, and equitable customer service for all constituents.

FY27 Recommended Changes	Expenditures	FTEs
FY26 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.	628,359	4.00

FY27 Recommended Changes	Expenditures	FTEs
FY27 Recommended	**628,359**	**4.00**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Admin - Social Services Office	0	0.00	770,074	5.00
Child Welfare Services	34,509,147	210.90	36,120,374	209.94
Office of Eligibility and Support Services	45,646,819	283.10	40,228,013	289.86
Social Services Constituent Services and Quality Assurance	0	0.00	628,359	4.00
Total	**80,155,966**	**494.00**	**77,746,820**	**508.80**

Community Use of Public Facilities

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$12,468,452	31.07

BURWELL, GENEL D., 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 FY27 Operating Budget for the Office of Community Use of Public Facilities is $12,468,452, an increase of $276,283 or 2.27 percent from the FY26 Approved Budget of $12,192,169. Personnel Costs comprise 35.64 percent of the budget for 30 full-time position(s) and one part-time position(s), and a total of 31.07 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 64.36 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**
- **A Greener County**
- **Effective, Sustainable Government**

INITIATIVES

- Adjust FY27 fee structure to meet the rising operational costs and to ensure continued quality of services. The FY27 fee increase allows CUPF to achieve long-term solvency and make improvements that support more effective administration and operations.
- Montgomery County Public Libraries, the Circuit Court, the Leggett Executive Office Building, and the Council Office Building are available for free facility use, ensuring that residents across the Montgomery County have equitable access to public spaces.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Partnered with TEBS to offer 360-degree virtual tours of rental facilities, allowing customers to remotely explore available spaces at Montgomery County Public Schools (MCPS) and the Silver Spring Civic Building, and better visualize the ideal setting for events.
- Reorganized the department to streamline processes and create a more efficient, sustainable business model.

PROGRAM CONTACTS

Contact Vanessa Lopez-Cuevas of the Office of Community Use of Public Facilities at 240-777-2724 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). 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.

Measure	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Program Measures					
Hours of paid school use	575,003	524,834	551,076	578,630	607,562
Hours of paid school field use	61,349	63,606	66,786	70,126	73,632
Hours of paid use for government buildings	3,687	4,435	3,770	3,770	3,770
Hours of paid community use in Silver Spring Civic Building at Veterans Plaza	12,897	13,126	13,389	13,656	13,929
Hours of free use for government buildings	31,020	38,258	43,997	50,596	58,186
Number of groups awarded a subsidy for facility fees through either the Facility Fee Assistance Program (FFAP) or the Community Access Program (CAP)	85	94	95	95	95
Percent of groups awarded a subsidy for facility fees through either the Facility Fee Assistance Program (FFAP) or the Community Access Program (CAP) [1]	96.5%	78.3%	80.3%	82.3%	84.3%
Percent of school, field, and government building users satisfied with the reservation process	91.8%	88.8%	90.8%	92.8%	92.8%

[1] *The decrease in percent of groups awarded a subsidy in FY25 is due to the volume of requests received by the department exceeding the available funding.*

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 FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COMMUNITY USE OF PUBLIC FACILITIES					
EXPENDITURES					
Salaries and Wages	3,116,627	3,367,141	3,146,021	3,378,319	0.3 %
Employee Benefits	891,068	1,029,586	897,347	1,065,746	3.5 %
Community Use of Public Facilities Personnel Costs	**4,007,695**	**4,396,727**	**4,043,368**	**4,444,065**	**1.1 %**
Operating Expenses	7,526,007	7,795,442	7,558,355	8,024,387	2.9 %
Community Use of Public Facilities Expenditures	**11,533,702**	**12,192,169**	**11,601,723**	**12,468,452**	**2.3 %**
PERSONNEL					
Full-Time	30	30	30	30	—
Part-Time	1	1	1	1	—
FTEs	31.07	31.07	31.07	31.07	—
REVENUES					
Facility Rental Fees	10,885,479	12,829,289	13,067,947	14,311,053	11.5 %
Investment Income	192,620	334,790	145,540	115,060	-65.6 %
Miscellaneous Revenues	856	0	0	0	—
Community Use of Public Facilities Revenues	**11,078,955**	**13,164,079**	**13,213,487**	**14,426,113**	**9.6 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COMMUNITY USE OF PUBLIC FACILITIES		
FY26 ORIGINAL APPROPRIATION	**12,192,169**	**31.07**
Other Adjustments (with no service impacts)		
Increase Cost: MCPS Reimbursable Utility Cost Escalation [Community Access to Public Space]	183,710	0.00
Increase Cost: FY27 Compensation Adjustment	154,018	0.00
Increase Cost: Annualization of FY26 Compensation Increases	33,249	0.00
Increase Cost: Building Space Expenses [Community Access to Public Space]	31,204	0.00
Increase Cost: Motor Pool Adjustment	7,425	0.00
Increase Cost: Printing and Mail	6,606	0.00
Decrease Cost: Retirement Adjustment	(9,990)	0.00
Decrease Cost: Annualization of FY26 Personnel Costs	(129,939)	0.00
FY27 RECOMMENDED	**12,468,452**	**31.07**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COMMUNITY USE OF PUBLIC FACILITIES						
EXPENDITURES						
FY27 Recommended	**12,468**	**12,468**	**12,468**	**12,468**	**12,468**	**12,468**
No inflation or compensation change is included in outyear projections.						
MCPS Reimbursable Utility Cost Escalation	**0**	**205**	**423**	**659**	**913**	**1,185**
Items recommended for funding in FY27, including the utility cost escalation reimbursed to MCPS, will be adjusted within the base in the outyears.						
Wheaton Office Building Lease Expense	**0**	**2**	**1**	**2**	**4**	**4**
Items recommended for funding in FY27, including the lease expense for the Wheaton Headquarters office building, will be adjusted within the base in the outyears.						
Labor Contracts	**0**	**37**	**37**	**37**	**37**	**37**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**12,468**	**12,712**	**12,929**	**13,166**	**13,422**	**13,694**

FY27-32 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Community Use of Public Facilities							
FISCAL PROJECTIONS	FY26 APPROVED	FY26 ESTIMATE	FY27 RECOMMENDED	FY28 PROJECTION	FY29 PROJECTION	FY30 PROJECTION	FY31 PROJECTION	FY32 PROJECTION
ASSUMPTIONS								
Indirect Cost Rate	19.98%	19.98%	**13.01%**	13.01%	13.01%	13.01%	13.01%	13.01%
CPI (Fiscal Year)	2.7%	2.2%	**2.9%**	2.2%	1.8%	1.7%	1.7%	1.7%
Investment Income Yield	4.1%	4.0%	**3.3%**	3.0%	3.0%	3.0%	3.0%	3.0%
BEGINNING FUND BALANCE	**20,442**	**(424,198)**	**(68,392)**	**933,604**	**1,632,178**	**2,051,423**	**2,166,846**	**1,956,033**
REVENUES								
Charges For Services	12,829,289	13,067,947	**14,311,053**	14,630,189	14,893,532	15,140,765	15,399,672	15,666,086
Miscellaneous	334,790	145,540	**115,060**	106,210	106,210	106,210	106,210	106,210
Subtotal Revenues	**13,164,079**	**13,213,487**	**14,426,113**	**14,736,399**	**14,999,742**	**15,246,975**	**15,505,882**	**15,772,296**
INTERFUND TRANSFERS (Net Non-CIP)	**(1,255,958)**	**(1,255,958)**	**(955,665)**	**(959,951)**	**(960,343)**	**(960,161)**	**(960,119)**	**(960,147)**
Transfers To Debt Service Fund	(330,162)	(330,162)	(330,162)	(329,672)	(330,064)	(329,882)	(329,840)	(329,868)
Wheaton Redeveopment	(330,162)	(330,162)	(330,162)	(329,672)	(330,064)	(329,882)	(329,840)	(329,868)
Transfers To The General Fund	(1,085,796)	(1,085,796)	(785,503)	(790,279)	(790,279)	(790,279)	(790,279)	(790,279)
Indirect Costs	(878,466)	(878,466)	(578,173)	(582,949)	(582,949)	(582,949)	(582,949)	(582,949)
CAPP	(200,000)	(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	160,000
After School	25,000	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	135,000
TOTAL RESOURCES	**11,928,563**	**11,533,331**	**13,402,056**	**14,710,052**	**15,671,577**	**16,338,237**	**16,712,609**	**16,768,182**
PSP OPER. BUDGET APPROP/ EXP'S.								
Operating Budget	(12,192,169)	(11,601,723)	**(12,468,452)**	(12,835,376)	(13,159,054)	(13,473,659)	(13,803,737)	(14,145,919)
Labor Agreement	n/a	n/a	**0**	(36,713)	(36,713)	(36,713)	(36,713)	(36,713)
MCPS Reimbursable Utility Cost Escalation	n/a	n/a	**n/a**	(204,021)	(423,344)	(659,117)	(912,572)	(1,185,036)
Building Space Expenses	n/a	n/a	**n/a**	(1,764)	(1,043)	(1,902)	(3,554)	(3,967)
Subtotal PSP Oper Budget Approp / Exp's	**(12,192,169)**	**(11,601,723)**	**(12,468,452)**	**(13,077,874)**	**(13,620,154)**	**(14,171,391)**	**(14,756,576)**	**(15,371,635)**
TOTAL USE OF RESOURCES	**(12,192,169)**	**(11,601,723)**	**(12,468,452)**	**(13,077,874)**	**(13,620,154)**	**(14,171,391)**	**(14,756,576)**	**(15,371,635)**
YEAR END FUND BALANCE	**(263,606)**	**(68,392)**	**933,604**	**1,632,178**	**2,051,423**	**2,166,846**	**1,956,033**	**1,396,547**
END-OF-YEAR RESERVES AS A								
PERCENT OF RESOURCES	**-2.2%**	**-0.6%**	**7.0%**	**11.1%**	**13.1%**	**13.3%**	**11.7%**	**8.3%**

Assumptions:

1. These projections are based on the County Executive's FY27 Recommended Budget and include the revenue and resources assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes not assumed here to fees, usage, inflation, future labor agreements, and other factors not assumed here.
2. The fund balance is calculated on a net assets basis and the fund balance policy target is 10 percent of resources.
3. The FY26 fund balance is estimated below policy level due to negative fund balance in FY25, resulting in a lower base in FY27.

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Public Libraries

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$56,955,401	377.31

DARCELL GRAHAM, DIRECTOR

MISSION STATEMENT

Montgomery County Public Libraries (MCPL) provides 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 FY27 Operating Budget for the Department of Public Libraries is $56,955,401, an increase of $2,006,962 or 3.65 percent from the FY26 Approved Budget of $54,948,439. Personnel Costs comprise 81.25 percent of the budget for 254 full-time position(s) and 159 part-time position(s), and a total of 377.31 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 18.75 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 Growing Economy**
- **A Greener County**
- **Effective, Sustainable Government**

INITIATIVES

- Increased participation for all age categories in the 2025 Summer Reading Challenge program by 24.7%.
- Pivoted both the MCPL website workforce page and several programming offerings to focus on displaced federal workers during the start of the calendar year. The website drew over 4,000 visits during January 2025, and the programs were at capacity with large waitlists.
- Planning programs and robust marketing to celebrate Montgomery County Public Libraries' 75th Anniversary. Includes reflecting on MCPL's past with a look forward to the next 75 years.
- Increase security guard services at five branches: Brigadier General Charles E. Lee Library, Gaithersburg Library, Germantown Library, Rockville Memorial Library, and Quince Orchard Library.
- Host first MCPL Innovation Day in Fall 2026 to foster creative thinking and collaboration across MCPL units to build a change readiness culture aligned with MCPL's values.
- Launching the first Local Author Showcase to provide space for local talent, delight visitors by celebrating Montgomery County's homegrown authors, and create community around literature and writing.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Eliminated the Point-of-Sale (POS) systems to offer free printing in all branches to improve customer service.
- Implemented updated barcode scanners at all service points to allow scanning of drivers' licenses when creating new customer accounts, reducing time and typing errors when entering information into KOHA.
- Replaced the 15-year-old legacy public computer management software which resulted in a more consistent customer experience and easier workflows for staff and customers.
- Launched MCPL's first mobile app, providing more accessible and streamlined access to MCPL's catalog and digital resources.
- Upgraded all servers to eliminate service outages and improve the staff and customer experience using MCPL computers.
- Developed a fully digital Incident Reporting System, automating staff workflows, enhancing permission security, and auto-storing reports in an archived, searchable database.
- Implemented software development for KOHA (MCPL's Integrated Library System) so customers' preferred names appear in their library customer accounts.

- Developed an MCPL staff off boarding application, automating approval workflows between supervisors and MCPL units in order to ensure departing employees meet all requirements prior to leaving the County.
- Realigned the administrative structure to combine branch operations under one administrator to promote effective communication and standards and to tie central programming and outreach efforts closer to the branch libraries.
- Collaborated with TEBS to implement Mobile Device Management for MCPL issued cell phones, allowing all devices to be secured, identifiable, inventoried, and updated remotely in one location.
- Developed new SharePoint Page Templates for Supervisors and Information and Circulation staff to streamline access to resources.

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 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 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 three Assistant Directors. The Assistant Directors are responsible for branch and business operations, human resources, programming, collections, outreach, marketing, community partnerships, and facilities.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,842,556**	**26.00**
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	4,083	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.	980,256	(1.00)
FY27 Recommended	**3,826,895**	**25.00**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Total library collection use [1]	12,560,353	12,606,306	12,687,932	12,036,607	10,916,794
Library electronic database usage	4,592,166	5,055,047	5,939,176	6,475,901	6,929,697
Number of library visits [2]	3,542,047	3,680,840	3,741,316	3,798,625	3,845,450
Number of public computer sessions	195,142	340,048	357,206	370,865	382,414
Attendance at library programs [3]	270,850	328,898	360,521	393,508	421,398
Active library users [4]	135,887	133,532	146,826	151,847	156,092
Number of participants in early literacy programming [5]	59,376	64,039	74,473	79,912	84,511

[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.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**52,105,883**	**359.31**
Enhance: Noyes Library Operating Budget Impact	275,500	0.00
Enhance: Security Guard Services at Five Branches That Already Have Security Guards	207,690	0.00
Increase Cost: Contract Escalators	23,018	0.00
Add: Funding for Automated External Defibrillators (AEDs) to Comply with House Bill 593	19,492	0.00
Decrease Cost: Abolish One Part-Time Library Assistant I and Convert One Part-Time Library Assistant I to Full-Time at Little Falls Library	(17,416)	0.00
Decrease Cost: Abolish One Part-Time Library Assistant I and Convert One Part-Time Librarian I to Full-Time Librarian I at Quince Orchard Library	(18,049)	0.00
Decrease Cost: Reduce Operating Expense to Align with Anticipated Grant Award	(20,980)	0.00

FY27 Recommended Changes	Expenditures	FTEs
Reduce: Staff Development and Training Program	(25,000)	0.00
Reduce: Workforce and Business Development Contractual Costs	(37,000)	0.00
Reduce: Collection Materials Budget to Discontinue Database Subscriptions with a High Cost per Use	(63,089)	0.00
Reduce: Abolish Information Technology Technician III	(112,108)	(1.00)
Reduce: Abolish Librarian I (eResources Librarian)	(120,158)	(1.00)
Shift: Repurpose Position from Public Libraries to Community Engagement Cluster for Urban Districts Chief of Operations	(134,595)	(1.00)
Reduce: Abolish Six Part-Time Library Assistant Is and Four Part-Time Librarian Is Due to Elimination of Sunday Service Hours at Ten Branches Leaving Nine Open Branches	(624,864)	(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.	1,670,182	1.00
FY27 Recommended	**53,128,506**	**352.31**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	30,206,851	32,592,017	31,546,675	33,655,996	3.3 %
Employee Benefits	10,295,549	11,821,056	10,624,358	12,314,212	4.2 %
County General Fund Personnel Costs	**40,502,400**	**44,413,073**	**42,171,033**	**45,970,208**	**3.5 %**
Operating Expenses	10,039,406	10,139,766	10,265,766	10,589,593	4.4 %
County General Fund Expenditures	**50,541,806**	**54,552,839**	**52,436,799**	**56,559,801**	**3.7 %**
PERSONNEL					
Full-Time	245	253	253	252	-0.4 %
Part-Time	187	173	173	159	-8.1 %
FTEs	382.41	383.11	383.11	375.11	-2.1 %
REVENUES					
Facility Rental Fees	12,626	0	0	0	—
Library Fees	1,360	600	7,000	7,000	1066.7 %
State Reimbursement: Library Operations	3,852,227	3,959,000	3,959,000	4,134,283	4.4 %
State Reimbursement: Library Staff Retirement	1,284,835	1,800,000	2,292,340	2,020,000	12.2 %
Miscellaneous Revenues	374,141	305,000	264,000	99,000	-67.5 %
Parking Fees	57,154	50,400	50,400	50,400	—
County General Fund Revenues	**5,582,343**	**6,115,000**	**6,572,740**	**6,310,683**	**3.2 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	214,507	218,735	218,735	235,149	7.5 %
Employee Benefits	70,177	65,879	65,879	70,445	6.9 %
Grant Fund - MCG Personnel Costs	**284,684**	**284,614**	**284,614**	**305,594**	**7.4 %**
Operating Expenses	87,821	110,986	110,986	90,006	-18.9 %

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Grant Fund - MCG Expenditures	**372,505**	**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					
State Grants	366,799	395,600	395,600	395,600	—
Grant Fund - MCG Revenues	**366,799**	**395,600**	**395,600**	**395,600**	**—**

DEPARTMENT TOTALS

Total Expenditures	**50,914,311**	**54,948,439**	**52,832,399**	**56,955,401**	**3.7 %**
Total Full-Time Positions	**247**	**255**	**255**	**254**	**-0.4 %**
Total Part-Time Positions	**187**	**173**	**173**	**159**	**-8.1 %**
Total FTEs	**384.61**	**385.31**	**385.31**	**377.31**	**-2.1 %**
Total Revenues	**5,949,142**	**6,510,600**	**6,968,340**	**6,706,283**	**3.0 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**54,552,839**	**383.11**
Changes (with service impacts)		
Enhance: Noyes Library Operating Budget Impact [Library Services to the Public]	275,500	0.00
Enhance: Security Guard Services at Five Branches That Already Have Security Guards [Library Services to the Public]	207,690	0.00
Add: Funding for Automated External Defibrillators (AEDs) to Comply with House Bill 593 [Library Services to the Public]	19,492	0.00
Reduce: Staff Development and Training Program [Library Services to the Public]	(25,000)	0.00
Reduce: Workforce and Business Development Contractual Costs [Library Services to the Public]	(37,000)	0.00
Reduce: Collection Materials Budget to Discontinue Database Subscriptions with a High Cost per Use [Library Services to the Public]	(63,089)	0.00
Reduce: Abolish Information Technology Technician III [Library Services to the Public]	(112,108)	(1.00)
Reduce: Abolish Librarian I (eResources Librarian) [Library Services to the Public]	(120,158)	(1.00)
Reduce: Abolish Six Part-Time Library Assistant Is and Four Part-Time Librarian Is Due to Elimination of Sunday Service Hours at Ten Branches Leaving Nine Open Branches [Library Services to the Public]	(624,864)	(5.00)
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	1,781,277	0.00
Increase Cost: Lapse Adjustment	759,642	0.00
Increase Cost: Annualization of FY26 Compensation Increases	369,378	0.00
Increase Cost: Printing and Mail	65,171	0.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Contract Escalators [Library Services to the Public]	23,018	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	4,083	0.00
Decrease Cost: Abolish One Part-Time Library Assistant I and Convert One Part-Time Library Assistant I to Full-Time at Little Falls Library [Library Services to the Public]	(17,416)	0.00
Decrease Cost: Abolish One Part-Time Library Assistant I and Convert One Part-Time Librarian I to Full-Time Librarian I at Quince Orchard Library [Library Services to the Public]	(18,049)	0.00
Decrease Cost: Motor Pool Adjustment	(20,038)	0.00
Decrease Cost: Retirement Adjustment	(104,692)	0.00
Shift: Repurpose Position from Public Libraries to Community Engagement Cluster for Urban Districts Chief of Operations [Library Services to the Public]	(134,595)	(1.00)
Decrease Cost: Annualization of FY26 Personnel Costs	(221,280)	0.00
FY27 RECOMMENDED	**56,559,801**	**375.11**

GRANT FUND - MCG

FY26 ORIGINAL APPROPRIATION	**395,600**	**2.20**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY26 Personnel Costs	20,980	0.00
Decrease Cost: Reduce Operating Expense to Align with Anticipated Grant Award [Library Services to the Public]	(20,980)	0.00
FY27 RECOMMENDED	**395,600**	**2.20**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration	2,842,556	26.00	3,826,895	25.00
Library Services to the Public	52,105,883	359.31	53,128,506	352.31
Total	**54,948,439**	**385.31**	**56,955,401**	**377.31**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
COUNTY GENERAL FUND					
Correction and Rehabilitation	General Fund	330,169	2.20	342,011	2.20

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

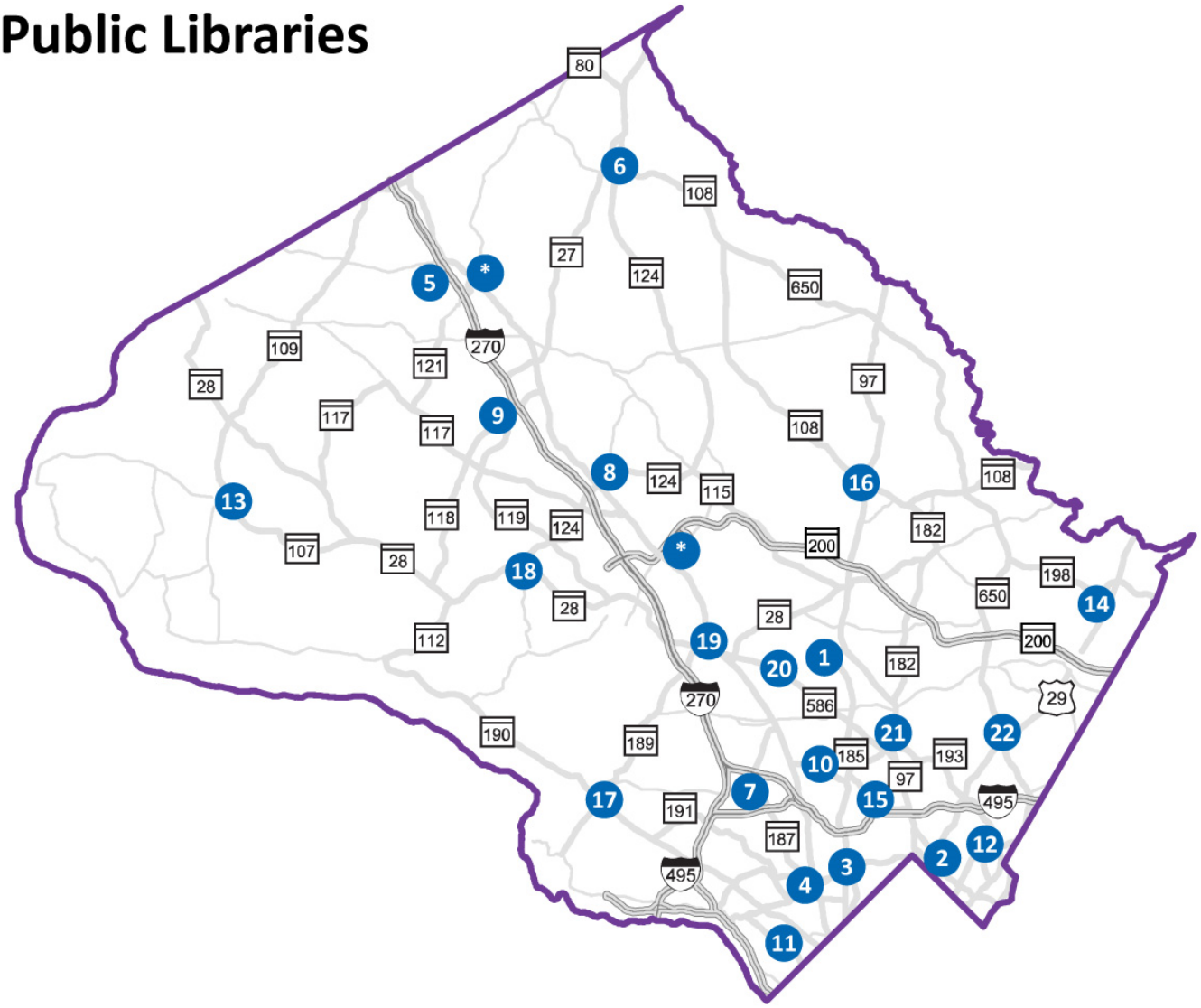
Title	FY27	FY28	FY29	FY30	FY31	FY32

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**56,560**	**56,560**	**56,560**	**56,560**	**56,560**	**56,560**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY27	**0**	**(284)**	**(284)**	**(284)**	**(284)**	**(284)**
Items recommended for one-time funding in FY27, including the initial purchase of materials for the expanded Noyes Library and one-time costs for the initial purchase of Automated External Defibrillators, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**373**	**373**	**373**	**373**	**373**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**56,560**	**56,649**	**56,649**	**56,649**	**56,649**	**56,649**

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 (Future)
- * Shady Grove West Library (Proposed)

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Recreation

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$71,042,894	604.73

GABRIEL ALBORNOZ, 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 FY27 Operating Budget for the Department of Recreation is $71,042,894, an increase of $2,911,501 or 4.27 percent from the FY26 Approved Budget of $68,131,393. Personnel Costs comprise 61.36 percent of the budget for 192 full-time position(s) and no part-time position(s), and a total of 604.73 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 38.64 percent of the FY27 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 $12,063,190 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

- Children's Bill of Rights in Youth Sports: Project Play's State of Play 2025 report highlights Montgomery County, Maryland as a standout example of local leadership in youth sports. Montgomery County proudly formalized its support for the Children's Bill of Rights in Youth Sports, joining regional and national partners to champion equitable, developmentally appropriate, and inclusive sports. This endorsement reflects the County's commitment to creating safe and supportive sports

environments and was strengthened through collaborations with the Montgomery County Sports Advisory Committee and Gaithersburg, Rockville, and Takoma Park. This initiative positions Montgomery County as a leader in advancing policies that elevate youth sports, expand participation pathways, and promote positive youth development.

- Gender Equity in Sports initiative to expand opportunities for girls and address longstanding disparities in youth sports by intentionally creating welcoming, skill-building environments that rebuild confidence and re-engage girls in sports where they are historically underrepresented. The initiative also includes a dedicated officiating component that encourages girls to become officials and actively recruits more women to serve as coaches, helping build a stronger, more representative pipeline of female leaders in youth sports. This comprehensive approach supports confidence, inclusion, and access-advancing gender equity across the County's youth sports programs.
- ePACT: Launching the ePACT Network, a HIPAA compliant digital health and emergency management system, to modernize camp operations, enhance risk management, and improve customer experience. The software modernizes how the department collects, stores, and accesses sensitive medical and personal data, replacing paper forms and adding time-saving digital convenience for families.
- Inclusive Multilingual Programming for adults 55 years or older to foster greater accessibility and cultural connection. The department expanded its 55+ offerings to include programs taught fully or partially in multiple languages, including Mandarin, Spanish, Vietnamese, French, Korean, Japanese, and Sign Language. This multilingual approach broadens participation, strengthens inclusivity, and ensures that older adults can engage in programs that reflect their diverse backgrounds and communication needs

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

Accomplishments/Innovation

• Received eight recognitions in the 2025 National Association of Counties (NACo) Achievement Awards: Aquatic Egg Hunt, 55+ Cardboard Boat Regatta, Fire Safety: One Cup of Cocoa at a Time, Hands-Only CPR, Girls Skateboarding, Rock-reation: Therapeutic Indoor Rock-Climbing, Under the Lights, and Youth Cricket Academy.

• Expand Excel Beyond the Bell Elementary after-school program: Beginning January 2026, the program has expanded to include new sites at East Silver Spring and Waters Landing elementary schools, increasing access to high-quality out-of-school-time opportunities in these communities.

• Built two new playgrounds at Damascus Recreation Center and Marilyn J. Praisner Recreation Center, providing modern, safe, and inclusive play spaces that meet current industry standards. These projects align amenities with current community needs while ensuring families have a welcoming space close to home, promoting safe play and physical activity.

• Formalized Partnership Program: This Program establishes a clear, consistent process for collaborating with community organizations by ensuring every partnership aligns with the Recreation mission, is mutually beneficial, and operates through a formal written agreement. The program strengthens transparency and equity, streamlines how groups apply and are evaluated, and helps the department better manage resources while expanding high-quality programs and services for residents.

• Sensory Safe Spaces: Implemented across 22 recreation centers, this initiative equips each facility with flexible seating options and a Sensory Safe Kit containing calming tools such as noise-reducing headphones. Kits are supported by onsite staff training. The initiative aims to create sensory-friendly environments to reduce anxiety, support emotional regulation, improve focus and attention, and create inclusive spaces for individuals while promoting independence and ensuring all community members can participate comfortably in programs and activities.

Collaborations & Partnerships:

• Rockville Montgomery Swim Club (RMSC), in collaboration with City of Rockville, allows over 1,000 swimmers to compete on a local and national level, and has one of the highest retention rates in the nation for girls between the ages of 11-15 at 83 percent.

• Expanding partnership with Montgomery County Public Schools to offer summer camp for middle school-aged youth attending the new IGNITE program at 4 locations. The MCPS IGNITE Middle School Academy is a summer program designed to provide middle school students with project-based learning in core subjects, helping them prepare for the upcoming school year. By pairing academic enrichment with engaging summer camp experiences for teens, the program offers a well-rounded summer that supports both learning and personal growth.

• Collaborated with Coach Beyond Maryland to provide specialized training to Youth Basketball coaches, strengthening coaching quality and creating more supportive, development-focused environments for young athletes.

• Partnered with the Housing Opportunities Commission to host the Fun, Food, Fitness summer program providing a vital, community-based opportunity for youth to stay active and healthy by bringing engaging activities and nutritious meals to where families live. The program reduced access barriers, created a safe and familiar environment, and helped fill a gap for kids with limited access to opportunities outside the apartment community during the summer months.

• RecZone program partnered with Montgomery County Fire & Rescue's Heroes In Training Program, a hands-on career exploration experience that introduces high school students to the real-world work of fire and rescue professionals. The program provides grades 9-12 with a behind-the-scenes look at firefighting and Emergency Medical Services (EMS) through station visits, live demonstrations, skills exposure, and guided mentoring by Montgomery County Fire and Rescue Service (MCFRS) personnel. By giving youth a "day-in-the-life" experience and direct access to career pathways like the Cadet Program, Heroes In Training builds early job readiness skills, promotes interest in public safety careers, and strengthens the pipeline of future first responders.

• Age Friendly Montgomery to host a series of community listening sessions that support the County's 55+ Needs Assessment, which evaluates how well the community currently meets the needs of older adults and ensures future planning reflects their lived experiences. By offering sessions at multiple Community Centers, Recreation provided accessible, trusted spaces for residents to share meaningful input that will guide programs and services for aging well in Montgomery County.

PROGRAM CONTACTS

Contact Patrick Donovan of the Department of Recreation at 240-777-6858 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 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 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 develops and manages 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 Office of Public Information (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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of administrative services transactions	36,727	33,611	30,000	30,000	30,000
Number of human resources transactions	1,107	3,125	2,100	2,100	2,100
Number of seasonal employees	2,449	2,598	2,400	2,400	2,400
Percent of allocated recreation financial assistance dollars used	93%	107%	95%	95%	95%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**14,390,554**	**49.26**
Increase Cost: Spending Authority	500,000	0.00
Increase Cost: Seasonal Temps	381,597	0.00
Add: Program Manager for Administration of Recreation Contracts	104,098	1.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Nonprofit Service Provider Contracts	84,788	0.00
Increase Cost: ePact Contract Escalation for HIPAA Compliance	76,500	0.00
Increase Cost: CUPF Fee	41,869	0.00
Add: FBI RapBack System Background & Fingerprinting Verification	25,305	0.00
Increase Cost: CUPF Fee	22,436	0.00
Increase Cost: Teacher Instruction Contract Escalation	18,521	0.00
Increase Cost: Maintenance Contract Escalation	18,120	0.00
Add: Transfer from Transportation Services Improvement Fund to Recreation Fund for Senior Transportation Services	10,000	0.00
Increase Cost: East County Recreation Center Food Bank Contract Escalation	3,065	0.00
Reduce: Non-Competitive Contracts	(23,067)	0.00

FY27 Recommended Changes	Expenditures	FTEs
Eliminate: Duplicative Services in Non-Competitive Grants	(47,207)	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.	(512,752)	1.00
FY27 Recommended	**15,093,827**	**51.26**

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, national events, and competitions each year. The Department operates seven regional outdoor pools, five indoor aquatics facilities, one spray park, and supports operations at Piney Branch Elementary School pool.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of total aquatics programs capacity enrolled	59.0%	76.1%	78.0%	79.2%	80.8%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**13,023,616**	**148.39**
Increase Cost: Swim Coach Contract	69,921	0.00
Eliminate: Close Indoor Pools on Memorial and Labor Day Weekend	(32,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	421,389	(3.00)
FY27 Recommended	**13,482,926**	**145.39**

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 generate partnerships with local small businesses and nonprofit 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 participating in 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 thus making our communities safer.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of participants registered in countywide recreation programs	39,723	39,558	40,349	41,156	41,979
Percent of planned countywide recreation programs completed [1]	90.9%	89.7%	92.0%	93.0%	95.0%

[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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**10,069,351**	**82.57**
Increase Cost: Sports Officials Contract	11,668	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.	573,048	1.00
FY27 Recommended	**10,654,067**	**83.57**

Recreation Community & Neighborhood Centers

The Department of Recreation has 22 recreation centers throughout the County. These facilities provide affordable programs featuring leisure activities, social interaction, family participation, community civic involvement, as well as promoting 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 connect, as well as a thriving hub of activities.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of recreation facility bookings	2,600	3,094	3,218	3,314	3,480
Percent of planned programs in recreation centers completed	94.7%	92.1%	93.0%	93.9%	94.8%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**10,236,472**	**122.68**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	643,622	2.00
FY27 Recommended	**10,880,094**	**124.68**

Senior Adult Programs

The Senior Adult Programs offers a wide range of supports, opportunities, programs, services, and facilities, designed to enhance quality of life and help community members 55 years and older 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of senior meals served	87,083	109,880	110,989	112,089	113,209
Number of senior (55 years or older) program registrations [1]	16,305	24,503	24,000	24,000	24,000

[1] *Due to an error in reporting, FY24 represents unduplicated senior registrants, not the total number of registrations from those individuals.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,160,177**	**33.39**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	257,733	1.00
FY27 Recommended	**4,417,910**	**34.39**

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 that improve outcomes for young people. Positive youth development strategies are used to meet youth where they are and include opportunities, programs, and services that 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of participants registered in youth development programs	11,857	12,434	12,000	12,000	12,000
Average daily attendance in youth development programs	45%	66%	52%	52%	52%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**16,251,223**	**167.44**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	262,847	(2.00)
FY27 Recommended	**16,514,070**	**165.44**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
RECREATION					
EXPENDITURES					
Salaries and Wages	32,771,747	34,227,442	35,699,824	35,711,600	4.3 %
Employee Benefits	6,475,908	7,099,160	7,091,611	7,599,160	7.0 %
Recreation Personnel Costs	**39,247,655**	**41,326,602**	**42,791,435**	**43,310,760**	**4.8 %**
Operating Expenses	18,709,951	21,523,718	20,016,779	21,827,603	1.4 %
Recreation Expenditures	**57,957,606**	**62,850,320**	**62,808,214**	**65,138,363**	**3.6 %**
PERSONNEL					
Full-Time	190	191	191	192	0.5 %
Part-Time	0	0	0	0	—
FTEs	590.61	595.64	595.64	596.64	0.2 %
REVENUES					
Property Tax	65,696,674	70,788,031	69,965,914	76,147,722	7.6 %

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Facility Rental Fees	622,236	120,000	316,009	316,009	163.3 %
Recreation Fees	4,642,308	4,090,187	3,290,187	3,290,187	-19.6 %
Miscellaneous Revenues	51,735	120,232	165,464	165,464	37.6 %
Miscellaneous Revenues - Parks ActiveNet	0	45,232	0	0	-100.0 %
Recreation Fee Subsidy	0	(800,000)	0	0	100.0 %
Recreation Revenues	**71,012,953**	**74,363,682**	**73,737,574**	**79,919,382**	**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	5,244,471	5,000,000	5,814,193	5,623,458	12.5 %
Recreation Non-Tax Supported Expenditures	**5,244,471**	**5,000,000**	**5,814,193**	**5,623,458**	**12.5 %**
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	7,960,061	8,800,000	8,947,131	8,947,131	1.7 %
Investment Income	100,417	77,050	75,870	59,980	-22.2 %
Recreation Non-Tax Supported Revenues	**8,060,478**	**8,877,050**	**9,023,001**	**9,007,111**	**1.5 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	276,323	261,099	261,099	261,099	—
Employee Benefits	33,104	19,974	19,974	19,974	—
Grant Fund - MCG Personnel Costs	**309,427**	**281,073**	**281,073**	**281,073**	**—**
Grant Fund - MCG Expenditures	**309,427**	**281,073**	**281,073**	**281,073**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	8.09	8.09	8.09	8.09	—
REVENUES					
Federal Grants	155,331	281,073	281,073	281,073	—
Grant Fund - MCG Revenues	**155,331**	**281,073**	**281,073**	**281,073**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**63,511,504**	**68,131,393**	**68,903,480**	**71,042,894**	**4.3 %**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Total Full-Time Positions	**190**	**191**	**191**	**192**	**0.5 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**598.70**	**603.73**	**603.73**	**604.73**	**0.2 %**
Total Revenues	**79,228,762**	**83,521,805**	**83,041,648**	**89,207,566**	**6.8 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
RECREATION		
FY26 ORIGINAL APPROPRIATION	**62,850,320**	**595.64**
Changes (with service impacts)		
Add: Program Manager for Administration of Recreation Contracts [Administration]	104,098	1.00
Add: FBI RapBack System Background & Fingerprinting Verification [Administration]	25,305	0.00
Add: Transfer from Transportation Services Improvement Fund to Recreation Fund for Senior Transportation Services [Administration]	10,000	0.00
Reduce: Non-Competitive Contracts [Administration]	(23,067)	0.00
Eliminate: Close Indoor Pools on Memorial and Labor Day Weekend [Aquatics]	(32,000)	0.00
Eliminate: Duplicative Services in Non-Competitive Grants [Administration]	(47,207)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	1,358,314	0.00
Increase Cost: Seasonal Temps [Administration]	381,597	0.00
Increase Cost: Annualization of FY26 Compensation Increases	242,226	0.00
Increase Cost: Lapse Adjustment	99,960	0.00
Increase Cost: Risk Management Adjustment	89,880	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Nonprofit Service Provider Contracts [Administration]	84,788	0.00
Increase Cost: ePact Contract Escalation for HIPAA Compliance [Administration]	76,500	0.00
Increase Cost: Printing and Mail	42,959	0.00
Increase Cost: Annualization of FY26 Lapsed Positions	32,799	0.00
Increase Cost: CUPF Fee [Administration]	22,436	0.00
Increase Cost: Teacher Instruction Contract Escalation [Administration]	18,521	0.00
Increase Cost: Maintenance Contract Escalation [Administration]	18,120	0.00
Increase Cost: Motor Pool Adjustment	14,585	0.00
Increase Cost: East County Recreation Center Food Bank Contract Escalation [Administration]	3,065	0.00
Decrease Cost: Retirement Adjustment	(74,015)	0.00
Decrease Cost: Annualization of FY26 Personnel Costs	(160,821)	0.00
FY27 RECOMMENDED	**65,138,363**	**596.64**

RECREATION NON-TAX SUPPORTED

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
FY26 ORIGINAL APPROPRIATION	**5,000,000**	**0.00**
Other Adjustments (with no service impacts)		
Increase Cost: Spending Authority [Administration]	500,000	0.00
Increase Cost: Swim Coach Contract [Aquatics]	69,921	0.00
Increase Cost: CUPF Fee [Administration]	41,869	0.00
Increase Cost: Sports Officials Contract [Countywide Programs]	11,668	0.00
FY27 RECOMMENDED	**5,623,458**	**0.00**

GRANT FUND - MCG

FY26 ORIGINAL APPROPRIATION	**281,073**	**8.09**
FY27 RECOMMENDED	**281,073**	**8.09**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration	14,390,554	49.26	15,093,827	51.26
Aquatics	13,023,616	148.39	13,482,926	145.39
Countywide Programs	10,069,351	82.57	10,654,067	83.57
Recreation Community & Neighborhood Centers	10,236,472	122.68	10,880,094	124.68
Senior Adult Programs	4,160,177	33.39	4,417,910	34.39
Youth Development	16,251,223	167.44	16,514,070	165.44
Total	**68,131,393**	**603.73**	**71,042,894**	**604.73**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
RECREATION					
Community Use of Public Facilities	Community Use of Public Facilities	38,387	0.20	39,734	0.20
CIP	Capital Fund	84,924	0.50	87,929	0.50
	Total	**123,311**	**0.70**	**127,663**	**0.70**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
RECREATION						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

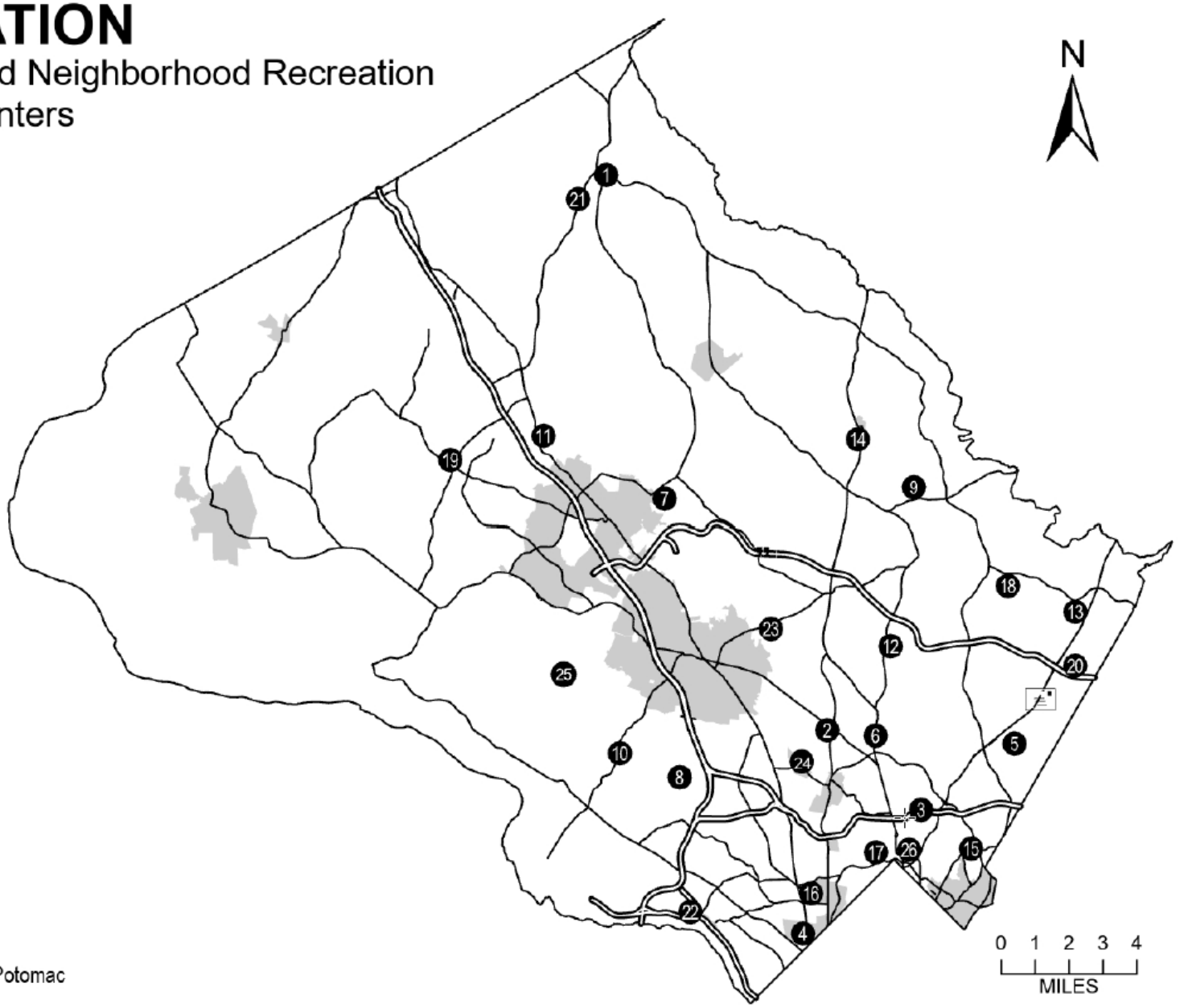
Title	FY27	FY28	FY29	FY30	FY31	FY32
EXPENDITURES						
FY27 Recommended	**65,138**	**65,138**	**65,138**	**65,138**	**65,138**	**65,138**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY27	**0**	**35**	**35**	**35**	**35**	**35**
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.						
Labor Contracts	**0**	**231**	**231**	**231**	**231**	**231**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**65,138**	**65,404**	**65,404**	**65,404**	**65,404**	**65,404**
RECREATION NON-TAX SUPPORTED						
EXPENDITURES						
FY27 Recommended	**5,623**	**5,623**	**5,623**	**5,623**	**5,623**	**5,623**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**5,623**	**5,623**	**5,623**	**5,623**	**5,623**	**5,623**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY27 Recommended		FY28 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Program Manager for Administration of Recreation Contracts	104,098	1.00	138,797	1.00
Total	**104,098**	**1.00**	**138,797**	**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

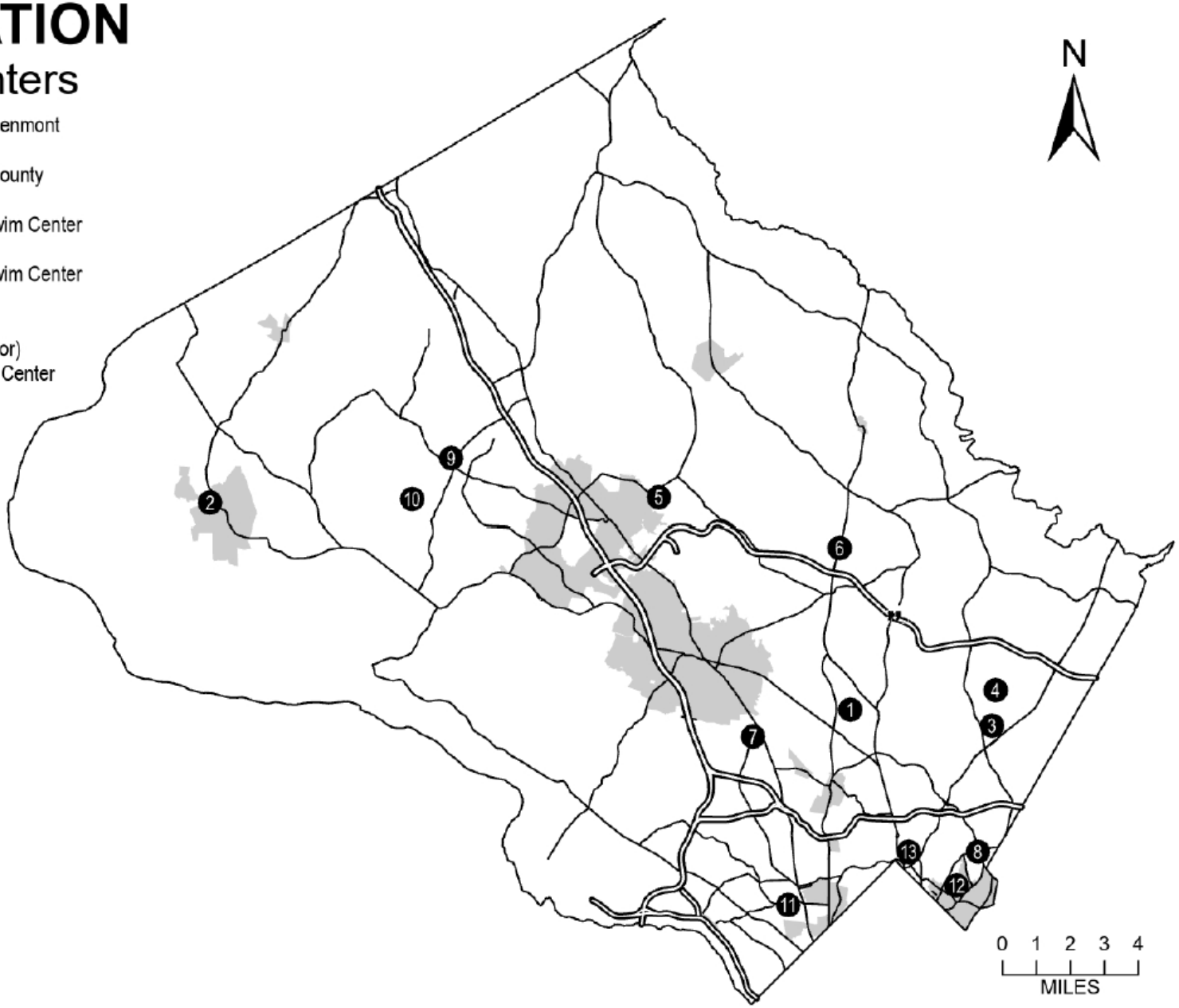
Recreation Centers
4. Wisconsin Place
5. White Oak
6. Wheaton
7. Upper County
8. Scotland
9. Ross Boddy
10. Potomac
11. Plum Gar
12. Mid-County
13. Marilyn Praisner
14. Longwood
15. Long Branch
16. Jane Lawton
17. Gwendolyn Coffield
18. Good Hope
19. Germantown
20. East County
21. Damascus
22. Clara Barton
23. Bauer Drive
24. Ken Gar
25. Nancy H. Dacek North Potomac
26. Silver Spring

Map produced by: Montgomery County TEBS GIS Team, Dec. 2025

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 FY27 BUDGET	FULL TIME EQUIVALENTS
$1,612,814	5.90

MIKE SCHEFFEL, DIRECTOR

MISSION STATEMENT

The Office of Agriculture's mission is dedicated to advancing Montgomery County as a regional and national leader in agriculture. We champion the agricultural industry by preserving farmland for future generations, supporting the success and resilience of our farm community, and fostering public awareness of agriculture's vital role in our economy, environment, and quality of life. Through strategic partnerships, education, and advocacy, we work to ensure agriculture remains a thriving and integral part of the County's future.

BUDGET OVERVIEW

The total recommended FY27 Operating Budget for the Office of Agriculture is $1,612,814, an increase of $80,299 or 5.24 percent from the FY26 Approved Budget of $1,532,515. Personnel Costs comprise 63.05 percent of the budget for ten full-time position(s) and no part-time position(s), and a total of 5.90 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 36.95 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**
- **A Growing Economy**
- **A Greener County**

INITIATIVES

- Developing a comprehensive plan to establish a Farm Incubator program at the Agricultural History Farm Park. This initiative is designed to create meaningful opportunities for beginning farmers, including those from historically underserved communities. The Farm Incubator program will provide access to land, shared equipment, mentorship, hands-on training, and other essential resources to support the successful launch and growth of new farm enterprises.
- Developing an outreach strategy to personally engage with farmers of color ahead of the next USDA Agricultural Census in 2027. The office will support and assist under served communities to ensure their representation in the upcoming census.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Transitioned to a more reliable broadband system in order to improve productivity and limit downtime.

PROGRAM CONTACTS

Contact Jacqueline Arnold of the Office of Agriculture at 301-590-2859 or Seamus McNamara of the Office of Management and Budget at 240-777-2755 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Agricultural Services

The Office of Agriculture (OAG) supports and promotes Montgomery County's agricultural industry through a wide range of services. These include implementing agricultural policies and programs, providing financial and technical assistance to farmers, managing agricultural education initiatives, and supporting partner agencies with funding and staffing. OAG also serves as a liaison between the Executive Branch and the agricultural community through its work with the Agricultural Advisory Committee, Agricultural Preservation Advisory Board, and the Montgomery County Farm Bureau.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Technical assistance contacts with farmers	1,534	1,824	1,824	1,824	1,824
Acres of land under easements inspected by Agricultural Services	5,363	5,796	5,800	5,800	5,800
Percent of easement acres under most restrictive easement disallowing development	35%	36%	36%	36%	36%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,045,102**	**5.00**
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	3,089	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.	49,226	0.00
FY27 Recommended	**1,097,417**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Soil conservation contacts with farmers and landowners to provide technical assistance	8,141	8,942	8,942	8,942	8,942
Water quality plans completed	72	106	106	106	106
Percent of interagency site visits coordinated within one business day of agricultural complaint	100%	100%	100%	100%	100%
Tons of carbon dioxide reduced through conservation and best management practices [1]	N/A	12,430	12,430	12,430	12,430

[1] *When reviewing this data, it is important to note that it is based on reported values from best management practices (BMPs) implemented on farms. These values are entered into a model that uses various assumptions to estimate the total number of tons.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**197,577**	**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.	6,142	0.00
FY27 Recommended	**203,719**	**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 nonformal education accessible to all Montgomery County residents. Adults, families, and youth are the primary audiences Extension programs serve across four major program areas: Agriculture and Food Systems; Family and Consumer Science; Environment and Natural Resources; and 4-H Positive Youth Development. Educational programs for farmers include raising crops and livestock, protecting the environment through Good Agriculture Practices (GAP) and nutrient management 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 Office faculty and staff engage and rely upon a large network of over 2,000 volunteers to support the 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Nutrient management plans completed	25	55	55	55	55
4-H youth development program participants	464	437	437	437	437
Average pre- to post-test score increase of Close Encounters with Agriculture participants on agriculture, nutrition, and the environment	48%	50%	50%	50%	50%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**289,836**	**0.00**
Increase Cost: UME Annualization and Operating	21,842	0.00
FY27 Recommended	**311,678**	**0.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	700,840	757,190	743,108	791,824	4.6 %
Employee Benefits	194,387	211,921	203,827	225,075	6.2 %
County General Fund Personnel Costs	**895,227**	**969,111**	**946,935**	**1,016,899**	**4.9 %**
Operating Expenses	525,460	563,404	575,408	595,915	5.8 %
County General Fund Expenditures	**1,420,687**	**1,532,515**	**1,522,343**	**1,612,814**	**5.2 %**
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	80,152	80,152	80,152	80,152	—
Miscellaneous Revenues	24,268	0	0	0	—
County General Fund Revenues	**104,420**	**80,152**	**80,152**	**80,152**	**—**
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	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Investment Income	16,367	0	0	0	—
Miscellaneous Revenues	54,697	0	0	0	—
State Grants	(25,000)	0	0	0	—
Grant Fund - MCG Revenues	**46,064**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**1,420,687**	**1,532,515**	**1,522,343**	**1,612,814**	**5.2 %**
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	**150,484**	**80,152**	**80,152**	**80,152**	**—**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**1,532,515**	**5.90**
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	37,245	0.00
Increase Cost: UME Annualization and Operating [University of Maryland Extension (UME)]	21,842	0.00
Increase Cost: Annualization of FY26 Compensation Increases	8,316	0.00
Increase Cost: Motor Pool Adjustment	5,378	0.00
Increase Cost: Annualization of FY26 Personnel Costs	4,339	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Agricultural Services]	3,089	0.00
Increase Cost: Printing and Mail	2,202	0.00
Decrease Cost: Retirement Adjustment	(2,112)	0.00
FY27 RECOMMENDED	**1,612,814**	**5.90**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Agricultural Services	1,045,102	5.00	1,097,417	5.00
Soil Conservation	197,577	0.90	203,719	0.90
University of Maryland Extension (UME)	289,836	0.00	311,678	0.00
Total	**1,532,515**	**5.90**	**1,612,814**	**5.90**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
COUNTY GENERAL FUND					
Environmental Protection	Water Quality Protection	618,413	3.10	639,731	3.10
CIP	Capital Fund	142,443	1.00	151,532	1.00
	Total	**760,856**	**4.10**	**791,263**	**4.10**

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	**1,613**	**1,613**	**1,613**	**1,613**	**1,613**	**1,613**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**8**	**8**	**8**	**8**	**8**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,613**	**1,621**	**1,621**	**1,621**	**1,621**	**1,621**

Economic Development Fund

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$4,173,420	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 FY27 Operating Budget for the Economic Development Fund is $4,173,420, a decrease of $7,362 or 0.18 percent from the FY26 Approved Budget of $4,180,782. Personnel Costs comprise 4.81 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 95.19 percent of the FY27 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. MCEDC identifies and develops prospects that meet the criteria for a grant or loan from the 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 an 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 CEI 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 CEI 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 FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
ECONOMIC DEVELOPMENT FUND					
EXPENDITURES					
Salaries and Wages	138,620	166,964	148,306	157,332	-5.8 %
Employee Benefits	35,447	41,343	38,661	43,613	5.5 %
Economic Development Fund Personnel Costs	**174,067**	**208,307**	**186,967**	**200,945**	**-3.5 %**
Operating Expenses	4,290,856	3,972,475	25,778,349	3,972,475	—
Economic Development Fund Expenditures	**4,464,923**	**4,180,782**	**25,965,316**	**4,173,420**	**-0.2 %**
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	637,970	375,000	477,473	375,000	—
Investment Income	1,307,880	55,000	313,060	55,000	—
Economic Development Fund Revenues	**1,945,850**	**430,000**	**790,533**	**430,000**	**—**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
ECONOMIC DEVELOPMENT FUND		
FY26 ORIGINAL APPROPRIATION	**4,180,782**	**1.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	6,130	0.00
Increase Cost: Annualization of FY26 Compensation Increases	3,769	0.00
Decrease Cost: Annualization of FY26 Personnel Costs	(17,261)	0.00
FY27 RECOMMENDED	**4,173,420**	**1.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
ECONOMIC DEVELOPMENT FUND						
EXPENDITURES						
FY27 Recommended	**4,173**	**4,173**	**4,173**	**4,173**	**4,173**	**4,173**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**4,173**	**4,173**	**4,173**	**4,173**	**4,173**	**4,173**

Housing and Community Affairs

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$77,729,110	127.00

SCOTT BRUTON, DIRECTOR

MISSION STATEMENT

The Department of Housing and Community Affairs (DHCA) works to preserve and increase the supply of affordable housing; maintain existing housing in a safe and sanitary condition; preserve the safety and quality of residential and commercial areas; ensure fair and equitable relations between landlords and tenants; and support the success of common ownership communities - all with a focus on reducing racial inequities and climate change impacts.

BUDGET OVERVIEW

The total recommended FY27 Operating Budget for the Department of Housing and Community Affairs is $77,729,110, a decrease of $5,971,529 or 7.13 percent from the FY26 Approved Budget of $83,700,639. Personnel Costs comprise 26.09 percent of the budget for 133 full-time position(s) and no part-time position(s), and a total of 127.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Debt Service account for the remaining 73.91 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:

- **A Greener County**
- **An Affordable, Welcoming County for a Lifetime**
- **Effective, Sustainable Government**

INITIATIVES

- Provide $102.0 million to support the production and preservation of affordable housing units in Montgomery County. This

investment includes allocating $86 million and incorporating $10.1 million in FY26 loan repayments into the Affordable Housing Acquisition and Preservation CIP project, $2.0 million for the Affordable Housing Opportunity Fund, an additional $128,000 in loan repayments for the Nonprofit Preservation Fund, $2.2 million to revitalize Common Ownership Communities through the CIP-supported Common Area Assistance Loan Fund, and $1.62 million for the Montgomery Housing Initiative (MHI) Fund.

- Allocate $52.3 million to the Montgomery Housing Initiative Fund to sustain programs and projects dedicated to developing and preserving affordable housing and related services. This funding will support renovation of distressed housing, development of units for residents with special needs, rental assistance and rapid rehousing initiatives, homelessness prevention and relocation assistance, homeowner downpayment assistance and counseling, home accessibility improvements, services under the Building Neighborhoods to Call Home and Housing First programs, and the development of mixed-income housing.
- Add one position to the Multifamily program to enhance capacity for evaluating project proposals and negotiating Payment in Lieu of Taxes (PILOT) agreements that implement affordability requirements for eligible housing development projects.
- Add one position in the Office of Landlord and Tenant Affairs for implementation of legislative mandates required in Bill 31-25 to provide tenants with timely eviction notification.
- Increase funding for fair housing testing by leveraging Federal resources to identify and assess evidence of housing discrimination within Montgomery County.
- Provide $7.07 million in the Housing Initiative Fund for required debt service to support leveraging additional resources for the Housing Production Fund, which finances construction of mixed-income, mixed-use developments.
- Continue funding to support implementation and enforcement of regulatory compliance related to housing, solid waste, and weeds/rubbish standards. This includes annual targeted inspections in areas requiring concentrated code enforcement for troubled properties, increased inspection frequency for at-risk properties, and triennial inspections for compliant properties.
- Continue funding to support the Rental Housing Division in administering rent stabilization mandates, ensuring landlords receive a fair return on investment while strengthening tenant services through coordination between the Rent Stabilization Program and the Office of Landlord and Tenant Affairs.
- Maintain current rental housing licensing fees at FY26 levels and utilize projected revenue to support operations required for mandated services. This includes enhanced collaboration and technological improvements across Licensing and Registration, Code Enforcement, Landlord and Tenant Mediation, and Rent Stabilization programs.
- Maintain the $6.50 per-unit registration fee for Common Ownership Communities to continue providing technical assistance and regulatory guidance to distressed COCs and to administer the Common Area Assistance Loan Fund.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Moderately Prices Dwelling Unit (MPDU) program continues to generate new affordable units throughout the County. During FY25, the MPDU program generated 201 new MPDUs offered for sale (126 units) and rent (75 units).
- Launched an online application for the Focused Neighborhood Assistance program (FNA). Allowing the application to be easily accessed by the community affirms our commitment to open, accessible, and equitable neighborhood revitalization resources.
- The department, in partnership with the Technology and Enterprise Business Solutions department, developed and launched an innovative Housing Portal that enables landlords to register the rents and fees they are charging to enforce provisions of the County's rent stabilization law. In FY26, DHCA will further improve efficiency and customer experience by expanding this portal to incorporate other publicly-facing DHCA programs and functions.

- The Grants section executed and monitored twenty-five federal Community Development Block Grants (CDBG) totaling $660,000 for community-based public services in FY25. Services provided support to low-income residents in areas such as education, healthcare, job readiness, and housing. In addition, the Section provided similar support through other federal grants and multiple County grants.
- The Commission on Common Ownership Communities successfully closed 104 cases in FY25. Of those, 78 cases were closed before a hearing, representing an 82 percent success rate of all cases.

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 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

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Asset Management - Loan repayments received [1]	$77,924,288	$7,695,371	$7,926,232	$8,164,019	$8,408,939
Number of affordable housing units managed under DHCA Rental Agreements	1,219	1,306	1,406	1,506	1,606
Department MC311 Service Requests (SR)	25,266	24,006	24,726	25,468	26,232
Percent of department MC311 Service Requests meeting service length agreement	87.0%	88.7%	86.2%	86.2%	86.2%

[1] *There were two large Right of First Refusal (ROFR) transactions involving loan repayments in FY24; therefore, the changes from FY24 to FY25 reflect a standalone repayment schedule.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,026,764**	**20.80**
Increase Cost: Rental Assistance Program Due to Increased Recordation Tax Premium Estimates	2,960,167	0.00
Increase Cost: Operating Expenses to Reflect Increase in the General Fund Transfer	1,078,500	0.00
Shift: Senior Planning Specialist Position (Grant Officer) Shifted from the Housing Development Program to the Director's Office	129,966	1.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	66,004	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	14,156	0.00
Decrease Cost: Miscellaneous Operating Expenses	(16,973)	0.00

FY27 Recommended Changes	Expenditures	FTEs
Decrease Cost: Other Revenue Sources in the Housing Initiative Fund	(1,538,477)	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	(6,462,610)	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.	4,351,141	0.00
FY27 Recommended	**4,608,638**	**21.80**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of moderately priced dwelling units agreed upon to be constructed for future occupancy	273	205	191	190	78
Number of moderately priced dwelling units produced and available for occupancy [1]	285	201	250	225	225
Affordable Housing Program - Number of MC311 Service Requests	1,480	1,241	1,394	1,394	1,394
Affordable Housing Program - Percent of MC311 Service Requests meeting service length agreement	91.0%	86.1%	90.0%	90.0%	90.0%
Number of housing units improved/rehabilitated (Improved for energy efficiency) [2]	24	14	10	11	11
Number of housing units improved/rehabilitated (HARP - Accessibility Improvements) [3]	95	50	50	45	45

[1] *The department of Housing and Community Affairs (DHCA) works with developers in a timely manner to make sure projects move at a steady pace. Timely completion of projections is dependent on the developer and can be impacted by design issues, funding issues, market conditions and other factors external to DHCAs control.*

[2] *Prior to FY24, data for this measure was reported under a single metric: the number of housing units improved /rehabilitated. To better capture the Department's energy efficiency work, this measure has been split into two separate metrics. The first focuses specifically on improvements made for energy efficiency and the second reports on improvements made through the Home Accessibility Rehabilitation Program (HARP).*

[3] *Prior to FY24, data for this measure was reported under a single metric: the number of housing units improved /rehabilitated. To better capture the Department's energy efficiency work, this measure has been split into two separate metrics. The first focuses specifically on improvements made for energy efficiency and the second reports on improvements made through the Home Accessibility Rehabilitation Program (HARP)*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,071,533**	**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.	21,738	0.00
FY27 Recommended	**2,093,271**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
COC Program Customer Service - Number of MC311 Service Requests	716	625	742	742	742
COC Program Customer Service - Percent of MC311 Service Requests meeting service length agreement	96.0%	93.1%	94.2%	94.2%	94.2%
Percent of Commission on Common Ownership Communities (CCOC) cases resolved prior to a hearing	77.2%	75.0%	69.1%	69.1%	69.1%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,213,094**	**7.15**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	95,426	0.00
FY27 Recommended	**1,308,520**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of contracts awarded and monitored	17	19	19	19	19
Funding awarded to CDBG public service contracts	$630,000	$660,000	$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]	10,527	14,354	14,354	14,354	14,354

[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.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**8,644,826**	**4.00**
Re-align: Operating Expenses with Grant Revenues	399,666	0.00
Increase Cost: Compensation for Grant Funded Positions that Exceed Grant Award	277,497	1.70
Add: Community Reach of Montgomery County, Inc. - Rockville Emergency Assistance Program (REAP): Connecting Residents in Need to Resources	45,000	0.00
Add: Everymind, Inc. - Client Needs	45,000	0.00
Add: Interfaith Works, Inc. - Interfaith Works Connections	45,000	0.00
Add: Jewish Social Service Agency - JSSA's Partners in Care Program for Older Adults at Housing Sites	45,000	0.00

FY27 Recommended Changes	Expenditures	FTEs
Add: Maryland Consumer Rights Coalition, Inc.	45,000	0.00
Add: Mobile Medical Care, Inc. - Improved Health Through Expanded GYN Care & Cancer Diagnostics	45,000	0.00
Add: Montgomery County Coalition for the Homeless, Inc. - Homeless Youth Specialist	45,000	0.00
Add: Ethiopian Community Development Council, Inc. - Expanding Earning Power for Legal Refugees	44,500	0.00
Add: Community Bridges, Inc. - Community Bridges Access and Success Program	42,500	0.00
Add: Liberty's Promise, Inc. - Helping the Youth of Montgomery County Succeed	42,500	0.00
Add: Ayuda, Inc. - Domestic Violence and Family Law Survivors Program	40,000	0.00
Add: Boys & Girls Clubs of Greater Washington, Inc. - After-School Programming in Germantown Branch	40,000	0.00
Add: United Way of the National Capital Area - Community Schools Model	35,000	0.00
Add: Latin American Youth Center, Inc. - LAYC Workforce Programming FY27	35,000	0.00
Add: Arts for the Aging, Inc. - Arts Engagements for Health and Sustainability in Aging Services	30,000	0.00
Increase Cost: Backfill Federal Funding Reduction to Continue Supporting Fair Housing Testing	25,000	0.00
Add: Korean Community Service Center of Greater Washington, Inc. - LETS (Linking and Empowering Towards Success) Project	25,000	0.00
Decrease Cost: Compensation for Grant Funded Positions that Exceed Grant Award	(223,434)	(1.70)
Decrease Cost: Community Development Block Grant (CDBG) Adjustments	(649,500)	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.	(314,042)	0.00
FY27 Recommended	**8,809,513**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of single-family housing code enforcement repeat offenses: 2 or more cases in a 2-year period	403	333	368	368	368
Number of single-family housing code enforcement repeat offenses that are deemed a health safety risk: 2 or more cases in a 2-year period	107	101	95	95	95
Number of multi-family housing code enforcement repeat offenses: 2 or more cases in a 2-year period	321	397	332	332	332
Number of multi-family housing code enforcement repeat offenses that are deemed a health safety risk: 2 or more cases in a 2-year period	39	42	38	38	38
Number of Housing Code Enforcement inspections [1]	106,287	98,625	102,456	102,456	102,456
Housing Code Enforcement Program Customer Service - Number of MC311 Service Requests	7,179	8,372	7,595	7,595	7,595
Housing Code Enforcement Program Customer Service - Percent of MC311 Service Requests meeting service length agreement	96.0%	92.9%	95.0%	95.0%	95.0%
Code Enforcement - Number of violations per unit	2.6	1.8	2.2	2.2	2.2
Code Enforcement - Average severity of violations per unit	2.2	2.3	2.2	2.2	2.2

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of cases that achieve voluntary compliance in code enforcement cases before a citation is written	85.0%	76.9%	78.0%	78.0%	78.0%

[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.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**6,641,763**	**42.50**
Increase Cost: Takoma Park Code Enforcement Contract	17,449	0.00
Decrease Cost: Miscellaneous Operating Expenses	(8,082)	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.	419,965	0.00
FY27 Recommended	**7,071,095**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Affordable housing units produced in the production pipeline [1]	283	729	691	3,189	1,307
Number of affordable housing units in the preservation pipeline [2]	850	1,098	1,730	451	986
Cost per unit of affordable housing units preserved [3]	$69,320	$46,602	$71,239	$63,100	$92,203
Cost per unit of affordable housing units produced [4]	$90,586	$80,413	$105,035	$93,457	$93,565

[1] *The projected number of affordable housing units in the production pipeline is based on the units listed in the February 2026 pipeline report. Projected affordable housing units may close in projected or future fiscal years, depending on County appropriations and availability of federal and state affordable housing funds. DHCA anticipates the number of affordable housing units produced will change as additional information becomes available and is documented in future pipeline reports.*

[2] *The projected number of affordable housing units in the preservation pipeline is based on units listed in the February 2026 pipeline report. As of the February 2026 report, four preservation projects are anticipated for FY27 and four for FY28. Projected affordable housing units may close in the projected or future fiscal years, depending on County appropriations and availability of federal and state affordable housing funds. DHCA anticipates the number of affordable housing units preserved will change as additional information becomes available and is documented in future pipeline reports.*

[3] *The projected cost per unit of affordable housing unit preserved is based on units listed in the February 2026 pipeline report. As of the February 2026 report, four preservation projects are anticipated for FY27 and four for FY28. Projected affordable housing units may close in the projected or in a later year, depending on County appropriations and availability of federal and state affordable housing funds. DHCA anticipates the cost per unit of affordable housing units preserved will change as additional information becomes available and is documented in future pipeline reports.*

[4] *The projected cost per unit of affordable housing units produced is based on the units listed in the February 2026 pipeline report. Projected affordable housing units produced may close in projected or future fiscal years, depending on County appropriations and availability of federal and state affordable housing funds. DHCA anticipates the cost per unit of affordable housing units produced will change as additional information becomes available and is documented in future pipeline reports.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**398,700**	**1.95**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(93,490)	0.00
FY27 Recommended	**305,210**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of complaints filed with the Office of Landlord and Tenant Affairs	1,148	1,140	1,150	1,150	1,150
Landlord Tenant Affairs Program - Number of MC311 Service Requests [1]	8,962	6,702	7,000	7,000	7,000
Landlord Tenant Affairs Program - Percent of MC311 Service Requests meeting service length agreement	99.6%	99.3%	95.0%	95.0%	95.0%
Percent of Landlord/Tenant cases that result in consent agreements	97.5%	98.8%	98.0%	98.0%	98.0%
Number of incidents in which Landlord & Tenant Affairs interventions prevented homelessness	224	338	85	85	85

[1] *The department reported a 13% decrease in the total volume of public inquiries directed to the Office. Inquiries that were previously handled by the Office of Landlord and Tenant Affairs (OLTA), particularly those related to rent increases and fees, were redirected to the Office of Rent Stabilization following its creation.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,148,455**	**10.00**
Add: One Position to Implement Eviction Notification Bill 31-25	125,180	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	41,973	0.00
FY27 Recommended	**2,315,608**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Licensing and Registration Program - Number of MC311 Service Requests	6,893	6,254	6,442	6,635	6,635
Licensing and Registration Program - Percent of MC311 Service Requests meeting service length agreement	59.2%	70.8%	75.0%	75.0%	80.0%
Number of rental licenses issued	110,523	112,725	113,175	113,175	114,872

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,079,113**	**7.20**
Decrease Cost: Miscellaneous Operating Expenses	(4,392)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	187,856	0.00
FY27 Recommended	**1,262,577**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of affordable housing units produced	392	729	1,846	917	190
Ratio of non-County dollars leveraged to County dollars in affordable housing projects	5.9	3.6	3.7	3.8	3.9

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**53,613,466**	**8.70**
Add: One Position for the Implementation of PILOT Amendments - Bill 2-25E	121,320	1.00
Re-align: Expenditures with Montgomery Housing Initiative Revenues	(3,870,944)	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.	(4,050,389)	0.00
FY27 Recommended	**45,813,453**	**9.70**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Focused Neighborhood Assistance Activity (expenditures) [1]	$274,328	$219,603	$190,000	$500,000	$500,000
Focused Neighborhood Assistance Active projects [2]	3	2	2	2	2
Focused Neighborhood Assistance beneficiaries [3]	1,565	360	360	198	198
Facade Program - Private dollars leveraged	$289,902	$454,371	$2,297,000	$1,557,000	$1,245,000
Facade Program - Number of businesses benefited [4]	8	50	30	26	18
Group Home Loan Program - Number of Residents benefitted	11	24	20	17	17
Group Home Loan Program - Total County Expenditures [5]	$723,366	$1,022,318	$725,000	$800,000	$800,000
Facade Program - Percent of Expenditures Benefiting Businesses [6]	100%	100%	100%	100%	100%
Facade Program - Leveraging Rate [7]	50.0%	50.0%	50.0%	50.0%	50.0%
Facade Program - Total County Expenditures [8]	$289,902	$193,557	$1,362,000	$1,078,000	$922,500

[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.*

[5] *The projected cost in FY25 is based on actual projects. The projected costs for FY26 and FY27 are based on the increase from our original budget of $600,000 to $725,000 (25%) due to the increase in cost of construction material and inflation.*

[6] *All private and public dollars invested benefit the property/business owner and all property tenants.*

[7] *Program provides 50% reimbursement of total project costs up to $500K.*

[8] *FY25-FY26 amounts are based on actual expenditure amounts by County. FY27 projection figure is average of FY25 & FY26 figures.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,590,100**	**6.70**
Shift: Program Manager I Position Shifted from the Neighborhood Revitalization Program to the Director's Office	(129,966)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	126,020	0.00
FY27 Recommended	**1,586,154**	**5.70**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,272,825**	**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.	282,246	0.00
FY27 Recommended	**2,555,071**	**9.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Salaries and Wages	8,768,374	10,143,714	10,075,960	11,170,386	10.1 %
Employee Benefits	2,418,106	2,938,396	2,786,208	3,273,757	11.4 %
County General Fund Personnel Costs	**11,186,480**	**13,082,110**	**12,862,168**	**14,444,143**	**10.4 %**
Operating Expenses	2,007,352	2,065,628	2,039,599	2,087,236	1.1 %
County General Fund Expenditures	**13,193,832**	**15,147,738**	**14,901,767**	**16,531,379**	**9.1 %**
PERSONNEL					
Full-Time	127	131	131	133	1.5 %
Part-Time	0	0	0	0	—
FTEs	84.45	89.05	89.05	92.75	4.2 %
REVENUES					
Landlord-Tennant Fees	9,894,986	10,986,184	10,986,184	10,113,770	-7.9 %
Common Ownership Community Fees	985,740	998,378	998,378	953,063	-4.5 %
Other Charges/Fees	(6,885)	15,910	15,910	20,750	30.4 %
Other Fines/Forfeitures	71,715	98,400	98,400	225,250	128.9 %
Miscellaneous Revenues	5,172	4,000	4,000	4,000	—
Board of Appeals Fees	(1,690)	35,980	35,980	13,000	-63.9 %
Other Licenses/Permits	60,225	707,500	707,500	200,900	-71.6 %
County General Fund Revenues	**11,009,263**	**12,846,352**	**12,846,352**	**11,530,733**	**-10.2 %**

MONTGOMERY HOUSING INITIATIVE

EXPENDITURES					
Salaries and Wages	2,688,677	3,154,702	3,156,831	3,314,867	5.1 %
Employee Benefits	721,954	882,554	827,120	940,898	6.6 %
Montgomery Housing Initiative Personnel Costs	**3,410,631**	**4,037,256**	**3,983,951**	**4,255,765**	**5.4 %**
Operating Expenses	64,437,770	55,785,172	57,424,822	48,017,812	-13.9 %
Montgomery Housing Initiative Expenditures	**67,848,401**	**59,822,428**	**61,408,773**	**52,273,577**	**-12.6 %**
PERSONNEL					
Full-Time	2	2	2	2	—
Part-Time	0	0	0	0	—
FTEs	23.15	24.35	24.35	24.35	—
REVENUES					
Land Sale Proceeds	0	0	0	895,464	—
Commitment Fee	0	520,000	520,000	809,500	55.7 %
Asset Management Fee	0	71,758	71,758	99,100	38.1 %
MHI Transfer Tax	0	10,000	0	4,600	-54.0 %
Recordation Tax	28,211,698	25,397,109	24,744,515	28,357,276	11.7 %
Loan Payments	3,587,014	3,300,000	3,300,000	3,300,000	—
Miscellaneous Revenues	366,607	171,600	197,000	256,500	49.5 %
MPDU Revenues	1,836,908	1,700,000	1,700,000	1,090,000	-35.9 %

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Investment Income	6,156,654	4,412,480	2,453,050	1,939,240	-56.1 %
Other Charges and Fees	121,090	0	0	0	—
HOC Contributions	0	4,625,000	4,625,000	4,625,000	—
Montgomery Housing Initiative Revenues	**40,279,971**	**40,207,947**	**37,611,323**	**41,376,680**	**2.9 %**

GRANT FUND - MCG

EXPENDITURES

Salaries and Wages	1,520,632	1,396,752	1,396,752	1,231,603	-11.8 %
Employee Benefits	390,954	390,266	390,266	349,173	-10.5 %
Grant Fund - MCG Personnel Costs	**1,911,586**	**1,787,018**	**1,787,018**	**1,580,776**	**-11.5 %**
Operating Expenses	8,455,606	6,943,455	6,943,455	7,343,378	5.8 %
Grant Fund - MCG Expenditures	**10,367,192**	**8,730,473**	**8,730,473**	**8,924,154**	**2.2 %**

PERSONNEL

Full-Time	(2)	(2)	(2)	(2)	—
Part-Time	0	0	0	0	—
FTEs	13.40	11.60	11.60	9.90	-14.7 %

REVENUES

Federal Grants	4,304,095	6,753,218	7,413,218	7,589,450	12.4 %
Other Intergovernmental	(58,764)	317,255	317,255	334,704	5.5 %
State Grants	2,769,137	660,000	0	0	-100.0 %
Loan Payments	512,441	1,000,000	1,000,000	1,000,000	—
Investment Income	263,490	0	0	0	—
Grant Fund - MCG Revenues	**7,790,399**	**8,730,473**	**8,730,473**	**8,924,154**	**2.2 %**

DEPARTMENT TOTALS

Total Expenditures	**91,409,425**	**83,700,639**	**85,041,013**	**77,729,110**	**-7.1 %**
Total Full-Time Positions	**127**	**131**	**131**	**133**	**1.5 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**121.00**	**125.00**	**125.00**	**127.00**	**1.6 %**
Total Revenues	**59,079,633**	**61,784,772**	**59,188,148**	**61,831,567**	**0.1 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**15,147,738**	**89.05**
Changes (with service impacts)		
Add: One Position to Implement Eviction Notification Bill 31-25 [Landlord-Tenant Mediation]	125,180	1.00
Add: One Position for the Implementation of PILOT Amendments - Bill 2-25E [Multi-Family Housing Programs]	121,320	1.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	512,121	0.00
Increase Cost: Compensation for Grant Funded Positions that Exceed Grant Award [Grants Administration - Federal Programs]	277,497	1.70
Increase Cost: Annualization of FY26 Personnel Costs	132,134	0.00
Shift: Senior Planning Specialist Position (Grant Officer) Shifted from the Housing Development Program to the Director's Office [Administration]	129,966	1.00
Increase Cost: Annualization of FY26 Lapsed Positions	127,895	0.00
Increase Cost: Annualization of FY26 Compensation Increases	122,718	0.00
Increase Cost: Printing and Mail	32,454	0.00
Increase Cost: Backfill Federal Funding Reduction to Continue Supporting Fair Housing Testing [Grants Administration - Federal Programs]	25,000	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	14,156	0.00
Decrease Cost: Miscellaneous Operating Expenses [Licensing and Registration]	(4,392)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Housing Code Enforcement]	(8,082)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Administration]	(16,973)	0.00
Decrease Cost: Motor Pool Adjustment	(18,275)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(23,400)	0.00
Decrease Cost: Retirement Adjustment	(35,712)	0.00
Shift: Program Manager I Position Shifted from the Neighborhood Revitalization Program to the Director's Office [Neighborhood Revitalization]	(129,966)	(1.00)
FY27 RECOMMENDED	**16,531,379**	**92.75**

MONTGOMERY HOUSING INITIATIVE

FY26 ORIGINAL APPROPRIATION	**59,822,428**	**24.35**
Other Adjustments (with no service impacts)		
Increase Cost: Rental Assistance Program Due to Increased Recordation Tax Premium Estimates [Administration]	2,960,167	0.00
Increase Cost: Operating Expenses to Reflect Increase in the General Fund Transfer [Administration]	1,078,500	0.00
Increase Cost: FY27 Compensation Adjustment	138,952	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	66,004	0.00
Increase Cost: Annualization of FY26 Personnel Costs	58,839	0.00
Increase Cost: Annualization of FY26 Compensation Increases	26,801	0.00
Decrease Cost: Retirement Adjustment	(6,083)	0.00
Decrease Cost: Other Revenue Sources in the Housing Initiative Fund [Administration]	(1,538,477)	0.00
Re-align: Expenditures with Montgomery Housing Initiative Revenues [Multi-Family Housing Programs]	(3,870,944)	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]	(6,462,610)	0.00
FY27 RECOMMENDED	**52,273,577**	**24.35**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
GRANT FUND - MCG		
FY26 ORIGINAL APPROPRIATION	**8,730,473**	**11.60**
Federal/State Programs		
Add: Community Reach of Montgomery County, Inc. - Rockville Emergency Assistance Program (REAP): Connecting Residents in Need to Resources	45,000	0.00
Add: Maryland Consumer Rights Coalition, Inc.	45,000	0.00
Add: Mobile Medical Care, Inc. - Improved Health Through Expanded GYN Care & Cancer Diagnostics	45,000	0.00
Add: Montgomery County Coalition for the Homeless, Inc. - Homeless Youth Specialist	45,000	0.00
Add: Everymind, Inc. - Client Needs	45,000	0.00
Add: Interfaith Works, Inc. - Interfaith Works Connections	45,000	0.00
Add: Jewish Social Service Agency - JSSA's Partners in Care Program for Older Adults at Housing Sites	45,000	0.00
Add: Ethiopian Community Development Council, Inc. - Expanding Earning Power for Legal Refugees	44,500	0.00
Add: Community Bridges, Inc. - Community Bridges Access and Success Program	42,500	0.00
Add: Liberty's Promise, Inc. - Helping the Youth of Montgomery County Succeed	42,500	0.00
Add: Ayuda, Inc. - Domestic Violence and Family Law Survivors Program	40,000	0.00
Add: Boys & Girls Clubs of Greater Washington, Inc. - After-School Programming in Germantown Branch	40,000	0.00
Add: United Way of the National Capital Area - Community Schools Model	35,000	0.00
Add: Latin American Youth Center, Inc. - LAYC Workforce Programming FY27	35,000	0.00
Add: Arts for the Aging, Inc. - Arts Engagements for Health and Sustainability in Aging Services	30,000	0.00
Add: Korean Community Service Center of Greater Washington, Inc. - LETS (Linking and Empowering Towards Success) Project	25,000	0.00
Other Adjustments (with no service impacts)		
Re-align: Operating Expenses with Grant Revenues [Grants Administration - Federal Programs]	399,666	0.00
Increase Cost: Takoma Park Code Enforcement Contract [Housing Code Enforcement]	17,449	0.00
Decrease Cost: Compensation for Grant Funded Positions that Exceed Grant Award [Grants Administration - Federal Programs]	(223,434)	(1.70)
Decrease Cost: Community Development Block Grant (CDBG) Adjustments [Grants Administration - Federal Programs]	(649,500)	0.00
FY27 RECOMMENDED	**8,924,154**	**9.90**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration	4,026,764	20.80	4,608,638	21.80
Affordable Housing Programs	2,071,533	7.00	2,093,271	7.00
Common Ownership Community Program	1,213,094	7.15	1,308,520	7.15
Grants Administration - Federal Programs	8,644,826	4.00	8,809,513	4.00
Housing Code Enforcement	6,641,763	42.50	7,071,095	42.50

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Housing Development	398,700	1.95	305,210	1.95
Landlord-Tenant Mediation	2,148,455	10.00	2,315,608	11.00
Licensing and Registration	1,079,113	7.20	1,262,577	7.20
Multi-Family Housing Programs	53,613,466	8.70	45,813,453	9.70
Neighborhood Revitalization	1,590,100	6.70	1,586,154	5.70
Rent Stabilization	2,272,825	9.00	2,555,071	9.00
Total	**83,700,639**	**125.00**	**77,729,110**	**127.00**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund		FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
COUNTY GENERAL FUND						
Permitting Services	Permitting Services		135,869	1.00	145,086	1.00
Recycling and Resource Management	Solid Waste Disposal		890,323	5.50	924,018	5.50
CIP	Capital Fund		219,061	1.40	231,438	1.40
		Total	**1,245,253**	**7.90**	**1,300,542**	**7.90**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						
EXPENDITURES						
FY27 Recommended	**16,531**	**16,531**	**16,531**	**16,531**	**16,531**	**16,531**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY27	**0**	**72**	**72**	**72**	**72**	**72**
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**	**(14)**	**(14)**	**(14)**	**(14)**	**(14)**
Items recommended for one-time funding in FY27, including IT equipment and office supplies, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**131**	**131**	**131**	**131**	**131**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**16,531**	**16,720**	**16,720**	**16,720**	**16,720**	**16,720**
MONTGOMERY HOUSING INITIATIVE						
EXPENDITURES						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
FY27 Recommended	**52,274**	**52,274**	**52,274**	**52,274**	**52,274**	**52,274**
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	**52,274**	**52,314**	**52,314**	**52,314**	**52,314**	**52,314**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY27 Recommended		FY28 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
One Position for the Implementation of PILOT Amendments - Bill 2-25E	112,690	1.00	147,620	1.00
One Position to Implement Eviction Notification Bill 31-25	112,690	1.00	150,250	1.00
Total	**225,380**	**2.00**	**297,870**	**2.00**

FY27-32 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Montgomery Housing Initiative							
FISCAL PROJECTIONS	FY26 APPROVED	FY26 ESTIMATE	FY27 RECOMMENDED	FY28 PROJECTION	FY29 PROJECTION	FY30 PROJECTION	FY31 PROJECTION	FY32 PROJECTION
ASSUMPTIONS								
Indirect Cost Rate	19.98%	19.98%	13.01%	13.01%	13.01%	13.01%	13.01%	13.01%
CPI (Fiscal Year)	2.7%	2.2%	2.9%	2.2%	1.8%	1.7%	1.7%	1.7%
Investment Income Yield	4.1%	4.0%	3.3%	3.0%	3.0%	3.0%	3.0%	3.0%
BEGINNING FUND BALANCE	12,018,738	12,484,490	3,255,291	(0)	(0)	(0)	(0)	(0)
REVENUES								
Taxes	25,407,109	24,744,515	28,361,876	31,335,427	32,737,240	34,194,191	35,309,918	36,319,611
Charges For Services	4,696,758	4,696,758	4,724,100	4,829,448	4,916,378	4,997,990	5,083,456	5,171,400
Miscellaneous	10,104,080	8,170,050	8,290,704	7,395,240	7,395,240	7,395,240	7,395,240	7,395,240
Subtotal Revenues	40,207,947	37,611,323	41,376,680	43,560,115	45,048,858	46,587,421	47,788,614	48,886,251
INTERFUND TRANSFERS (Net Non-CIP)	12,779,847	16,805,347	7,641,606	1,770,406	(3,009,894)	(632,044)	(4,473,194)	(2,577,994)
Transfers To Debt Service Fund	(24,337,790)	(20,312,290)	(30,807,500)	(36,678,700)	(41,459,000)	(39,081,150)	(42,922,300)	(41,027,100)
MHI HOC Housing Production Fund	0	(7,071,500)	(7,066,200)	(7,067,300)	(7,069,900)	(7,068,750)	(7,065,200)	(7,069,000)
Long Term Leases	(24,337,790)	0	0	0	0	0	0	0
Transfers To The General Fund	(806,644)	(806,644)	(553,675)	(553,675)	(553,675)	(553,675)	(553,675)	(553,675)
Indirect Costs	(806,644)	(806,644)	(553,675)	(553,675)	(553,675)	(553,675)	(553,675)	(553,675)
Transfers From The General Fund	37,924,281	37,924,281	39,002,781	39,002,781	39,002,781	39,002,781	39,002,781	39,002,781
General Fund	37,924,281	37,924,281	39,002,781	39,002,781	39,002,781	39,002,781	39,002,781	39,002,781
TOTAL RESOURCES	65,006,532	66,901,160	52,273,577	45,330,521	42,038,964	45,955,377	43,315,420	46,308,257
CIP CURRENT REVENUE APPROP.	0	0	0	0	0	0	0	0
PSP OPER. BUDGET APPROP/ EXP'S.								
Operating Budget	(59,822,428)	(61,408,773)	(4,706,011)	(4,706,011)	(4,706,011)	(4,706,011)	(4,706,011)	(4,706,011)
CPI-Fiscal Year for OE (= OE w/o FC x CPI)			0	(10,040)	(18,330)	(26,110)	(34,260)	(42,640)
Compensation Adjustment			0	(180,019)	(348,579)	(517,098)	(694,171)	(878,804)
Rental Assistance Program (RAP)			(28,357,276)	(31,335,427)	(32,737,240)	(34,194,191)	(35,309,918)	(36,319,611)
Affordable Housing Loans			(1,620,000)	8,491,266	13,361,486	11,078,323	15,019,230	13,229,099
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			(2,036,033)	(2,036,033)	(2,036,033)	(2,036,033)	(2,036,033)	(2,036,033)
HARP (Design for Life)			(326,332)	(326,332)	(326,332)	(326,332)	(326,332)	(326,332)
Homeownership Assistance Program			(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)	(5,000,000)
Homebuyer Counseling Services			(521,725)	(521,725)	(521,725)	(521,725)	(521,725)	(521,725)
Subtotal PSP Oper Budget Approp / Exp's	(59,822,428)	(61,408,773)	(52,273,577)	(45,330,521)	(42,038,964)	(45,955,377)	(43,315,420)	(46,308,257)
OTHER CLAIMS ON FUND BALANCE	(4,085,404)	(2,237,096)	0	0	0	0	0	0
TOTAL USE OF RESOURCES	(63,907,832)	(63,645,869)	(52,273,577)	(45,330,521)	(42,038,964)	(45,955,377)	(43,315,420)	(46,308,257)
YEAR END FUND BALANCE	1,098,700	3,255,291	(0)	(0)	(0)	(0)	(0)	(0)
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	1.7%	4.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Assumptions:

1. $52.3 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 performanent supportive housing and community development.
2. A total of $100.4 million will be funded through the FY27 CIP Budget in support of affordable housing, including $96.1 million for the Affordable Housing Acquisition and Preservation CIP Project #760100, $2 million for the Affordable Housing Opportunity Fund CIP Project #762101, $2.3 million to continue funding the Revitalization of Troubled and Distressed Common Ownership Communities CIP Project #762504 and $128,000 for Nonprofit Preservation Fund CIP.
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.

AFFORDABLE HOUSING SUPPORT SUMMARY					
Funding Sources	**FY24 Approved Budget**	**FY25 Recommended Budget**	**FY26 Recommended Budget**	**FY27 Recommended Budget**	**Notes**
Operating Budget Expenditures					
DHCA - MHI Operating Budget	49,681,692	56,196,099	59,822,428	**52,273,577**	
DHCA - MHI Debt Service (interest only)	7,225,931	5,771,000	4,412,480	**1,939,240**	**MHI Debt Service Interest in FY25 includes Taxable Housing Certificates issued for HOC Production Fund**
HHS - General Fund - Housing Programs	46,931,755	30,587,717	41,614,681	**47,061,160**	**11,303 Clients Served**
HOC - Non-Departmental Account	7,972,501	8,295,315	9,054,132	**9,537,539**	
Total Operating Budget	**111,811,879**	**100,850,131**	**114,903,721**	**110,811,516**	
Affordable Housing Acquisition and Preservation Project (CIP)					
Current Revenue		65,000,000	-	**-**	
HIF Revolving Loan Program	19,277,000	17,355,000	91,311,000	**84,623,000**	
Loan Repayment Proceeds (actual)	2,723,000	4,645,000	5,669,000	**11,477,000**	**Including $10.1M in loan repayments received in FY26 in the CIP March amendment.**
G.O. Bonds					
Recordation Tax Premium	10,000,000	10,000,000	5,000,000	**-**	
DHCA - Affordable Housing Acquisition and Preservation Project (CIP) - Total	**32,000,000**	**97,000,000**	**102,000,000**	**96,100,000**	
Nonprofit Preservation Fund		**50,000,000**	**-**	**128,000**	**Expected loan repayments to be reinvested to fund future projects.**
Affordable Housing Opportunity Fund (CIP)	**-**	**-**	**5,000,000**	**2,000,000**	
Revitalization for Troubled and Distressed Common Ownership Communities Project (CIP)		**1,230,000**	**1,850,000**	**2,223,000**	
DHCA - Payment in Lieu of Taxes (Non-HOC PILOTs)	20,624,755	24,037,676	TBD	**TBD**	**Pending results of analysis of regulation change**
DHCA - Payment in Lieu of Taxes (HOC PILOTs)	11,123,275	10,829,436	TBD	**TBD**	**Pending results of analysis of regulation change**
DGS - Discounted Land Value	-			**895,464**	
Total Affordable Housing Support	**175,559,909**	**283,947,243**	**223,753,721**	**308,257,980**	

Permitting Services

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$50,257,681	255.03

RABBIAH SABBAKHAN, DIRECTOR

MISSION STATEMENT

Mission: The Montgomery County Department of Permitting Services (DPS) mission is to ensure the public's safety, health, and sustainability, and create an environment of economic vitality in Montgomery County.

Vision: The Montgomery County Department of Permitting Services aspires to be a world-class permitting organization through timely, transparent, solution-driven services.

BUDGET OVERVIEW

The total recommended FY27 Operating Budget for the Department of Permitting Services is $50,251,466, an increase of $1,763,702 or 3.64 percent from the FY26 Approved Budget of $48,487,764. Personnel Costs comprise 81.04 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 18.96 percent of the FY27 budget. The recommended budget includes a 25 percent increase in all permit fees, with the exception of residential-related permits, which will increase by 10 percent.

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

- Drafted Executive Regulation 21-25, requiring all multi-family rental apartments to submit emergency safety plans for Fire Code Compliance (FCC) for review and approval, enhancing community safety and awareness.

- Using call data from Montgomery Fire and Rescue Service (MCFRS) to identify high-risk buildings and work with building owners to reduce calls to 9-1-1.
- Land Development will publish a guidance document to assist agrotourism businesses in understanding the requirements related to the development of their property. This document will be finalized in FY26.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Developed and implemented a streamlined food licensing process for the Department of Health and Human Services, including the food licensing programs for the Cities of Rockville and Gaithersburg.
- Updated the Design for Life program by adding new accessibility features eligible for credit and streamlining the application process for those features.
- **Accomplishments**

  - Completed the Recipe for Success initiative by aligning budget resources to stabilize restaurant permitting, enhance customer service consultations, and strengthen interagency coordination.
  - Achieved a 98 percent completion rate for residential inspections on their scheduled dates.
  - Led the adoption of the 2021 International Code Council codes and the Fire and Life Safety standards (NFPA 1 and NFPA 101).
  - Secured a Department of Energy ten-million-dollar Net-Zero Energy for All grant to support a technical assistance program, public outreach and education, system upgrades for data collection, and a comprehensive third-party data evaluation.
  - Earned the SolSmart Platinum designation, highlighting Montgomery County's commitment to advancing solar photovoltaic energy. Additionally, expanded the eSolar program to include residential projects integrating both solar PV and battery storage.
  - Finalized a Memorandum of Understanding between DPS, the Office of Agriculture, and the Soil Conservation District to clarify responsibilities related to agritourism. Launched an online appointment system for prospective agritourism businesses, enabling joint consultations from all three agencies to provide coordinated guidance on processes and requirements.

- **Collaborations and Partnerships**

  - The DPS Zoning and Compliance Division is an active participant in the Development Review Committee (DRC), a standing interagency working group that ensures development applications, including site plans, preliminary plans, record plats, and conditional use requests are reviewed collaboratively and consistently before Planning Board action. Participating partners include the Maryland-National Capital Park and Planning Commission (M-NCPPC), the Montgomery County Department of Transportation (DOT), the Montgomery County Department of Environmental Protection (DEP), the Montgomery County Fire and Rescue Service (MCFRS), WSSC Water, utility companies, developers, and their consultants.
  - DPS Zoning actively contributes to the development of local and state legislation by providing technical support to legislative attorneys and professional staff working on zoning text amendments, subdivision regulation amendments, and county and state bills. Collaborative organizations include the M-NCPPC Planning staff, County Council staff, County Executive staff, and County departments including the Department of Housing and Community Affairs (DHCA), DEP, the Montgomery County Police Department (MCPD), and the Office of the County Attorney (OCA).
  - Collaborated extensively with the OCA, DHCA, the Office of Consumer Protection, and the Regional Services Centers

to assist communities in resolving life-safety property issues.

- The FCC section joined the Anti-Hoarding Task Force and meets monthly with the Office of Emergency Management and Homeland Security (OEMHS) to enhance DPS's preparedness for major emergency responses.
- The Sustainability, Energy, and Mechanical (SEM) section continues to provide technical assistance to DEP, and M-NCPPC. The SEM manager serves on the Technical Advisory Committee for DEP's Building Energy Performance Standards (BEPS) program, and the SEM team provides technical guidance to M-NCPPC to support the development of its elective measures program.

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 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.

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 goal and policy development, strategic planning, and leadership for all programs within the department. The administration also provides high level coordination with other county departments and agencies as well as the Office of the County Executive and the Montgomery County Council.

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, timekeeping, and fleet management.

DPS's Office of Information Technology (DPS-IT) leverages technology to deliver better services to the department that enable staff and the public to access resources at their convenience. DPS-IT'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 partners with the Department of Technology Enterprise Business Solutions (TEBS) to incorporate technology enhancements to help DPS achieve its mission. IT services provided by TEBS will include, but will not be limited to, IT desktop and server support, LAN use, and cloud applications.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of permits issued (all DPS)	38,101	39,519	40,000	40,000	40,000
Number of inspections completed (all DPS)	163,378	169,467	169,000	169,000	169,000

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**11,873,355**	**26.13**
Restore: Computer Maintenance 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.	16,591	(1.00)
FY27 Recommended	**12,646,897**	**25.13**

Commercial Building Construction

The Commercial Building Construction program is responsible for ensuring public safety and performance through the effective adoption, application, and enforcement 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 verify and facilitate compliance with approved plans and regulations. This program processes applications for and issues building, mechanical, fire protection, and electrical permits. The program also responds to construction complaints as well as supports the County emergency management operations during natural disasters and other emergencies by providing property assessments during the recovery phase of a disaster.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of inspections completed by Commercial inspectors	38,682	39,464	40,000	40,000	40,000
Number of plan reviews completed by Commercial plan reviewers	19,541	19,246	19,000	19,000	19,000

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**9,478,715**	**56.00**
Add: One Position for Permitting Services Commercial New Fast Track	111,355	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.	500,945	1.00
FY27 Recommended	**10,091,015**	**58.00**

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 multipronged approach to enhance methods for service delivery and communication for our clients. This heightened focus on service will include empowerment of staff to act as facilitators rather than regulators.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**5,275,967**	**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.	67,965	0.00
FY27 Recommended	**5,343,932**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of inspections completed by Land Development inspectors	36,857	40,412	40,000	40,000	40,000
Number of plan reviews completed by Land Development plan reviewers	12,856	13,301	13,000	13,000	13,000

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**9,090,848**	**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.	176,251	0.00
FY27 Recommended	**9,267,099**	**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 Code 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of plans for new residential construction receiving an initial review within 5 business days	97%	96%	96%	96%	96%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**7,914,242**	**47.00**
Add: One Position for Fire Code Enforcement	157,858	1.00
Decrease Cost: Eliminate Long-Term Vacancy	(93,813)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	146,845	1.00
FY27 Recommended	**8,125,132**	**48.00**

Zoning and Code Compliance

The Zoning and Code Compliance Division protects the quality of life, public health, safety, and welfare of Montgomery County

residents. 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 (M-NCPPC) certified site plan requirements; and ensuring 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, the division ensures zoning ordinance compliance through scheduled inspections, investigations of constituent complaints, and when necessary, issues civil citations, and enforces the orders issued by the Hearing Examiner, Board of Appeals, District Court, Circuit Court, and Maryland Court of Special Appeals.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of inspections completed by Zoning inspectors	9,762	8,496	9,000	9,000	9,000
Number of plan reviews completed by Zoning reviewers	16,991	16,897	16,000	16,000	16,000

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,854,637**	**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.	(71,031)	(1.00)
FY27 Recommended	**4,783,606**	**28.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
PERMITTING SERVICES					
EXPENDITURES					
Salaries and Wages	28,600,827	30,374,276	30,032,603	31,567,514	3.9 %
Employee Benefits	7,743,550	8,653,295	8,124,038	9,161,900	5.9 %
Permitting Services Personnel Costs	**36,344,377**	**39,027,571**	**38,156,641**	**40,729,414**	**4.4 %**
Operating Expenses	4,667,738	9,460,193	7,800,565	9,478,267	0.2 %
Capital Outlay	0	0	0	50,000	—
Permitting Services Expenditures	**41,012,115**	**48,487,764**	**45,957,206**	**50,257,681**	**3.7 %**
PERSONNEL					
Full-Time	244	246	246	247	0.4 %
Part-Time	0	0	0	0	—
FTEs	252.03	254.03	254.03	255.03	0.4 %
REVENUES					
Building Permits	22,150,448	24,649,598	19,875,667	22,616,648	-8.2 %
Electrical Permits and Licenses	4,045,374	4,571,658	4,202,678	4,373,596	-4.3 %
Fire Code Enforcement Permits	2,141,184	2,012,462	1,876,631	2,512,757	24.9 %
Grading/Storm Drains/Paving/Driveway Permits	3,360,347	4,446,125	3,130,366	4,000,000	-10.0 %
Occupancy Permits	509,508	581,763	608,157	726,838	24.9 %

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Other Licenses/Permits	169,146	493,140	272,613	586,491	18.9 %
Sediment Control Permits	3,112,705	3,145,299	2,761,223	3,740,150	18.9 %
Sign Permits	189,048	201,696	219,980	250,000	23.9 %
Special Exception Fee	184,098	197,207	205,084	241,269	22.3 %
Stormwater Mgmt and Water Quality Plan Fee	204,939	197,207	183,042	327,385	66.0 %
Well and Septic	514,938	437,930	346,624	603,228	37.7 %
Automation Enhancement Fee	1,277	0	0	0	—
Other Charges/Fees	2,146,829	1,890,045	1,681,216	1,779,843	-5.8 %
Other Fines/Forfeitures	102,840	84,663	56,510	104,378	23.3 %
Miscellaneous Revenues	48,034	0	0	0	—
Investment Income	2,921,136	2,676,510	2,207,140	1,744,830	-34.8 %
Mechanical Construction Permit	2,205,764	2,173,243	2,244,392	2,450,664	12.8 %
Information Requests	0	139,756	137,058	151,185	8.2 %
Health Inspection: Restaurants	41,150	0	0	0	—
Permitting Services Revenues	**44,048,765**	**47,898,302**	**40,008,381**	**46,209,262**	**-3.5 %**
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	6,981	0	0	0	—
Grant Fund - MCG Expenditures	**6,981**	**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	9,941	0	0	0	—
Grant Fund - MCG Revenues	**9,941**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**41,019,096**	**48,487,764**	**45,957,206**	**50,257,681**	**3.7 %**
Total Full-Time Positions	**244**	**246**	**246**	**247**	**0.4 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**252.03**	**254.03**	**254.03**	**255.03**	**0.4 %**
Total Revenues	**44,058,706**	**47,898,302**	**40,008,381**	**46,209,262**	**-3.5 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
PERMITTING SERVICES		
FY26 ORIGINAL APPROPRIATION	**48,487,764**	**254.03**
Changes (with service impacts)		
Add: One Position for Fire Code Enforcement [Residential Construction & Fire Code Compliance]	157,858	1.00
Add: One Position for Permitting Services Commercial New Fast Track [Commercial Building Construction]	111,355	1.00
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	1,367,516	0.00
Restore: Computer Maintenance Contract [Administration]	756,951	0.00
Increase Cost: Annualization of FY26 Compensation Increases	214,520	0.00
Increase Cost: Risk Management Adjustment	86,900	0.00
Increase Cost: Annualization of FY26 Lapsed Positions	62,356	0.00
Increase Cost: Printing and Mail	55,972	0.00
Increase Cost: Annualization of FY26 Personnel Costs	49,425	0.00
Decrease Cost: Eliminate Long-Term Vacancy [Residential Construction & Fire Code Compliance]	(93,813)	(1.00)
Decrease Cost: Retirement Adjustment	(102,987)	0.00
Decrease Cost: Motor Pool Adjustment	(141,324)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY26	(754,812)	0.00
FY27 RECOMMENDED	**50,257,681**	**255.03**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration	11,873,355	26.13	12,646,897	25.13
Commercial Building Construction	9,478,715	56.00	10,091,015	58.00
Customer Support & Outreach	5,275,967	41.90	5,343,932	41.90
Land Development	9,090,848	54.00	9,267,099	54.00
Residential Construction & Fire Code Compliance	7,914,242	47.00	8,125,132	48.00
Zoning and Code Compliance	4,854,637	29.00	4,783,606	28.00
Total	**48,487,764**	**254.03**	**50,257,681**	**255.03**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
PERMITTING SERVICES						
EXPENDITURES						
FY27 Recommended	**50,258**	**50,258**	**50,258**	**50,258**	**50,258**	**50,258**
No inflation or compensation change is included in outyear projections.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
Annualization of Positions Recommended in FY27	**0**	**68**	**68**	**68**	**68**	**68**
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**	**(47)**	**(47)**	**(47)**	**(47)**	**(47)**
Items recommended for one-time funding in FY27, including a new vehicle, IT equipment and uniforms, will be eliminated from the base in the outyears.						
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	**50,258**	**50,466**	**50,466**	**50,466**	**50,466**	**50,466**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY27 Recommended		FY28 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
One Position for Fire Code Enforcement	96,771	1.00	129,028	1.00
One Position for Permitting Services Commercial New Fast Track	108,055	1.00	144,073	1.00
Total	**204,826**	**2.00**	**273,101**	**2.00**

FY27-32 PUBLIC SERVICES PROGRAM: FISCAL PLAN				Permitting Services				
FISCAL PROJECTIONS	FY26 APPROVED	FY26 ESTIMATE	FY27 RECOMMENDED	FY28 PROJECTION	FY29 PROJECTION	FY30 PROJECTION	FY31 PROJECTION	FY32 PROJECTION
ASSUMPTIONS								
Indirect Cost Rate	19.98%	19.98%	13.01%	13.01%	13.01%	13.01%	13.01%	13.01%
CPI (Fiscal Year)	2.7%	2.4%	3.0%	2.3%	1.9%	1.8%	1.8%	1.8%
Investment Income Yield	4.1%	4.0%	3.3%	3.0%	3.0%	3.0%	3.0%	3.0%
BEGINNING FUND BALANCE	35,662,933	36,871,930	22,235,329	12,022,465	22,331,999	23,164,186	23,977,540	24,721,955
REVENUES								
Licenses & Permits	43,107,328	35,926,457	42,429,025	43,383,678	44,203,630	44,990,454	45,782,287	46,592,634
Charges For Services	2,029,801	1,818,274	1,931,028	1,974,476	2,011,794	2,047,604	2,083,642	2,120,522
Fines & Forfeitures	84,663	56,510	104,378	106,726	108,743	110,679	112,627	114,620
Miscellaneous	2,676,510	2,207,140	1,744,830	1,610,610	1,610,610	1,610,610	1,610,610	1,610,610
Subtotal Revenues	47,898,302	40,008,381	46,209,261	47,075,490	47,934,777	48,759,347	49,589,166	50,438,386
ESFS Fee Increase				21,600,000	13,100,000	14,100,000	15,100,000	16,400,000
INTERFUND TRANSFERS (Net Non-CIP)	(8,687,776)	(8,687,776)	(6,170,659)	(6,169,364)	(6,170,400)	(6,169,919)	(6,169,808)	(6,169,882)
Transfers To Debt Service Fund	(872,571)	(872,571)	(872,571)	(871,276)	(872,312)	(871,831)	(871,720)	(871,794)
Wheaton Redevelopment	(872,571)	(872,571)	(872,571)	(871,276)	(872,312)	(871,831)	(871,720)	(871,794)
Transfers To The General Fund	(7,815,205)	(7,815,205)	(5,298,088)	(5,298,088)	(5,298,088)	(5,298,088)	(5,298,088)	(5,298,088)
Indirect Costs	(7,815,205)	(7,815,205)	(5,298,088)	(5,298,088)	(5,298,088)	(5,298,088)	(5,298,088)	(5,298,088)
TOTAL RESOURCES	74,873,459	68,192,535	62,273,931	74,528,591	77,196,376	79,853,614	82,496,898	85,390,459
PSP OPER. BUDGET APPROP/ EXP'S.								
Operating Budget	(48,487,764)	(45,957,206)	(50,251,466)	(50,251,466)	(50,251,466)	(50,251,466)	(50,251,466)	(50,251,466)
Labor Agreement	n/a	n/a	0	0	0	0	0	0
CPI-Fiscal Year for OE	n/a	n/a	n/a	(214,390)	(398,530)	(575,230)	(753,050)	(935,030)
Compensation Adjustment	n/a	n/a	n/a	(1,730,736)	(3,382,194)	(5,049,378)	(6,770,427)	(8,560,937)
Subtotal PSP Oper Budget Approp / Exp's	(48,487,764)	(45,957,206)	(50,251,466)	(52,196,592)	(54,032,190)	(55,876,074)	(57,774,943)	(59,747,433)
OTHER CLAIMS ON FUND BALANCE	0	0	0	0	0	0	0	0
TOTAL USE OF RESOURCES	(48,487,764)	(45,957,206)	(50,251,466)	(52,196,592)	(54,032,190)	(55,876,074)	(57,774,943)	(59,747,433)
YEAR END FUND BALANCE	26,385,695	22,235,329	12,022,465	22,331,999	23,164,186	23,977,540	24,721,955	25,643,026
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	35.2%	32.6%	19.3%	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 FY27 BUDGET	FULL TIME EQUIVALENTS
$45,764,034	104.40

JENNIFER MACEDONIA, 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 FY27 Operating Budget for the Department of Environmental Protection is $45,764,034, a decrease of $3,452,792 or 7.02 percent from the FY26 Approved Budget of $49,216,826. Personnel Costs comprise 36.03 percent of the budget for 129 full-time position(s) and one part-time position(s), and a total of 104.40 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 63.97 percent of the FY27 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 is required 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**

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Issued electric leaf blower rebates and educated the public on the leaf blower electrification law. In 2025, DEP expanded dealer participation, offering flexible funding and streamlining rebates. The department conducted in-person outreach to landscapers in English and Spanish, and public messaging reached millions of impressions.

- Celebrated the 10th anniversary Tree Montgomery, which has planted thousands of shade trees across thousands of properties, including public schools, with a high survival rate. These trees will help remove air pollutants, manage stormwater, and save in energy costs. The program also secured its fourth Chesapeake Bay Trust Urban Trees grant, which provides funds to plant trees in under-served urban areas.
- Developed the inaugural Healthy, Efficient, Electrified, Climate-Adapted Pilot (HEECAP) low-and-moderate-income (LMI) Homes Grant Program. Now its second year, this program distributes grants in the current term to organizations that implement electrification, climate resilience, and pre-weatherization repair projects for low- and moderate-income residents. The goal is to holistically upgrade homes for better efficiency, lower bills, and less environmental and climate harm.
- Completed award agreements with the Maryland Energy Administration (MEA) and the Maryland Department of Transportation (MDOT) to build EV charging stations throughout the County. Funding from MEA and MDOT will support the installation of Level 2 and DC Fast Charging infrastructure at County-owned and non-County locations, including parking garages, park-and-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 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 Strategic and Administrative Services (SAS) Division provides essential support to ensure the department operates efficiently, transparently, and strategically. SAS oversees Fiscal Management, including budget and financial planning, debt management, payroll, accounts receivable and payable, fixed assets, internal controls, compliance, and financial reporting. These functions ensure accountability and sound stewardship of public resources.

Information Technology Operations within SAS manages the department's technology infrastructure, providing reliable systems, cybersecurity, and comprehensive IT support. This includes helpdesk and network services, application management, GIS, equipment and device oversight, and continuity of operations.

Human Resources (HR) and the Racial Equity & Social Justice (RESJ) team work together to foster a fair, inclusive, and high-performing workplace. HR supports recruitment, onboarding, performance management, and compliance, while RESJ embeds equity principles into policies, programs, and community engagement efforts.

Procurement manages purchasing, contract administration, vendor relationships, and compliance with County policies, insurance, and bonding requirements. Billing Management ensures accurate and efficient collection of the Solid Waste Fee and the Water

Quality Protection Charge, including processing appeals, credits, and customer inquiries. Performance and Data Management drives strategic planning, innovation, and data analysis to inform departmental decision-making, while Administrative Services coordinates daily operations such as facilities management, office administration, fleet oversight, and financial processing support.

Separate from SAS, the DEP Communications team works to engage the public and increase transparency. The team focuses on expanding media coverage, growing the department's social media audience, improving the DEP web experience, and reaching new and diverse audiences through targeted outreach and engagement. Together, SAS and Communications help ensure that the department operates efficiently, serves the public effectively, and communicates its work clearly to the community.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Hours of overtime worked	6,387	4,976	4,909	4,876	4,920
Average days for requisitions to receive all internal approvals	10	6	9	8	8
Average days for invoices to receive all internal approvals [1]	11	9	10	10	10
Average days to fill vacant positions	360	318	339	339	332
Percent of procurements completed within County guidelines	100%	100%	100%	100%	100%
Online Engagement: Average monthly social media impressions (Facebook, Twitter, Instagram)	176,542	108,476	168,110	170,000	170,000
Online Engagement: Average monthly social media engagements (Facebook, Twitter, Instagram)	1,863	6,353	3,499	3,905	4,586
Online Engagement: Total social media audience (Facebook, Twitter, Instagram)	11,604	12,775	11,767	12,049	12,197

[1] *Excludes the Recycling & Resource Management Division.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,176,407**	**6.05**
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	10,175	0.00
Shift: Senior Engineer from General Fund to Water Quality Protection Fund	(84,377)	(0.40)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	126,634	0.40
FY27 Recommended	**1,228,839**	**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, the bag tax and compliance with the plastic bag ban, 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;
- 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;
- energy policies at the State and Federal level that support the County's climate goals; and

- 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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of commercial buildings in compliance with the building benchmarking law	89.2%	80.0%	90.0%	90.0%	90.0%
Average days to close environmental cases	39.3	34.8	40.0	40.0	40.0
Percent of customers rating themselves as satisfied with DEP's response to environmental complaints	78.0%	79.0%	75.0%	75.0%	75.0%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**6,773,032**	**20.31**
Increase Cost: Climate Program Contracts	15,519	0.00
Reduce: Funds for Electric Leaf Blower Program Implementation	(280,000)	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.	209,047	0.00
FY27 Recommended	**6,717,598**	**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 complies 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 uses funds collected through the Bring your Own Bag initiative to support public outreach and reduce litter in local 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 through the Water Quality Protection Charge, which is applied to all residential and non-residential properties except those owned by the State and County governments and those located within the incorporated

cities of Gaithersburg, Rockville, and Takoma Park. Additional funding is provided through the Bring Your Own Bag bill.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Pounds of sediment reduced (thousands)	10,718	11,671	11,050	11,146	11,289
Amount of total phosphorus loads reduced (pounds)	6,711	6,681	6,692	6,695	6,689
Amount of total nitrogen loads reduced (pounds)	46,268	43,359	45,337	44,988	44,561
Percent of stormwater management triennial inspections completed [1]	93.0%	94.0%	96.0%	94.0%	95.0%
Percent of stormwater management facility maintenance work orders completed	97.0%	96.0%	93.0%	95.0%	95.0%
Percent of the impervious acreage control goal met	66%	72%	100%	100%	100%

[1] *Does not include triennial inspections of best management practices on Single Family Residential (SFR) properties which are covered under a separate inspection program.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**41,267,387**	**108.14**
Increase Cost: Support for Water Quality Work at the Maryland-National Capital Park and Planning Commission	308,572	0.00
Shift: Senior Engineer from General Fund to Water Quality Protection Fund	84,377	0.40
Increase Cost: Administrative Information Technology Costs	18,000	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	8,223	0.00
Increase Cost: Best Management Practice Monitoring in Special Protection Areas	6,444	0.00
Increase Cost: Pet Waste Management Program	6,000	0.00
Decrease Cost: Adjustment to Department of Finance Chargeback	(49,547)	(0.50)
Re-align: Department of Transportation Personnel and Operating Costs to Capital Budget	(4,737,593)	(29.60)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	905,734	(0.40)
FY27 Recommended	**37,817,597**	**78.04**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,027,549	3,125,975	3,303,759	3,239,135	3.6 %
Employee Benefits	798,261	869,631	812,324	918,969	5.7 %
County General Fund Personnel Costs	**3,825,810**	**3,995,606**	**4,116,083**	**4,158,104**	**4.1 %**
Operating Expenses	5,427,540	5,843,679	5,745,932	5,600,381	-4.2 %
Capital Outlay	26,400	0	0	0	—
County General Fund Expenditures	**9,279,750**	**9,839,285**	**9,862,015**	**9,758,485**	**-0.8 %**
PERSONNEL					
Full-Time	62	61	61	61	—
Part-Time	0	0	0	0	—
FTEs	29.00	26.76	26.76	26.36	-1.5 %
REVENUES					
Other Licenses/Permits	28,525	20,000	20,000	20,000	—

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Other Charges/Fees	(425,395)	60,400	60,400	60,400	—
Other Fines/Forfeitures	20,850	15,000	15,000	15,000	—
Tree Canopy	872,290	1,500,000	1,500,000	1,500,000	—
County General Fund Revenues	**496,270**	**1,595,400**	**1,595,400**	**1,595,400**	**—**
WATER QUALITY PROTECTION FUND					
EXPENDITURES					
Salaries and Wages	9,424,477	10,784,202	11,036,490	9,514,987	-11.8 %
Employee Benefits	2,700,384	3,431,509	3,150,431	2,814,255	-18.0 %
Water Quality Protection Fund Personnel Costs	**12,124,861**	**14,215,711**	**14,186,921**	**12,329,242**	**-13.3 %**
Operating Expenses	20,384,534	25,161,830	25,161,830	23,676,307	-5.9 %
Capital Outlay	72,446	0	0	0	—
Water Quality Protection Fund Expenditures	**32,581,841**	**39,377,541**	**39,348,751**	**36,005,549**	**-8.6 %**
PERSONNEL					
Full-Time	67	68	68	68	—
Part-Time	1	1	1	1	—
FTEs	103.69	107.74	107.74	78.04	-27.6 %
REVENUES					
Bag Tax	2,893,044	2,568,000	2,568,000	2,568,000	—
Water Quality Protection Charge	51,792,613	53,481,687	53,481,687	57,323,950	7.2 %
Investment Income	2,460,223	1,768,850	1,768,850	1,469,520	-16.9 %
Other Charges/Fees	148,040	47,500	47,500	47,500	—
Miscellaneous Revenues	46,771	0	0	0	—
Water Quality Protection Fund Revenues	**57,340,691**	**57,866,037**	**57,866,037**	**61,408,970**	**6.1 %**
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	1,300,637	0	0	0	—
Grant Fund - MCG Expenditures	**1,300,637**	**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	242,001	0	0	0	—
Federal Grants	158,829	0	0	0	—

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Other Intergovernmental	13,957	0	0	0	—
Miscellaneous Revenues	9,334	0	0	0	—
Grant Fund - MCG Revenues	**424,121**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**43,162,228**	**49,216,826**	**49,210,766**	**45,764,034**	**-7.0 %**
Total Full-Time Positions	**129**	**129**	**129**	**129**	**—**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**132.69**	**134.50**	**134.50**	**104.40**	**-22.4 %**
Total Revenues	**58,261,082**	**59,461,437**	**59,461,437**	**63,004,370**	**6.0 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**9,839,285**	**26.76**
Changes (with service impacts)		
Reduce: Funds for Electric Leaf Blower Program Implementation [Energy, Climate, and Compliance]	(280,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	160,569	0.00
Increase Cost: Lapse Adjustment	54,938	0.00
Increase Cost: Annualization of FY26 Compensation Increases	21,354	0.00
Increase Cost: Annualization of FY26 Personnel Costs	19,681	0.00
Increase Cost: Climate Program Contracts [Energy, Climate, and Compliance]	15,519	0.00
Increase Cost: Printing and Mail	12,529	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	10,175	0.00
Decrease Cost: Motor Pool Adjustment	(1,521)	0.00
Decrease Cost: Retirement Adjustment	(9,667)	0.00
Shift: Senior Engineer from General Fund to Water Quality Protection Fund [Administration]	(84,377)	(0.40)
FY27 RECOMMENDED	**9,758,485**	**26.36**
WATER QUALITY PROTECTION FUND		
FY26 ORIGINAL APPROPRIATION	**39,377,541**	**107.74**
Other Adjustments (with no service impacts)		
Increase Cost: Lapse Adjustment	508,810	0.00
Increase Cost: FY27 Compensation Adjustment	395,447	0.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Support for Water Quality Work at the Maryland-National Capital Park and Planning Commission [Watershed Restoration]	308,572	0.00
Increase Cost: Annualization of FY26 Personnel Costs	186,879	0.00
Shift: Senior Engineer from General Fund to Water Quality Protection Fund [Watershed Restoration]	84,377	0.40
Increase Cost: Annualization of FY26 Compensation Increases	67,615	0.00
Increase Cost: Annualization of FY26 Lapsed Positions	30,021	0.00
Increase Cost: Administrative Information Technology Costs [Watershed Restoration]	18,000	0.00
Increase Cost: Printing and Mail	15,875	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Watershed Restoration]	8,223	0.00
Increase Cost: Best Management Practice Monitoring in Special Protection Areas [Watershed Restoration]	6,444	0.00
Increase Cost: Pet Waste Management Program [Watershed Restoration]	6,000	0.00
Decrease Cost: Retirement Adjustment	(26,436)	0.00
Decrease Cost: Adjustment to Department of Finance Chargeback [Watershed Restoration]	(49,547)	(0.50)
Decrease Cost: Elimination of One-Time Items Approved in FY26	(57,302)	0.00
Decrease Cost: Motor Pool Adjustment	(137,377)	0.00
Re-align: Department of Transportation Personnel and Operating Costs to Capital Budget [Watershed Restoration]	(4,737,593)	(29.60)
FY27 RECOMMENDED	**36,005,549**	**78.04**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration	1,176,407	6.05	1,228,839	6.05
Energy, Climate, and Compliance	6,773,032	20.31	6,717,598	20.31
Watershed Restoration	41,267,387	108.14	37,817,597	78.04
Total	**49,216,826**	**134.50**	**45,764,034**	**104.40**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
WATER QUALITY PROTECTION FUND					
CIP	Capital Fund	3,043,921	18.65	3,014,039	17.20

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
EXPENDITURES						
FY27 Recommended	**9,758**	**9,758**	**9,758**	**9,758**	**9,758**	**9,758**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**29**	**29**	**29**	**29**	**29**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**9,758**	**9,787**	**9,787**	**9,787**	**9,787**	**9,787**
WATER QUALITY PROTECTION FUND						
EXPENDITURES						
FY27 Recommended	**36,006**	**36,006**	**36,006**	**36,006**	**36,006**	**36,006**
No inflation or compensation change is included in outyear projections.						
Bag Tax Implementation Outreach	**0**	**(100)**	**(250)**	**(250)**	**(250)**	**(250)**
Outreach and communications surrounding the amended bag tax law will run through FY28.						
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	**36,006**	**35,975**	**35,825**	**35,825**	**35,825**	**35,825**

FY27-32 PUBLIC SERVICES PROGRAM: FISCAL PLAN							
FISCAL PROJECTIONS	FY26 Estimate	FY27 CE 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)	2.18%	2.87%	2.23%	1.80%	1.66%	1.71%	1.73%
Investment Income Yield	4.00%	3.25%	3.00%	3.00%	3.00%	3.00%	3.00%
Number of Equivalent Residential Units (ERUs) Billed	368,000	368,000	368,000	368,000	368,000	368,000	368,000
Water Quality Protection Charge ($/ERU)	$147.00	$157.50	$168.00	$178.50	$189.00	$199.50	$210.00
Target Debt Service Coverage Ratio	$1.25	1.25	1.25	1.25	1.25	1.25	1.25
BEGINNING FUND BALANCE	**13,764,940**	**9,534,769**	**10,620,541**	**7,052,880**	**5,682,702**	**5,924,309**	**3,435,868**
REVENUES							
Charges For Services	53,481,687	57,323,950	61,166,188	65,008,418	68,850,659	72,692,887	76,535,117
Bag Tax Receipts	2,568,000	2,568,000	2,368,000	2,368,000	2,368,000	2,368,000	2,368,000
Miscellaneous	1,816,350	1,517,020	1,403,980	1,403,980	1,403,980	1,403,980	1,403,980
Subtotal Revenues	**57,866,037**	**61,408,970**	**64,938,168**	**68,780,398**	**72,622,639**	**76,464,867**	**80,307,097**
INTERFUND TRANSFERS (Net Non-CIP)	**(13,295,520)**	**(13,674,650)**	**(19,117,920)**	**(22,009,100)**	**(24,204,530)**	**(30,820,820)**	**(32,628,100)**
Transfers To General Fund	(2,840,300)	(1,604,030)	(1,649,100)	(1,643,660)	(1,641,710)	(1,643,020)	(1,643,900)
Transfers to Debt Service Fund (Non-Tax)	(10,455,220)	(12,070,620)	(17,468,820)	(20,365,440)	(22,562,820)	(29,177,800)	(30,984,200)
WQPF Required Debt Service	(9,511,900)	(11,127,300)	(16,526,900)	(19,422,400)	(21,620,300)	(30,120,200)	(31,926,600)
TOTAL RESOURCES	**58,335,456**	**57,269,090**	**56,440,790**	**53,824,179**	**54,100,811**	**51,568,357**	**51,114,865**
CIP CURRENT REVENUE APPROPRIATION	**(9,451,936)**	**(10,643,000)**	**(12,608,000)**	**(11,638,000)**	**(11,719,000)**	**(11,646,000)**	**(11,729,000)**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(39,348,751)	(36,005,549)	(36,779,909)	(36,503,477)	(36,457,502)	(36,486,489)	(36,506,113)
EFIs (Future Fiscal Impacts) Requested & Projected							
CPI - OE Adjustment	0	0	(527,982)	(443,381)	(412,361)	(431,303)	(444,137)
Outreach for Amended Bag Fee law	0	0	100,000	250,000	250,000	250,000	250,000
CPI - PC Adjustment	0	0	(274,942)	(233,110)	(218,155)	(228,200)	(234,991)
Labor Contracts	0	0	0	0	(69,000)	0	0
Subtotal PSP Oper Budget Approp / Exp's	**(39,348,751)**	**(36,005,549)**	**(36,779,909)**	**(36,503,477)**	**(36,457,502)**	**(36,486,489)**	**(36,506,113)**
TOTAL USE OF RESOURCES	**(48,800,687)**	**(46,648,549)**	**(49,387,909)**	**(48,141,477)**	**(48,176,502)**	**(48,132,489)**	**(48,235,113)**
ACFR YEAR END FUND BALANCE	**9,534,769**	**10,620,541**	**7,052,880**	**5,682,702**	**5,924,309**	**3,435,868**	**2,879,752**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	**16.3%**	**18.5%**	**12.5%**	**10.6%**	**11.0%**	**6.7%**	**5.6%**
NET REVENUE	**15,676,986**	**23,799,392**	**26,509,159**	**30,633,262**	**34,523,427**	**38,335,359**	**42,157,084**
DEBT SERVICE COVERAGE RATIO	**1.65**	**2.14**	**1.60**	**1.58**	**1.60**	**1.27**	**1.32**

Assumptions:

1. These projections are based on the County Executive's recommended operating budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
2. Stormwater facilities transferred into the maintenance program will be maintained to permit standards as they are phased into the program.
3. Operating costs for new facilities to be completed or transferred and Operating Budget Impacts of Stormwater CIP projects between FY28 and FY32 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 future operating budget spending, 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.

Recycling and Resource Management

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$198,107,311	116.34

JENNIFER MACEDONIA, 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 FY27 Operating Budget for the Recycling and Resource Management is $198,107,311, an increase of $5,997,190 or 3.12 percent from the FY26 Approved Budget of $192,110,121. Personnel Costs comprise 9.06 percent of the budget for 76 full-time position(s) and one part-time position(s), and a total of 116.34 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 90.94 percent of the FY27 budget.

The debt service for the Disposal 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 Disposal Fund to the Debt Service Fund 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:

- **A Greener County**
- **Effective, Sustainable Government**

INITIATIVES

- Plan to terminate the contract with the Resource Recovery Facility and end operations in January 2027.

- Implement long-haul of waste to a landfill starting January 2027 while pursuing advanced waste processing initiatives to divert as much waste as possible from landfilling.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Continued Montgomery County's food scraps recycling programs:
  - Public: Offered four Food Scraps Recycling Drop-Off collection points at existing farmers markets. DEP's food scraps recycling program offers weekend drop-off sites in Silver Spring, Bethesda, Derwood, and Olney. Three sites operate year-round, one seasonally.
  - Residential: Phase I and Phase II of the Single-Family Residential Curbside Food Scraps Recycling Pilot Program continued, allowing households in Silver Spring, Potomac, and Bethesda/Rockville to recycle millions of pounds of food scraps.
  - Commercial: DEP supports businesses and government facilities with food scraps recycling through technical assistance, training, and program design.
- Upgraded scale house information technology, relocated the cashier and vehicle processing operations, and installed new network equipment. Enhancements included a new scale weight display system, license plate and overhead cameras for better load verification, and a fifth processing station to improve efficiency and backup support.
- Coordinated, hosted, and/or participated in recycling educational events across the community. Through these FY25 programs, DEP reached people directly and provided education and information on zero waste, waste reduction, reuse, recycling, buying recycled, grasscycling, composting, and food scraps diversion.

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 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 and Support

The Strategic and Administrative Services (SAS) Division provides essential support to ensure the department operates efficiently, transparently, and strategically. SAS oversees Fiscal Management, including budget and financial planning, debt management, payroll, accounts receivable and payable, fixed assets, internal controls, compliance, and financial reporting. These functions ensure accountability and sound stewardship of public resources.

Information Technology Operations within SAS manages the department's technology infrastructure, providing reliable systems, cybersecurity, and comprehensive IT support. This includes helpdesk and network services, application management, GIS, equipment and device oversight, and continuity of operations.

Human Resources and the Racial Equity & Social Justice (RESJ) team work together to foster a fair, inclusive, and high-performing workplace. HR supports recruitment, onboarding, performance management, and compliance, while RESJ embeds equity principles into policies, programs, and community engagement efforts.

Procurement manages purchasing, contract administration, vendor relationships, and compliance with County policies, insurance, and bonding requirements. Billing Management ensures accurate and efficient collection of the Solid Waste Fee and the Water Quality Protection Charge, including processing appeals, credits, and customer inquiries. Performance and Data Management drives strategic planning, innovation, and data analysis to inform departmental decision-making, while Administrative Services coordinates daily operations such as facilities management, office administration, fleet oversight, and financial processing support.

Separate from SAS, the DEP Communications team works to engage the public and increase transparency. The team focuses on expanding media coverage, growing the department's social media audience, improving the DEP web experience, and reaching new and diverse audiences through targeted outreach and engagement. Together, SAS and Communications help ensure that the department operates efficiently, serves the public effectively, and communicates its work clearly to the community.

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**12,588,377**	**40.04**
Increase Cost: Adjustment to Department of Finance Chargeback (Disposal Fund)	6,290	0.00
Shift: Position from Collection Fund to Disposal Fund (Disposal Fund)	5,427	0.02
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	4,772	0.00
Increase Cost: Adjustment to Department of Finance Chargeback (Collection Fund)	2,690	0.00
Increase Cost: Adjustment to Department of General Services and Department of Housing and Community Affairs Chargeback	1,207	0.00
Shift: Position from Collection Fund to Disposal Fund (Collection Fund)	(5,427)	(0.02)
Shift: Grants Management Program to Office of Grants Management	(18,597)	0.00
Decrease Cost: Administrative Information Technology Costs	(18,795)	0.00
Decrease Cost: Debt Service Contribution	(175,536)	0.00

FY27 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.	664,377	0.00
FY27 Recommended	**13,054,785**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of tons of County-wide yard trim and leaves collected	163,447	168,078	161,997	163,617	165,253
Number of tons of County-wide Commingled Recycling collected	31,885	48,850	31,136	33,467	33,802
Number of tons of County-wide Mixed Paper collected	108,382	86,406	109,796	110,894	112,003
Number of tons of County-wide Food Waste collected	14,444	21,894	20,000	20,500	20,500
Number of tons of County-wide Household Hazardous Waste collected	3,991	3,797	3,735	3,772	3,810
Number of tons of Municipal Solid Waste accepted at the Transfer Station: Residential, single family, and townhouse communities	190,642	197,756	199,757	201,755	203,772

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**99,746,580**	**30.15**
Add: Long-Haul Implementation: Six Months of Operating Costs for New Long-Haul Contract	43,932,000	0.00
Increase Cost: Long-Haul Implementation: Six Months of Resource Recovery Facility Contract Termination Fee	3,600,000	0.00

FY27 Recommended Changes	Expenditures	FTEs
Increase Cost: Oaks Landfill and Gude Landfill Planning and Monitoring	787,937	0.00
Decrease Cost: Engineering, Planning, and Construction Support	(20,677)	0.00
Decrease Cost: Transfer Station Operations	(329,486)	0.00
Eliminate: Long-haul Implementation: Six Months of Savings from Ending Out of County Ash Haul	(4,957,049)	0.00
Eliminate: Long-haul Implementation: Six Months of Operating Cost Savings from Closure of Resource Recovery Facility	(10,976,445)	0.00
Eliminate: Long-haul Implementation: Savings on Capital Improvements from Resource Recovery Facility Contract Extension Early Termination	(28,457,938)	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.	(445,447)	(1.00)
FY27 Recommended	**102,879,475**	**29.15**

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, which is 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	Actual	Estimated	Target	Target

	FY24	FY25	FY26	FY27	FY28
Number of tons of Municipal Solid Waste accepted at the Transfer Station: Commercial and multi-family buildings	304,514	292,171	287,167	290,039	292,939
Number of business site visits to provide guidance and recycling support	7,988	4,491	6,366	6,282	5,713
Number of recycling informational events	274	375	281	310	322
Number of Multi-Family Building site visits to provide guidance and recycling support	2,568	1,724	2,315	2,202	2,080
Number of properties visited by recycling investigators to determine compliance with recycling laws and regulations	8,413	9,188	7,788	8,463	8,480
Average number of refuse collections missed per week, not picked up within 24 hours	12	10	12	12	12
Average number of recycling collections missed per week, not picked up within 24 hours	18	18	18	18	18

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**79,775,164**	**47.15**
Increase Cost: Residential Recycling Collection Contracts	783,761	0.00
Increase Cost: Paper Recycling Equipment and Operations	655,276	0.00
Increase Cost: Residential Refuse Collection Program	418,658	0.00
Increase Cost: Recycling Center Operations	192,012	0.00
Increase Cost: Residential Recycling Support Program	111,274	0.00
Increase Cost: Yard Trim Composting Operations and Equipment	46,653	0.00
Increase Cost: Food Waste Scraps Collection Program	33,910	0.00
Increase Cost: Commercial Property Recycling Program	20,143	0.00
Increase Cost: Multifamily Recycling Program	10,329	0.00
Increase Cost: Recycling Outreach and Education	7,273	0.00
Increase Cost: Yard Trim Reduction Program	4,402	0.00
Increase Cost: Support for Recycling Volunteers	3,365	0.00
Decrease Cost: Delete Long-term Vacancy (Program Manager II)	(138,798)	(1.00)
Decrease Cost: Zero Waste Strategy Implementation	(500,000)	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.	749,629	1.00
FY27 Recommended	**82,173,051**	**47.15**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	11,326,016	12,117,165	11,730,841	12,492,924	3.1 %
Employee Benefits	2,935,881	3,580,330	3,476,654	3,733,705	4.3 %
Solid Waste Disposal Personnel Costs	**14,261,897**	**15,697,495**	**15,207,495**	**16,226,629**	**3.4 %**
Operating Expenses	146,656,788	158,078,449	158,078,447	162,770,757	3.0 %
Capital Outlay	3,855,594	2,064,295	2,064,295	2,531,885	22.7 %
Debt Service Other	0	3,304,000	3,304,000	3,128,464	-5.3 %
Solid Waste Disposal Expenditures	**164,774,279**	**179,144,239**	**178,654,237**	**184,657,735**	**3.1 %**
PERSONNEL					
Full-Time	72	73	73	72	-1.4 %

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Part-Time	1	1	1	1	—
FTEs	106.12	107.56	107.56	106.58	-0.9 %
REVENUES					
Other Licenses/Permits	15,326	12,000	12,000	12,000	—
Other Charges/Fees	267,662	190,000	190,000	190,000	—
Sale of Recycled Materials	6,753,312	6,403,034	6,403,034	5,672,911	-11.4 %
Solid Waste Disposal Fees/Operating Revenues	28,181,800	33,551,750	33,551,750	33,106,763	-1.3 %
Systems Benefit Charge	92,488,516	130,142,363	130,142,364	135,185,659	3.9 %
Other Fines/Forfeitures	41,185	22,000	22,000	22,000	—
Miscellaneous Revenues	302,066	37,000	37,000	37,000	—
Property Rentals	7,268	4,000	4,000	4,000	—
Investment Income	3,710,655	3,293,820	2,803,670	2,216,420	-32.7 %
Other Intergovernmental	122,800	0	0	0	—
Solid Waste Disposal Revenues	**131,890,590**	**173,655,967**	**173,165,818**	**176,446,753**	**1.6 %**

SOLID WASTE COLLECTION

EXPENDITURES					
Salaries and Wages	1,522,417	1,288,507	1,272,499	1,334,096	3.5 %
Employee Benefits	353,338	367,985	363,993	381,661	3.7 %
Solid Waste Collection Personnel Costs	**1,875,755**	**1,656,492**	**1,636,492**	**1,715,757**	**3.6 %**
Operating Expenses	10,297,293	11,309,390	11,309,390	11,733,819	3.8 %
Solid Waste Collection Expenditures	**12,173,048**	**12,965,882**	**12,945,882**	**13,449,576**	**3.7 %**
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	11.78	9.78	9.78	9.76	-0.2 %
REVENUES					
Other Charges/Fees	25,096	0	0	0	—
Systems Benefit Charge	14,891,095	15,000,000	15,000,000	15,057,600	0.4 %
Investment Income	396,638	601,030	299,690	236,920	-60.6 %
Solid Waste Collection Revenues	**15,312,829**	**15,601,030**	**15,299,690**	**15,294,520**	**-2.0 %**

DEPARTMENT TOTALS

Total Expenditures	**176,947,327**	**192,110,121**	**191,600,119**	**198,107,311**	**3.1 %**
Total Full-Time Positions	**76**	**77**	**77**	**76**	**-1.3 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**117.90**	**117.34**	**117.34**	**116.34**	**-0.9 %**
Total Revenues	**147,203,419**	**189,256,997**	**188,465,508**	**191,741,273**	**1.3 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
SOLID WASTE DISPOSAL		
FY26 ORIGINAL APPROPRIATION	**179,144,239**	**107.56**
Changes (with service impacts)		
Add: Long-Haul Implementation: Six Months of Operating Costs for New Long-Haul Contract [Disposal]	43,932,000	0.00
Eliminate: Long-haul Implementation: Six Months of Savings from Ending Out of County Ash Haul [Disposal]	(4,957,049)	0.00
Eliminate: Long-haul Implementation: Six Months of Operating Cost Savings from Closure of Resource Recovery Facility [Disposal]	(10,976,445)	0.00
Eliminate: Long-haul Implementation: Savings on Capital Improvements from Resource Recovery Facility Contract Extension Early Termination [Disposal]	(28,457,938)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Long-Haul Implementation: Six Months of Resource Recovery Facility Contract Termination Fee [Disposal]	3,600,000	0.00
Increase Cost: Oaks Landfill and Gude Landfill Planning and Monitoring [Disposal]	787,937	0.00
Increase Cost: Residential Recycling Collection Contracts [Materials and Collection]	783,761	0.00
Increase Cost: Paper Recycling Equipment and Operations [Materials and Collection]	655,276	0.00
Increase Cost: FY27 Compensation Adjustment	511,230	0.00
Increase Cost: Risk Management Adjustment	304,212	0.00
Increase Cost: Recycling Center Operations [Materials and Collection]	192,012	0.00
Increase Cost: Annualization of FY26 Personnel Costs	188,082	0.00
Increase Cost: Residential Recycling Support Program [Materials and Collection]	111,274	0.00
Increase Cost: Annualization of FY26 Compensation Increases	77,972	0.00
Increase Cost: Yard Trim Composting Operations and Equipment [Materials and Collection]	46,653	0.00
Increase Cost: Food Waste Scraps Collection Program [Materials and Collection]	33,910	0.00
Increase Cost: Printing and Mail	25,977	0.00
Increase Cost: Commercial Property Recycling Program [Materials and Collection]	20,143	0.00
Increase Cost: Multifamily Recycling Program [Materials and Collection]	10,329	0.00
Increase Cost: Recycling Outreach and Education [Materials and Collection]	7,273	0.00
Increase Cost: Adjustment to Department of Finance Chargeback (Disposal Fund) [Administration and Support]	6,290	0.00
Shift: Position from Collection Fund to Disposal Fund (Disposal Fund) [Administration and Support]	5,427	0.02
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration and Support]	4,772	0.00
Increase Cost: Yard Trim Reduction Program [Materials and Collection]	4,402	0.00
Increase Cost: Support for Recycling Volunteers [Materials and Collection]	3,365	0.00
Increase Cost: Adjustment to Department of General Services and Department of Housing and Community Affairs Chargeback [Administration and Support]	1,207	0.00
Shift: Grants Management Program to Office of Grants Management [Administration and Support]	(18,597)	0.00
Decrease Cost: Administrative Information Technology Costs [Administration and Support]	(18,795)	0.00
Decrease Cost: Engineering, Planning, and Construction Support [Disposal]	(20,677)	0.00
Decrease Cost: Retirement Adjustment	(31,132)	0.00
Decrease Cost: Lapse Adjustment	(83,647)	0.00

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Motor Pool Adjustment	(91,908)	0.00
Decrease Cost: Delete Long-term Vacancy (Program Manager II) [Materials and Collection]	(138,798)	(1.00)
Decrease Cost: Debt Service Contribution [Administration and Support]	(175,536)	0.00
Decrease Cost: Transfer Station Operations [Disposal]	(329,486)	0.00
Decrease Cost: Zero Waste Strategy Implementation [Materials and Collection]	(500,000)	0.00
FY27 RECOMMENDED	**184,657,735**	**106.58**

SOLID WASTE COLLECTION

FY26 ORIGINAL APPROPRIATION	**12,965,882**	**9.78**
Other Adjustments (with no service impacts)		
Increase Cost: Residential Refuse Collection Program [Materials and Collection]	418,658	0.00
Increase Cost: FY27 Compensation Adjustment	48,864	0.00
Increase Cost: Risk Management Adjustment	26,181	0.00
Increase Cost: Annualization of FY26 Personnel Costs	15,014	0.00
Increase Cost: Annualization of FY26 Compensation Increases	3,350	0.00
Increase Cost: Adjustment to Department of Finance Chargeback (Collection Fund) [Administration and Support]	2,690	0.00
Decrease Cost: Retirement Adjustment	(2,536)	0.00
Decrease Cost: Printing and Mail	(3,630)	0.00
Shift: Position from Collection Fund to Disposal Fund (Collection Fund) [Administration and Support]	(5,427)	(0.02)
Decrease Cost: Motor Pool Adjustment	(19,470)	0.00
FY27 RECOMMENDED	**13,449,576**	**9.76**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration and Support	12,588,377	40.04	13,054,785	40.04
Disposal	99,746,580	30.15	102,879,475	29.15
Materials and Collection	79,775,164	47.15	82,173,051	47.15
Total	**192,110,121**	**117.34**	**198,107,311**	**116.34**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
SOLID WASTE DISPOSAL					
General Services	General Fund	956,622	0.00	770,925	0.00
Parking District Services	Bethesda Parking	184,748	0.00	148,884	0.00

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY26 Total$	FY26 FTEs	FY27 Total$	FY27 FTEs
Parking District Services	Silver Spring Parking	357,949	0.00	288,465	0.00
Parking District Services	Wheaton Parking	34,640	0.00	27,916	0.00
Alcohol Beverage Services	Liquor	49,584	0.00	39,959	0.00
	Total	**1,583,543**	**0.00**	**1,276,149**	**0.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
SOLID WASTE DISPOSAL						
EXPENDITURES						
FY27 Recommended	**184,658**	**184,658**	**184,658**	**184,658**	**184,658**	**184,658**
No inflation or compensation change is included in outyear projections.						
Annualized Cost of Long Haul Operations	**0**	**49,487**	**35,037**	**36,991**	**38,986**	**41,021**
The FY27 Recommended budget adds funding for 6 months of long haul operations. Funding is included here to annualize the cost for a full 12 months of long haul operations in FY28-32.						
Organics Processing Facility Debt Service and Operations	**0**	**1,833**	**2,359**	**2,910**	**3,500**	**4,129**
An organics processing facility is part of the County Executive's plan to transition away from the Resource Recovery Facility. Funding for service payments on bonds to construct the facility is added in FY28, and operating funding for the facility is added in FY29.						
Remove Six Months of Ash Haul	**0**	**(12,990)**	**(12,990)**	**(12,990)**	**(12,990)**	**(12,990)**
The County Executive's FY27 Recommended budget funds operations of the ash haul for six months. This annualizes the ending of ash haul in FY28, removing all related funding in FY28.						
Remove Six Months of Resource Recovery Facility Operating Costs	**0**	**(24,904)**	**(24,904)**	**(24,904)**	**(24,904)**	**(24,904)**
The County Executive's FY27 Recommended budget funds operations of the Resource Recovery Facility for six months. This annualizes the facility closure in FY28, removing all operating funding in FY28.						
Resource Recovery Facility Termination Fee	**0**	**0**	**(3,600)**	**(3,600)**	**(3,600)**	**(3,600)**
The County Executive's FY27 Recommended budget assumes the termination fee in the contract with the Resource Recovery Facility ($7.2 million) is spread over the last six months of FY27 and the first six months of FY28, $3.6 million in each year. The funding is no longer needed in FY29.						
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	**184,658**	**198,158**	**180,634**	**183,139**	**185,724**	**188,388**
SOLID WASTE COLLECTION						
EXPENDITURES						
FY27 Recommended	**13,450**	**13,450**	**13,450**	**13,450**	**13,450**	**13,450**
No inflation or compensation change is included in outyear projections.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
Labor Contracts	**0**	**7**	**7**	**7**	**7**	**7**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**13,450**	**13,457**	**13,457**	**13,457**	**13,457**	**13,457**

SOLID WASTE ENTERPRISE FUND

RATES AND FISCAL PROJECTIONS FOR FY27-32

Assumptions:

- In FY27, the County Executive recommends the following solid waste system service charges:

  Single-Family: $ 402.05
  Multi-Family: $ 32.70
  Non-Residential: $1,196.35
  (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 FY27.

- 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 $105/ton. Tipping fees for concrete rubble known as DOT demolition material will increase to $75/ton. Yard trim received at the Transfer Station will remain at $46/ton.

- Expenditures for certain programs/facilities, 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/facilities 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.

FY27- FY32 Solid Waste Refuse Collection: Net Asset Balance and Collection Charge Calculation

	FY26 Projection	FY27 Projection	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)	2.18%	2.87%	2.23%	1.80%	1.66%	1.71%	1.73%
Number of Households (mid-FY)	93,819	94,110	94,383	94,656	94,948	95,203	95,440
Charge Per Household	**$ 160.00**	**$ 160.00**	**$ 160.00**	**$ 160.00**	**$ 160.00**	**$ 160.00**	**$ 160.00**
Percent Rate Increase (Decrease)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Beginning Cash	4,910,956	6,128,797	6,945,521	8,095,576	8,393,531	8,144,093	7,529,928
Revenues	15,299,690	15,294,520	15,319,980	15,363,660	15,410,380	15,451,180	15,489,100
Expenses	(12,945,882)	(13,449,576)	(13,932,263)	(14,819,202)	(15,404,476)	(15,800,715)	(16,206,917)
Transfers	(335,967)	(228,220)	(237,662)	(246,503)	(255,342)	(264,630)	(274,314)
Loan Payoff	(800,000)	(800,000)					
Ending Cash Balance	6,128,797	6,945,521	8,095,576	8,393,531	8,144,093	7,529,928	6,537,797
BEGINNING NET ASSETS	2,054,226	4,072,067	5,688,791	6,838,846	7,136,801	6,887,363	6,273,198
REVENUES							
Charges for Services	15,000,000	15,057,600	15,101,280	15,144,960	15,191,680	15,232,480	15,270,400
Investment Income (per Dept. of Finance)	299,690	236,920	218,700	218,700	218,700	218,700	218,700
Subtotal Revenues	**15,299,690**	**15,294,520**	**15,319,980**	**15,363,660**	**15,410,380**	**15,451,180**	**15,489,100**
INTERFUND TRANSFERS (Net Non-CIP)	**(335,967)**	**(228,220)**	**(237,662)**	**(246,503)**	**(255,342)**	**(264,630)**	**(274,314)**
TOTAL RESOURCES	**17,017,949**	**19,138,367**	**20,771,109**	**21,956,003**	**22,291,839**	**22,073,913**	**21,487,984**
OPERATING BUDGET APPROP/EXPENSES							
Personnel Costs	(1,636,492)	(1,715,757)	(1,788,334)	(1,856,290)	(1,924,230)	(1,995,619)	(2,070,056)
Labor Contract Adjustments			(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
Refuse Collection Contracts	(10,934,753)	(11,331,225)	(11,725,932)	(12,537,980)	(13,048,803)	(13,366,835)	(13,691,584)
Other Operating Costs	(374,637)	(402,594)	(410,998)	(417,932)	(424,443)	(431,262)	(438,278)
Subtotal PSP Oper. Budget Approp / Exp.	**(12,945,882)**	**(13,449,576)**	**(13,932,263)**	**(14,819,202)**	**(15,404,476)**	**(15,800,715)**	**(16,206,917)**
TOTAL USE OF RESOURCES	**(12,945,882)**	**(13,449,576)**	**(13,932,263)**	**(14,819,202)**	**(15,404,476)**	**(15,800,715)**	**(16,206,917)**
YEAR END - NET ASSETS*	**4,072,067**	**5,688,791**	**6,838,846**	**7,136,801**	**6,887,363**	**6,273,198**	**5,281,067**
End-of-Year Net Assets as a % of Resources	**23.9%**	**29.7%**	**32.9%**	**32.5%**	**30.9%**	**28.4%**	**24.6%**

FY27-32 DIVISION OF RECYCLING AND RESOURCE MANAGEMENT							
FISCAL PROJECTIONS	ESTIMATED FY26	PROJECTED FY27	PROJECTED FY28	PROJECTED FY29	PROJECTED FY30	PROJECTED FY31	PROJECTED FY32
Single-Family Charges ($/Household)	387.72	402.05	429.96	461.68	484.53	502.78	525.38
% change in rate from previous year	24.7%	3.7%	6.9%	7.4%	4.9%	3.8%	4.5%
Multi-Family Charges ($/Dwelling Unit)	29.76	32.70	46.31	53.25	60.22	68.45	78.48
% change in rate from previous year	55.6%	9.9%	41.6%	15.0%	13.1%	13.7%	14.7%
Nonresidential Charges (medium "category" charge)	1,090.30	1,196.35	1,585.24	1,711.20	1,748.26	1,774.14	1,806.92
% change in rate from previous year	72.7%	9.7%	32.5%	7.9%	2.2%	1.5%	1.8%

OPERATIONS CALCULATION

REVENUES							
Disposal Fees	36,802,523	37,886,464	37,887,535	37,803,645	37,718,330	37,631,441	37,542,958
Charges for Services/SBC	117,509,517	121,392,416	143,593,709	157,440,005	165,961,468	173,410,598	182,421,028
Miscellaneous	16,050,108	14,951,452	15,067,007	15,178,558	15,290,855	15,404,460	15,519,965
Investment Income	2,803,670	2,216,420	2,045,930	2,045,930	2,045,930	2,045,930	2,045,930
Subtotal Revenues	**173,165,818**	**176,446,752**	**198,594,182**	**212,468,138**	**221,016,582**	**228,492,429**	**237,529,881**
INTERFUND TRANSFERS	**(466,895)**	**959,291**	**795,533**	**705,717**	**747,180**	**1,455,215**	**1,410,558**
EXPENDITURES							
Personnel Costs	(15,207,495)	(16,226,629)	(16,913,015)	(17,555,710)	(18,198,249)	(18,873,404)	(19,577,382)
Operating Expenses	(161,382,447)	(165,899,221)	(186,654,368)	(199,049,792)	(204,510,536)	(209,481,591)	(214,505,820)
Capital Outlay	(2,064,295)	(2,531,885)	(1,232,000)	(2,137,383)	(1,414,662)	(2,740,204)	(2,740,205)
Subtotal Expenditures	**(178,654,237)**	**(184,657,735)**	**(204,799,383)**	**(218,742,885)**	**(224,123,446)**	**(231,095,199)**	**(236,823,407)**
CURRENT RECEIPTS TO CIP	**(10,695,595)**	**(3,990,000)**	**(2,560,000)**	**(2,000,000)**	**(1,500,000)**	**(1,000,000)**	**(1,000,000)**
POTENTIAL FUTURE EXP. - LABOR CONTRACTS FFI	-	-	**(74,000)**	**(74,000)**	**(74,000)**	**(74,000)**	**(74,000)**
PAYOUT OF GUDE REMEDIATION	**4,733,485**	**748,000**	-	-	-	-	-
PAYOUT OF CLOSURE COSTS (Non-CIP)	**2,506,950**	**2,638,238**	**2,710,273**	**2,763,968**	**2,815,716**	**2,869,655**	**2,913,569**
CY ACCRUED CLOSURE COSTS	**(64,443)**	**(73,864)**	**(61,808)**	**(52,504)**	**(49,956)**	**(52,293)**	**(53,910)**
NET CHANGE	**(9,474,916)**	**(7,929,319)**	**(5,395,204)**	**(4,931,566)**	**(1,167,924)**	**595,808**	**3,902,690**

CASH POSITION

ENDING CASH & INVESTMENTS							
Unrestricted Cash	79,455,097	70,402,180	67,435,738	64,292,091	66,004,004	69,457,571	76,111,028
Restricted Cash	45,481,784	50,191,459	53,205,801	56,416,667	57,854,211	59,436,356	61,027,868
Subtotal Cash & Investments	**124,936,881**	**120,593,639**	**120,641,539**	**120,708,758**	**123,858,215**	**128,893,927**	**137,138,896**
RESERVE & LIABILITY REQUIREMENTS							
Management Reserve	(38,446,986)	(41,280,171)	(44,184,992)	(47,305,483)	(48,658,181)	(50,151,475)	(51,651,558)
Renewal & Replacement Reserve	(4,774,266)	(4,911,288)	(5,020,809)	(5,111,184)	(5,196,030)	(5,284,882)	(5,376,310)
Stability Reserve	(2,260,532)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)	(4,000,000)
Subtotal Reserve Requirements	**(45,481,784)**	**(50,191,459)**	**(53,205,801)**	**(56,416,667)**	**(57,854,211)**	**(59,436,357)**	**(61,027,868)**
Closure/Postclosure Liability	(20,339,814)	(17,775,440)	(15,126,975)	(12,415,511)	(9,649,751)	(6,832,389)	(3,972,730)
Gude Remediation Liability	(748,000)	-	-	-	-	-	-
Subtotal Reserve & Liability Requirements	**(66,569,598)**	**(67,966,899)**	**(68,332,776)**	**(68,832,178)**	**(67,503,962)**	**(66,268,746)**	**(65,000,598)**
CASH & INVESTMENTS OVER/(UNDER) RESERVE & LIABILITY REQUIREMENTS	**58,367,283**	**52,626,740**	**52,308,763**	**51,876,580**	**56,354,253**	**62,625,181**	**72,138,298**

Net Assets

ENDING NET ASSETS	83,769,087	78,392,138	75,646,317	73,898,211	74,687,741	78,728,211	86,101,435
Less: Reserve Requirements	**(45,481,784)**	**(50,191,459)**	**(53,205,801)**	**(56,416,667)**	**(57,854,211)**	**(59,436,357)**	**(61,027,868)**
NET ASSETS OVER/(UNDER) RESERVE REQUIREMENTS	**38,287,303**	**28,200,679**	**22,440,516**	**17,481,544**	**16,833,530**	**19,291,854**	**25,073,567**

FY27 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 solid waste program administration, debt service, zero waste programs, and solid waste disposal programs and facilities.

   Incremental Systems Benefit Charge - Paid by entities who receive sector specific services (single-family homeowners pay for curbside recycling collection and processing, businesses pay for the commercial recycling program, technical outreach and enforcement, 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 Shady Grove 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 a week 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

FY27 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		0.87758	$ 61.43	$ 83.48	$ 257.14	$ 160.00	$ 123.67	$ 685.72
Outside Leaf Vacuuming District	$ 70.00		0.87758	$ 61.43	$ 83.48	$ 257.14	$ 160.00		$ 562.05
Incorporated					$ 83.48				$ 83.48
SUBDISTRICT B SINGLE-FAMILY**									
Incorporated					$ 83.48				$ 83.48
Inside Leaf Vacuuming District									
Unincorporated	$ 70.00		0.87758	$ 61.43	$ 83.48	$ 257.14		$ 123.67	$ 525.72
Outside Leaf Vacuuming District									
Unincorporated	$ 70.00		0.87758	$ 61.43	$ 83.48	$ 257.14			$ 402.05
MULTI-FAMILY RESIDENTIAL**									
Incorporated					$ 26.94	$ 5.76			$ 32.70
Unincorporated									
Outside Leaf Vacuuming District					$ 26.94	$ 5.76			$ 32.70
Inside Leaf Vacuuming District					$ 26.94	$ 5.76		$ 4.61	$ 37.31
NONRESIDENTIAL - $/2,000 SQ. FT. * **									
Code Reference									
Waste Generation Categories									
Low					$ 210.14	$ 29.13			$ 239.27
Medium Low					$ 630.41	$ 87.40			$ 717.81
Medium					$ 1,050.68	$ 145.67			$ 1,196.35
Medium High					$ 1,470.95	$ 203.94			$ 1,674.89
High					$ 1,891.23	$ 262.20			$ 2,153.43

OTHER FY27 SOLID WASTE CHARGES

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) $75 / 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 $ 105.00 / disposal ton	Miscellaneous (48-31(f)): Compost Bins $0.00 each

* Note: Base Sysems Benefit Charges are set to cover County Base Systems Costs net of Disposal Charges.

** With respect to Base and Incremental Systems Benefit Charges, this category includes dwellings in buildings of six or fewer households.

*** The Nonresidential rate multiplied by the total number of 2,000 square foot units of enclosed area equals the nonresidential charge.

Alcohol Beverage Services

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$81,926,978	419.80

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 FY27 Operating Budget for the Alcohol Beverage Services is $81,926,978, an increase of $3,975,363 or 5.10 percent from the FY26 Approved Budget of $77,951,615. Personnel Costs comprise 62.38 percent of the budget for 343 full-time position(s) and 107 part-time position(s), and a total of 419.80 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 37.62 percent of the FY27 budget.

In FY27, Alcohol Beverage Services will make a $10.4 million earnings transfer to the General Fund, a $5.1 million indirect costs transfer, and make $10.5 million in debt service payments on Liquor Control Revenue Bonds for a total contribution of $26.0 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

- Create a customer service training program for retail store employees in collaboration with Montgomery College as a way to improve the retail customer service experience and increase customer satisfaction.
- Recognize and award licensed establishments that pass compliance checks to prevent under-21 alcohol consumption.
- 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.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Leveraged a dormant 2017 law to allow beer and wine stores to enter an agreement with the department to sell ready-to-drink distilled spirit beverages with less than 8 percent alcohol by volume, giving a needed boost to these businesses' bottom line.
- Expanded the licensee education program to include a partnership with the non-profit organization Safe Bars to provide free bystander intervention and de-escalation training in preventing sexual violence.
- Expanded the Under-21 Alcohol Prevention program by partnering with Excel Beyond the Bell, a public-private partnership offering programs designed to inspire youth to realize their full potential.
- Opened the relocated and rebranded retail stores at Westbard, White Oak, and Wheaton with updated and enhanced shopping environments and tasting rooms for product education.
- Modernized the internal and external facing web applications to align with the latest standards for enhanced scalability, performance, security, and user-centric design.

PROGRAM CONTACTS

Contact Scott McClure of the Alcohol Beverage Services at 240-777-6436 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 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 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 technology staff provide the design, operation, maintenance, and protection of all information technology initiatives for the department.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Total sales overall [1]	$309,456,561	$304,372,610	$304,372,610	$304,372,610	$304,372,610
Gross profit	$100,707,363	$96,512,509	$97,359,954	$94,205,602	$98,870,875
Transfer to General Fund [2]	$39,072,413	$26,159,603	$23,718,503	$20,723,790	$20,518,648

[1] *The FY26-FY28 projections reflect recent shifts in the U.S. alcohol market which are attributed to evolving consumer preferences and economic factors.*

[2] *The FY25 General Fund transfer includes $9.1 million in indirect costs and bond payments. The FY26-FY28 projections reflect market conditions.*

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**19,290,943**	**45.80**
Increase Cost: IT Expenses	1,030,616	0.00
Increase Cost: DGS and other Chargebacks	200,953	0.00
Decrease Cost: Other Professional Services	(213,123)	0.00
Decrease Cost: Advertising and Marketing	(230,477)	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.	2,534,291	0.00
FY27 Recommended	**22,613,203**	**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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of unique licensees that ordered items (monthly average)	864	837	835	835	835
Number of items shipped to customers - licensees only	3,854,217	3,738,411	3,626,258	3,517,471	3,412,947
Percent of items shipped on time and intact - licensees only	96.4%	98.3%	98.5%	98.8%	99.0%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**8,275,207**	**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.	(359,071)	(1.00)
FY27 Recommended	**7,916,136**	**73.00**

Licensure, Regulation and Education

This program includes issuance of alcoholic beverage 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 alcoholic beverages.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Number of valid licensed businesses registered with ABS	1,056	1,077	1,080	1,083	1,086
Number of annual alcohol compliance checks to minors (under 21)	114	300	300	300	300
Number of licensed business inspections	2,744	3,900	3,500	3,700	3,700
Percent of licensees that fail compliance checks (number of establishments that fail / number of total compliance checks)	13.2%	19.0%	25.0%	25.0%	25.0%

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,652,496**	**13.39**
Increase Cost: Miscellaneous Licensure Expenditures	41,790	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.	(24,400)	(1.00)
FY27 Recommended	**2,669,886**	**12.39**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Total retail stores sales	$132,586,061	$125,435,808	$121,672,734	$118,022,552	$114,481,875
Average licensee satisfaction score from annual survey - Retail Operations (scale of 1-5)	4.1	4.0	4.0	4.0	4.2

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**35,871,987**	**202.28**
Increase Cost: Retail Store Leases	205,092	0.00
Increase Cost: Credit Card Fees	150,000	0.00
Increase Cost: Water and Sewer Budget	44,090	0.00
Decrease Cost: The Shift4 Credit Card Services Program	(1,051,900)	0.00
Reduce: Retail Sales Operations Program - Abolish Positions Through Attrition	(1,464,323)	(13.20)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,090,697	1.70
FY27 Recommended	**34,845,643**	**190.78**

Warehouse Operations

This program involves management of the County's beverage alcohol warehouse and includes the purchase, receipt, and storage of different stock and special order items.

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28

Program Performance Measures	Actual FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Percent of shipped items returned	0.10%	0.27%	0.23%	0.20%	0.15%
Percent of items shipped on time and intact - stock products - licensees only	96.8%	98.8%	99.0%	99.0%	99.0%
Percent of items shipped on time and intact - special order products - licensees only	89.6%	99.4%	99.0%	99.0%	99.0%
Average licensee satisfaction score from annual survey - Wholesale Operations (scale of 1-5)	4.0	4.0	4.0	4.0	4.2

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**11,860,982**	**97.83**
Increase Cost: Capital Equipment	188,000	0.00
Decrease Cost: Holiday Premium for Wholesale Operations	(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.	2,033,128	0.00
FY27 Recommended	**13,882,110**	**97.83**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
LIQUOR CONTROL					
EXPENDITURES					
Salaries and Wages	36,255,845	36,478,478	36,253,756	37,407,264	2.6 %
Employee Benefits	11,827,114	13,161,005	13,085,727	13,699,018	4.1 %
Liquor Control Personnel Costs	**48,082,959**	**49,639,483**	**49,339,483**	**51,106,282**	**3.0 %**
Operating Expenses	19,443,586	19,544,942	19,344,942	20,125,406	3.0 %
Capital Outlay	960,569	100,800	100,800	188,000	86.5 %
Debt Service GO Bonds	8,239,590	0	0	0	—
Debt Service Other	0	8,666,390	8,666,390	10,507,290	21.2 %
Liquor Control Expenditures	**76,726,704**	**77,951,615**	**77,451,615**	**81,926,978**	**5.1 %**
PERSONNEL					
Full-Time	347	350	350	343	-2.0 %
Part-Time	121	117	117	107	-8.6 %
FTEs	432.30	433.30	433.30	419.80	-3.1 %
REVENUES					
Liquor Licenses	1,876,222	1,206,955	1,792,869	1,734,636	43.7 %
Other Licenses/Permits	73,800	117,600	70,521	68,231	-42.0 %
Other Charges/Fees	14,620	23,887	13,970	13,517	-43.4 %
Other Fines/Forfeitures	130,535	63,383	74,470	120,684	90.4 %
Liquor Sales	96,512,511	99,818,282	97,155,090	93,999,436	-5.8 %
Miscellaneous Revenues	2,948,481	0	0	7,956	—
Investment Income	(214,388)	438,850	204,864	198,210	-54.8 %
Bag Tax	6,841	0	6,537	6,325	—
Liquor Control Revenues	**101,348,622**	**101,668,957**	**99,318,321**	**96,148,995**	**-5.4 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
LIQUOR CONTROL		
FY26 ORIGINAL APPROPRIATION	**77,951,615**	**433.30**
Changes (with service impacts)		
Reduce: Retail Sales Operations Program - Abolish Positions Through Attrition [Retail Sales Operations]	(1,464,323)	(13.20)
Other Adjustments (with no service impacts)		
Increase Cost: FY27 Compensation Adjustment	1,983,451	0.00
Increase Cost: Debt Service	1,840,900	0.00
Increase Cost: IT Expenses [Administration]	1,030,616	0.00
Increase Cost: Lapse Adjustment	742,095	0.00
Increase Cost: Annualization of FY26 Compensation Increases	368,749	0.00
Increase Cost: Retail Store Leases [Retail Sales Operations]	205,092	0.00
Increase Cost: DGS and other Chargebacks [Administration]	200,953	0.00
Increase Cost: Capital Equipment [Warehouse Operations]	188,000	0.00
Technical Adj: Midyear Technical Adjustment and Annualization of FY26 Personnel Costs	152,057	(0.30)
Increase Cost: Credit Card Fees [Retail Sales Operations]	150,000	0.00
Increase Cost: Risk Management Adjustment	115,450	0.00
Increase Cost: Motor Pool Adjustment	89,754	0.00
Increase Cost: Printing and Mail	79,774	0.00
Increase Cost: Water and Sewer Budget [Retail Sales Operations]	44,090	0.00
Increase Cost: Miscellaneous Licensure Expenditures [Licensure, Regulation and Education]	41,790	0.00
Increase Cost: DEP-RRM Chargeback	17,645	0.00
Decrease Cost: Retirement Adjustment	(115,230)	0.00
Decrease Cost: Holiday Premium for Wholesale Operations [Warehouse Operations]	(200,000)	0.00
Decrease Cost: Other Professional Services [Administration]	(213,123)	0.00
Decrease Cost: Advertising and Marketing [Administration]	(230,477)	0.00
Decrease Cost: The Shift4 Credit Card Services Program [Retail Sales Operations]	(1,051,900)	0.00
FY27 RECOMMENDED	**81,926,978**	**419.80**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Administration	19,290,943	45.80	22,613,203	45.80
Delivery Operations	8,275,207	74.00	7,916,136	73.00
Licensure, Regulation and Education	2,652,496	13.39	2,669,886	12.39
Retail Sales Operations	35,871,987	202.28	34,845,643	190.78
Warehouse Operations	11,860,982	97.83	13,882,110	97.83
Total	**77,951,615**	**433.30**	**81,926,978**	**419.80**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
LIQUOR CONTROL						
EXPENDITURES						
FY27 Recommended	**81,927**	**81,927**	**81,927**	**81,927**	**81,927**	**81,927**
No inflation or compensation change is included in outyear projections.						
Debt Service	**0**	**(2)**	**3**	**(3,655)**	**(3,654)**	**(3,654)**
Debt service estimates include Liquor Control Revenue Bonds, Master Lease Agreements for Forklifts, Delivery Trucks, and ERP system.						
Retail Store Leases	**0**	**241**	**489**	**745**	**745**	**745**
The leases for retail stores are based on average annual increases per lease agreement.						
Labor Contracts	**0**	**398**	**398**	**398**	**398**	**398**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**81,927**	**82,564**	**82,817**	**79,415**	**79,416**	**79,416**

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Cable Television Communications Plan

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$7,824,171	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; Montgomery Connects; 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 FY27 Operating Budget for the Office of Broadband Programs is $7,824,171, an increase of $2,189,001 or 38.85 percent from the FY26 Approved Budget of $5,635,170. 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 FY27 budget.

In FY25, the County Executive shifted critical programs out of the Cable Fund and into the Department of Technology 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 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**

PROGRAM CONTACTS

Contact Leny Bautista of the Department of Technology and Enterprise Business Solutions at 240-777-2865 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 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

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**808,379**	**0.00**
Decrease Cost: Montgomery Connect Adjustment Due to a Decline in Revenue	(180,772)	0.00
FY27 Recommended	**627,607**	**0.00**

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 FY24	Actual FY25	Estimated FY26	Target FY27	Target FY28
Hours of Montgomery Community Media (MCM) volunteer effort in creating public access programming	8,525	7,217	7,270	7,335	7,482

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,480,422**	**0.00**
Re-align: Increase Appropriation Offset by Reduction in General Fund Transfer for MCPS and College Cable TV Fund	2,558,122	0.00
FY27 Recommended	**5,038,544**	**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 with 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,346,369**	**0.00**
Re-align: Municipal Transfer Adjustment Due to a Decline in Revenue	(188,349)	0.00
FY27 Recommended	**2,158,020**	**0.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
CABLE TELEVISION					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Cable Television Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	6,442,517	5,635,170	5,635,170	7,824,171	38.9 %
Cable Television Expenditures	**6,442,517**	**5,635,170**	**5,635,170**	**7,824,171**	**38.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
REVENUES					
Franchise Fees	11,467,348	10,636,116	10,862,834	9,920,093	-6.7 %
PEG Capital Revenue	4,335,901	4,085,626	4,152,308	3,838,999	-6.0 %
PEG Operating Revenue	2,556,323	2,296,044	2,365,392	2,113,057	-8.0 %
Tower Application Fees	108,500	89,032	250,000	250,000	180.8 %
Miscellaneous Revenues	1,000,000	0	0	0	—
Investment Income	275,275	92,860	207,990	164,420	77.1 %
Cable Television Revenues	**19,743,347**	**17,199,678**	**17,838,524**	**16,286,569**	**-5.3 %**

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
CABLE TELEVISION		
FY26 ORIGINAL APPROPRIATION	**5,635,170**	**0.00**
Other Adjustments (with no service impacts)		
Re-align: Increase Appropriation Offset by Reduction in General Fund Transfer for MCPS and College Cable TV Fund [Montgomery Community Media]	2,558,122	0.00
Decrease Cost: Montgomery Connect Adjustment Due to a Decline in Revenue [Connect Montgomery Alliance]	(180,772)	0.00
Re-align: Municipal Transfer Adjustment Due to a Decline in Revenue [Municipal Support]	(188,349)	0.00
FY27 RECOMMENDED	**7,824,171**	**0.00**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Connect Montgomery Alliance	808,379	0.00	627,607	0.00
Montgomery Community Media	2,480,422	0.00	5,038,544	0.00
Municipal Support	2,346,369	0.00	2,158,020	0.00
Total	**5,635,170**	**0.00**	**7,824,171**	**0.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
CABLE TELEVISION						
EXPENDITURES						
FY27 Recommended	**7,824**	**7,824**	**7,824**	**7,824**	**7,824**	**7,824**
No inflation or compensation change is included in outyear projections.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
Subtotal Expenditures	**7,824**	**7,824**	**7,824**	**7,824**	**7,824**	**7,824**

FY27-32 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Cable Communications Plan							
FISCAL PROJECTIONS	FY26 APPROVED	FY26 ESTIMATE	FY27 RECOMMENDED	FY28 PROJECTION	FY29 PROJECTION	FY30 PROJECTION	FY31 PROJECTION	FY32 PROJECTION
ASSUMPTIONS								
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%
BEGINNING FUND BALANCE	**(1,771,232)**	**700,905**	**658,270**	**897,668**	**727,398**	**552,211**	**373,119**	**190,316**
REVENUES								
Charges For Services	17,106,818	17,630,534	**16,122,149**	14,767,502	13,414,085	12,061,761	10,710,405	9,359,891
Franchise Fees	10,636,116	10,862,834	**9,920,093**	9,073,439	8,227,553	7,382,351	6,537,753	5,693,694
PEG Capital Grants	4,085,626	4,152,308	**3,838,999**	3,583,707	3,328,416	3,073,124	2,817,833	2,562,541
PEG Operating Grants	2,296,044	2,365,392	**2,113,057**	1,860,356	1,608,116	1,356,286	1,104,819	853,656
Tower Application Fees	89,032	250,000	**250,000**	250,000	250,000	250,000	250,000	250,000
Miscellaneous	92,860	0	**164,420**	151,770	151,770	151,770	151,770	151,770
Subtotal Revenues	**17,199,678**	**17,630,534**	**16,286,569**	**14,919,272**	**13,565,855**	**12,213,531**	**10,862,175**	**9,511,661**
INTERFUND TRANSFERS (Net Non-CIP)	**(9,225,989)**	**(9,225,989)**	**(5,450,000)**	**(6,578,693)**	**(5,726,514)**	**(4,875,488)**	**(4,144,294)**	**(3,633,999)**
Transfer to General Fund	(6,469,433)	(6,469,433)	(5,450,000)	(6,578,693)	(5,726,514)	(4,875,488)	(4,144,294)	(3,633,999)
Transfer to Montgomery College for MC Cable Fund	(1,378,278)	(50,000)	0	0	0	0	0	0
MC Cable Fund Restricted PEG Operating	(421,565)	(421,565)	0	0	0	0	0	0
MC Cable Fund Unrestricted	(956,713)	(956,713)	0	0	0	0	0	0
Transfer to MCPS for MCPS Instructional TV Fund	(1,378,278)	(1,378,278)	0	0	0	0	0	0
MCPS Instructional TV Fund Restricted PEG Operating	(421,564)	(421,564)	0	0	0	0	0	0
MCPS Instructional TV Fund Unrestricted	(956,714)	(956,714)	0	0	0	0	0	0
TOTAL RESOURCES	**6,202,457**	**9,105,450**	**11,494,839**	**9,238,247**	**8,566,739**	**7,890,254**	**7,091,001**	**6,067,978**
CIP CURRENT REVENUE APPROP.	**(3,020,000)**	**(3,020,000)**	**(2,773,000)**	**(1,846,000)**	**(1,600,000)**	**(1,353,000)**	**(1,353,000)**	**(1,353,000)**
PSP OPER. BUDGET APPROP/ EXP'S.								
Operating Budget	**(5,635,170)**	**(5,635,170)**	**(7,824,171)**	**(6,942,597)**	**(6,282,448)**	**(5,620,665)**	**(4,961,161)**	**(4,292,301)**
Transfer to City of Rockville	**(1,235,952)**	**(1,235,952)**	**(1,127,229)**	**(1,036,739)**	**(946,309)**	**(855,936)**	**(765,613)**	**(675,334)**
City of Rockville Franchise Fees	(483,867)	(483,867)	(443,765)	(405,893)	(368,053)	(330,244)	(292,461)	(254,703)
City of Rockville PEG Capital Grants	(610,399)	(610,399)	(548,428)	(511,958)	(475,488)	(439,018)	(402,548)	(366,077)
City of Rockville PEG Operating Grants	(141,686)	(141,686)	(135,036)	(118,888)	(102,768)	(86,675)	(70,605)	(54,554)
Transfer to City of Takoma Park	**(542,261)**	**(542,261)**	**(503,523)**	**(454,919)**	**(406,379)**	**(357,894)**	**(309,459)**	**(261,064)**
City of Takoma Park Franchise Fees	(153,490)	(153,490)	(140,772)	(128,756)	(116,752)	(104,759)	(92,773)	(80,796)
City of Takoma Park PEG Capital Grants	(142,426)	(142,426)	(127,967)	(119,457)	(110,947)	(102,437)	(93,928)	(85,418)
City of Takoma Park PEG Operating Grants	(246,345)	(246,345)	(234,784)	(206,706)	(178,680)	(150,698)	(122,758)	(94,851)
Transfer to Other Municipalities	**(568,156)**	**(568,156)**	**(527,268)**	**(476,641)**	**(426,076)**	**(375,568)**	**(325,110)**	**(274,695)**
Other Municipalities Franchise Fees	(179,385)	(179,385)	(164,517)	(150,478)	(136,449)	(122,432)	(108,425)	(94,426)
Other Municipalities PEG Capital Grants	(142,426)	(142,426)	(127,967)	(119,457)	(110,947)	(102,437)	(93,928)	(85,418)
Other Municipalities PEG Operating Grants	(246,345)	(246,345)	(234,784)	(206,706)	(178,680)	(150,698)	(122,758)	(94,851)
Transfer to Montgomery Community Media	**(2,480,422)**	**(2,480,422)**	**(5,038,544)**	**(4,404,578)**	**(3,987,076)**	**(3,567,728)**	**(3,150,473)**	**(2,723,700)**
Montgomery Community Media PEG Operating Grants	(1,661,883)	(1,661,883)	(1,528,932)	(1,391,328)	(1,266,108)	(1,139,498)	(1,014,153)	(882,313)
Montgomery Community Media Franchise Fees	(818,539)	(818,539)	(753,056)	(685,281)	(623,606)	(561,245)	(499,508)	(434,572)
MC Cable Fund Restricted PEG Capital			0	(215,874)	(133,961)	(51,765)	0	0
MC Cable Fund Restricted PEG Operating			(412,373)	(321,388)	(262,192)	(203,485)	(144,596)	(87,414)
MC Cable Fund Unrestricted			(965,905)	(626,722)	(652,528)	(678,243)	(673,810)	(615,993)
MCPS Instructional TV Fund Restricted PEG Capital			0	(215,874)	(133,960)	(51,765)	0	0
MCPS Instructional TV Fund Restricted PEG Operating			(412,372)	(321,386)	(262,191)	(203,484)	(144,595)	(87,414)
MCPS Instructional TV Fund Unrestricted			(965,906)	(626,724)	(652,530)	(678,244)	(673,811)	(615,993)
Transfer to PEG (Formerly Connect Montgomery Alliance)	**(808,379)**	**(808,379)**	**(627,607)**	**(569,721)**	**(516,608)**	**(463,538)**	**(410,506)**	**(357,507)**
Connect Montgomery Alliance Franchise Fees	(170,043)	(170,043)	(365,970)	(168,634)	(153,495)	(137,836)	(122,600)	(92,408)
Connect Montgomery Alliance PEG Capital	(638,336)	(638,336)	(261,637)	(401,087)	(363,113)	(325,702)	(287,906)	(265,099)
Adjustment for PY Encumbrances		0						
Subtotal Unrestricted Approp/Exp	**(5,635,170)**	**(5,635,170)**	**(7,824,171)**	**(6,510,849)**	**(6,014,527)**	**5,517,135**	**(4,961,161)**	**(4,292,301)**
OTHER CLAIMS ON FUND BALANCE	**0**	**0**	**0**	**(154,000)**	**(400,000)**	**(647,000)**	**(586,524)**	**(418,973)**
TOTAL USE OF RESOURCES	**(8,655,170)**	**(8,655,170)**	**(10,597,171)**	**(8,510,849)**	**(8,014,527)**	**(7,517,135)**	**(6,900,685)**	**(6,064,274)**
RESTRICTED PEG CAPITAL FUND BALANCE	**0**	**0**	**0**	**154,000**	**554,000**	**1,201,000**	**1,787,524**	**2,206,497**
RESTRICTED PEG OPERATING FUND BALANCE	**0**	**69,348**	**(0)**	**0**	**0**	**0**	**0**	**0**
UNRESTRICTED YEAR END FUND BALANCE	**(2,452,713)**	**658,270**	**897,668**	**727,398**	**552,211**	**373,119**	**190,316**	**3,704**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	**-39.5%**	**7.2%**	**7.8%**	**7.9%**	**6.4%**	**4.7%**	**2.7%**	**0.1%**

Assumptions:
1. "Cord cutting" will continue to drive revenue shortfalls for the Cable Fund at an accelerating rate.
2. PEG Capital Fund Balance retains availability of funds for potential CIP funding switch in FY28 and beyond.

Major Issues:
1. Cable Fund revenue continues to decline at a rapid rate, and there are no new sources of revenue to offset this trend.

Notes:
1.The projections are based on the Executive's FY27 Recommended Budget and reflect the revenue and resource assumptions included in the recommendation. Future revenues, expenditures, and fund balances may change due to adjustments in fees, tax rates, usage, inflation, future labor agreements, and other factors not assumed in this analysis.
2. The projections assume that future declines in Cable Revenue will the outyear estimates; however there is a possibility that Cable revenues will decrease more rapidly than the Office of Management and Budgets current projections.
3. The "Transfers to the General Fund" referenced under Interfund Transfers will support programs including FiberNet, Community Technology, Community Engagement, Montgomery Connects, County Council Communications, Public Information, and Maryland-National Capital Park and Planning Commission Wi-Fi in the Parks. All expenditures will comply with the requirements of the County Code, and these programs will also receive additional support from the Generd Fund.
4. In FY27, Montgomery Community Television will receive the full funding allocation for operating the Community and Educatbn access channels (MCM, MCPSTV and MCTV)

Non-Departmental Accounts

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$395,083,198	46.79

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 FY27, 49 NDAs are funded.

BUDGET OVERVIEW

The total recommended FY27 Operating Budget for the Non-Departmental Accounts is $395,083,198, an increase of $40,461,303 or 11.41 percent from the FY26 Approved Budget of $354,621,895. Personnel Costs comprise 3.26 percent of the budget for 26 full-time position(s) and no part-time position(s), and a total of 46.79 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 96.74 percent of the FY27 budget.

PROGRAM CONTACTS

Contact Payne Tarkenton of the Office of Management and Budget at 240-777-2758 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**7,053,955**	**0.00**
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	176,349	0.00
FY27 Recommended	**7,230,304**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**579,309**	**0.00**
Increase Cost: FY27 Biohub Memorandum of Understanding	17,379	0.00
FY27 Recommended	**596,688**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**29,665**	**0.00**
FY27 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,150**	**0.00**
Decrease Cost: Operating Expenses During Off Cycle Year	(1,000)	0.00
FY27 Recommended	**150**	**0.00**

Children's Opportunity Alliance (COA)

Designated as Montgomery County's Early Care and Education Coordinating Entity on July 12, 2022, under Bill 42-21, the Children's Opportunity Alliance, 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**775,465**	**0.00**
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	19,387	0.00
FY27 Recommended	**794,852**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**488,344**	**0.00**
FY27 Recommended	**488,344**	**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 $13,680,967 within the Community Grants NDA will support:

- Continuing funding for Multi-Year Community Grants NDA Awards: $5,473,391 will maintain current funding levels for all Community Grants through FY27.
- Legacy Renewals: $4,410,479 will continue all FY26 Legacy Renewals grants through FY27.
- Nonprofit Strategic Plan Implementation Grants (formerly Nonprofit Technical Assistance and Management Support Grants): $1 million will be available to strengthen County non-profit organizations to implement their strategic plans in response to adverse Federal actions.
- Nonprofit Resiliency Centers (formerly Nonprofit Incubators): $1 million will continue to build the resiliency of beneficiary nonprofits so that they remain solvent and continue to provide programs and services in Montgomery County by providing sustained, innovative, accessible, and community-based developmental and shared services support for non-profit organizations with the potential to serve the County's most hard-to-reach and underserved communities.
- Nonprofit Federal Resiliency Grants: $1.5 million will continue to be available to offset cancelled or delayed Federal funds due to the recent Federal Government shutdown or other adverse administration actions.
- Two and a Half Percent Inflationary Increase for Non-Profit Partners: $297,096 provides a two and a half 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 $1,000,000 for Arts Facility Capital Grants and $2,000,000 for non-Arts Facility Capital Grants to match non-profit State capital awards.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**13,379,684**	**0.00**
Add: Nonprofit Federal Resiliency Grants	1,500,000	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	297,097	0.00
Reduce: FY24 Underserved Communities Projects Winners	(819,545)	0.00
Reduce: FY25 Community Grants Winners	(108,230)	0.00
Reduce: FY26 Legacy Renewals	(508,039)	0.00
Reduce: Nonprofit Resiliency Centers (formerly Nonprofit Incubators)	(30,000)	0.00
Reduce: Nonprofit Strategic Plan Implementation Grants (formerly Nonprofit Technical Assistance and Management Support Grants)	(30,000)	0.00
FY27 Recommended	**13,680,967**	**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 employees are not eligible for service increments. Performance-based awards for MLS employees are funded in FY27.

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**3,653,000**	**0.69**
Increase Cost: FY26 Local Share of MCPS Pension Costs	19,857,624	0.00
Increase Cost: FY27 Proposed Local Share of MCPS Pension Costs	7,367,029	0.00
Increase Cost: FY27 Compensation Adjustment	3,253,700	0.00
Increase Cost: FY26 Local Share of Montgomery College Pension Costs	1,003,851	0.00
Increase Cost: FY27 Proposed Local Share of Montgomery College Pension Costs	526,025	0.00
Increase Cost: FY27 Compensation Adjustment	389,343	0.00
Increase Cost: Annualization of FY26 Compensation Increases	12,568	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.	(22,323)	(0.05)
FY27 Recommended	**36,040,817**	**0.64**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,330,606**	**0.00**
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	58,265	0.00
FY27 Recommended	**2,388,871**	**0.00**

Conference Center

The Conference Center NDA funds:

- 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**579,829**	**1.00**
Increase Cost: FY27 Compensation Adjustment	8,290	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.	2,206	0.00
FY27 Recommended	**590,325**	**1.00**

Consolidated Retiree Health Benefit Trust - College

This NDA provides consolidated funding for Montgomery College's contribution to the Retiree Health Benefits Trust.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**0**	**0.00**

FY27 Recommended Changes	Expenditures	FTEs
FY27 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**57,970,328**	**0.00**
Increase Cost: Actuarial Valuation Adjustment	3,233,450	0.00
FY27 Recommended	**61,203,778**	**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).

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**76,533**	**0.00**
FY27 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**17,983,169**	**0.00**
Increase Cost: Contract Increase to Support Information Technology Agreements	1,148,472	0.00
FY27 Recommended	**19,131,641**	**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 and 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**15,651,050**	**16.00**
Add: Funding to Early Care and Education NDA Base Budget to Move 23 Children from State Child Care Scholarship Waitlist to County Working Parents Assistance Program	500,000	0.00
Increase Cost: FY27 Compensation Adjustment	69,121	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	22,163	0.00
Shift: Existing Expense from Operating Expense to Personnel Cost to Reflect Addition of Seven Merit Staff Positions That Will Support the Early Care and Education Initiative	0	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.	61,201	0.00
FY27 Recommended	**16,303,535**	**23.00**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**20,000,000**	**0.00**
FY27 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**28,020**	**0.00**
FY27 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. The budget does not include employer contributions from participating outside agencies.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**45,963,359**	**0.00**
Increase Cost: Restore Funding from One-Time Utilization of Other Post-Employment Benefits in FY26	13,538,000	0.00
Increase Cost: Additional Cost for Increased Claims Expense	2,207,556	0.00
Decrease Cost: Utilization of Other Post-Employement Benefits Trust Funds, per FY27 Valuation	(34,494,000)	0.00
FY27 Recommended	**27,214,915**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**228,522**	**0.00**
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	5,713	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.	(50,000)	0.00
FY27 Recommended	**184,235**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**62,089**	**0.00**
FY27 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**9,159,168**	**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.	378,371	0.00
FY27 Recommended	**9,537,539**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**0**	**0.00**
Increase Cost: Inauguration and Transition Budget	150,000	0.00
FY27 Recommended	**150,000**	**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 four 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), the Germantown Innovation Center on the campus of Montgomery College (under lease from the College Foundation until 2036), and the AI Innovation Center located in North Bethesda (under lease). 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**4,510,754**	**3.00**
Eliminate: Program Manager Position from Incubator NDA	(50,344)	(1.00)
Shift: Two Program Manager Positions to the Small Business Support Services NDA for Outreach and Community Liaison Duties	(327,097)	(2.00)
FY27 Recommended	**4,133,313**	**0.00**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**434,735**	**0.15**
Increase Cost: FY27 Compensation Adjustment	1,119	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.	406	0.00
FY27 Recommended	**436,260**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**3,000**	**0.00**
FY27 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,436,044**	**0.00**
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	60,901	0.00
FY27 Recommended	**2,496,945**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**0**	**0.00**
Increase Cost: Labor Management Relations Committee Funding	100,000	0.00
FY27 Recommended	**100,000**	**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 FY27, approximately 82 leases are budgeted. The inventory of leases is constantly shifting as new leases are added, and existing leases are terminated.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**17,066,260**	**0.00**
Add: Lease Costs Supporting Relocation of MCPS Bus Depot Operations	2,475,343	0.00
Increase Cost: Restoration of One-Time Item Approved in FY26	1,987,450	0.00
Increase Cost: FY27 Estimated Net Change in Lease Cost and Rent and Maintenace Chargeback	1,660,608	0.00
Add: Automated Traffic Enforcement Unit Space Expansion	107,955	0.00
Add: Temporary 4th District Police Station Relocation	100,000	0.00
Decrease Cost: Rent and Maintenance Chargeback	(583,350)	0.00
FY27 Recommended	**22,814,266**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,708,064**	**13.00**
Increase Cost: FY27 Compensation Adjustment	74,273	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	515	0.00
Decrease Cost: Retirement Adjustment	(3,870)	0.00
FY27 Recommended	**2,778,982**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,139,148**	**0.00**
FY27 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: developing training and networking opportunities for instructors and program administrators of ESOL (English for Speakers of Other Languages) programs throughout the County, providing technical assistance, coordinating new program initiatives to expand access to ESOL classes, and sharing data. MCAEL convenes the ESOL community, connects with businesses and other organizations, and leverages funding to improve program quality and coordination. The County's contribution is implemented by a contract between Montgomery County Public Libraries and MCAEL.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,587,393**	**0.00**
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	64,685	0.00
FY27 Recommended	**2,652,078**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**5,261,076**	**0.00**
Enhance: Expanded Marketing and Advertising to Support Countywide Economic Development Efforts	338,924	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	131,527	0.00
FY27 Recommended	**5,731,527**	**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 County Council approval.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**16,900,252**	**0.00**
Restore: One-Time Reduction from FY26	2,291,804	0.00
Increase Cost: Align Appropriation with Department of Finance Projection	193,670	0.00
FY27 Recommended	**19,385,726**	**0.00**

Montgomery County Investment Boards

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. Administration of the County's retirement plans, including member services, financial reporting, and compliance, is conducted by the Retirement Administration Division of the Department of Finance.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**0**	**0.00**
FY27 Recommended	**0**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**1,390,000**	**0.00**
Add: New Vehicle for Health and Human Services Mobile Crisis Outreach Team	41,200	0.00
Decrease Cost: Elimination of FY24-26 Funding for Sheriff Vehicles per Collective Bargaining Agreement	(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.	(190,000)	0.00
FY27 Recommended	**41,200**	**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 - FY27 Recommended

Municipality	FY27 Payment	
Brookeville	$	18,655
Chevy Chase, Sec. III	$	67,958
Chevy Chase View	$	95,233
Chevy Chase Village	$	386,723
Town of Chevy Chase	$	290,973
Drummond	$	10,644
Friendship Heights	$	125,931
Gaithersburg	$	7,118,106
Garrett Park	$	143,144
Glen Echo	$	43,975
Kensington	$	343,677
Laytonsville	$	88,875
Martin's Additions	$	61,902
North Chevy Chase	$	58,260
Oakmont	$	7,563
Poolesville	$	675,877
Rockville	$	10,815,863
Somerset	$	135,341
Takoma Park	$	5,401,982
Washington Grove	$	103,636
Total	**$**	**25,994,319**

The amounts above do not include the estimated Municipalities Speed Camera payment of $129,344.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**22,425,999**	**0.00**
Increase Cost: FY27 Increase	3,763,985	0.00
Decrease Cost: Removal of One-Time Increase to Takoma Park for Crossing Guards	(66,321)	0.00
FY27 Recommended	**26,123,663**	**0.00**

Police Accountability Board

The purpose of the Police Accountability NDA (the NDA) is to provide program support for the functions and instrumentation of the two independent public bodies it funds: the Police Accountability Board (the Board) and the Administrative Charging Committee (the Committee). Funding in the NDA accommodates the administrative needs of nine Board members and five Committee members. Administrative and operating costs incurred by those bodies include expenses for meetings, staffing support, salary compensation for Board and Committee members, office supplies, printing, interpreter services, legal advice, software licensing, and stipends for civilians appointed by the Board to serve on trial boards of police officers. The operations of the Board and the Committee are independent of all Montgomery County law enforcement agencies and leadership.

The Board is responsible for receiving and forwarding complaints of police misconduct to the appropriate agency for investigation, reviewing the outcomes of disciplinary matters considered by the Committee on a quarterly basis, meeting with the directors of local law enforcement agencies on a quarterly basis, and appointing civilians to serve on trial boards of officers accused of misconduct. See LMC 35-24(g). The Board is also responsible for publishing an annual report which describes the activities of the Board, identifies any trends in the disciplinary process of police officers in the County, and recommends changes to policy that would improve police accountability. See LMC 35-24(i).

The Committee is responsible for reviewing the investigative files (including body camera footage) prepared by law enforcement agencies in response to complaints of misconduct, determining whether the officer(s) should be administratively charged and recommending appropriate discipline, and issuing a written opinion in relation to each complaint of misconduct describing its findings, determinations, and recommendations. See LMC 35-25(i). The Committee must also include in its written opinions whether any of the allegations of misconduct are unfounded (due either to factual insufficiency or limitations in existing policy to address the situation) or if the officer(s) should be exonerated. See LMC 35-25(i)(5). Regardless of disposition, the Committee must provide a copy of its written opinions to the director of the appropriate law enforcement agency, to the accused officer, and to the complainant. LMC 35-25(i)(7). As is the case for all Administrative Charging Committees throughout Maryland, the Committee can only have five members, regardless of the Committee's total workload or size of the County. See Maryland Public Safety Article § 3-104(a)(2); see also LMC 35-25(b).

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**752,377**	**2.00**
Increase Cost: FY27 Compensation Adjustment	12,272	0.00
Increase Cost: Inflation-Based Salary Increase for Administrative Charging Committee Members	6,397	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.	797	0.00
FY27 Recommended	**771,843**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**20,000**	**0.00**
FY27 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**333,000**	**0.00**
Increase Cost: Public Elections Fund Funding	110,812	0.00
FY27 Recommended	**443,812**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**5,000**	**0.00**
FY27 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 components - 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 FY26, the prefunding contributions were budgeted at $58 million for the MCPS Consolidated Trust. No prefunding amount was required for Montgomery County Government or the Montgomery County 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 assumed the utilization of this $13.5 million for payment of a portion of the County's retiree health insurance claims. In FY27, the actuarial valuation assumes the utilization of $34.5 million for payment of a portion of the County's retiree health insurance claims.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**0**	**0.00**
FY27 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**24,496,131**	**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.	2,410,451	0.00
FY27 Recommended	**26,906,582**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**430,000**	**0.00**
Increase Cost: Rockville Parking District	7,700	0.00
FY27 Recommended	**437,700**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,287,568**	**4.00**
Shift: Two Program Manager Positions from the Incubator Programs NDA for Outreach and Community Liaison Duties	327,097	2.00
Shift: Community Based Contracts from County Executive to Small Business Support Services NDA	222,853	0.00
Increase Cost: FY27 Compensation Adjustment	39,075	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.	56,464	0.00
FY27 Recommended	**2,933,057**	**6.00**

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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**6,026,869**	**0.00**
Increase Cost: Funding for State Department of Assessments and Taxation Reimbursement Cost	1,209,461	0.00
FY27 Recommended	**7,236,330**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**221,053**	**0.00**
Increase Cost: FY27 Increase	17,780	0.00
FY27 Recommended	**238,833**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**3,586,126**	**0.00**
FY27 Recommended	**3,586,126**	**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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**5,000,000**	**0.00**
FY27 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.

FY27 Recommended Changes	Expenditures	FTEs

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**0**	**0.00**
FY27 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**227,715**	**1.00**
Add: Safe Streets for All - Federal Award	240,000	0.00
Add: Safe Streets 4 All - Required 20 Percent County Match	30,000	0.00
Increase Cost: FY27 Compensation Adjustment	5,258	0.00
Technical Adj: Vision Zero Program Headcount	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.	(5,194)	(1.00)
FY27 Recommended	**497,779**	**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; therefore, expenditures over the budgeted program amount are covered by the Weather Response Non-Departmental Account.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**2,884,990**	**0.00**
FY27 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.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**31,302,843**	**0.00**
Increase Cost: Increase Due to Actual Billing and Percentage Increase	4,806,868	0.00
FY27 Recommended	**36,109,711**	**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 Pathways for All 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.

The Dual Track Re-Entry Program provides professional development, career coaching, skills training, case management, and post-release planning programming at the American Job Center (AJC) within the Montgomery County Correctional Facility (MCCF). Alongside a broad scope of employment services for Justice-Impacted individuals, such as professional development, occupational skills training, paid transitional employment, and case management offered at the Empowerment Justice Center (EJC), Maryland's only American Job Center solely dedicated to meeting the needs of formerly incarcerated individuals.

The Federal Workforce Career Center is a specialized initiative designed to support federal employees and contractors in Montgomery County who are impacted by workforce reductions, reorganizations, or contract changes. The center provides tailored career transition services-including unemployment insurance assistance, career coaching, job placement assistance, skills

assessments, and connections to local employers and training programs-to help individuals identify their transferable skills and successfully navigate their next career step.

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**3,192,253**	**0.00**
Add: Staffing Expenses at the Upcounty American Job Center	170,000	0.00
Increase Cost: Two and a Half Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	79,806	0.00
FY27 Recommended	**3,442,059**	**0.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department or to other departments.

Guaranteed Income

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**0**	**0.00**
FY27 Recommended	**0**	**0.00**

Skills for the Future

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**0**	**0.00**
FY27 Recommended	**0**	**0.00**

State Positions Supplement

FY27 Recommended Changes	Expenditures	FTEs
FY26 Approved	**0**	**0.00**
FY27 Recommended	**0**	**0.00**

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,830,504	6,247,981	4,281,181	9,944,141	59.2 %
Employee Benefits	1,000,546	1,361,128	1,137,213	1,547,250	13.7 %
County General Fund Personnel Costs	**4,831,050**	**7,609,109**	**5,418,394**	**11,491,391**	**51.0 %**
Operating Expenses	310,032,256	326,012,786	401,489,963	361,962,464	11.0 %
County General Fund Expenditures	**314,863,306**	**333,621,895**	**406,908,357**	**373,453,855**	**11.9 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY25	Budget FY26	Estimated FY26	Recommended FY27	%Chg Bud/Rec
Full-Time	26	26	26	26	—
Part-Time	0	0	0	0	—
FTEs	52.06	40.84	40.84	46.79	14.6 %
REVENUES					
Conference Center - Rental Income	319,100	319,100	319,100	319,100	—
Miscellaneous Revenues	0	431,171	431,171	431,171	—
Property Rentals	2,889,286	3,500,000	3,500,000	3,500,000	—
Conference Center - Net Proceeds	2,769,495	3,000,000	3,000,000	3,000,000	—
Other Intergovernmental	47,654	0	0	0	—
County General Fund Revenues	**6,025,535**	**7,250,271**	**7,250,271**	**7,250,271**	**—**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	0	1,000,000	1,000,000	1,389,343	38.9 %
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**1,000,000**	**1,000,000**	**1,389,343**	**38.9 %**
Operating Expenses	1,542,841	20,000,000	20,000,000	20,240,000	1.2 %
Grant Fund - MCG Expenditures	**1,542,841**	**21,000,000**	**21,000,000**	**21,629,343**	**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					
State Grants	0	20,000,000	20,000,000	20,000,000	—
Federal Grants	1,387,140	0	0	0	—
Grant Fund - MCG Revenues	**1,387,140**	**20,000,000**	**20,000,000**	**20,000,000**	**—**

DEPARTMENT TOTALS

Total Expenditures	**316,406,147**	**354,621,895**	**427,908,357**	**395,083,198**	**11.4 %**
Total Full-Time Positions	**26**	**26**	**26**	**26**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**52.06**	**40.84**	**40.84**	**46.79**	**14.6 %**
Total Revenues	**7,412,675**	**27,250,271**	**27,250,271**	**27,250,271**	**—**

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Arts and Humanities Council	7,053,955	0.00	7,230,304	0.00
BioHub Maryland at Montgomery County	579,309	0.00	596,688	0.00

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
Boards, Committees and Commissions	29,665	0.00	29,665	0.00
Charter Review Commission	1,150	0.00	150	0.00
Children's Opportunity Alliance (COA)	775,465	0.00	794,852	0.00
Climate Change Planning	488,344	0.00	488,344	0.00
Community Grants	13,379,684	0.00	13,680,967	0.00
Compensation and Employee Benefit Adjustments	3,653,000	0.69	36,040,817	0.64
Conference and Visitors Bureau	2,330,606	0.00	2,388,871	0.00
Conference Center	579,829	1.00	590,325	1.00
Consolidated Retiree Health Benefit Trust - College	0	0.00	0	0.00
Consolidated Retiree Health Benefit Trust - MCPS	57,970,328	0.00	61,203,778	0.00
County Associations	76,533	0.00	76,533	0.00
Device Client Management	17,983,169	0.00	19,131,641	0.00
Early Care and Education	15,651,050	16.00	16,303,535	23.00
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	45,963,359	0.00	27,214,915	0.00
Guaranteed Income	0	0.00	0	0.00
Historical Activities	228,522	0.00	184,235	0.00
Homeowners' Association Road Maintenance Reimburse	62,089	0.00	62,089	0.00
Housing Opportunities Commission	9,159,168	0.00	9,537,539	0.00
Inauguration and Transition	0	0.00	150,000	0.00
Incubator Programs	4,510,754	3.00	4,133,313	0.00
Independent Audit	434,735	0.15	436,260	0.15
Interagency Technology, Policy, and Coordination Commission	3,000	0.00	3,000	0.00
KID Museum	2,436,044	0.00	2,496,945	0.00
Labor Management Relations Committee	0	0.00	100,000	0.00
Leases	17,066,260	0.00	22,814,266	0.00
Legislative Branch Communications Outreach	2,708,064	13.00	2,778,982	13.00
Metro Washington Council of Governments	2,139,148	0.00	2,139,148	0.00
Montgomery Coalition for Adult English Literacy	2,587,393	0.00	2,652,078	0.00
Montgomery County Economic Development Corporation	5,261,076	0.00	5,731,527	0.00
Montgomery County Investment Boards	0	0.00	0	0.00
Montgomery County Green Bank	16,900,252	0.00	19,385,726	0.00
Motor Pool Fund Contribution	1,390,000	0.00	41,200	0.00
Payments to Municipalities	22,425,999	0.00	26,123,663	0.00
Police Accountability Board	752,377	2.00	771,843	2.00
Prisoner Medical Services	20,000	0.00	20,000	0.00
Public Elections Fund	333,000	0.00	443,812	0.00
Public Technology, Inc.	5,000	0.00	5,000	0.00

PROGRAM SUMMARY

Program Name	FY26 APPR Expenditures	FY26 APPR FTEs	FY27 REC Expenditures	FY27 REC FTEs
UM 3 - Institute for Health Computing	5,000,000	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)	24,496,131	0.00	26,906,582	0.00
Rockville Parking District	430,000	0.00	437,700	0.00
Skills for the Future	0	0.00	0	0.00
Weather Response	2,884,990	0.00	2,884,990	0.00
Small Business Support Services	2,287,568	4.00	2,933,057	6.00
State Positions Supplement	0	0.00	0	0.00
State Property Tax Services	6,026,869	0.00	7,236,330	0.00
Takoma Park Library Annual Payments	221,053	0.00	238,833	0.00
Telecommunications	3,586,126	0.00	3,586,126	0.00
Vision Zero	227,715	1.00	497,779	1.00
Working Families Income Supplement	31,302,843	0.00	36,109,711	0.00
WorkSource Montgomery, Inc	3,192,253	0.00	3,442,059	0.00
Total	**354,621,895**	**40.84**	**395,083,198**	**46.79**

Utilities

RECOMMENDED FY27 BUDGET	FULL TIME EQUIVALENTS
$43,000,909	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 FY27 Recommended Budget for the tax-supported Utilities NDA is $43,000,909, an increase of $633,638 or 1.5 percent from the FY26 Approved Budget of $42,367,271. Allocation of these utilities expenditures is approximately: electricity, 81.0 percent; natural gas, 8.6 percent; and water and sewer, 6.0 percent. Other utilities and expenses total 4.4 percent. Approximately 32.5 percent of electricity expenditures are budgeted for solar energy generated by resiliency hubs at County facilities.

The FY27 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 $101,713,305, which includes the entire bi-county area of WSSC Water.

The FY27 Recommended tax-supported budget for utilities, including both the General Fund NDA ($43,000,909) and the other tax-supported funds ($5,346,931), is $48,347,840, an increase of $633,638 or 1.3 percent above the FY26 Approved Utilities Budget.

The FY27 Recommended Budget for non-tax supported utilities expenditures is $4,368,841, an increase of $358,689 over the FY26 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. Electricity used for the purpose of fueling electric vehicles is also budgeted in Fleet Management Services.

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 FY25	Budget FY26	Estimated FY26	Recommended FY27	%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	34,048,434	42,367,271	41,432,268	43,000,909	1.5 %
County General Fund Expenditures	**34,048,434**	**42,367,271**	**41,432,268**	**43,000,909**	**1.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

FY27 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY26 ORIGINAL APPROPRIATION	**42,367,271**	**0.00**
Changes (with service impacts)		
Enhance: Resiliency Hub and Microgrid Payments [Utilities]	2,072,293	0.00
Add: Utilities for School Bus Depot Lease [Utilities]	61,395	0.00
Enhance: Energy Benchmarking Services [Utilities]	9,937	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Utility Commodity Cost [Utilities]	839,738	0.00
Increase Cost: 7% Increase to Solid Waste Charges [Utilities]	49,984	0.00
Decrease Cost: Solid Waste Charges Correction [Utilities]	(236,547)	0.00
Shift: Electricity for Vehicle Charging [Utilities]	(2,163,162)	0.00
FY27 RECOMMENDED	**43,000,909**	**0.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
COUNTY GENERAL FUND						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY27	FY28	FY29	FY30	FY31	FY32
EXPENDITURES						
FY27 Recommended	**43,001**	**43,001**	**43,001**	**43,001**	**43,001**	**43,001**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**43,001**	**43,001**	**43,001**	**43,001**	**43,001**	**43,001**

EXPENDITURES BY DEPARTMENT/AGENCY						
	ACTUAL FY24	ACTUAL FY25	APPROVED FY26	RECOMMENDED FY27	CHANGE BUD/REC	% CHANGE BUD/REC
COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS						
NON-DEPARTMENTAL ACCOUNT						
Facilities	24,926,750	22,190,159	33,389,012	33,355,522	(33,490)	-0.1%
Traffic Signals and Streetlighting	10,512,278	9,118,636	8,978,259	9,645,387	667,128	7.4%
GENERAL FUND NDA EXPENDITURES	**35,439,028**	**31,308,795**	**42,367,271**	**43,000,909**	**633,638**	**1.50%**
OTHER TAX SUPPORTED OPERATIONS						
Transit Services	412,958	337,951	417,089	417,089	0	0.0%
Recreation	3,859,628	3,917,611	4,929,842	4,929,842	0	0.0%
SUBTOTAL	4,272,586	4,255,562	5,346,931	5,346,931	0	0.0%
TOTAL TAX SUPPORTED	**39,711,614**	**35,564,357**	**47,714,202**	**48,347,840**	**633,638**	**1.33%**
COUNTY GOVERNMENT NON-TAX SUPPORTED OPERATIONS						
Fleet Management Services	1,034,901	1,317,163	1,230,392	1,230,392	0	0.0%
Parking Districts	2,041,380	1,821,209	1,863,700	2,176,700	313,000	16.8%
Alcohol Beverage Services	632,690	586,547	725,810	771,501	45,691	6.3%
Environmental Protection (Recycling and Resource Management)	304,469	304,603	190,250	190,248	(2)	0.0%
TOTAL NON-TAX SUPPORTED	**4,013,440**	**4,029,522**	**4,010,152**	**4,368,841**	**358,689**	**8.94%**
SUMMARY - COUNTY GOVERNMENT						
TOTAL TAX SUPPORTED	39,711,614	35,564,357	47,714,202	48,347,840	633,638	1.3%
TOTAL NON-TAX SUPPORTED	4,013,440	4,029,522	4,010,152	4,368,841	358,689	8.9%
TOTAL COUNTY GOVERNMENT	**43,725,054**	**39,593,879**	**51,724,354**	**52,716,681**	**992,327**	**1.92%**
OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS						
Montgomery County Public Schools	45,606,194	49,145,560	52,559,453	56,267,609	3,708,156	7.1%
Montgomery College	8,037,186	8,837,413	9,962,387	10,737,387	775,000	7.8%
WSSC Water	22,078,964	24,646,117	27,656,333	29,576,235	1,919,902	6.9%
M-NCPPC	4,308,478	2,425,620	4,857,753	5,132,074	274,321	5.6%
TOTAL OTHER AGENCIES EXPENDITURES	**80,030,822**	**85,054,710**	**95,035,926**	**101,713,305**	**6,677,379**	**7.03%**
TOTAL UTILITIES EXPENDITURES	**123,755,876**	**124,648,589**	**146,760,280**	**154,429,986**	**7,669,706**	**5.23%**

EXPENDITURES BY ENERGY SOURCE						
	ACTUAL FY24	Actual FY25	APPROVED FY26	RECOMMENDED FY27	CHANGE BUDGET/REC	% CHANGE BUDGET/REC
COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS						
NON-DEPARTMENTAL ACCOUNT						
Electricity	28,810,106	25,178,174	34,553,342	34,839,425	286,083	0.8%
Water & Sewer	3,218,451	3,075,744	2,585,064	2,585,064	0	0.0%
Fuel Oil	91,171	53,167	75,665	75,665	0	0.0%
Natural Gas	2,638,795	1,887,311	3,702,797	3,702,797	0	0.0%
Propane	32,649	38,893	23,575	23,575	0	0.0%
Renewable Energy	0	0	0	0	0	0.0%
Other	647,856	1,075,506	1,426,828	1,774,383	347,555	24.4%
GENERAL FUND NDA EXPENDITURES	**35,439,028**	**31,308,795**	**42,367,271**	**43,000,909**	**633,638**	**1.50%**
OTHER TAX SUPPORTED OPERATIONS						
Electricity	2,989,091	2,766,317	3,782,714	3,782,714	0	0.0%
Water & Sewer	610,082	747,690	700,000	700,000	0	0.0%
Fuel Oil	0	0	9,628	9,628	0	0.0%
Natural Gas	630,020	697,712	796,679	796,679	0	0.0%
Propane	0	0	57,910	57,910	0	0.0%
Renewable Energy	0	0	0	0	0	0.0%
Other	43,393	43,843	0	0	0	0.0%
SUBTOTAL	4,272,586	4,255,562	5,346,931	5,346,931	0	0.0%
TOTAL TAX SUPPORTED	**39,711,614**	**35,564,357**	**47,714,202**	**48,347,840**	**633,638**	**1.33%**
NON-TAX SUPPORTED OPERATIONS						
Electricity	3,242,445	3,148,720	3,370,486	3,650,485	279,999	8.3%
Water & Sewer	303,585	404,711	225,171	292,261	67,090	29.8%
Fuel Oil	875	1,524	4,382	5,982	1,600	36.5%
Natural Gas	357,137	347,244	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	109,398	127,323	50,096	50,096	0	0.0%
TOTAL NON-TAX SUPPORTED	**4,013,440**	**4,029,522**	**4,010,152**	**4,368,841**	**358,689**	**8.94%**
SUMMARY - COUNTY GOVERNMENT						
Electricity	35,041,642	31,093,211	41,706,542	42,272,624	566,082	1.4%
Water & Sewer	4,132,118	4,228,145	3,510,235	3,577,325	67,090	1.9%
Fuel Oil	92,046	54,691	89,675	91,275	1,600	1.8%
Natural Gas	3,625,952	2,932,267	4,858,453	4,868,453	10,000	0.2%
Propane	32,649	38,893	82,525	82,525	0	0.0%
Renewable Energy	0	0	0	0	0	0.0%
Other	800,647	1,246,672	1,476,924	1,824,479	347,555	23.5%
TOTAL COUNTY GOVERNMENT	**43,725,054**	**39,593,879**	**51,724,354**	**52,716,681**	**992,327**	**1.92%**
OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS						
Electricity	61,906,565	67,190,028	74,794,835	79,969,786	5,174,951	6.9%
Water & Sewer	9,328,643	9,168,069	9,332,091	10,899,355	1,567,264	16.8%
Fuel Oil	81,231	71,993	87,250	92,750	5,500	6.3%
Natural Gas	8,047,056	8,275,535	9,953,794	9,868,634	(85,160)	-0.9%
Propane	218,696	112,970	319,546	389,556	70,010	21.9%
Renewable Energy	230,246	215,099	488,210	433,724	(54,486)	-11.2%
Other	218,385	21,016	60,200	59,500	(700)	0.0%
SUBTOTAL	**80,030,822**	**85,054,710**	**95,035,926**	**101,713,305**	**6,677,379**	**7.03%**
TOTAL UTILITIES EXPENDITURES						
Electricity	96,948,207	98,283,239	116,501,377	122,242,410	5,741,033	4.9%
Water & Sewer	13,460,761	13,396,214	12,842,326	14,476,680	1,634,354	12.7%
Fuel Oil	173,277	126,684	176,925	184,025	7,100	4.0%
Natural Gas	11,673,008	11,207,802	14,812,247	14,737,087	(75,160)	-0.5%
Propane	251,345	151,863	402,071	472,081	70,010	17.4%
Renewable Energy	230,246	215,099	488,210	433,724	(54,486)	-11.2%
Other	1,019,032	1,267,688	1,537,124	1,883,979	346,855	22.6%
TOTAL UTILITIES EXPENDITURES	**123,755,876**	**124,648,589**	**146,760,280**	**154,429,986**	**7,669,706**	**5.23%**

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Affordable Housing

COUNTY PRIORITY OUTCOMES

- 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.

OVERVIEWFY27 RECOMMENDED BUDGET

The FY27 Recommended Budget includes approximately $306.7 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 County agencies, nonprofit partners, and developers, works to improve housing affordability, livability, and compliance across the full housing continuum in Montgomery County. DHCA delivers a range of programs and services, including the Multi-Family Housing Program, which creates, preserves, and rehabilitates affordable housing units and provides rental assistance for low-income households; and the Affordable Housing Program, which supports first-time homebuyers, preserves affordable single-family homes, and ensures Moderately Priced Dwelling Units (MPDUs) are provided and monitored for rental and resale control. The department also administers the Landlord-Tenant Mediation Program to adjudicate compliance with landlord-tenant laws and assist landlords and tenants through mediation and arbitration, and the Common Ownership Community Program to support homeowner and condominium associations by mediating disputes, providing technical assistance, and ensuring compliance with regulations. Additional programs include Licensing and Registration to issue rental housing licenses and register housing units within common ownership communities; Housing Code Enforcement to respond to complaints and conduct inspections to ensure safety and sanitary standards; and Neighborhood Revitalization to plan and implement housing and commercial revitalization in targeted areas to support small businesses and encourage private investment.

DHCA also manages federal grants such as the Community Development Block Grant, HOME Investment Partnerships Grant (HOME), and Emergency Solutions Grant to support housing acquisition and preservation; assist nonprofits in rehabilitating group homes for low-income and special-needs residents, provide financial and technical assistance to improve affordable neighborhoods' quality of life and safety, support fair housing activities, and fund community grants for housing-related services. In partnership with the Department of Health and Human Services (HHS), DHCA provides housing stabilization and relocation services to prevent eviction and homelessness.

Affordable Housing Program

- Administer the Moderately Priced Dwelling Unit (MPDU) program to develop, maintain, and offer for-sale and rental

units to households at less than 70 percent Area Median Income (AMI) in compliance with Chapter 25A of the Montgomery County Code.

- Manage the Workforce Housing Unit program to provide for-sale and rental units for households between 70-120 percent AMI, per Chapter 25B of the County Code.
- Implement the Home Accessibility Rehabilitation Program (HARP) by partnering with Rebuilding Together and Habitat for Humanity to install accessibility improvements for seniors and disabled homeowners.
- Partner with the Maryland State Department of Housing and Community Development and the Housing Opportunities Commission to deliver down payment assistance to Montgomery County first-time homebuyers.
- Collaborate with the Maryland State Department of Housing and Community Development to provide down payment assistance to full-time County employees and MCPS union members who are first-time homebuyers.
- Coordinate with rental developments nearing MPDU control period expiration to extend MPDU rent rates by supplementing market rents with County funds.
- Advance energy efficiency upgrades by partnering with Habitat for Humanity and Efficient Homes to replace outdated appliances for low-income households, prioritizing senior homeowners.

Multi-family Housing

- Provide gap financing through the Montgomery Housing Initiative Fund (HIF) and Affordable Housing Opportunity Fund (AHOF) by leveraging private capital and federal/state resources to create new rent-regulated units and preserve existing affordable housing.
- Allocate capital funding to acquire and preserve naturally occurring affordable housing (NOAH), focusing on areas at risk of rent escalation such as the Purple Line Corridor and other transit corridors.
- Exercise the County's Right of First Refusal (ROFR) by partnering with nonprofit providers to purchase rental properties with four or more units when offered for sale to maintain affordability.
- Fund affordable housing developers for construction of new rent-restricted units, including projects on County-owned land, using HIF resources.
- Partner with the Housing Opportunities Commission (HOC) to implement the Nonprofit Preservation Fund for acquisition and preservation of existing affordable housing units.
- Protect lower-income residents by working with property owners through County-supported rental agreements to maintain affordable rents.
- Provide acquisition and renovation financing to organizations serving special-needs populations to deliver housing and supportive services.

Code Enforcement

- Inspect and enforce compliance with Chapter 26 of the County Code (Housing and Building Maintenance Standards) by conducting technical inspections of condominiums, multifamily apartments, single-family homes, and Accessory Dwelling Units (ADUs) to ensure safe and sanitary conditions.
- Conduct targeted inspections in areas requiring concentrated code enforcement, including annual inspections for troubled properties, more frequent inspections for at-risk properties, and triennial inspections for compliant properties.
- Administer enforcement of Chapter 48 (Solid Waste) and Chapter 58 (Residential Weeds and Rubbish) of the County Code through inspections and compliance actions.
- Perform court-ordered inspections and inspections for adoption and foster care homes as required.
- Investigate complaints of potential code violations in residential and commercial properties and enforce compliance with housing, solid waste, and weeds/rubbish standards.

- Educate residents and property owners on their rights and responsibilities regarding property maintenance under Montgomery County Code.

Licensing and Regulation

- Issue annual rental licenses for condominiums, single-family homes, multi-family units, accessory dwelling units (ADUs), and short-term residential rentals to ensure compliance with County regulations.
- Conduct annual rental housing surveys for single-family and multi-family properties to collect data on rents, vacancies, turnover, utilities, and amenities, informing County housing policy and market analysis.
- Register common ownership communities throughout Montgomery County to maintain accurate records and support compliance efforts.

Landlord-Tenant Mediation

- Promote fair landlord-tenant relations by communicating legal rights and responsibilities through educational resources, enforcing County codes, investigating complaints, and mediating disputes.
- Facilitate a complaint resolution process that allows landlords and tenants to file complaints, access mediation services, and present cases to the Commission on Landlord-Tenant Affairs (COLTA) as an alternative to District Court.
- Enforce the County's new eviction notification requirements and coordinate with HHS and other partners to prevent evictions.
- Oversee operations of COLTA, a quasi-judicial body that adjudicates landlord-tenant disputes when mediation fails, issue citations and pursue enforcement through District Court to ensure compliance with consent agreements, COLTA decisions, and County Code.
- Calculate and publish annual voluntary rent guidelines to help agencies and the real estate industry align rent increases with inflationary trends in the Washington, D.C. metropolitan region.

Common Ownership Communities (COC)

- Develop and deliver training programs for common ownership community (COC) board members and residents to promote knowledgeable and responsible governance, as required by Montgomery County Bill 45-14.
- Increase public awareness of legal rights and obligations for COC board members and owners under County Code and related regulations.
- Facilitate a complaint resolution process that allows owners and board members to file complaints, access mediation services, and present cases to the Commission on Common Ownership Communities (CCOC) as an alternative to District Court.
- Advise County leadership by working with the CCOC to provide recommendations to the County Executive and Council on issues affecting COCs and propose legislative solutions.
- Provide technical assistance and guidance on community governance to improve quality of life, strengthen self-governing structures, and enhance property values.
- Establish and manage a revolving loan fund to assist troubled and distressed COCs, requiring completion of a capital needs assessment and providing financial support for critical repairs and emergency situations to prevent evacuation or condemnation.

Rental Assistance Program - HPRA (Homeless Prevention and Relocations Assistance)

- Provide financial assistance and supportive service referrals to eligible individuals and families at imminent risk of homelessness who have exhausted benefits from DHHS, HOC, and other community partners.

- Support disaster recovery efforts, including relocation assistance and participation in recovery teams.
- Collaborate with the Department of Health and Human Services, the Housing Opportunities Commission (HOC), and community partners to deliver intervention-focused housing services that prevent evictions and secure affordable housing for displaced individuals and families.
- Maintain working relationships with the Sheriff's Department and HOC to address tenant-related issues.
- Coordinate with Code Enforcement on cases involving property condemnation to facilitate temporary relocation of affected families.
- Ensure compliance with Montgomery County Code when multifamily buildings convert to condominiums.
- Facilitate certification for tenant associations seeking to exercise their Right of First Refusal upon notification of property sale.
- Protect tenant rights and tenant association rights during property demolitions, major rehabilitations, or actions displacing one third or more tenants in a rental property.

Grant Management

- Allocate Community Development Block Grant (CDBG) funds from HUD to support acquisition, preservation, and rehabilitation of affordable housing for low- and moderate-income residents.
- Assist nonprofit providers in rehabilitating group homes for lower-income, special-needs individuals by eliminating code violations and making accessibility and energy-efficiency improvements using CDBG funds.
- Provide CDBG funding to community public service partners to deliver health care, education, employment, and emergency relief services for low-income populations.
- Advocate for fair housing through public outreach and education campaigns, including ads in movie theaters and on buses.
- Implement affordable housing and community development projects in Rockville and Takoma Park using federal pass-through funds.
- Provide HOME funds and operating support to Community Housing Development Organizations (CHDOs), such as Montgomery Housing Partnership and Housing Unlimited, for acquisition, construction, or renovation of rental housing for low-income residents.
- Distribute Emergency Solutions Grant (ESG) funds to HHS to support programs that prevent and end homelessness through housing stabilization, relocation services, rental assistance, and shelter services.
- Preserve housing in Takoma Park by inspecting regulated units and enforcing safety and habitability standards, including proactive inspections and complaint-based enforcement.

Neighborhood Revitalization and Community Development

- Provide financial and technical assistance through the Focused Neighborhood Assistance Program (FNA) to support the creation of safe, secure, and appealing neighborhoods.
- Address physical decline in racially diverse, low- to moderate-income neighborhoods by preventing blight, slum conditions, and threats to health and safety.
- Offer financial and technical assistance through the Facade Easement Program to property and business owners seeking to modernize older commercial buildings, including improvements to facades, sites, signage, lighting, streetscapes, landscaping, and easement-controlled enhancements.
- Rehabilitate group homes for older adults and individuals with disabilities earning up to 30 percent AMI using Federal CDBG funds, addressing inspection requirements, ADA accessibility, health and safety upgrades, and energy-efficient replacements for appliances, HVAC systems, and water heaters.

Rent Stabilization

- Set and enforce annual rent increase limits for rent-stabilized properties to ensure compliance with County regulations.
- Monitor and enforce landlord compliance with restrictions on tenant fees.
- Manage application processes for 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 rent stabilization laws and regulations.
- Respond to inquiries and resolve service issues related to rent stabilization compliance.
- Investigate violations and enforce remedies for noncompliance with rent stabilization laws and regulations.
- Ensure landlord reporting compliance under rent stabilization requirements.

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:

Administration - Services to End and Prevent Homelessness

- Provides leadership and direction for the administration of Services to End and Prevent Homelessness.
- Advises the Interagency Commission on Homelessness (ICH) and the Montgomery County Continuum of Care (CoC).

Coordinated Entry

- Ensures fair and equitable access to housing for all households experiencing homelessness through the Coordinated Entry process.
- Quickly identifies and assesses households.
- Refers and connects households to housing and assistance based on need and vulnerability.

Homeless Services

- Provides emergency shelter, street outreach, diversion services, and transitional housing to households experiencing homelessness.
- Focuses on connecting households to permanent housing as quickly as possible.
- Addresses barriers such as access to affordable housing, behavioral and somatic healthcare, employment, and income.
- Services include diversion, case management, persistent engagement, housing location, employment training, legal services, and assistance with entitlements (such as the Supplemental Nutrition Assistance Program and health insurance).

Housing Initiative Program

- A Housing First permanent supportive housing program for individuals and families with disabilities.
- Quickly connects participants to permanent scattered-site units without preconditions.
- Offers intensive wraparound support services.
- Rental assistance is provided by HHS staff, and services are delivered through nonprofit partners.
- Serves as the lead entity for the 1115 Medicaid Waiver Assistance in Community Integration Services through the State Department of Health.

Supportive Housing

- Includes a continuum of programs that help individuals and families obtain and maintain stable housing through subsidies, case management, and essential support services.
- Permanent Supportive Housing provides long-term housing subsidies and wraparound services for households with disabilities using a Housing First approach.
- The Short-Term Housing and Rental Assistance Program (SHARP) supports households moving from shelter or street into permanent housing with security deposits, first month's rent, and time-limited rental assistance.
- The Office of Home Energy Programs (OHEP) supports housing stability by providing low-income households with financial assistance for heating and electric bills, arrearage payments, and crisis support to prevent loss of essential utilities.
- Together, these programs strengthen housing retention and reduce the risk of homelessness countywide.

Housing Stabilization Services

- Prevents loss of housing through conflict resolution, mediation, financial assistance, housing location, and case management for County residents at risk of homelessness.
- Focuses on partnering with households to resolve housing emergencies using creative problem-solving.
- Provides State and County grants to prevent evictions or utility shutoffs, or to secure new housing.
- Offers short-term case management services to help at-risk households develop and implement plans to prevent future housing crises.

Rapid Rehousing (RRH)

- Helps individuals and families quickly exit homelessness, return to community housing, and achieve stability.
- Core components include housing identification, up to 24 months of rental assistance, case management, and employment services.
- The program aims to help people obtain housing, increase income, and achieve self-sufficiency to remain housed.
- Has no preconditions such as employment or sobriety.

Rental Monthly Allowance Program (RMAP)

- Formerly the Rental Assistance Program (RAP), provides a shallow rental subsidy to individuals and families at risk of or experiencing homelessness.
- Target populations include seniors and people with disabilities.

Healthcare for the Homeless

- Provides medical, behavioral health, and dental services to individuals experiencing homelessness in emergency shelters, street outreach, and transitional housing.
- Also provides medical services to individuals and families served in permanent supportive housing programs.
- Coordinates hospital discharge planning for people experiencing homelessness.
- Committed to reducing health disparities by offering low-barrier access to services and reducing hospital readmissions.

Housing Opportunities Commission (HOC)

Rental Assistance Program (HOC)

Provides financial assistance to eligible individuals and families who are at imminent risk of homelessness.

Housing Production Fund (HPF)

The HPF is used alongside HOC investment, private capital, and conventional construction debt to finance the construction and lease-up phases of new-construction developments. HPF-supported projects follow a "30/70" mixed-income model, with at least 30 percent of units designated as affordable and no more than 70 percent as market-rate. Affordable units include 10 percent priced at MPDU rents affordable to a family of four earning about $85,000 or less and 20 percent at 50 percent of Area Median Income (AMI).

The HPF aims to produce 2,500-3,000 newly constructed units over 20 years, leveraging $100 million to support two or more projects at a time. Each transaction is expected to deliver 150-180 affordable units and roughly 500-600 total units. HPF financing is repaid within five years at permanent loan conversion, replenishing the fund for future development.

County-supported Capital Improvements Program

HOC has four active projects in the Recommended FY27-32 CIP including the following:

- County Guaranteed Bond Project: Uses County-guaranteed HOC bonds for housing construction and permanent mortgage financing.
- MPDU/Property Acquisition Fund: Provides up to $12.5M for MPDU acquisition, finishing, and site improvements for affordable housing.
- Opportunity Housing Development Fund: Offers up to $4.5M for planning, site improvements, construction financing, and related costs.
- Supplemental Funds for Affordable Units: Funds capital improvements for deeply subsidized and affordable HOC-owned units.

Payment in Lieu of Taxes (PILOT) program

- The County provides a Payment in Lieu of Taxes (PILOT) to HOC-owned and controlled properties to advance HOC's mission of preserving and expanding affordable housing. PILOT enables permanent affordability in newly acquired and constructed communities, creating a key source of new affordable units each year.
- The PILOT program ensures HOC properties receive adequate reinvestment to address deferred maintenance and supports sufficient operating budgets for proper community upkeep and long-term sustainability.

Affordable Housing Services FY27 Recommended Operating Budget Tax-Supported		
Department	**Project/Program**	**FY27 CE Recommended**
Housing and Community Affairs		
	Housing Code Enforcement	6,068,531
	Affordable Housing - MPDU	476,531
	Multifamily Housing Program	425,183
	Housing Development Division	190,268
	Tenant and Landlord Mediation	1,623,435
	Licensing and Regulations	1,262,577
	Common Ownership Communities	1,308,520
	Neighborhood Revitalization	158,206
	Rent Stabilization	1,131,059
	Grant Management	447,989
	Community Development Division	261,269
	Rental Housing Division	481,838
	Administration	2,570,496
	Multi-family Housing Program - Housing Production & Preservation	1,620,000
	Affordable Housing - Homeowner Downpayment Assistance	5,000,000
	Affordable Housing - Home Accessibility Rehabilitation Program (HARP)	326,332
	Housing First (HHS)	9,706,200
	HHS Housing Initiative Program - Rental Subsidies, Client Costs, and Administration - $9,706,200	
	Rental Assistance Program (RAP)	28,357,376
	DHCA RAP - $12,523,480	
	DHCA Homeless Prevention and Relocation Assistance (HPRA) - $486,291	
	HHS RAP - $12,472,318	
	HHS Permanent Supportive Housing - $5,349,740	
	HHS Rapid Rehousing - $1,966,951	
	HHS Rental Subsidy - $3,853,409	
	HHS Prevention - $1,302,218	
	HOC RAP - $3,361,477	
	Neighborhood Revitalization - Neighborhood to Call Home	2,036,033
	Affordable Housing Acquisition and Preservation CIP	86,000,000
	Affordable Housing Opportunity Fund CIP	2,000,000
	Nonprofit Preservation Fund CIP	128,000
	Revitalization for Troubled and Distressed Common Ownership Communities	2,223,000
Sub-total, Housing and Community Affairs		**153,802,843**
Health and Human Services		
	Admin - Services to End and Prevent Homelessness	1,230,330
	Coordinated Entry	318,459
	Healthcare for the Homeless	2,685,584
	Homeless Services	24,399,709
	Housing Initiative Program	3,714,477
	Housing Stability Services	11,267,689
	Rapid Rehousing	4,046,705
	Rental Assistance Program	1,819,569
	Supportive Housing	14,546,527
	Rapid Rehousing	
Sub-total, Health and Human Services		**64,029,049**
Housing Opportunities Commission		
	Supplemental Funds for Deeply Subsidized HOC Owned Units Improvements CIP Project	1,250,000
	Cider Mill Apartments Capital Improvements CIP Project	950,000
	NDA - Housing Opportunities Commission	9,537,539
Sub-total, Housing Opportunities Commission		**11,737,539**
Total Tax-Supported		**229,569,431**
Total Non-Tax Supported		**13,085,038**
GRAND TOTAL		**306,683,518**

Affordable Housing Services FY27 Recommended Operating Budget Non-Tax-Supported		
Department	**Project/Program**	**FY27 Recommended**
Housing and Community Affairs		
	CDBG - Housing Acquisition and Preservation	1,631,896
	CDBG - Community Public Services with Nonprofit Organizations	649,500
	CDBG - Group Home Rehabilitation	1,000,000
	CDBG - Facility Planning/Administration	1,138,800
	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	2,005,039
	HOME - Community Housing Development Organizations Program	444,950
	ESG - Rapid-Rehousing (HHS)	446,265
	HHS Rapid Rehousing - $242,633	
	HHS Housing Stablization and Relocation - $202,632	
	Takoma Park Grant - Code Enforcement	334,704
Sub-total, Housing and Community Affairs		**8,875,154**
Health and Human Services		
	Admin - Services to End and Prevent Homelessness	-
	Homeless Services	548,024
	Housing Stability Services	2,424,234
	Rapid Rehousing	661,844
	Rental Assistance Program	82,732
	Supportive Housing	493,050
Sub-total, Health and Human Services		**4,209,884**
TOTAL		**13,085,038**

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Climate Change

LINKAGE TO COUNTY RESULTS AREAS

- A Greener County
- A Growing Economy
- Thriving Youth and Families
- Effective, Sustainable Government

PROGRAM CONTACTS

Contact Sarah Kogel-Smucker, Climate Change Officer, at 240-777-2502; Jennifer Macedonia, 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 $157.1 million in investments. 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 $5.7 million. With new and continued investments combined, the FY27 budget dedicates $355.3 million to climate change efforts.

What's New for FY27

The FY27 budget continues to support robust climate initiatives by fully funding nearly all existing programs and initiatives, despite current budget constraints. Changes from last year include one limited targeted reduction and two increases:

Bus Service Additions

- Hours for the Flash Blue Route bus service between Burtonsville and the Silver Spring Transit Center are expanded for continuous service from 5:30 AM to 7:30 PM on Columbia Pike (U.S. 29). Similarly, the Flex on-demand bus service expands to Poolesville and Damascus, offering additional transit options to residents and visitors.

Reduce Commuter Service Outreach Contractors

- Reductions have been made to Commuter Services funding to adjust resources based on the County Council's repeal of the Transportation Demand Management law, which eliminated fees and reporting requirements, making less funding available but also reducing technical assistance needed for certain outreach contractors.

Increase the County's Resilience to Weather Events

- New funds are added for the County's Resiliency Hub Projects, which include upgrades to solar microgrids at the Public Safety Communications Center and the Equipment Maintenance and Transit Operation Center, and a zero-net-energy microgrid at the Holiday Park Senior Center, among other facilities and improvements. These projects will power County buildings through solar energy while ensuring resiliency to the effects of climate change, natural

disasters, and public infrastructure failures. This funding will provide for construction, maintenance, and continual operation of these resiliency hubs.

Ongoing Work of County Departments Funded through the Operating Budget

Alcohol Beverage Services (ABS)

ABS has rerouted all of its current delivery routes to gain efficiencies on deliveries and to reduce the amount of time and miles spent on the roads with their trucks in an effort to cut greenhouse gas emissions.

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-premises servers. CUPF seeks continuous reduction in paper use by utilizing online forms and digital processes.

Circuit Court

The Circuit Court has converted an indoor space into a sustainable garden. Sustainable gardening techniques can slow future warming by reducing carbon emissions and improving the wellbeing of the public.

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 43-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's public engagement promotes climate change initiatives by fostering inclusivity and awareness. Through targeted workshops, educational programs and outreach efforts such as the Frontline Community Conversations, the department can ensure community members are actively involved in discussions and decision-making processes to help empower individuals to voice their concerns ensuring that their unique needs and perspectives related to climate change and the environment are considered. By utilizing clear, accessible messaging tailored to diverse audiences, DEP's communications enhancement is essential for promoting climate change initiatives among community members.

Two sections within the Energy, Climate, and Compliance Division (ECCD) focus exclusively on climate change initiatives. Buildings and Transportation Programs Section focuses on reducing greenhouse gas (GHG) emissions from the built environment and promoting the use of zero-emission vehicles. Building-related programs include implementing the County's Building Benchmarking and Building Energy Performance Standards (BEPS) law for commercial and multifamily properties, and a variety of activities designed to educate residents about energy issues and programs enabling the installation of energy efficiency and renewable energy measures. Zero-emission vehicle programs include a variety of activities to increase the use

of electric vehicles (EVs) and increase the availability of EV charging infrastructure. The Climate Programs and State Policy Section focuses on a wide range of climate and climate policy initiatives, including significant engagement with the Maryland General Assembly, the Maryland Public Service Commission, and other state and regional entities that play a role in energy and climate policy, as well as engagement with a wide range of stakeholders involved in these issues. This section also focuses on collaboration with frontline communities that will be most impacted by climate change and building capacity to practice more equitable and inclusive engagement with both internal County employees and community members to strategically inform and advance the County's climate work. Staff also support efforts to develop Community Choice Energy (CCE) for the County, as well as providing management of the County's Comprehensive Flood Management Planning (CFMP) process.

DEP administers Tree Montgomery, a program that plants shade trees for property owners, free of charge. Additional programs for tree planting are implemented in partnership with 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.

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 to develop the charging infrastructure necessary to make this transition.

Office of Animal Services (OAS)

OAS formed a Climate Team representing managers and staff from various areas of the Animal Services and Adoption Center to implement internal programs, raise external awareness, and further collaborate with other departments. This team reviewed the OAS recycling program to make improvements. Staff, volunteers, and the Scouts built garden boxes on the property where vegetables are being grown to feed small animals housed at the shelter.

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 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 (OHR)

OHR 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 (MCDOT)

MCDOT 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 Montgomery County's climate goals by helping the farm community adopt practices that not only reduce greenhouse gas emissions and enhance environmental sustainability but also increase farm resilience to the effects of climate change. OAG promotes the use of renewable energy, including accessory solar installations, and encourages regenerative agricultural practices such as no-till farming, crop rotation, and soil amendment programs. In partnership with the Soil Conservation District, OAG also advances Best Management Practices (BMPs) including cover cropping to sequester carbon, improve soil health, and increase farm resilience. These efforts directly contribute to the County's targets of an 80% reduction in greenhouse gas emissions by 2027 and achieving net-zero emissions by 2035, while supporting public health, environmental justice, and long-term agricultural sustainability. Through its Soil Amendment program, the OAG also provides free LeafGro compost deliveries to county farmers as the budget allows. These deliveries assist beginning farmers by reducing their input costs and providing a high-quality crop nutrient source. Using compost on farms instead of fertilizer reduces fossil fuel use.

Office of the County Executive

The Climate Change Officer and staff lead the County-wide implementation of the Climate Action Plan.

Office of Emergency Management and Homeland Security (OEMHS)

OEMHS promotes community and infrastructure resilience to climate-related hazards through planning, operations, and partnerships. The office develops and maintains the County's Emergency Operations Plan (EOP) and related preparedness plans, prioritizing strategies that protect vulnerable populations and critical infrastructure from flooding, severe storms, heat, and high winds. Through alerts, guidance, and training, OEMHS equips residents, particularly those most at-risk, with the information and resources needed to prepare for and respond to climate hazards. OEMHS manages the County's flood sensor program, and the office has partnered with the University of Maryland and the Maryland Department of Emergency Management to install several Maryland Mesonet sites across Montgomery County, providing real-time monitoring and data to inform timely response to climate hazards. OEMHS collaborates with public safety departments, utility agencies, non-profits, and community organizations to strengthen response capacity, ensuring high-risk populations are prioritized. The office also coordinates emergency resources and supports hazard mitigation initiatives that improve infrastructure resilience against climate hazards.

Office of Food Systems Resilience (OFSR)

OFSR develops and implements interagency budgetary, regulatory, and operational strategies to build a more equitable, efficient, resilient, and sustainable food system in Montgomery County.

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.

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 initiative promotes literacy while prioritizing environmental sustainability. By offering eco-friendly rewards, the program aligns with the County's effort to minimize waste.
- MCPL's first all-electric Outreach Van enhances access to digital library services for communities facing barriers, while promoting environmental sustainability. Its low carbon footprint aligns with the County's environmental initiatives, demonstrating a commitment to both reducing systemic inequities and meeting climate goals. A charging port was installed at Rockville Memorial Library to ensure staff can use the vehicle without needing to drive their own vehicles to retrieve it. Rockville Memorial Library is Metro accessible, so staff members can travel to operate the vehicle through public transport as well.
- MCPL has added water bottle filler/Hi Lo water fountains to the Collection Management Center, and to Olney and Brigadier General Charles E. McGee Libraries. This will cut down on the number of plastic water bottles that customers and staff bring into the building for use. MCPL has discontinued offering 16-ounce disposable plastic water bottles in its meetings and programs.
- MCPL partners with Pepco and the Montgomery County Department of Health and Human Services to staff resource tables at 14 libraries that share information on available energy assistance programs.
- MCPL lends out thermal cameras which allow customers to inspect their homes with infrared technology to find insulation, heating, and water problems.
- MCPL has partnered with Montgomery Energy Connect to host a light bulb exchange program. This partnership has also allowed MCPL to lend out Kill-a-watt meters which allow customers to measure electrical energy consumed by appliances.

Additionally, MCPL has implemented several climate change initiatives in its branches and for staff:

- MCPL continues to re-upholster worn-out furniture at the Aspen Hill and Germantown Libraries instead of purchasing new furniture. This saves the furniture from going to the landfill.
- MCPL utilizes an electric delivery truck in its daily delivery operations.

Climate Change Efforts in the County Executive's FY27 Recommended Budget

The chart below details the budget numbers associated with the initiatives and programs discussed in this chapter. The budget dedicates $355.3 million to climate change efforts.

FY27 CE Recommended						
Department	Program	GF	Other Operating Funds	CIP	Ride On	Non-County
Office of Agriculture	Agricultural Business Development Specialist Position	$151,532				
	Cover Crop Program		$56,840			
	Soil Amendment Program	$20,000				
	Subtotal Office of Agriculture	**$171,532**	**$56,840**			
	Total Office of Agriculture	**$228,372**				
Community Use of Public Fac.	Energy Management of Montgomery County Public Schools Facilities		$142,427			
	Total Community Use of Public Facilities		**$142,427**			

FY27 CE Recommended						
Department	Program	GF	Other Operating Funds	CIP	Ride On	Non-County
Office of the County Executive	Climate Change Officer	$33,000	$220,853			
	Subtotal Office of the County Executive	**$33,000**	**$220,853**			
	Total Office of the County Executive	**$253,853**				
Climate Change Planning NDA	Climate Action Plan Implementation	$488,344				
	Total Climate Change Planning NDA	**$488,344**				
Emergency Management	Staff and programs on hazard mitigation and climate adaptation planning	$498,248				
	Total Emergency Management and Homeland Security	**$498,248**				
Department of Environmental Protection	Planning and implementation of Countywide Flood Management			$1,508,000		
	Outreach and enforcement regarding the amended bag fee law		$332,000			
	Zero Waste Programs		$8,415,017			
	Implementation of Electric Leaf Blower Incentive Program	$300,000				
	Tree Montgomery Program	$1,500,000	$82,000			
	County Recycling Programs		$64,678,883			
	Staff focused on climate efforts	$3,152,207	$1,339,619			
	Subtotal Environmental Protection	**$4,952,207**	**$74,847,519**	**$1,508,000**		
	Total Environmental Protection	**$81,307,726**				
Department of General Services	Increase the availability of electric vehicle charging stations at County facilities -- New FY27			$2,500,000		
	Solar Resiliency Hubs -- New FY27	$2,072,293				
	Solar Resiliency Hubs -- Base Budget	$7,621,890				
	Green Fleet: DGS is pursuing a zero emission fleet of County vehicles and buses[1]		$19,700,000			
	Office of Energy and Sustainability: Ensures County operations are environmentally sensitive and integrates sustainability into County decision	$879,233		$450,000		
	Subtotal General Services	**$10,573,416**	**$19,700,000**	**$2,950,000**		
	Total General Services	**$33,223,416**				
Office of Grants Management	Climate-focused Grants Position	$156,454				
	Total Office of Grants Management	**$156,454**				
Green Bank NDA	Transfer to Montgomery County Green Bank	$19,385,726				
	Total Montgomery County Green Bank NDA	**$19,385,726**				
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[2]					$1,987,254
	Total Housing and Community Affairs					**$1,987,254**
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		$1,485,889			
	Green Building Technical Assistance Pilot Program: Help contractors understand green building codes and reduce permitting review times -- FY26 Supplemental		$1,000,000			
	Total Permitting Services		**$1,485,889**			
Department of Transportation	Ongoing Urban Forest Efforts	$6,206,250		$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	$1,576,330				
	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		$3,764,817			
	All day Flash service at Burtonsville Park and Ride -- New FY27				$243,775	
	Flex expansion to Poolesville and Damascus -- New FY27				$913,796	
	Ride On Bus service, including express bus programs				$200,106,501	
	Subtotal Transportation	**$7,782,580**	**$3,764,817**	**$3,348,000**	**$201,264,072**	
	Total Transportation	**$216,159,469**				
Countywide Total	**Subtotal Montgomery County**	**$44,041,507**	**$100,218,345**	**$7,806,000**	**$201,264,072**	**$1,987,254**
	Total Montgomery County (CIP and PSP)	**$355,317,178**				

[1]Vehicle replacement funds are estimated based on the total budget and how many vehicles are likely to be low- or no-emission vehicles. The kinds of vehicles purchased are subject to availability.

[2]Department of Housing and Community Affairs figure is the total balance remaining from the Merger Funds for the rental-unit energy-efficiency program. DHCA will continue to use the funds to support rental housing projects; however, it is premature to estimate how much will be spent on the FY27 pipeline projects based on the existing proposals under review.

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Economic Development

COUNTY PRIORITY OUTCOMES

- A Growing Economy,
- Thriving Youth and Families,
- An Affordable, Welcoming County for a Lifetime

PROGRAM CONTACTS

Contact Ken Hartman, Assistant Chief Administrative Officer at 240-777-2524; Judy Costello, Director, Economic Development Special Projects at 240-777-2006; or Julie Knight, Office of Management and Budget at 240-777-2760 for more information regarding this initiative's operating budget.

FY27 RECOMMENDED BUDGET

The FY27 Recommended Operating Budget includes approximately $29.5 million to support growing the County's economy, including funds for economic development organizations that augment County services. The FY27 budget reflects a strategic shift toward strengthening workforce development, small business support, and strategic industry attraction while maintaining key innovation anchors.

Innovation Ecosystem

- Continue advancement of the County's innovation strategy through a strengthened operating model for its four-facility incubator network.
- Onboard a third-party operator to manage incubator facilities, enhancing professional oversight, performance accountability, and multi-sector (e.g. biotech, medtech, and other advanced tech) programming and technical assistance.
- Improve operational efficiency and tenant services across biotechnology, information technology, medical devices, and government contracting.
- Align incubator performance with measurable economic development outcomes.

Workforce Development and Training

- Add funding to support the Upcounty American Job Center, expanding access to workforce services for residents in the Upcounty region.

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 prospects, and measures impact to continuously improve service delivery.

Office of the County Executive - Business Center

The Montgomery County Business Center is a team in the Office of County Executive that helps businesses 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 - four facilities that foster early-stage startups primarily in the biotechnology, medical device, and advanced technologies industry sectors. The incubators also provide an international soft-landing for companies opening their first U.S./East Coast office/lab space.
- Provides general economic development support to the Office of the County Executive.

Small Business Support Services - NDA

- Black Business Council
- Maryland Black Chamber of Commerce
- 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 will continue to oversee County-owned incubator facilities while transitioning day-to-day management to a competitively selected third-party administrator. Under this model, the County's incubators will provide:

- Affordable, wet lab, co-working, and office space
- Structured mentoring and commercialization support
- Industry-aligned programming and accelerator services
- Performance-driven tenant evaluation and growth tracking

The County's partnership with the Henry Jackson Foundation for the Advancement of Military Medicine will continue to support the expansion of smaller lab space and innovation infrastructure for 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 Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) Matching Grant Program support early-stage businesses seeking to apply for their first SBIR/STTR grants and provide non-dilutive grant funding to eligible companies upon their receipt of 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 the advancement of innovative technologies toward 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 its 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.

BioHub Maryland at Montgomery County

BioHub Maryland at Montgomery County is a state-of-the-art, multifunctional life sciences training facility, complementing existing programs 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 is being used to provide veterans, members of disadvantaged communities, and others with the skills and knowledge they need to enter the life sciences field, and 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.

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 of the region 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.

County Executive's Economic Development Initiative - All Funding Sources FY27 CE Recommended Operating Budget and Capital Improvements Program		
Department	**Project/Program**	**FY27 CE Recommended**
Operating Budget (PSP)		
County Executive - Business Center Team	Helps businesses start and grow in the County in partnership with other County departments and economic development organizations	$528,441
Economic Development Fund	Supports business growth through direct grants and loans, including $900k for businesses specifically impacted by the Purple Line	$4,173,421
NDA - BioHub Maryland at Montgomery County	Life sciences training facility for skills and upskills training	$596,688
NDA - Conference and Visitors Bureau	Attracts tourism to Montgomery County by highlighting the rich and diverse culture, entertainment, and recreation activities	$2,388,871
NDA - Conference Center	Supports a venue to host business and private events in Montgomery County	$590,325
NDA - Incubator Programs	Four facilities that feature a full menu of resources and support services, including access to State and County funding programs to support business growth	$4,131,425
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	Supports the economy by attracting strategic industries to relocate and launch in Montgomery County	$5,731,527
NDA - Small Business Support Services	Provides business, marketing, and technical assistance to Montgomery County's businesses	$2,933,057
NDA - WorkSource Montgomery	Supports the County's economic growth through workforce development and training programs	$3,442,059
	Total FY27 PSP	$29,515,814

Racial Equity & Social Justice

MISSION STATEMENT

The mission of the Office of Racial Equity and Social Justice (ORESJ) is to reduce and eliminate racial disparities and inequities in Montgomery County. See Chapter 42 for a full description of ORESJ's mission.

COUNTY PRIORITY OUTCOMES

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

PROGRAM CONTACTS

Contact Tiffany Ward, Director, and Sarah Alvarez, Office of Racial Equity and Social Justice (ORESJ), at 240-777-5334 and Kasonde Chisaka of the Office of Management and Budget at 240-777-7777 for more information regarding this initiative's operating budget.

OVERVIEW

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. The office's 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 FY27 Recommended Operating Budget enables the County's commitment to advancing racial equity and social justice. FY27 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 Racial Equity 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; and
- 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.

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.

FY27 RECOMMENDED BUDGET

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 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.

Department of Health and Human Services

- Provide $2.5 million in additional funding to continue development work on Phase IV of the Community Connect Portal.
- Include one-time funding of $2.0 million for the Short-term Housing and Resolution Program (SHARP).
- Allocate more than $1.96 million in one-time funding for overflow emergency shelter support for families at a reduced level of motel room usage.
- Provide almost $439,000 in funding to fill an outreach budget gap and to expand outreach services to help unhoused individuals successfully seek support and become stably housed.
- Include more than $2.56 million in ongoing funding to continue in Children, Youth, and Family Services originally funded with Lighthouse. In addition, provide almost $4.6 million in funding to continue the Lighthouse initiative as a three-year grant program.
- Recommend $160,000 in funding for two contractors to provide Montgomery County Public School protective service clearances.
- Open the Behavioral Health Stabilization room and add one Mobile Crisis and Outreach Team.
- Support Montgomery Cares, Developmental Disability, and Adult Medical Day Care service providers.
- Enhance dental services to expand access and ensure program sustainability.
- Continue serving older adults with Senior Nutrition Services.
- Replace funding to maintain service levels despite grant reductions.

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 $152.7 million to expand the preservation and production of affordable housing for the County's most economically burdened residents, including new funding of $100.4 million for four Capital Improvements Program (CIP) projects and $52.3 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 $1.5 million 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.
- Thirty multi-family developments have already been identified for potential funding in FY27. These developments would preserve or produce 2,421 units.

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Services for Seniors

COUNTY PRIORITY OUTCOMES

- 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.

OVERVIEW

The FY27 Recommended Budget includes $40.9 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 $21.9 million in non-tax supported resources for older adults.

Enhancements in the FY27 Recommended Budget Include:

- Add staff to perform prompt nursing home inspections in anticipation of the State's delegation of authority, beginning in FY27.
- Increase funding to maintain countywide Senior Nutrition service levels amidst rising food costs.
- Support Adult Medical Day Care providers with an increase to the annual supplement program.

FY27 RECOMMENDED BUDGET

Services benefiting seniors are both incorporated into general department program offerings and offered as target services. Below are some of the major County government programs currently supporting Montgomery County seniors.

Non-Departmental Account Community Grants

- The FY27 Recommended Operating Budget continues $1.4 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.

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+ 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.
- Organize competitive 50+ sports and games opportunities in partnership with Maryland Senior Olympics.
- Implement a three-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 Montgomery 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 that are 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 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 healthy meals on their own.
- Deliver services with special consideration for 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 financial exploitation against vulnerable adults; secure resources; and provide surrogate decision-making for adults adjudicated through the courts.
- Provide in-home support services to help vulnerable and older adults remain safe and cared for in the community and

to prevent premature and/or inappropriate institutionalization.

- 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 people 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.
- Provide dental services to low-income older adults.
- Provide caregivers with comprehensive information and assistance regarding available services, accessing those services, and opportunities for support, including support groups, individual counseling, and training.
- Deliver disease prevention and health promotion programs designed to reduce reliance on higher cost medical interventions, with priority given to older adults residing in medically underserved areas and those experiencing the greatest economic need.
- 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 with current and emerging "Villages" and promotes the creation of new ones.
- Continue the 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, reduce inappropriate institutionalization, and 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 who 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 throughout Montgomery 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 a high-visibility ladder-bar style at crosswalks, prioritizing 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

- 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, nonprofits, 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. These programs have the goal of combating and alleviating social isolation.
- Provide online life-long learning services and materials, including an 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, including 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, which are utilized by older adults at every branch through the Montgomery County Volunteer Center.

Department of Technology and Enterprise Business Solutions

- Provide technology training for older adults through Senior Planet in English, Spanish, and Mandarin. 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 the Department of Recreation's senior centers. VR for Seniors trains older adults to use virtual reality headsets, with built-in artificial intelligence accessibility features, at eight senior centers, to improve cognitive function and fitness and to reduce social isolation.
- Develop the Montgomery Digital Resource Network to cost-effectively share resources and expertise, and build partnerships and advocacy for digital skills training and device and internet access opportunities among area nonprofits.
- Pursue grant opportunities to expand the Montgomery Connects training programs through health initiatives and economic development partnerships.
- Pursue grant opportunities to expand Extended Reality (XR) Montgomery deployments at historic African American and other historic Montgomery County sites through partnerships with Montgomery Parks and Montgomery Heritage organizations.

Fire and Rescue Service

- 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 DHHS and Montgomery County Fire and Rescue Service (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 emergency medical 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 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.
- Continue public education campaigns regarding updates to Maryland Smoke Alarm Law and County requirements for carbon monoxide alarms.
- Conduct door-to-door safety awareness campaigns offering smoke alarm evaluations, replacements, and injury prevention education.
- 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 health, mobility, and safety risks faced by older adults during emergencies.
- Expand the reach of the Senior Outreach Program, prioritizing communities with higher concentrations of older adults and elevated fire risk indicators.
- Use incident and demographic data to identify strategies that reduce fire risk among older adults and support aging safely in place.
- Identify homebound older adults and residents with disabilities and provide tailored fire safety information and installation of approved smoke and carbon monoxide alarms designed to meet their needs.
- Strengthen collaborative partnerships with County agencies, non-profits, faith-based organizations, hospitals, and professional organizations providing services to older adults.
- Provide appointment-based fire safety evaluations and smoke alarm checks (in-person and virtual) for older adults, high-risk, and low-income residents.
- Support community groups, homeowners associations, and neighborhood organizations in promoting home fire evacuation planning, emergency preparedness, and injury prevention.

Department of Housing and Community Affairs

- Continue partnering with Rebuilding Together and Habitat for Humanity by funding the Home Accessibility and Rehabilitation Program (HARP) 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 the 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 Montgomery County 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, interagency 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 55+.
- Support opportunities for adults age 55+ to increase access to community activities, socialization, and lifelong learning.
- Provide services to connect seniors to meaningful volunteer opportunities (50+ Network).
- Recognize senior volunteer contributions annually by honoring two older adults with the Neal Potter Path of Achievement Award and provide volunteer appreciation services to senior volunteers.
- Continue the Senior Fellows program which taps the experience and skills of retired older adults to support outreach, training, and other services at the Volunteer Center.

Office of Consumer Protection

- Create community forums that actively spotlight the challenges and concerns experienced by seniors, fostering open discussion and collaboration to identify solutions and promote greater awareness of their needs.
- Strengthen partnerships with legislators and consumer organizations to develop, refine, and advocate for laws that safeguard older adults from deceptive trade practices, ensuring their well-being and financial security remain a community priority.
- Maintain active recruitment efforts aimed at engaging older adults and retired professionals as volunteers within the Office of Consumer Protection.

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 full-page communications in The Beacon newspaper (targeted for people over 50) to deliver County messaging campaigns to its 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

- Maintain the Keeping Seniors Safe Program, a dedicated crime prevention outreach initiative designed to actively engage

and support our senior community through presentations and other media. All presentations are delivered by trained Montgomery County Police Department Keeping Seniors Safe Volunteers, ensuring consistent, informed, and community-focused messaging. The program operates under the department's Community Volunteer Services Unit, reinforcing its role as a structured, mission-driven public safety effort.

- Conduct home security surveys in seniors' homes.
- Implement the Autism/IDD/Alzheimer's Outreach Program, which provides information and videos to educate the community on interacting with individuals with cognitive impairments.
- Administer elder abuse prevention efforts, which provide contact information for reporting neglect, financial exploitation, and physical or sexual abuse.
- Operate the Elder Abuse and Domestic Violence Unit, which is dedicated to investigating instances of criminal assaults, abuse, and neglect against the elderly and vulnerable adults.
- Assist in planning and implementing a large-scale safety summit for World Elder Abuse Day.

Services for Seniors
FY27 Recommended Operating Budget

Tax-Supported

Department	Project/Program	FY27 CE REC
Health and Human Services	Adult Foster Care	917,603
	Adult Protective Services, Social Services to Adults, and Public Guardianship	7,773,307
	Aging and Disability Services Resource Unit	296,780
	CFC Nurse Monitoring	2,676,956
	CFC Supports Planning	1,270,043
	Mental Health Services for Seniors and Persons with Disabilities	89,807
	Ombudsman Services	1,044,725
	Respite Services	769,847
	Senior Community Programs	2,800,221
	Senior Dental Services	248,521
	Senior Food Program	1,496,792
	Senior Group Homes	25,126
	The Adult Day Care Subsidies Initiative	321,565
	The Home Care Services Program	2,690,951
	The Medical Assistance Eligibility Services	480,786
Sub-total, Health and Human Services		**22,903,030**
Recreation	Damascus Senior Center	181,970
	Holiday Park Senior Center	326,294
	JCA Senior Transportation	754,601
	Long Branch Senior Center	165,340
	Senior Services	804,360
	North Potomac Senior Center	281,906
	Schweinhaut Senior Center	331,357
	Senior Neighborhood Programs	280,582
	Senior Outdoor Adventure Recreation	531,481
	South County Regional Center: Senior Center (OBI)	184,347
	Wheaton Senior Center	244,313
	White Oak Community Recreation Center Senior Programs	538,696
Sub-total, Recreation		**4,625,247**
Transportation	Call-N-Ride Program	3,199,129
	Jewish Council for the Aging/Connect-A-Ride	181,578
	Special Transportation	317,306
	Seniors/Disabled Ride Free Program	267,300
Sub-total, Transportation		**3,965,313**
Other Departments	Community Engagement Cluster - Senior Corps RSVP	146,079
	Community Engagement Cluster - Senior Volunteer Network	135,868
	Community Grants NDA - Grants for Senior Services	1,372,475
	Department of Housing and Community Affairs - Sanctuary at Takoma Park	5,000,000
	Department of Housing and Community Affairs - Home Accessibility and Rehabilitation Program (HARP)	326,334
	Fire and Rescue - Mobile Integrated Health for Seniors	815,802
	Public Information - Senior Beacon & Advertising	24,000
	State's Attorney - Crimes Against Seniors and Vulnerable Adults Unit	1,083,139
	Technology and Business Enterprise Solutions - Senior Planet Montgomery	490,232
Sub-total, Other Departments		**9,393,929**
Total Tax-Supported		**40,887,519**

Non-Tax Supported

Department	Project/Program	FY27 CE REC
Health and Human Services	Adult Foster Care	426,519
	Adult Protective Services, Social Services to Adults, and Public Guardianship	3,995,786
	Aging and Disability Services Resource Unit	1,137,276
	Ombudsman Services	326,698
	Respite Services	87,384
	Senior Community Programs	1,342,150
	Senior Food Program	2,517,701
	Senior Group Homes	568,093
	The Home Care Services Program	1,078,661
	The Medical Assistance Long Term Care Program	4,312,151
Sub-total, Health and Human Services		**15,792,419**
Other Departments	Department of Transportation - Call-N-Ride Program	379,107
	Department of Transportation - Medicaid Special Transportation	3,879,386
	Department of Transportation - Transportation Service Improvement Fund Initiatives	1,863,735
Sub-total, Other Departments		**6,122,228**
Total Non-Tax Supported		**21,914,647**
Grand Total		**62,802,166**

Note: Appropriations reported for programs in the Department of Transportation and Community Grants include funds supporting both seniors and the disabled, except Jewish Council on Aging/Connect-A-Ride which serves older adults (50+). All other appropriations reflect only funds attributed to senior services.

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Vision Zero

MISSION STATEMENT

Through the use of data-informed and equitable approaches, Montgomery County will systematically update the roadway network and build a culture of safety through purposeful education and enforcement campaigns to eliminate serious injury and fatal collisions from Montgomery County roadways.

COUNTY PRIORITY OUTCOMES

- 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 Montgomery County Police Department 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.

OVERVIEW

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.

FY27 RECOMMENDED BUDGET

According to preliminary data, there were 248 serious injury and fatal collisions in 2025, a 33 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 portions of Randolph Road, Democracy Boulevard, Redland Road, and East Gude Drive. The Maryland Department of Transportation State Highway Administration (MDOT SHA) broke ground to advance the County's safety audit along New Hampshire Avenue (MD 650), completed bike lane upgrades along River Road (MD 190), and advanced corridor safety studies along University Boulevard (MD 193) and Montgomery Village Avenue/Midcounty Highway (MD 124). MCDOT continued installing protected bicycle lanes across the County. During FY25, MCDOT and MDOT SHA had four projects completed or under construction, seven completed design and were ready for construction, and 14 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 to help 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 FY25 Vision Zero Annual Report available on the Vision Zero website.

The County Executive recommends $169.9 million in FY27 expenditures in support of Vision Zero. The FY27 Recommended Operating Budget includes $80.8 million for Vision Zero initiatives. In addition, the Capital Improvements Program (CIP) includes $89.1 million in expenditures for FY27, including $8.8 million from federal grants.

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 60 new PHBs and traffic signals have been installed by the County and State since the first Vision Zero Action Plan in 2018.
- 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 spring 2025, Street Smart participated in the Vision Zero Youth Ambassador's Safety Day by providing a testimonial wall and virtual reality safe driver challenge.
- 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 Old Georgetown 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 and future Purple Line stations.
- 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 28 Bicycle and Pedestrian Priority Areas (BiPPAs) and constructed improvements to pedestrian and bicycle connectivity and safety in these BiPPAs. Design is ongoing for pedestrian and bike facilities along Veirs Mill Road, in Wheaton Central Business District, and Purple Line stations in Silver Spring and Langley Park.
- 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 HIN corridors. This year MDOT SHA advanced projects along New Hampshire Avenue and University Boulevard as part of SHA's Pedestrian Safety

Action Plan and funded construction for the Montgomery Hills Georgia Avenue Project.

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 HIN 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 2025 to January 2026 and, for the first time, a Summer Alcohol Task Force. 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 has also sought authority to use distracted driving detection and driver crosswalk violations.
- 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 FY27 Recommended Capital Improvements Program and Operating Budget			
Department	Project/Program		FY27 Reccommended
Capital Improvements Program (CIP)			
Maryland-National Capital Park and Planning Commission	Trails: Hard Surface Design and Construction	$	1,650,000
	Trails: Natural Surface & Resource-based Recreation	$	1,000,000
	Trails: Hard Surface Renovation*	$	10,825,000
	Vision Zero	$	750,000
	Total M-NCPPC	**$**	**14,225,000**
Department of Transportation	Pedestrian Facilities/Bikeways	$	55,948,000
	Intersection and Spot Improvements	$	2,532,000
	Pedestrian Safety Program	$	5,120,000
	Traffic Signals	$	5,753,000
	Guardrail Projects	$	341,000
	Neighborhood Traffic Calming	$	735,000
	Streetlighting	$	2,450,000
	Streetlight Enhancements CBD/Town Center	$	270,000
	U.S. 29 Streetlighting	$	1,726,000
	Total Department of Transportation	**$**	**74,875,000**
	Total FY27 CIP	**$**	**89,100,000**
Operating Budget (PSP)			
Department of Transportation	Community/Transportation Safety	$	6,441,924
	Transportation Infrastructure Construction & Maintenance	$	21,780,949
	Transportation Policy, Planning, and Project Development	$	3,994,200
	Transportation Management, Operations and Emergency/Storm Response	$	10,173,207
	Total Department of Transportation	**$**	**42,390,280**
Department of Police	Police Enforcement for HIAs - Overtime	$	1,700,640
	Police Enforcement for HIAs - Data Analyst	$	167,511
	School Safety Program/General Fund	$	9,156,224
	Automated Traffic Enforcement**	$	26,861,636
	Total Department of Police	**$**	**37,886,011**
NDA-Vision Zero	Vision Zero Oversight and Outreach***	$	257,779
	Safe Streets and Roads for All Grant	$	240,000
	Total Department of Transportation	**$**	**497,779**
	Total FY27 PSP	**$**	**80,774,070**
	TOTAL FY27 RECOMMENDED EXPENDITURES (CIP & PSP)	**$**	**169,874,070**

Source: FY27 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.*

*$8.8M increase from the previous year is due to receipt of Federal Aid. $7.2M is from a Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Federal Grant. $1.6M is from Housing and Urban Development (HUD) Community Project Funding (CPF) Federal Grant.

**Increase is due to a new contract for speed and redlight camera replacement.

***includes $30,000 in matching funds for S4A grant.

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

FY27 RECOMMENDED FISCAL SUMMARY BY FUND ($000)

(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)
						FY27 Operating Budget					
Agencies By Fund	FY26 Est Fund Bal	FY27 Est Revenue	Net Inter-Fund Transfers	FY27 Total Resources	CIP Current Revenue & PAYGO	GO & LTL Debt Service	Agy/Fund Approp.	Total Approp.	Total Use of Approp.	Designated Fund Balance	FY27 Projected Fund Bal.
GENERAL FUND: TAX SUPPORTED											
County Government	236,892	4,855,900	(409,357)	4,683,435	65,042	263,227	1,879,052	2,142,279	2,207,321	0	0
Debt Service: Non-Agency	0	180	463,287	463,467	0	8,100	0	8,100	8,100	0	0
Montgomery County Public Schools	0	1,028,659	0	1,028,659	9,569	162,786	3,546,898	3,709,684	3,719,253	0	0
Montgomery College	18,124	143,742	(760)	161,106	10,059	29,354	308,063	337,417	347,476	0	0
SUBTOTAL GENERAL FUND	**255,016**	**6,028,482**	**53,170**	**6,336,668**	**84,670**	**463,467**	**5,734,013**	**6,197,480**	**6,282,150**	**0**	**54,518**
OTHER FUNDS: TAX SUPPORTED											
County Government											
Urban Districts	(701)	3,251	10,679	13,229	0	0	13,662	13,662	13,662	0	(433)
Fire	(20,422)	350,692	(16,259)	314,010	1,729	0	311,700	311,700	313,429	0	581
Mass Transit	517	264,462	(49,445)	215,535	2,407	0	212,797	212,797	215,204	0	330
Recreation	142	79,919	(14,825)	65,237	0	0	65,138	65,138	65,138	0	99
Economic Development	0	430	3,743	4,173	0	0	4,173	4,173	4,173	0	0
M-NCPPC	5,971	206,611	(4,063)	208,519	450	7,936	192,769	200,705	201,155	0	7,364
SUBTOTAL OTHER TAX SUPPORTED	**(14,492)**	**905,365**	**(70,169)**	**820,704**	**4,586**	**7,936**	**800,240**	**808,177**	**812,763**	**0**	**7,941**
TOTAL AVAIL. TAX SUPPORTED	**240,523**	**6,933,847**	**(16,999)**	**7,157,371**	**89,256**	**471,403**	**6,534,254**	**7,005,657**	**7,094,913**	**0**	**62,459**
Revenue Stabilization (Designated)	714,177	21,969	0	736,146	0	0	0	0	0	736,146	0
TOTAL TAX SUPPORTED (W RSF)	**954,700**	**6,955,816**	**(16,999)**	**7,893,517**	**89,256**	**471,403**	**6,534,254**	**7,005,657**	**7,094,913**	**736,146**	**62,459**
ENTERPRISE FUNDS											
County Government											
Community Use of Public Facilities	(68)	14,426	(956)	13,402	0	0	12,468	12,468	12,468	0	934
Parking Districts	12,785	39,510	(956)	51,339	11,552	0	31,372	31,372	42,924	0	8,415
Permitting Services	22,235	46,209	(6,171)	62,273	0	0	50,258	50,258	50,258	0	12,015
Solid Waste Collection	4,072	15,295	(228)	19,138	0	0	13,450	13,450	13,450	0	5,689
Solid Waste Disposal	0	176,447	959	177,406	3,990	0	184,658	184,658	188,648	(3,312)	(7,929)
Vacuum Leaf Collection	1,823	9,286	(2,409)	8,700	0	0	7,648	7,648	7,648	0	1,052
Liquor Control	5,355	96,149	(14,418)	87,085	0	0	81,927	81,927	81,927	0	5,158
Non-Tax Supported Debt Service	0	20,000	41,935	61,935	0	61,935	0	61,935	61,935	0	0
Montgomery County Public Schools	19,968	87,876	6,600	114,444	0	0	94,476	94,476	94,476	0	19,968
Montgomery College	52,211	32,318	(1,240)	83,289	0	0	30,703	30,703	30,703	0	52,585
M-NCPPC	22,848	19,509	4,783	47,139	0	0	25,404	25,404	25,404	0	21,735
FEE SUPPORTED FUNDS											
Cable TV	658	16,287	(5,450)	11,495	2,773	0	7,824	7,824	10,597	0	898
Montgomery Housing Initiative	3,255	41,377	7,642	52,274	0	0	52,274	52,274	52,274	0	0
Water Quality Protection Fund	9,535	61,409	(13,675)	57,269	10,643	0	36,006	36,006	46,649	0	10,621
Recreation-NonTax Supported	549	9,007	(3,700)	5,856	0	0	5,623	5,623	5,623	0	233
Detention Center Non-Tax Supported	863	557	0	1,420	0	0	814	814	814	0	606
Opioid Abatement	16,684	2,621	0	19,305	0	0	1,958	1,958	1,958	0	17,347
GRANT FUNDS											
County Government	0	156,483	0	156,483	0	0	158,112	158,112	158,112	0	(1,629)
Montgomery County Public Schools	0	143,961	0	143,961	0	0	143,961	143,961	143,961	0	0
Montgomery College	0	12,746	0	12,746	0	0	12,746	12,746	12,746	0	0
M-NCPPC	0	550	0	550	0	0	550	550	550	0	0
SUBTOTAL NON-TAX SUPPORTED	**172,773**	**1,002,022**	**12,715**	**1,187,510**	**28,958**	**61,935**	**952,232**	**1,014,166**	**1,043,124**	**(3,312)**	**147,698**

FY27 RECOMMENDED FISCAL SUMMARY BY FUND ($000)

TOTAL BUDGET (with Revenue Stabilization)	1,127,473	7,957,839	(4,284)	9,081,027	118,214	533,338	7,486,485	8,019,823	8,138,037	732,833	210,157

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				
FY26 Approved	2,348.3	169.6	480.7	2,998.6
FY27 Recommended	2,486.5	158.1	486.3	3,130.9
Percent Change From FY26	5.9%	-6.8%	1.2%	4.4%
MONTGOMERY COUNTY PUBLIC SCHOOLS				
FY26 Approved	3,354.6	148.7	92.2	3,595.6
FY27 Recommended	3,546.9	144.0	94.5	3,785.3
Percent Change From FY26	5.7%	-3.2%	2.4%	5.3%
MONTGOMERY COLLEGE				
FY26 Approved	295.7	18.2	33.0	346.9
FY27 Recommended	308.1	12.7	30.7	351.5
Percent Change From FY26	4.2%	-30.0%	-6.9%	1.3%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION				
FY26 Approved	185.4	0.6	24.0	209.9
FY27 Recommended	192.8	0.6	25.4	218.7
Percent Change From FY26	4.0%	----	5.8%	4.2%
ALL AGENCIES WITHOUT DEBT SERVICE				
FY26 Approved	6,183.9	337.1	629.9	7,150.9
FY27 Recommended	6,534.3	315.4	636.9	7,486.5
Percent Change From FY26	5.7%	-6.4%	1.1%	4.7%
DEBT SERVICE: GENERAL OBLIGATION & LONG TERM LEASES				
FY26 Approved	446.5		34.3	480.8
FY27 Recommended	471.4		61.9	533.3
Percent Change From FY26	5.6%	----	80.8%	10.9%
TOTAL BUDGETS				
FY26 Approved	6,630.5	337.1	664.2	7,631.7
FY27 Recommended	7,005.7	315.4	698.8	8,019.8
Percent Change From FY26	5.7%	-6.4%	5.2%	5.1%

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Schedule A-2

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	381,871,199	(218,666)	(105,974)	388,672	(767,525)	(5,801,686)	(24,141,288)
Revenues	4,624,785,232	1,099,641	1,262,195	296,377	617,518	256,145,644	347,551,818
Net Transfers	(360,816,109)	2,961,881	3,912,974	3,065,222	0	(52,608,065)	(13,870,359)
TOTAL RESOURCES	4,645,840,322	3,842,856	5,069,195	3,750,271	(150,007)	197,735,893	309,540,171
Contributions	(2,488,052,034)	0	0	0	0	0	0
To CIP: Current Revenue	(93,093,000)	0	0	0	0	5,118,000	(1,541,000)
Expenditures	(1,830,303,771)	(4,007,718)	(5,007,296)	(3,580,354)	(617,518)	(202,336,772)	(328,421,584)
TOTAL USE OF RESOURCES	(4,411,448,805)	(4,007,718)	(5,007,296)	(3,580,354)	(617,518)	(197,218,772)	(329,962,584)
ESTIMATED FY26 ENDING FUND BALANCE	234,391,517	(164,862)	61,899	169,917	(767,525)	517,121	(20,422,413)
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	2,500,000	0	0	0	0	0	0
Less Claims on Fund Balance	0	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY27	**236,891,517**	**(164,862)**	**61,899**	**169,917**	**(767,525)**	**517,121**	**(20,422,413)**

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY27

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	FrndShip Heights	Mass Transit	Fire
Beginning Fund Balance	236,891,517	(164,862)	61,899	169,917	(767,525)	517,121	(20,422,413)
Revenues	4,855,900,470	1,133,490	1,201,452	298,129	617,729	264,462,214	350,691,603
Net Transfers	(409,356,942)	3,115,831	4,170,446	3,392,247	0	(49,444,570)	(16,258,820)
TOTAL RESOURCES	4,683,435,045	4,084,459	5,433,797	3,860,293	(149,796)	215,534,765	314,010,370
Contributions	(2,673,948,056)	0	0	0	0	0	0
To CIP: Current Revenue	(84,670,000)	0	0	0	0	(2,407,000)	(1,729,000)
Expenditures	(1,879,052,249)	(3,982,290)	(5,297,895)	(3,763,786)	(617,729)	(212,797,283)	(311,700,388)
TOTAL USE OF RESOURCES	(4,637,670,305)	(3,982,290)	(5,297,895)	(3,763,786)	(617,729)	(215,204,283)	(313,429,388)
ESTIMATED FY27 ENDING FUND BALANCE	45,764,740	102,169	135,902	96,507	(767,525)	330,482	580,982
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	0	0	0	0	0	0	0
Less Claims on Fund Balance	0	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY28	**45,764,740**	**102,169**	**135,902**	**96,507**	**(767,525)**	**330,482**	**580,982**

Schedule A-2

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
4,855,065	21,305,874	686,011,886	1,063,397,557	0	21,478,157	45,655,697	16,286,944	1,146,818,355
73,737,574	790,533	28,165,110	5,334,451,642	189,900	1,015,996,451	135,315,549	187,388,389	6,673,341,931
(15,642,000)	3,868,909	0	(429,127,547)	433,585,390	0	(17,125,000)	(3,963,238)	(16,630,395)
62,950,639	25,965,316	714,176,996	5,968,721,652	433,775,290	1,037,474,608	163,846,246	199,712,095	7,803,529,891
0	0	0	(2,488,052,034)	0	2,338,642,338	149,409,696	0	0
0	0	0	(89,516,000)	0	0	0	(450,000)	(89,966,000)
(62,808,214)	(25,965,316)	0	(2,463,048,543)	(433,775,290)	(3,376,116,946)	(295,131,931)	(193,291,133)	(6,761,363,843)
(62,808,214)	(25,965,316)	0	(5,040,616,577)	(433,775,290)	(1,037,474,608)	(145,722,235)	(193,741,133)	(6,851,329,843)
142,425	0	714,176,996	928,105,075	0	0	18,124,011	5,970,962	952,200,048
0	0	(714,176,996)	(714,176,996)	0	0	0	0	(714,176,996)
0	0	0	2,500,000	0	0	0	0	2,500,000
0	0	0	0	0	0	0	0	0
142,425	0	0	216,428,079	0	0	18,124,011	5,970,962	240,523,052

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY27

Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
142,425	0	714,176,996	930,605,075	0	0	18,124,011	5,970,962	954,700,048
79,919,382	430,000	21,968,790	5,576,623,259	180,300	1,028,659,372	143,742,174	206,611,126	6,955,816,231
(14,824,630)	3,743,420	0	(475,463,018)	463,286,650	0	(760,000)	(4,062,743)	(16,999,111)
65,237,177	4,173,420	736,145,786	6,031,765,316	463,466,950	1,028,659,372	161,106,185	208,519,345	7,893,517,168
0	0	0	(2,673,948,056)	0	2,518,238,360	155,709,696	0	0
0	0	0	(88,806,000)	0	0	0	(450,000)	(89,256,000)
(65,138,363)	(4,173,420)	0	(2,486,523,403)	(463,466,950)	(3,546,897,732)	(308,063,096)	(200,705,364)	(7,005,656,545)
(65,138,363)	(4,173,420)	0	(5,249,277,459)	(463,466,950)	(1,028,659,372)	(152,353,400)	(201,155,364)	(7,094,912,545)
98,814	0	736,145,786	782,487,857	0	0	8,752,785	7,363,981	798,604,623
0	0	(736,145,786)	(736,145,786)	0	0	0	0	(736,145,786)
0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
98,814	0	0	46,342,071	0	0	8,752,785	7,363,981	62,458,837

Schedule A-3

CURRENT REVENUE REQUIREMENTS FOR THE CAPITAL IMPROVEMENTS PROGRAM

March 13, 2026

TAX SUPPORTED APPROPRIATIONS ($000s)	ACTUAL FY25 EXP	ESTIMATE FY26 APPROP	RECOMMENDED 6 YR	REC FY27 APPROP	REC FY28	REC FY29	REC FY30	REC FY31	REC FY32
GENERAL REVENUE SUPPORTED									
MCG	92,440	23,867	196,521	22,442	24,647	33,651	44,793	41,193	29,795
M-NCPPC PARKS	4,299	6,150	36,900	6,150	6,150	6,150	6,150	6,150	6,150
PUBLIC SCHOOLS (MCPS)	38,014	20,792	136,202	9,569	37,545	26,188	26,264	19,619	17,017
MONTGOMERY COLLEGE	12,972	15,084	93,479	10,059	16,684	16,684	16,684	16,684	16,684
HOC	2,613	1,500	9,850	2,450	2,400	1,250	1,250	1,250	1,250
CIP PAYGO - REGULAR	28,000	25,700	219,000	34,000	35,000	36,000	37,000	38,000	39,000
CIP PAYGO - RSF CONTRIBUTION	-	-		-	-	-	-	-	-
TOTAL CIP PAYGO	28,000	25,700	219,000	34,000	35,000	36,000	37,000	38,000	39,000
SUBTOTAL	178,338	93,093	691,952	84,670	122,426	119,923	132,141	122,896	109,896
OTHER TAX SUPPORTED									
MASS TRANSIT	44,499	(5,118)	314,665	2,407	95,238	84,852	25,707	53,080	53,381
FIRE CONSOLIDATED	2,084	1,541	68,043	1,729	11,331	13,797	13,136	12,823	15,227
M-NCPPC PARKS	450	450	2,700	450	450	450	450	450	450
SUBTOTAL	47,034	(3,127)	385,408	4,586	107,019	99,099	39,293	66,353	69,058
SUBTOTAL TAX SUPPORTED CURRENT REVENUE APPROPRIATION:	225,372	89,966	1,077,360	89,256	229,445	219,022	171,434	189,249	178,954
INFLATION	-	-	25,871	-	-	3,302	4,700	7,958	9,910
SUBTOTAL ALLOCATION:	-	-	25,871	-	-	3,302	4,700	7,958	9,910
TOTAL TAX SUPPORTED CURRENT REVENUE REQUIREMENT:	225,372	89,966	1,103,231	89,256	229,445	222,324	176,134	197,207	188,864
NON-TAX SUPPORTED APPROPRIATIONS ($000s)	**ACTUAL FY25 EXP**	**ESTIMATE FY26 APPROP**	**RECOMMENDED 6 YR**	**REC FY27 APPROP**	**REC FY28**	**REC FY29**	**REC FY30**	**REC FY31**	**REC FY32**
NON-TAX SUPPORTED									
PARKING DISTRICTS	5,072	9,483	63,447	11,552	11,260	11,260	12,025	8,675	8,675
SOLID WASTE DISPOSAL	-	5,700	12,050	3,990	2,560	2,000	1,500	1,000	1,000
M-NCPPC ENTERPRISE FUND	-	1,250	8,300	0	4,200	3,600	500	-	-
CABLE TV FUND	6,281	3,020	13,678	2,773	2,526	2,280	2,033	2,033	2,033
WATER QUALITY PROTECTION CHARGE	9,172	6,652	69,983	10,643	12,608	11,638	11,719	11,646	11,729
LIQUOR CONTROL	3,770	1,470	3,995	0	1,084	811	1,207	893	-
MOTOR POOL	-	3,861	2,500	2,500	-	-	-	-	-
SUBTOTAL EXPENDITURES:	24,295	31,436	173,953	31,458	34,238	31,589	28,984	24,247	23,437
TOTAL CURRENT REVENUE REQUIREMENTS	249,667	121,402	1,277,184	120,714	263,683	253,913	205,118	221,454	212,301

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Schedule A-4

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
BEGINNING FUND BALANCE	**378,758,731**	**210,507,402**	**381,871,199**	**236,891,517**	**12.5%**
REVENUES					
Taxes	4,200,276,344	4,356,672,436	4,409,820,644	4,638,144,292	6.5%
Licenses & Permits	14,996,952	16,669,748	17,013,858	15,669,844	-6.0%
Charges for Services	11,511,363	15,441,338	15,152,563	15,021,905	-2.7%
Fines & Forfeitures	31,042,812	29,608,900	19,287,400	39,818,750	34.5%
Intergovernmental	137,932,181	102,495,008	123,273,596	115,045,408	12.2%
Investment Income	31,702,546	22,021,110	24,095,020	18,794,120	-14.7%
Miscellaneous	13,989,139	15,962,201	16,142,151	13,406,151	-16.0%
Total REVENUES	4,441,451,337	4,558,870,741	4,624,785,232	4,855,900,470	6.5%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	49,425,932	47,141,497	47,141,497	32,134,729	-31.8%
To Non-Tax Supported Funds	(41,055,798)	(39,004,921)	(39,004,921)	(40,552,761)	4.0%
From Tax Supported Funds	46,652,760	36,263,813	36,263,813	25,048,006	-30.9%
To Tax Supported Funds	(385,836,570)	(397,504,823)	(393,409,940)	(416,054,152)	4.7%
To Component Units/Agencies	(12,100,288)	(11,806,558)	(11,806,558)	(9,932,764)	-15.9%
Total NET INTER-FUND TRANSFERS	(342,913,964)	(364,910,992)	(360,816,109)	(409,356,942)	12.2%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
To Tax Supported Funds	(2,277,702,034)	(2,488,052,034)	(2,488,052,034)	(2,673,948,056)	7.5%
County Contribution to CIP Fund	(178,337,974)	(96,593,000)	(93,093,000)	(84,670,000)	-12.3%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	(2,456,040,008)	(2,584,645,034)	(2,581,145,034)	(2,758,618,056)	6.7%
Total Resources	***2,021,256,096***	***1,819,822,117***	***2,064,695,288***	***1,924,816,989***	***5.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,658,427,910)	(1,752,160,128)	(1,830,303,771)	(1,879,052,249)	7.2%
Adjustment for Prior Year Encumbrances/Reserves	19,043,013	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,639,384,897)	(1,752,160,128)	(1,830,303,771)	(1,879,052,249)	7.2%
CLAIMS ON FUND					
Designated Reserves	0	2,500,000	2,500,000	0	-100.0%
Total CLAIMS ON FUND	0	2,500,000	2,500,000	0	-100.0%
Total Use of Resources	***(1,639,384,897)***	***(1,749,660,128)***	***(1,827,803,771)***	***(1,879,052,249)***	***7.4%***
PROJECTED FUND BALANCE	**381,871,199**	**70,161,989**	**236,891,517**	**45,764,740**	**-34.8%**
Bethesda Urban District					
BEGINNING FUND BALANCE	**198,905**	**80,874**	**(218,666)**	**(164,862)**	**-303.9%**
REVENUES					
Taxes	662,059	979,921	875,641	911,140	-7.0%
Charges for Services	236,731	183,975	224,000	222,350	20.9%
Total REVENUES	898,790	1,163,896	1,099,641	1,133,490	-2.6%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,581,122	1,581,122	1,581,122	0	-100.0%

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
From Tax Supported Funds	883,753	1,406,720	1,406,720	3,133,812	122.8%
To Tax Supported Funds	(23,660)	(25,961)	(25,961)	(17,981)	-30.7%
Total NET INTER-FUND TRANSFERS	2,441,215	2,961,881	2,961,881	3,115,831	5.2%
Total Resources	***3,538,910***	***4,206,651***	***3,842,856***	***4,084,459***	***-2.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,746,047)	(4,021,251)	(4,007,718)	(3,982,290)	-1.0%
Adjustment for Prior Year Encumbrances/Reserves	(11,529)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,757,576)	(4,021,251)	(4,007,718)	(3,982,290)	-1.0%
Total Use of Resources	***(3,757,576)***	***(4,021,251)***	***(4,007,718)***	***(3,982,290)***	***-1.0%***
PROJECTED FUND BALANCE	**(218,666)**	**185,400**	**(164,862)**	**102,169**	**-44.9%**
Friendship Heights Urban District					
BEGINNING FUND BALANCE	**(771,898)**	**(771,898)**	**(767,525)**	**(767,525)**	**-0.6%**
REVENUES					
Charges for Services	621,890	617,518	617,518	617,729	----
Total REVENUES	621,890	617,518	617,518	617,729	----
Total Resources	***(150,008)***	***(154,380)***	***(150,007)***	***(149,796)***	***-3.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(617,517)	(617,518)	(617,518)	(617,729)	----
Total APPROPRIATION/EXPENDITURE	(617,517)	(617,518)	(617,518)	(617,729)	----
Total Use of Resources	***(617,517)***	***(617,518)***	***(617,518)***	***(617,729)***	***----***
PROJECTED FUND BALANCE	**(767,525)**	**(771,898)**	**(767,525)**	**(767,525)**	**-0.6%**
Silver Spring Urban District					
BEGINNING FUND BALANCE	**74,537**	**(7,745)**	**(105,974)**	**61,899**	**-899.2%**
REVENUES					
Taxes	939,684	1,125,009	1,037,547	1,081,452	-3.9%
Charges for Services	321,448	120,000	224,648	120,000	----
Miscellaneous	111	0	0	0	----
Total REVENUES	1,261,243	1,245,009	1,262,195	1,201,452	-3.5%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,058,464	150,000	150,000	0	-100.0%
From Tax Supported Funds	2,141,467	4,442,896	4,442,896	4,673,819	5.2%
To Tax Supported Funds	(630,799)	(679,922)	(679,922)	(503,373)	-26.0%
Total NET INTER-FUND TRANSFERS	3,569,132	3,912,974	3,912,974	4,170,446	6.6%
Total Resources	***4,904,912***	***5,150,238***	***5,069,195***	***5,433,797***	***5.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(4,804,920)	(4,880,102)	(5,007,296)	(5,297,895)	8.6%
Adjustment for Prior Year Encumbrances/Reserves	(205,966)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(5,010,886)	(4,880,102)	(5,007,296)	(5,297,895)	8.6%
Total Use of Resources	***(5,010,886)***	***(4,880,102)***	***(5,007,296)***	***(5,297,895)***	***8.6%***
PROJECTED FUND BALANCE	**(105,974)**	**270,136**	**61,899**	**135,902**	**-49.7%**
Wheaton Urban District					
BEGINNING FUND BALANCE	**120,988**	**369,858**	**388,672**	**169,917**	**-54.1%**
REVENUES					
Taxes	272,520	305,623	286,366	298,129	-2.5%
Charges for Services	10,832	0	10,011	0	----
Total REVENUES	283,352	305,623	296,377	298,129	-2.5%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	225,000	225,000	225,000	0	-100.0%
From Tax Supported Funds	3,766,786	3,305,858	3,305,858	3,713,399	12.3%

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
To Tax Supported Funds	(484,348)	(465,636)	(465,636)	(321,152)	-31.0%
Total NET INTER-FUND TRANSFERS	3,507,438	3,065,222	3,065,222	3,392,247	10.7%
Total Resources	***3,911,778***	***3,740,703***	***3,750,271***	***3,860,293***	***3.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,650,212)	(3,679,553)	(3,580,354)	(3,763,786)	2.3%
Adjustment for Prior Year Encumbrances/Reserves	127,106	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,523,106)	(3,679,553)	(3,580,354)	(3,763,786)	2.3%
Total Use of Resources	***(3,523,106)***	***(3,679,553)***	***(3,580,354)***	***(3,763,786)***	***2.3%***
PROJECTED FUND BALANCE	**388,672**	**61,150**	**169,917**	**96,507**	**57.8%**
Mass Transit					
BEGINNING FUND BALANCE	**(8,276,095)**	**(6,611,294)**	**(5,801,686)**	**517,121**	**-107.8%**
REVENUES					
Taxes	211,424,829	209,894,512	207,489,501	216,335,182	3.1%
Licenses & Permits	41,863	80,000	40,000	40,000	-50.0%
Charges for Services	8,372,622	6,274,383	6,089,251	4,175,477	-33.5%
Fines & Forfeitures	868,182	960,000	1,127,200	1,460,000	52.1%
Intergovernmental	40,983,468	42,780,825	41,361,412	42,451,555	-0.8%
Miscellaneous	73,847	0	38,280	0	----
Total REVENUES	261,764,811	259,989,720	256,145,644	264,462,214	1.7%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	531,310	531,310	531,310	531,310	----
To Tax Supported Funds	(56,010,503)	(53,297,814)	(53,139,375)	(49,975,880)	-6.2%
Total NET INTER-FUND TRANSFERS	(55,479,193)	(52,766,504)	(52,608,065)	(49,444,570)	-6.3%
Total Resources	***198,009,523***	***200,611,922***	***197,735,893***	***215,534,765***	***7.4%***
CIP CURRENT REVENUE	***(44,499,171)***	***5,118,000***	***5,118,000***	***(2,407,000)***	***-147.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(195,688,128)	(205,787,901)	(202,336,772)	(212,797,283)	3.4%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	36,376,090	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(159,312,038)	(205,787,901)	(202,336,772)	(212,797,283)	3.4%
CLAIMS ON FUND					
Designated Reserves	0	175,624	0	0	-100.0%
Total CLAIMS ON FUND	0	175,624	0	0	-100.0%
Total Use of Resources	***(203,811,209)***	***(200,494,277)***	***(197,218,772)***	***(215,204,283)***	***7.3%***
PROJECTED FUND BALANCE	**(5,801,686)**	**117,645**	**517,121**	**330,482**	**180.9%**
Fire					
BEGINNING FUND BALANCE	**(12,946,518)**	**(21,458,830)**	**(24,141,288)**	**(20,422,413)**	**-4.8%**
REVENUES					
Taxes	284,964,183	308,757,869	305,220,062	311,961,603	1.0%
Charges for Services	33,509,282	25,030,000	25,030,000	25,030,000	----
Intergovernmental	8,295,769	13,700,000	17,121,756	13,700,000	----
Miscellaneous	879,746	0	180,000	0	----
Total REVENUES	327,648,980	347,487,869	347,551,818	350,691,603	0.9%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	250,000	250,000	250,000	250,000	----
To Tax Supported Funds	(21,909,480)	(14,317,610)	(14,120,359)	(16,508,820)	15.3%
Total NET INTER-FUND TRANSFERS	(21,659,480)	(14,067,610)	(13,870,359)	(16,258,820)	15.6%
Total Resources	***293,042,982***	***311,961,429***	***309,540,171***	***314,010,370***	***0.7%***
CIP CURRENT REVENUE	***(2,084,499)***	***(1,541,000)***	***(1,541,000)***	***(1,729,000)***	***12.2%***
APPROPRIATION/EXPENDITURE					

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Appropriation/Expenditure	(311,011,406)	(310,083,473)	(328,421,584)	(311,700,388)	0.5%
Adjustment for Prior Year Encumbrances/Reserves	(4,088,365)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(315,099,771)	(310,083,473)	(328,421,584)	(311,700,388)	0.5%
Total Use of Resources	***(317,184,270)***	***(311,624,473)***	***(329,962,584)***	***(313,429,388)***	***0.6%***
PROJECTED FUND BALANCE	**(24,141,288)**	**336,956**	**(20,422,413)**	**580,982**	**72.4%**
Recreation					
BEGINNING FUND BALANCE	**6,889,297**	**4,740,510**	**4,855,065**	**142,425**	**-97.0%**
REVENUES					
Taxes	65,696,674	70,788,031	69,965,914	76,147,722	7.6%
Charges for Services	5,264,544	3,410,187	3,606,196	3,606,196	5.7%
Miscellaneous	51,735	165,464	165,464	165,464	----
Total REVENUES	71,012,953	74,363,682	73,737,574	79,919,382	7.5%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,400,000	3,700,000	3,700,000	3,700,000	----
From Tax Supported Funds	1,009,700	1,009,700	1,009,700	1,019,700	1.0%
To Tax Supported Funds	(19,231,534)	(20,584,335)	(20,351,700)	(19,544,330)	-5.1%
Total NET INTER-FUND TRANSFERS	(15,821,834)	(15,874,635)	(15,642,000)	(14,824,630)	-6.6%
Total Resources	***62,080,416***	***63,229,557***	***62,950,639***	***65,237,177***	***3.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(57,957,606)	(62,850,320)	(62,808,214)	(65,138,363)	3.6%
Adjustment for Prior Year Encumbrances/Reserves	732,255	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(57,225,351)	(62,850,320)	(62,808,214)	(65,138,363)	3.6%
Total Use of Resources	***(57,225,351)***	***(62,850,320)***	***(62,808,214)***	***(65,138,363)***	***3.6%***
PROJECTED FUND BALANCE	**4,855,065**	**379,237**	**142,425**	**98,814**	**-73.9%**
Economic Development Fund					
BEGINNING FUND BALANCE	**20,631,698**	**0**	**21,305,874**	**0**	**----**
REVENUES					
Investment Income	1,307,880	55,000	313,060	55,000	----
Miscellaneous	637,970	375,000	477,473	375,000	----
Total REVENUES	1,945,850	430,000	790,533	430,000	----
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	3,193,249	3,750,782	3,868,909	3,743,420	-0.2%
Total NET INTER-FUND TRANSFERS	3,193,249	3,750,782	3,868,909	3,743,420	-0.2%
Total Resources	***25,770,797***	***4,180,782***	***25,965,316***	***4,173,420***	***-0.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(4,464,923)	(4,180,782)	(25,965,316)	(4,173,420)	-0.2%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(4,464,923)	(4,180,782)	(25,965,316)	(4,173,420)	-0.2%
Total Use of Resources	***(4,464,923)***	***(4,180,782)***	***(25,965,316)***	***(4,173,420)***	***-0.2%***
PROJECTED FUND BALANCE	**21,305,874**	**0**	**0**	**0**	**----**
Revenue Stabilization Fund					
BEGINNING FUND BALANCE	**649,232,474**	**684,863,394**	**686,011,886**	**714,176,996**	**4.3%**
REVENUES					
Investment Income	36,779,412	30,004,990	28,165,110	21,968,790	-26.8%
Total REVENUES	36,779,412	30,004,990	28,165,110	21,968,790	-26.8%
Total Resources	***686,011,886***	***714,868,384***	***714,176,996***	***736,145,786***	***3.0%***
DESIGNATED FUND BALANCE	**686,011,886**	**714,868,384**	**714,176,996**	**736,145,786**	**3.0%**

DEBT SERVICE

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
Debt Service					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	204,720	189,940	189,900	180,300	-5.1%
Total REVENUES	204,720	189,940	189,900	180,300	-5.1%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,142,864	2,146,053	2,146,053	2,146,053	----
From Tax Supported Funds	425,697,869	435,915,022	431,113,687	460,812,222	5.7%
From Internal Service Funds	516,300	325,650	325,650	328,375	0.8%
Total NET INTER-FUND TRANSFERS	428,357,033	438,386,725	433,585,390	463,286,650	5.7%
Total Resources	***428,561,753***	***438,576,665***	***433,775,290***	***463,466,950***	***5.7%***
APPROPRIATION/EXPENDITURE					
Debt Service - GO Bonds	(402,251,407)	(408,290,190)	(404,787,485)	(431,004,005)	5.6%
Debt Service - Other	(26,310,346)	(30,286,475)	(28,987,805)	(32,462,945)	7.2%
Total APPROPRIATION/EXPENDITURE	(428,561,753)	(438,576,665)	(433,775,290)	(463,466,950)	5.7%
Total Use of Resources	***(428,561,753)***	***(438,576,665)***	***(433,775,290)***	***(463,466,950)***	***5.7%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund MCPS					
BEGINNING FUND BALANCE	**11,893,057**	**0**	**21,478,157**	**0**	**----**
REVENUES					
Charges for Services	4,089,938	3,807,933	3,807,933	4,276,147	12.3%
Intergovernmental	973,734,239	1,005,502,829	1,005,502,829	1,017,597,536	1.2%
Miscellaneous	10,440,192	6,685,689	6,685,689	6,785,689	1.5%
Total REVENUES	988,264,369	1,015,996,451	1,015,996,451	1,028,659,372	1.2%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	2,128,642,338	2,338,642,338	2,338,642,338	2,518,238,360	7.7%
County Contribution to CIP Fund	38,014,000	20,792,000	20,792,000	9,569,000	-54.0%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	2,166,656,338	2,359,434,338	2,359,434,338	2,527,807,360	7.1%
Total Resources	***3,166,813,764***	***3,375,430,789***	***3,396,908,946***	***3,556,466,732***	***5.4%***
CIP CURRENT REVENUE	***(38,014,000)***	***(20,792,000)***	***(20,792,000)***	***(9,569,000)***	***-54.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,116,913,181)	(3,354,638,789)	(3,376,116,946)	(3,546,897,732)	5.7%
Adjustment for Prior Year Encumbrances/Reserves	9,591,574	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,107,321,607)	(3,354,638,789)	(3,376,116,946)	(3,546,897,732)	5.7%
Total Use of Resources	***(3,145,335,607)***	***(3,375,430,789)***	***(3,396,908,946)***	***(3,556,466,732)***	***5.4%***
PROJECTED FUND BALANCE	**21,478,157**	**0**	**0**	**0**	**----**
MONTGOMERY COLLEGE					
Current Fund MC					
BEGINNING FUND BALANCE	**57,573,120**	**43,593,049**	**45,029,641**	**17,542,955**	**-59.8%**
REVENUES					
Charges for Services	69,914,150	72,600,367	73,362,555	77,875,067	7.3%
Intergovernmental	56,508,425	58,322,994	58,372,994	61,634,607	5.7%
Investment Income	2,350,969	2,235,000	2,100,000	2,300,000	2.9%
Miscellaneous	3,011,570	2,000,000	1,450,000	1,910,000	-4.5%
Total REVENUES	131,785,114	135,158,361	135,285,549	143,719,674	6.3%
NET INTER-FUND TRANSFERS					

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
To Non-Tax Supported Funds	(9,904,995)	(17,285,000)	(17,125,000)	(760,000)	-95.6%
Total NET INTER-FUND TRANSFERS	(9,904,995)	(17,285,000)	(17,125,000)	(760,000)	-95.6%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	148,409,696	148,759,696	148,759,696	155,059,696	4.2%
County Contribution to CIP Fund	12,972,105	15,084,000	15,084,000	10,059,000	-33.3%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	161,381,801	163,843,696	163,843,696	165,118,696	0.8%
Total Resources	***340,835,040***	***325,310,106***	***327,033,886***	***325,621,325***	***0.1%***
CIP CURRENT REVENUE	***(12,972,105)***	***(15,084,000)***	***(15,084,000)***	***(10,059,000)***	***-33.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(282,833,294)	(294,936,244)	(294,406,931)	(307,313,096)	4.2%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(282,833,294)	(294,936,244)	(294,406,931)	(307,313,096)	4.2%
Total Use of Resources	***(295,805,399)***	***(310,020,244)***	***(309,490,931)***	***(317,372,096)***	***2.4%***
PROJECTED FUND BALANCE	**45,029,641**	**15,289,862**	**17,542,955**	**8,249,229**	**-46.0%**
Emergency Repair Fund					
BEGINNING FUND BALANCE	**697,238**	**868,238**	**626,056**	**581,056**	**-33.1%**
REVENUES					
Investment Income	24,384	21,500	30,000	22,500	4.7%
Total REVENUES	24,384	21,500	30,000	22,500	4.7%
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	***971,622***	***1,139,738***	***906,056***	***853,556***	***-25.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(345,566)	(350,000)	(325,000)	(350,000)	----
Total APPROPRIATION/EXPENDITURE	(345,566)	(350,000)	(325,000)	(350,000)	----
Total Use of Resources	***(345,566)***	***(350,000)***	***(325,000)***	***(350,000)***	***----***
PROJECTED FUND BALANCE	**626,056**	**789,738**	**581,056**	**503,556**	**-36.2%**
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	**7,373,782**	**5,895,079**	**6,972,653**	**2,262,003**	**-61.6%**
REVENUES					
Taxes	40,827,271	41,754,721	41,270,373	47,110,786	12.8%
Charges for Services	480,970	276,200	276,200	287,000	3.9%
Intergovernmental	411,653	505,019	505,019	535,320	6.0%
Investment Income	786,309	175,000	300,000	175,000	----
Miscellaneous	2,668	0	0	0	----

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Total REVENUES	42,508,871	42,710,940	42,351,592	48,108,106	12.6%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(950,000)	(1,500,000)	(1,500,000)	(1,500,000)	----
To Tax Supported Funds	(100,000)	(50,000)	(50,000)	0	-100.0%
Total NET INTER-FUND TRANSFERS	(1,050,000)	(1,550,000)	(1,550,000)	(1,500,000)	-3.2%
Total Resources	***48,832,653***	***47,056,019***	***47,774,245***	***48,870,109***	***3.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(41,860,000)	(45,512,242)	(45,512,242)	(47,258,016)	3.8%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(41,860,000)	(45,512,242)	(45,512,242)	(47,258,016)	3.8%
Total Use of Resources	***(41,860,000)***	***(45,512,242)***	***(45,512,242)***	***(47,258,016)***	***3.8%***
PROJECTED FUND BALANCE	**6,972,653**	**1,543,777**	**2,262,003**	**1,612,093**	**4.4%**
Park Fund					
BEGINNING FUND BALANCE	**15,000,043**	**9,863,434**	**9,306,965**	**3,708,959**	**-62.4%**
REVENUES					
Taxes	122,913,998	134,933,680	133,368,469	146,315,229	8.4%
Charges for Services	3,732,514	3,653,576	3,653,576	3,615,438	-1.0%
Intergovernmental	4,302,081	4,637,840	4,637,840	4,916,110	6.0%
Investment Income	1,673,365	775,000	775,000	650,000	-16.1%
Miscellaneous	164,866	96,000	96,000	393,500	309.9%
Total REVENUES	132,786,824	144,096,096	142,530,885	155,890,277	8.2%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	150,000	100,000	100,000	50,000	-50.0%
Total NET INTER-FUND TRANSFERS	150,000	100,000	100,000	50,000	-50.0%
Total Resources	***147,936,867***	***154,059,530***	***151,937,850***	***159,649,236***	***3.6%***
CIP CURRENT REVENUE	***(450,000)***	***(450,000)***	***(450,000)***	***(450,000)***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(131,316,962)	(139,842,834)	(139,842,834)	(145,483,913)	4.0%
Debt Service - Other	(6,862,940)	(7,936,057)	(7,936,057)	(7,963,435)	0.3%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(138,179,902)	(147,778,891)	(147,778,891)	(153,447,348)	3.8%
Total Use of Resources	***(138,629,902)***	***(148,228,891)***	***(148,228,891)***	***(153,897,348)***	***3.8%***
PROJECTED FUND BALANCE	**9,306,965**	**5,830,639**	**3,708,959**	**5,751,888**	**-1.4%**
ALA Debt Service Fund					
BEGINNING FUND BALANCE	**5,736**	**0**	**7,326**	**0**	**----**
REVENUES					
Taxes	2,359,429	2,534,958	2,505,912	2,612,743	3.1%
Total REVENUES	2,359,429	2,534,958	2,505,912	2,612,743	3.1%
NET INTER-FUND TRANSFERS					
To Internal Service Funds	(2,236,639)	(2,534,958)	(2,513,238)	(2,612,743)	3.1%
Total NET INTER-FUND TRANSFERS	(2,236,639)	(2,534,958)	(2,513,238)	(2,612,743)	3.1%
Total Resources	***128,526***	***0***	***0***	***0***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(121,200)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(121,200)	0	0	0	----
Total Use of Resources	***(121,200)***	***0***	***0***	***0***	***----***
PROJECTED FUND BALANCE	**7,326**	**0**	**0**	**0**	**----**

NON-TAX SUPPORTED

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
Grant Fund MCG					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	65,869	0	0	0	----
Intergovernmental	151,542,175	167,484,109	167,484,109	155,332,160	-7.3%
Investment Income	279,857	0	0	0	----
Miscellaneous	15,232,669	1,150,870	1,150,870	1,150,870	----
Total REVENUES	167,120,570	168,634,979	168,634,979	156,483,030	-7.2%
Total Resources	***167,120,570***	***168,634,979***	***168,634,979***	***156,483,030***	***-7.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(167,120,570)	(169,634,979)	(169,634,979)	(158,112,373)	-6.8%
Total APPROPRIATION/EXPENDITURE	(167,120,570)	(169,634,979)	(169,634,979)	(158,112,373)	-6.8%
Total Use of Resources	***(167,120,570)***	***(169,634,979)***	***(169,634,979)***	***(158,112,373)***	***-6.8%***
PROJECTED FUND BALANCE	**0**	**(1,000,000)**	**(1,000,000)**	**(1,629,343)**	**62.9%**
Water Quality Protection Fund					
BEGINNING FUND BALANCE	**25,209,321**	**13,379,960**	**13,764,940**	**9,534,770**	**-28.7%**
REVENUES					
Taxes	54,685,657	56,049,687	56,049,687	59,891,950	6.9%
Charges for Services	148,040	47,500	47,500	47,500	----
Investment Income	2,460,223	1,768,850	1,768,850	1,469,520	-16.9%
Miscellaneous	46,771	0	0	0	----
Total REVENUES	57,340,691	57,866,037	57,866,037	61,408,970	6.1%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(8,970,742)	(9,921,900)	(9,511,900)	(11,127,300)	12.1%
To Tax Supported Funds	(3,425,878)	(3,783,620)	(3,783,620)	(2,547,350)	-32.7%
Total NET INTER-FUND TRANSFERS	(12,396,620)	(13,705,520)	(13,295,520)	(13,674,650)	-0.2%
Total Resources	***70,153,392***	***57,540,477***	***58,335,457***	***57,269,090***	***-0.5%***
CIP CURRENT REVENUE	***(9,171,699)***	***(9,451,936)***	***(9,451,936)***	***(10,643,000)***	***12.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(32,581,841)	(39,377,541)	(39,348,751)	(36,005,549)	-8.6%
Adjustment for Prior Year Encumbrances/Reserves	(14,634,912)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(47,216,753)	(39,377,541)	(39,348,751)	(36,005,549)	-8.6%
Total Use of Resources	***(56,388,452)***	***(48,829,477)***	***(48,800,687)***	***(46,648,549)***	***-4.5%***
PROJECTED FUND BALANCE	**13,764,940**	**8,711,000**	**9,534,770**	**10,620,541**	**21.9%**
Opioid Abatement					
BEGINNING FUND BALANCE	**10,649,559**	**9,464,597**	**16,928,730**	**16,683,860**	**76.3%**
REVENUES					
Intergovernmental	6,927,744	1,563,273	3,000,000	1,705,677	9.1%
Investment Income	839,377	0	0	0	----
Miscellaneous	928,104	0	0	915,602	----
Total REVENUES	8,695,225	1,563,273	3,000,000	2,621,279	67.7%
Total Resources	***19,344,784***	***11,027,870***	***19,928,730***	***19,305,139***	***75.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,441,877)	(1,579,392)	(3,244,870)	(1,958,132)	24.0%
Adjustment for Prior Year Encumbrances/Reserves	25,823	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,416,054)	(1,579,392)	(3,244,870)	(1,958,132)	24.0%
Total Use of Resources	***(2,416,054)***	***(1,579,392)***	***(3,244,870)***	***(1,958,132)***	***24.0%***
PROJECTED FUND BALANCE	**16,928,730**	**9,448,478**	**16,683,860**	**17,347,007**	**83.6%**

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
Recreation Non-Tax Supported					
BEGINNING FUND BALANCE	**622,644**	**1,478,666**	**1,040,432**	**549,240**	**-62.9%**
REVENUES					
Charges for Services	7,960,061	8,800,000	8,947,131	8,947,131	1.7%
Investment Income	100,417	77,050	75,870	59,980	-22.2%
Total REVENUES	8,060,478	8,877,050	9,023,001	9,007,111	1.5%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(2,400,000)	(3,700,000)	(3,700,000)	(3,700,000)	----
Total NET INTER-FUND TRANSFERS	(2,400,000)	(3,700,000)	(3,700,000)	(3,700,000)	----
Total Resources	***6,283,122***	***6,655,716***	***6,363,433***	***5,856,351***	***-12.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(5,244,471)	(5,000,000)	(5,814,193)	(5,623,458)	12.5%
Adjustment for Prior Year Encumbrances/Reserves	1,781	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(5,242,690)	(5,000,000)	(5,814,193)	(5,623,458)	12.5%
Total Use of Resources	***(5,242,690)***	***(5,000,000)***	***(5,814,193)***	***(5,623,458)***	***12.5%***
PROJECTED FUND BALANCE	**1,040,432**	**1,655,716**	**549,240**	**232,893**	**-85.9%**
Detention Center Non-Tax Supported					
BEGINNING FUND BALANCE	**1,057,430**	**773,717**	**990,179**	**862,678**	**11.5%**
REVENUES					
Investment Income	68,998	49,100	52,130	41,210	-16.1%
Miscellaneous	425,706	245,065	245,065	516,065	110.6%
Total REVENUES	494,704	294,165	297,195	557,275	89.4%
Total Resources	***1,552,134***	***1,067,882***	***1,287,374***	***1,419,953***	***33.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(576,170)	(543,000)	(424,696)	(814,000)	49.9%
Adjustment for Prior Year Encumbrances/Reserves	14,215	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(561,955)	(543,000)	(424,696)	(814,000)	49.9%
Total Use of Resources	***(561,955)***	***(543,000)***	***(424,696)***	***(814,000)***	***49.9%***
PROJECTED FUND BALANCE	**990,179**	**524,882**	**862,678**	**605,953**	**15.4%**
Cable Television					
BEGINNING FUND BALANCE	**2,958,139**	**(1,771,232)**	**700,905**	**658,270**	**-137.2%**
REVENUES					
Charges for Services	18,468,072	17,106,818	17,630,534	16,122,149	-5.8%
Investment Income	275,275	92,860	207,990	164,420	77.1%
Miscellaneous	1,000,000	0	0	0	----
Total REVENUES	19,743,347	17,199,678	17,838,524	16,286,569	-5.3%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(10,812,185)	(9,225,989)	(9,225,989)	(5,450,000)	-40.9%
Total NET INTER-FUND TRANSFERS	(10,812,185)	(9,225,989)	(9,225,989)	(5,450,000)	-40.9%
Total Resources	***11,889,301***	***6,202,457***	***9,313,440***	***11,494,839***	***85.3%***
CIP CURRENT REVENUE	***(6,280,701)***	***(3,020,000)***	***(3,020,000)***	***(2,773,000)***	***-8.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(6,442,517)	(5,635,170)	(5,635,170)	(7,824,171)	38.8%
Adjustment for Prior Year Encumbrances/Reserves	1,534,822	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(4,907,695)	(5,635,170)	(5,635,170)	(7,824,171)	38.8%
Total Use of Resources	***(11,188,396)***	***(8,655,170)***	***(8,655,170)***	***(10,597,171)***	***22.4%***
PROJECTED FUND BALANCE	**700,905**	**(2,452,713)**	**658,270**	**897,668**	**-136.6%**
Montgomery Housing Initiative					

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
BEGINNING FUND BALANCE	**16,885,434**	**12,018,738**	**12,484,490**	**3,255,291**	**-72.9%**
REVENUES					
Taxes	28,211,698	25,407,109	24,744,515	28,361,876	11.6%
Charges for Services	121,090	4,696,758	4,696,758	4,724,100	0.6%
Investment Income	6,156,654	4,412,480	2,453,050	1,939,240	-56.1%
Miscellaneous	5,790,529	5,691,600	5,717,000	6,351,464	11.6%
Total REVENUES	40,279,971	40,207,947	37,611,323	41,376,680	2.9%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(15,705,122)	(24,337,790)	(20,312,290)	(30,807,500)	26.6%
From Tax Supported Funds	40,054,468	37,924,281	37,924,281	39,002,781	2.8%
To Tax Supported Funds	(674,116)	(806,644)	(806,644)	(553,675)	-31.4%
Total NET INTER-FUND TRANSFERS	23,675,230	12,779,847	16,805,347	7,641,606	-40.2%
Total Resources	***80,840,635***	***65,006,532***	***66,901,160***	***52,273,577***	***-19.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(67,848,401)	(59,822,428)	(61,408,773)	(52,273,577)	-12.6%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	(507,744)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(68,356,145)	(59,822,428)	(61,408,773)	(52,273,577)	-12.6%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(4,085,404)	(2,237,096)	0	-100.0%
Total CLAIMS ON FUND	0	(4,085,404)	(2,237,096)	0	-100.0%
Total Use of Resources	***(68,356,145)***	***(63,907,832)***	***(63,645,869)***	***(52,273,577)***	***-18.2%***
PROJECTED FUND BALANCE	**12,484,490**	**1,098,700**	**3,255,291**	**0**	**-100.0%**
Community Use of Public Facilities					
BEGINNING UNRESTRICTED NET ASSETS	**1,326,040**	**20,442**	**(424,198)**	**(68,392)**	**-434.6%**
REVENUES					
Charges for Services	10,885,479	12,829,289	13,067,947	14,311,053	11.5%
Investment Income	192,620	334,790	145,540	115,060	-65.6%
Miscellaneous	856	0	0	0	----
Total REVENUES	11,078,955	13,164,079	13,213,487	14,426,113	9.6%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	160,000	160,000	160,000	160,000	----
To Tax Supported Funds	(1,347,829)	(1,415,958)	(1,415,958)	(1,115,665)	-21.2%
Total NET INTER-FUND TRANSFERS	(1,187,829)	(1,255,958)	(1,255,958)	(955,665)	-23.9%
Total Resources	***11,217,166***	***11,928,563***	***11,533,331***	***13,402,056***	***12.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(11,533,702)	(12,192,169)	(11,601,723)	(12,468,452)	2.3%
Adjustment for Prior Year Encumbrances/Reserves	(107,662)	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(11,641,364)	(12,192,169)	(11,601,723)	(12,468,452)	2.3%
Total Use of Resources	***(11,641,364)***	***(12,192,169)***	***(11,601,723)***	***(12,468,452)***	***2.3%***
PROJECTED UNRESTRICTED NET ASSETS	**(424,198)**	**(263,606)**	**(68,392)**	**933,604**	**-454.2%**
Bethesda Parking District					
BEGINNING CASH BALANCE	**19,794,079**	**8,404,688**	**14,335,468**	**6,782,295**	**-19.3%**
REVENUES					
Taxes	(2,384)	0	0	0	----
Charges for Services	13,562,296	14,262,000	14,201,671	15,000,000	5.2%
Fines & Forfeitures	3,012,202	3,339,000	3,310,236	3,339,000	----
Investment Income	1,065,676	418,620	805,200	636,540	52.1%

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Miscellaneous	2,656,672	2,359,120	2,359,120	2,359,120	----
Total REVENUES	20,294,462	20,378,740	20,676,227	21,334,660	4.7%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	220,000	0	0	0	----
To Non-Tax Supported Funds	(600,000)	0	0	0	----
To Tax Supported Funds	(2,122,227)	(2,187,797)	(2,187,797)	(440,826)	-79.9%
Total NET INTER-FUND TRANSFERS	(2,502,227)	(2,187,797)	(2,187,797)	(440,826)	-79.9%
Total Resources	***37,586,314***	***26,595,631***	***32,823,898***	***27,676,129***	***4.1%***
CIP CURRENT REVENUE	***(2,669,292)***	***(5,178,000)***	***(10,465,308)***	***(6,063,000)***	***17.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(12,509,880)	(13,500,603)	(13,274,695)	(13,962,490)	3.4%
Debt Service - Other	(2,301,625)	(2,301,600)	(2,301,600)	(2,301,700)	----
Adjustment for Prior Year Encumbrances/Reserves	(5,770,049)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(20,581,554)	(15,802,203)	(15,576,295)	(16,264,190)	2.9%
Total Use of Resources	***(23,250,846)***	***(20,980,203)***	***(26,041,603)***	***(22,327,190)***	***6.4%***
PROJECTED CASH BALANCE	**14,335,468**	**5,615,428**	**6,782,295**	**5,348,939**	**-4.7%**
Silver Spring Parking District					
BEGINNING CASH BALANCE	**5,984,689**	**1,525,623**	**7,574,181**	**2,935,422**	**92.4%**
REVENUES					
Taxes	(3,251)	0	0	0	----
Charges for Services	10,123,580	10,089,000	9,903,466	10,152,000	0.6%
Fines & Forfeitures	5,114,627	4,824,000	4,640,796	4,824,000	----
Investment Income	512,354	141,550	387,120	306,030	116.2%
Miscellaneous	21,474	20,000	383,296	20,000	----
Total REVENUES	15,768,784	15,074,550	15,314,678	15,302,030	1.5%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	600,000	0	0	0	----
To Tax Supported Funds	(2,659,026)	(771,052)	(771,052)	(446,027)	-42.2%
Total NET INTER-FUND TRANSFERS	(2,059,026)	(771,052)	(771,052)	(446,027)	-42.2%
Total Resources	***19,694,447***	***15,829,121***	***22,117,807***	***17,791,425***	***12.4%***
CIP CURRENT REVENUE	***(2,141,753)***	***(3,946,000)***	***(6,857,000)***	***(4,930,000)***	***24.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(11,571,131)	(12,478,625)	(12,325,385)	(12,818,865)	2.7%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	1,592,618	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(9,978,513)	(12,478,625)	(12,325,385)	(12,818,865)	2.7%
Total Use of Resources	***(12,120,266)***	***(16,424,625)***	***(19,182,385)***	***(17,748,865)***	***8.1%***
PROJECTED CASH BALANCE	**7,574,181**	**(595,504)**	**2,935,422**	**42,560**	**-107.1%**
Wheaton Parking District					
BEGINNING CASH BALANCE	**2,783,189**	**2,203,561**	**3,449,598**	**3,067,499**	**39.2%**
REVENUES					
Taxes	(147)	0	0	0	----
Charges for Services	2,050,229	1,987,600	2,134,163	1,987,600	----
Fines & Forfeitures	724,440	751,000	758,535	751,000	----
Investment Income	226,196	62,890	170,910	135,110	114.8%
Miscellaneous	18,624	0	0	0	----
Total REVENUES	3,019,342	2,801,490	3,063,608	2,873,710	2.6%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(220,000)	0	0	0	----
To Tax Supported Funds	(316,596)	(319,813)	(319,813)	(69,542)	-78.3%

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Total NET INTER-FUND TRANSFERS	(536,596)	(319,813)	(319,813)	(69,542)	-78.3%
Total Resources	***5,265,935***	***4,685,238***	***6,193,393***	***5,871,667***	***25.3%***
CIP CURRENT REVENUE	***(261,271)***	***(359,000)***	***(993,000)***	***(559,000)***	***55.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,847,429)	(2,153,391)	(2,132,894)	(2,288,694)	6.3%
Adjustment for Prior Year Encumbrances/Reserves	292,363	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,555,066)	(2,153,391)	(2,132,894)	(2,288,694)	6.3%
Total Use of Resources	***(1,816,337)***	***(2,512,391)***	***(3,125,894)***	***(2,847,694)***	***13.3%***
PROJECTED CASH BALANCE	**3,449,598**	**2,172,847**	**3,067,499**	**3,023,973**	**39.2%**
Permitting Services					
BEGINNING UNRESTRICTED NET ASSETS	**43,859,010**	**35,662,933**	**36,871,930**	**22,235,329**	**-37.7%**
REVENUES					
Licenses & Permits	38,828,649	43,107,328	35,926,457	42,429,026	-1.6%
Charges for Services	2,148,106	2,029,801	1,818,274	1,931,028	-4.9%
Fines & Forfeitures	102,840	84,663	56,510	104,378	23.3%
Investment Income	2,921,136	2,676,510	2,207,140	1,744,830	-34.8%
Miscellaneous	48,034	0	0	0	----
Total REVENUES	44,048,765	47,898,302	40,008,381	46,209,262	-3.5%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(8,184,772)	(8,687,776)	(8,687,776)	(6,171,468)	-29.0%
Total NET INTER-FUND TRANSFERS	(8,184,772)	(8,687,776)	(8,687,776)	(6,171,468)	-29.0%
Total Resources	***79,723,003***	***74,873,459***	***68,192,535***	***62,273,123***	***-16.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(41,012,115)	(48,487,764)	(45,957,206)	(50,257,681)	3.7%
Adjustment for Prior Year Encumbrances/Reserves	(1,838,958)	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(42,851,073)	(48,487,764)	(45,957,206)	(50,257,681)	3.7%
Total Use of Resources	***(42,851,073)***	***(48,487,764)***	***(45,957,206)***	***(50,257,681)***	***3.7%***
PROJECTED UNRESTRICTED NET ASSETS	**36,871,930**	**26,385,695**	**22,235,329**	**12,015,442**	**-54.5%**
Solid Waste Collection					
BEGINNING RETAINED EARNINGS	**(805,577)**	**2,174,721**	**2,054,226**	**4,072,067**	**87.2%**
REVENUES					
Charges for Services	14,916,191	15,000,000	15,000,000	15,057,600	0.4%
Investment Income	396,638	601,030	299,690	236,920	-60.6%
Total REVENUES	15,312,829	15,601,030	15,299,690	15,294,520	-2.0%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(373,939)	(335,967)	(335,967)	(228,220)	-32.1%
Total NET INTER-FUND TRANSFERS	(373,939)	(335,967)	(335,967)	(228,220)	-32.1%
Total Resources	***14,133,313***	***17,439,784***	***17,017,949***	***19,138,367***	***9.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(12,173,048)	(12,965,882)	(12,945,882)	(13,449,576)	3.7%
Budget to GAAP Reconciliation	93,961	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Current Year Encumbrances	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(12,079,087)	(12,965,882)	(12,945,882)	(13,449,576)	3.7%
Total Use of Resources	***(12,079,087)***	***(12,965,882)***	***(12,945,882)***	***(13,449,576)***	***3.7%***
ENDING RETAINED EARNINGS	**2,054,226**	**4,473,902**	**4,072,067**	**5,688,791**	**27.2%**
Solid Waste Disposal					
	0	**0**	**0**	**0**	**----**

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
REVENUES					
Licenses & Permits	15,326	12,000	12,000	12,000	----
Charges for Services	127,691,290	170,287,147	170,287,148	174,155,333	2.3%
Fines & Forfeitures	41,185	22,000	22,000	22,000	----
Intergovernmental	122,800	0	0	0	----
Investment Income	3,710,655	3,293,820	2,803,670	2,216,420	-32.7%
Miscellaneous	309,334	41,000	41,000	41,000	----
Total REVENUES	131,890,590	173,655,967	173,165,818	176,446,753	1.6%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,986,169	1,985,192	1,985,192	1,916,762	-3.4%
From Tax Supported Funds	841,330	920,640	920,640	1,389,980	51.0%
To Tax Supported Funds	(3,075,825)	(3,372,727)	(3,372,727)	(2,347,452)	-30.4%
Total NET INTER-FUND TRANSFERS	(248,326)	(466,895)	(466,895)	959,290	-305.5%
Total Resources	***131,642,264***	***173,189,072***	***172,698,923***	***177,406,043***	***2.4%***
CIP CURRENT REVENUE	***(16,646,083)***	***(4,928,000)***	***(10,695,595)***	***(3,990,000)***	***-19.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(164,774,279)	(179,144,239)	(178,654,237)	(184,657,735)	3.1%
Debt Service - Other	0	0	0	0	----
Less CY Accrued Closure Costs	5,625,754	5,792,683	4,669,042	674,136	-88.4%
Plus Payout of Appropriated Closure Costs	1,932,887	2,506,950	2,506,950	2,638,238	5.2%
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(157,215,638)	(170,844,606)	(171,478,245)	(181,345,361)	6.1%
Total Use of Resources	***(173,861,721)***	***(175,772,606)***	***(182,173,840)***	***(185,335,361)***	***5.4%***
NET CHANGE	**(42,219,457)**	**(2,583,534)**	**(9,474,917)**	**(7,929,318)**	**206.9%**
Vacuum Leaf Collection					
BEGINNING FUND BALANCE	**2,288,658**	**2,641,015**	**2,124,880**	**1,823,273**	**-31.0%**
REVENUES					
Charges for Services	9,116,821	9,131,619	9,135,076	9,131,619	----
Investment Income	258,128	195,110	195,030	154,180	-21.0%
Total REVENUES	9,374,949	9,326,729	9,330,106	9,285,799	-0.4%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(1,986,169)	(1,985,192)	(1,985,192)	(1,916,762)	-3.4%
To Tax Supported Funds	(721,768)	(737,421)	(737,421)	(492,412)	-33.2%
Total NET INTER-FUND TRANSFERS	(2,707,937)	(2,722,613)	(2,722,613)	(2,409,174)	-11.5%
Total Resources	***8,955,670***	***9,245,131***	***8,732,373***	***8,699,898***	***-5.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(6,805,317)	(7,555,229)	(6,909,100)	(7,647,721)	1.2%
Adjustment for Prior Year Encumbrances/Reserves	(25,473)	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(6,830,790)	(7,555,229)	(6,909,100)	(7,647,721)	1.2%
Total Use of Resources	***(6,830,790)***	***(7,555,229)***	***(6,909,100)***	***(7,647,721)***	***1.2%***
PROJECTED FUND BALANCE	**2,124,880**	**1,689,902**	**1,823,273**	**1,052,177**	**-37.7%**
Liquor Control					
BEGINNING CASH BALANCE	**8,308,154**	**2,397,922**	**5,608,740**	**5,354,538**	**123.3%**
REVENUES					
Taxes	6,841	0	6,537	6,325	----
Licenses & Permits	1,950,022	1,324,555	1,863,390	1,802,867	36.1%
Charges for Services	14,620	23,887	13,970	13,517	-43.4%
Fines & Forfeitures	130,535	63,383	74,470	120,684	90.4%
Investment Income	(214,388)	438,850	204,864	198,210	-54.8%

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
Miscellaneous	99,460,992	99,818,282	97,155,090	94,007,392	-5.8%
Total REVENUES	101,348,622	101,668,957	99,318,321	96,148,995	-5.4%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(21,719,220)	(19,598,908)	(19,598,908)	(14,418,145)	-26.4%
Total NET INTER-FUND TRANSFERS	(21,719,220)	(19,598,908)	(19,598,908)	(14,418,145)	-26.4%
Total Resources	***87,937,556***	***84,467,971***	***85,328,153***	***87,085,388***	***3.1%***
CIP CURRENT REVENUE	***(3,770,148)***	***(1,470,000)***	***(2,552,000)***	***0***	***-100.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(68,487,114)	(69,285,225)	(69,212,425)	(71,419,688)	3.1%
Debt Service - Other	(8,239,590)	(8,666,390)	(8,239,190)	(10,507,290)	21.2%
Adjustment for Prior Year Encumbrances/Reserves	(1,831,964)	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	(78,558,668)	(77,951,615)	(77,451,615)	(81,926,978)	5.1%
Total Use of Resources	***(82,328,816)***	***(79,421,615)***	***(80,003,615)***	***(81,926,978)***	***3.2%***
PROJECTED CASH BALANCE	**5,608,740**	**5,046,356**	**5,324,538**	**5,158,410**	**2.2%**

DEBT SERVICE

Debt Service - Non-Tax Supported

BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	0	0	0	20,000,000	----
Total REVENUES	0	0	0	20,000,000	----
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	24,830,964	34,259,690	29,824,190	41,934,800	22.4%
Total NET INTER-FUND TRANSFERS	24,830,964	34,259,690	29,824,190	41,934,800	22.4%
Total Resources	***24,830,964***	***34,259,690***	***29,824,190***	***61,934,800***	***80.8%***
APPROPRIATION/EXPENDITURE					
Debt Service - Other	(24,830,964)	(34,259,690)	(29,824,190)	(61,934,800)	80.8%
Total APPROPRIATION/EXPENDITURE	(24,830,964)	(34,259,690)	(29,824,190)	(61,934,800)	80.8%
Total Use of Resources	***(24,830,964)***	***(34,259,690)***	***(29,824,190)***	***(61,934,800)***	***80.8%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**

MONTGOMERY COUNTY PUBLIC SCHOOLS

Grant Fund MCPS

BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	151,489,579	148,688,367	148,688,367	143,961,390	-3.2%
Total REVENUES	151,489,579	148,688,367	148,688,367	143,961,390	-3.2%
Total Resources	***151,489,579***	***148,688,367***	***148,688,367***	***143,961,390***	***-3.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(151,489,579)	(148,688,367)	(148,688,367)	(143,961,390)	-3.2%
Total APPROPRIATION/EXPENDITURE	(151,489,579)	(148,688,367)	(148,688,367)	(143,961,390)	-3.2%
Total Use of Resources	***(151,489,579)***	***(148,688,367)***	***(148,688,367)***	***(143,961,390)***	***-3.2%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**

Food Service Fund

BEGINNING CASH BALANCE	**30,394,371**	**30,394,371**	**19,308,450**	**19,308,450**	**-36.5%**
REVENUES					

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Charges for Services	17,348,504	28,389,127	28,389,127	18,389,127	-35.2%
Intergovernmental	60,705,045	45,310,084	45,310,084	57,403,737	26.7%
Total REVENUES	78,053,549	73,699,211	73,699,211	75,792,864	2.8%
Total Resources	***108,447,920***	***104,093,582***	***93,007,661***	***95,101,314***	***-8.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(89,642,050)	(73,699,211)	(73,699,211)	(75,792,864)	2.8%
Adjustment for Prior Year Encumbrances/Reserves	502,580	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(89,139,470)	(73,699,211)	(73,699,211)	(75,792,864)	2.8%
Total Use of Resources	***(89,139,470)***	***(73,699,211)***	***(73,699,211)***	***(75,792,864)***	***2.8%***
PROJECTED CASH BALANCE	**19,308,450**	**30,394,371**	**19,308,450**	**19,308,450**	**-36.5%**
Real Estate Fund					
BEGINNING CASH BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Miscellaneous	3,566,477	5,039,226	5,039,226	5,116,064	1.5%
Total REVENUES	3,566,477	5,039,226	5,039,226	5,116,064	1.5%
Total Resources	***3,566,477***	***5,039,226***	***5,039,226***	***5,116,064***	***1.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,440,206)	(5,039,226)	(5,039,226)	(5,116,064)	1.5%
Adjustment for Prior Year Encumbrances/Reserves	(126,271)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,566,477)	(5,039,226)	(5,039,226)	(5,116,064)	1.5%
Total Use of Resources	***(3,566,477)***	***(5,039,226)***	***(5,039,226)***	***(5,116,064)***	***1.5%***
PROJECTED CASH BALANCE	**0**	**0**	**0**	**0**	**----**
Field Trip Fund					
BEGINNING CASH BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	1,464,046	2,972,646	2,972,646	2,998,502	0.9%
Total REVENUES	1,464,046	2,972,646	2,972,646	2,998,502	0.9%
Total Resources	***1,464,046***	***2,972,646***	***2,972,646***	***2,998,502***	***0.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,600,038)	(2,972,646)	(2,972,646)	(2,998,502)	0.9%
Adjustment for Prior Year Encumbrances/Reserves	135,992	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,464,046)	(2,972,646)	(2,972,646)	(2,998,502)	0.9%
Total Use of Resources	***(1,464,046)***	***(2,972,646)***	***(2,972,646)***	***(2,998,502)***	***0.9%***
PROJECTED CASH BALANCE	**0**	**0**	**0**	**0**	**----**
Entrepreneurial Activities Fund					
BEGINNING CASH BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	646,763	2,535,389	2,535,389	2,590,429	2.2%
Total REVENUES	646,763	2,535,389	2,535,389	2,590,429	2.2%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	6,751,376	6,600,000	6,600,000	6,600,000	----
Total NET INTER-FUND TRANSFERS	6,751,376	6,600,000	6,600,000	6,600,000	----
Total Resources	***7,398,139***	***9,135,389***	***9,135,389***	***9,190,429***	***0.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,004,905)	(9,135,389)	(9,135,389)	(9,190,429)	0.6%
Adjustment for Prior Year Encumbrances/Reserves	1,606,766	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(7,398,139)	(9,135,389)	(9,135,389)	(9,190,429)	0.6%
Total Use of Resources	***(7,398,139)***	***(9,135,389)***	***(9,135,389)***	***(9,190,429)***	***0.6%***

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
PROJECTED CASH BALANCE	**0**	**0**	**0**	**0**	**----**
Instructional Television Fund					
BEGINNING CASH BALANCE	**570,075**	**570,075**	**659,828**	**659,828**	**15.7%**
REVENUES					
Miscellaneous	0	0	0	1,378,278	----
Total REVENUES	0	0	0	1,378,278	----
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,581,200	1,378,278	1,378,278	0	-100.0%
Total NET INTER-FUND TRANSFERS	1,581,200	1,378,278	1,378,278	0	-100.0%
Total Resources	***2,151,275***	***1,948,353***	***2,038,106***	***2,038,106***	***4.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,491,447)	(1,378,278)	(1,378,278)	(1,378,278)	----
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,491,447)	(1,378,278)	(1,378,278)	(1,378,278)	----
Total Use of Resources	***(1,491,447)***	***(1,378,278)***	***(1,378,278)***	***(1,378,278)***	***----***
PROJECTED CASH BALANCE	**659,828**	**570,075**	**659,828**	**659,828**	**15.7%**
MONTGOMERY COLLEGE					
Grant Fund MC					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	12,628,012	18,206,500	11,150,000	12,745,900	-30.0%
Total REVENUES	12,628,012	18,206,500	11,150,000	12,745,900	-30.0%
Total Resources	***12,628,012***	***18,206,500***	***11,150,000***	***12,745,900***	***-30.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(12,628,012)	(18,206,500)	(11,150,000)	(12,745,900)	-30.0%
Total APPROPRIATION/EXPENDITURE	(12,628,012)	(18,206,500)	(11,150,000)	(12,745,900)	-30.0%
Total Use of Resources	***(12,628,012)***	***(18,206,500)***	***(11,150,000)***	***(12,745,900)***	***-30.0%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Endowment Fund					
BEGINNING FUND BALANCE	**628,532**	**650,032**	**653,173**	**679,173**	**4.5%**
REVENUES					
Miscellaneous	24,641	20,000	26,000	20,000	----
Total REVENUES	24,641	20,000	26,000	20,000	----
Total Resources	***653,173***	***670,032***	***679,173***	***699,173***	***4.3%***
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	**653,173**	**670,032**	**679,173**	**699,173**	**4.3%**
Workforce Development & Continuing Ed					
BEGINNING FUND BALANCE	**14,227,165**	**19,047,165**	**17,776,136**	**20,281,829**	**6.5%**
REVENUES					
Charges for Services	7,772,321	7,714,038	7,433,658	7,026,293	-8.9%
Intergovernmental	13,774,560	13,774,560	14,443,855	13,206,248	-4.1%
Miscellaneous	413,504	500,000	610,000	518,450	3.7%
Total REVENUES	21,960,385	21,988,598	22,487,513	20,750,991	-5.6%

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	554,995	760,000	600,000	760,000	----
Total NET INTER-FUND TRANSFERS	554,995	760,000	600,000	760,000	----
Total Resources	***36,742,545***	***41,795,763***	***40,863,649***	***41,792,820***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(18,966,409)	(22,748,598)	(20,581,820)	(21,792,687)	-4.2%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(18,966,409)	(22,748,598)	(20,581,820)	(21,792,687)	-4.2%
Total Use of Resources	***(18,966,409)***	***(22,748,598)***	***(20,581,820)***	***(21,792,687)***	***-4.2%***
PROJECTED FUND BALANCE	**17,776,136**	**19,047,165**	**20,281,829**	**20,000,133**	**5.0%**
Auxiliary Fund					
BEGINNING FUND BALANCE	**2,402,277**	**1,505,119**	**1,811,203**	**1,434,081**	**-4.7%**
REVENUES					
Charges for Services	1,040,373	978,000	1,519,565	960,000	-1.8%
Miscellaneous	129,718	433,050	129,718	631,000	45.7%
Total REVENUES	1,170,091	1,411,050	1,649,283	1,591,000	12.8%
Total Resources	***3,572,368***	***2,916,169***	***3,460,486***	***3,025,081***	***3.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,761,165)	(2,459,598)	(2,026,405)	(2,382,494)	-3.1%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,761,165)	(2,459,598)	(2,026,405)	(2,382,494)	-3.1%
Total Use of Resources	***(1,761,165)***	***(2,459,598)***	***(2,026,405)***	***(2,382,494)***	***-3.1%***
PROJECTED FUND BALANCE	**1,811,203**	**456,571**	**1,434,081**	**642,587**	**40.7%**
Cable Television Fund					
BEGINNING FUND BALANCE	**247,257**	**260,000**	**175,545**	**55,216**	**-78.8%**
REVENUES					
Miscellaneous	9,694	12,000	8,000	1,378,278	11385.7%
Total REVENUES	9,694	12,000	8,000	1,378,278	11385.7%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,604,850	1,378,278	1,378,278	0	-100.0%
Total NET INTER-FUND TRANSFERS	1,604,850	1,378,278	1,378,278	0	-100.0%
Total Resources	***1,861,801***	***1,650,278***	***1,561,823***	***1,433,494***	***-13.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,686,255)	(1,567,800)	(1,506,607)	(1,378,278)	-12.1%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,686,255)	(1,567,800)	(1,506,607)	(1,378,278)	-12.1%
Total Use of Resources	***(1,686,255)***	***(1,567,800)***	***(1,506,607)***	***(1,378,278)***	***-12.1%***
PROJECTED FUND BALANCE	**175,546**	**82,478**	**55,216**	**55,216**	**-33.1%**
Major Facilities Reserve Fund					
BEGINNING FUND BALANCE	**10,857,548**	**12,633,800**	**12,715,695**	**14,876,790**	**17.8%**
REVENUES					
Charges for Services	3,433,830	3,676,362	3,728,952	3,767,428	2.5%
Investment Income	374,734	364,000	385,000	380,000	4.4%
Total REVENUES	3,808,564	4,040,362	4,113,952	4,147,428	2.6%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(2,375)	0	(5,000)	0	----
Total NET INTER-FUND TRANSFERS	(2,375)	0	(5,000)	0	----
Total Resources	***14,663,737***	***16,674,162***	***16,824,647***	***19,024,218***	***14.1%***

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,948,042)	(2,000,000)	(1,947,857)	(2,000,000)	----
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,948,042)	(2,000,000)	(1,947,857)	(2,000,000)	----
Total Use of Resources	***(1,948,042)***	***(2,000,000)***	***(1,947,857)***	***(2,000,000)***	***----***
PROJECTED FUND BALANCE	**12,715,695**	**14,674,162**	**14,876,790**	**17,024,218**	**16.0%**
Transportation Fund					
BEGINNING FUND BALANCE	**12,425,294**	**14,009,042**	**13,934,066**	**14,884,004**	**6.2%**
REVENUES					
Charges for Services	3,674,625	3,876,362	3,732,605	4,004,908	3.3%
Investment Income	450,192	400,000	717,500	425,000	6.3%
Miscellaneous	0	10,000	0	0	-100.0%
Total REVENUES	4,124,817	4,286,362	4,450,105	4,429,908	3.3%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	0	0	(2,000,000)	----
Total NET INTER-FUND TRANSFERS	0	0	0	(2,000,000)	----
Total Resources	***16,550,111***	***18,295,404***	***18,384,171***	***17,313,912***	***-5.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,616,045)	(4,200,000)	(3,500,167)	(3,150,000)	-25.0%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,616,045)	(4,200,000)	(3,500,167)	(3,150,000)	-25.0%
Total Use of Resources	***(2,616,045)***	***(4,200,000)***	***(3,500,167)***	***(3,150,000)***	***-25.0%***
PROJECTED FUND BALANCE	**13,934,066**	**14,095,404**	**14,884,004**	**14,163,912**	**0.5%**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Grant Fund MNCPPC					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	110,034	550,000	550,000	550,000	----
Total REVENUES	110,034	550,000	550,000	550,000	----
Total Resources	***110,034***	***550,000***	***550,000***	***550,000***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(110,034)	(550,000)	(550,000)	(550,000)	----
Total APPROPRIATION/EXPENDITURE	(110,034)	(550,000)	(550,000)	(550,000)	----
Total Use of Resources	***(110,034)***	***(550,000)***	***(550,000)***	***(550,000)***	***----***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Special Revenue Funds					
BEGINNING FUND BALANCE	**4,801,833**	**3,926,438**	**3,967,850**	**2,236,747**	**-43.0%**
REVENUES					
Charges for Services	2,775,582	3,494,382	2,140,032	2,332,682	-33.2%
Intergovernmental	237,141	316,000	353,323	330,616	4.6%
Investment Income	263,736	92,950	190,760	187,100	101.3%
Miscellaneous	414,309	722,500	532,000	556,000	-23.0%
Total REVENUES	3,690,768	4,625,832	3,216,115	3,406,398	-26.4%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	950,000	1,500,000	1,500,000	1,500,000	----
From Component Units/Agencies	2,112,862	2,400,002	2,400,002	3,282,764	36.8%
Total NET INTER-FUND TRANSFERS	3,062,862	3,900,002	3,900,002	4,782,764	22.6%
Total Resources	***11,555,463***	***12,452,272***	***11,083,967***	***10,425,909***	***-16.3%***

Fiscal Summary By Fund

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(7,587,613)	(9,455,222)	(8,847,220)	(10,158,182)	7.4%
Total APPROPRIATION/EXPENDITURE	(7,587,613)	(9,455,222)	(8,847,220)	(10,158,182)	7.4%
Total Use of Resources	***(7,587,613)***	***(9,455,222)***	***(8,847,220)***	***(10,158,182)***	***7.4%***
PROJECTED FUND BALANCE	**3,967,850**	**2,997,050**	**2,236,747**	**267,727**	**-91.1%**
Enterprise Fund					
BEGINNING CASH BALANCE	**17,625,174**	**19,660,461**	**18,559,214**	**19,427,464**	**-1.2%**
REVENUES					
Charges for Services	13,467,422	12,958,904	12,953,175	12,823,536	-1.0%
Miscellaneous	986,986	1,287,680	1,394,686	1,391,784	8.1%
Total REVENUES	14,454,408	14,246,584	14,347,861	14,215,320	-0.2%
Total Resources	***32,079,582***	***33,907,045***	***32,907,075***	***33,642,784***	***-0.8%***
CIP CURRENT REVENUE	***(2,517,907)***	***(1,250,000)***	***(1,250,000)***	***0***	***-100.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(11,032,387)	(12,598,355)	(12,229,611)	(13,109,771)	4.1%
Debt Service - Other	0	0	0	0	----
Changes In Working Capital	29,926	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(11,002,461)	(12,598,355)	(12,229,611)	(13,109,771)	4.1%
Total Use of Resources	***(13,520,368)***	***(13,848,355)***	***(13,479,611)***	***(13,109,771)***	***-5.3%***
PROJECTED CASH BALANCE	**18,559,214**	**20,058,690**	**19,427,464**	**20,533,013**	**2.4%**
Prop Mgmt MNCPPC					
BEGINNING FUND BALANCE	**777,634**	**577,634**	**1,316,484**	**1,183,484**	**104.9%**
REVENUES					
Charges for Services	2,009,371	1,799,600	1,799,600	1,846,800	2.6%
Investment Income	63,049	30,000	30,000	40,000	33.3%
Miscellaneous	3,000	0	0	0	----
Total REVENUES	2,075,420	1,829,600	1,829,600	1,886,800	3.1%
Total Resources	***2,853,054***	***2,407,234***	***3,146,084***	***3,070,284***	***27.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,536,570)	(1,962,600)	(1,962,600)	(2,135,664)	8.8%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,536,570)	(1,962,600)	(1,962,600)	(2,135,664)	8.8%
Total Use of Resources	***(1,536,570)***	***(1,962,600)***	***(1,962,600)***	***(2,135,664)***	***8.8%***
PROJECTED FUND BALANCE	**1,316,484**	**444,634**	**1,183,484**	**934,620**	**110.2%**

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Schedule A-5

Inter-Fund Transfers

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
From Non-Tax Supported Funds					
From Bethesda Parking District: Overhead	541,105	606,675	606,675	440,826	-27.3%
From Cable TV	7,576,135	6,419,433	6,419,433	5,400,000	-15.9%
From Cable TV: MC Cable Fund	1,604,850	1,378,278	1,378,278	0	-100.0%
From Cable TV: MCPS Instructional TV Fund	1,581,200	1,378,278	1,378,278	0	-100.0%
From Community Use of Public Facilities: Other DCM	7,330	7,330	7,330	7,330	----
From Community Use of Public Facilities: Overhead	810,828	878,466	878,466	578,173	-34.2%
From Liquor: Earnings Transfer	17,020,690	14,634,960	14,634,960	9,307,517	-36.4%
From Liquor: Overhead	4,698,530	4,963,948	4,963,948	5,110,628	3.0%
From Montgomery Housing Initiative: Overhead	674,116	806,644	806,644	553,675	-31.4%
From Permitting Services: Overhead	7,313,498	7,815,205	7,815,205	5,298,897	-32.2%
From Silver Spring Parking District: Other	5,000	5,000	5,000	5,000	----
From Silver Spring Parking District: Overhead	595,562	616,052	616,052	441,027	-28.4%
From Solid Waste Collection: DCM	5,000	5,000	5,000	5,000	----
From Solid Waste Collection: Overhead	368,939	330,967	330,967	223,220	-32.6%
From Solid Waste Disposal: DCM	23,380	23,380	23,380	23,380	----
From Solid Waste Disposal: Overhead	2,839,458	3,136,360	3,136,360	2,111,085	-32.7%
From Vacuum Leaf Collection: Overhead	721,768	737,421	737,421	492,412	-33.2%
From Water Quality Protection Fund: Overhead	2,483,960	2,840,300	2,840,300	1,604,030	-43.5%
From Wheaton Parking District: Overhead	91,596	94,813	94,813	69,542	-26.7%
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	**49,425,932**	**47,141,497**	**47,141,497**	**32,134,729**	**-31.8%**
From Tax Supported Funds					
From Bethesda Urban District: Overhead	23,660	25,961	25,961	17,981	-30.7%
From Fire District: DCM	120,750	120,750	120,750	120,750	----
From Fire District: Fund Balance Transfer	6,716,600	0	0	0	----
From Mass Transit: Fund Balance Transfer	6,716,600	250,000	250,000	0	-100.0%
From Mass Transit: Overhead	22,369,168	24,618,079	24,618,079	16,603,610	-32.6%
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	7,744,425	8,257,055	8,257,055	5,634,730	-31.8%
From Recreation:Custodial Cleaning Costs	611,360	611,360	611,360	611,360	----
From Silver Spring Urban District: Overhead	630,799	679,922	679,922	503,373	-26.0%
From Wheaton Urban District: Overhead	484,348	465,636	465,636	321,152	-31.0%
TOTAL From Tax Supported Funds	**46,652,760**	**36,263,813**	**36,263,813**	**25,048,006**	**-30.9%**
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	(40,054,468)	(37,924,281)	(37,924,281)	(39,002,781)	2.8%
To Solid Waste Disposal Fund	(841,330)	(920,640)	(920,640)	(1,389,980)	51.0%
TOTAL To Non-Tax Supported Funds	**(41,055,798)**	**(39,004,921)**	**(39,004,921)**	**(40,552,761)**	**4.0%**

Inter-Fund Transfers

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
To Tax Supported Funds					
To Silver Spring Urban District: Baseline Services	(2,141,467)	(4,442,896)	(4,442,896)	(4,673,819)	5.2%
To Debt Service: GO Bonds	(362,913,725)	(367,845,320)	(363,845,370)	(383,263,375)	4.2%
To Debt Service: Short and Long Term Leases	(11,146,580)	(14,962,237)	(14,749,177)	(15,735,317)	5.2%
To Economic Development Fund	(3,193,249)	(3,750,782)	(3,868,909)	(3,743,420)	-0.2%
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	(3,690,696)	(3,229,768)	(3,229,768)	(3,637,309)	12.6%
To Bethesda Urban District	(883,753)	(1,406,720)	(1,406,720)	(3,133,812)	122.8%
TOTAL To Tax Supported Funds	**(385,836,570)**	**(397,504,823)**	**(393,409,940)**	**(416,054,152)**	**4.7%**
To Component Units/Agencies					
To MC: Cable TV Fund (Non-Tax)	(1,604,850)	(1,378,278)	(1,378,278)	0	-100.0%
To MCPS: Instructional Television Fund (Non-Tax)	(1,581,200)	(1,378,278)	(1,378,278)	0	-100.0%
To MNCPPC: Special Revenue Fund	(2,112,862)	(2,400,002)	(2,400,002)	(3,282,764)	36.8%
To MCPS Entrepreneurial Activities Fund	(6,751,376)	(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	**(12,100,288)**	**(11,806,558)**	**(11,806,558)**	**(9,932,764)**	**-15.9%**
TOTAL COUNTY GENERAL FUND	**(342,913,964)**	**(364,910,992)**	**(360,816,109)**	**(409,356,942)**	**12.2%**
BETHESDA URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	1,581,122	1,581,122	1,581,122	0	-100.0%
TOTAL From Non-Tax Supported Funds	**1,581,122**	**1,581,122**	**1,581,122**	**0**	**-100.0%**
From Tax Supported Funds					
From General Fund	883,753	1,406,720	1,406,720	3,133,812	122.8%
TOTAL From Tax Supported Funds	**883,753**	**1,406,720**	**1,406,720**	**3,133,812**	**122.8%**
To Tax Supported Funds					
To General Fund: Overhead	(23,660)	(25,961)	(25,961)	(17,981)	-30.7%
TOTAL To Tax Supported Funds	**(23,660)**	**(25,961)**	**(25,961)**	**(17,981)**	**-30.7%**
TOTAL BETHESDA URBAN DISTRICT	**2,441,215**	**2,961,881**	**2,961,881**	**3,115,831**	**5.2%**
SILVER SPRING URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	2,058,464	150,000	150,000	0	-100.0%
TOTAL From Non-Tax Supported Funds	**2,058,464**	**150,000**	**150,000**	**0**	**-100.0%**
From Tax Supported Funds					
From General Fund: Baseline Services	2,141,467	4,442,896	4,442,896	4,673,819	5.2%
TOTAL From Tax Supported Funds	**2,141,467**	**4,442,896**	**4,442,896**	**4,673,819**	**5.2%**
To Tax Supported Funds					
To General Fund: Overhead	(630,799)	(679,922)	(679,922)	(503,373)	-26.0%
TOTAL To Tax Supported Funds	**(630,799)**	**(679,922)**	**(679,922)**	**(503,373)**	**-26.0%**
TOTAL SILVER SPRING URBAN DISTRICT	**3,569,132**	**3,912,974**	**3,912,974**	**4,170,446**	**6.6%**
WHEATON URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	225,000	225,000	225,000	0	-100.0%

Inter-Fund Transfers

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
TOTAL From Non-Tax Supported Funds	**225,000**	**225,000**	**225,000**	**0**	**-100.0%**
From Tax Supported Funds					
From General Fund: Baseline Services	76,090	76,090	76,090	76,090	----
From General Fund: Non-Baseline Services	3,690,696	3,229,768	3,229,768	3,637,309	12.6%
TOTAL From Tax Supported Funds	**3,766,786**	**3,305,858**	**3,305,858**	**3,713,399**	**12.3%**
To Tax Supported Funds					
To General Fund: Overhead	(484,348)	(465,636)	(465,636)	(321,152)	-31.0%
TOTAL To Tax Supported Funds	**(484,348)**	**(465,636)**	**(465,636)**	**(321,152)**	**-31.0%**
TOTAL WHEATON URBAN DISTRICT	**3,507,438**	**3,065,222**	**3,065,222**	**3,392,247**	**10.7%**
MASS TRANSIT					
From Tax Supported Funds					
From General Fund: Parking Fines	531,310	531,310	531,310	531,310	----
TOTAL From Tax Supported Funds	**531,310**	**531,310**	**531,310**	**531,310**	**----**
To Tax Supported Funds					
To Debt Service: GO Bonds	(21,092,706)	(21,563,940)	(22,263,971)	(26,667,570)	23.7%
To Debt Service: Long Term Lease	(5,832,029)	(6,865,795)	(6,007,325)	(6,694,700)	-2.5%
To General Fund: Fund Balance Transfer	(6,716,600)	(250,000)	(250,000)	0	-100.0%
To General Fund: Overhead	(22,369,168)	(24,618,079)	(24,618,079)	(16,603,610)	-32.6%
To Recreation	0	0	0	(10,000)	----
TOTAL To Tax Supported Funds	**(56,010,503)**	**(53,297,814)**	**(53,139,375)**	**(49,975,880)**	**-6.2%**
TOTAL MASS TRANSIT	**(55,479,193)**	**(52,766,504)**	**(52,608,065)**	**(49,444,570)**	**-6.3%**
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	(6,467,854)	(5,796,800)	(5,569,700)	(7,378,200)	27.3%
To Debt Service: GO Bonds	(8,604,276)	(8,400,060)	(8,429,909)	(9,009,870)	7.3%
To General Fund: DCM	(120,750)	(120,750)	(120,750)	(120,750)	----
To General Fund: Fund Balance Transfer	(6,716,600)	0	0	0	----
TOTAL To Tax Supported Funds	**(21,909,480)**	**(14,317,610)**	**(14,120,359)**	**(16,508,820)**	**15.3%**
TOTAL FIRE	**(21,659,480)**	**(14,067,610)**	**(13,870,359)**	**(16,258,820)**	**15.6%**
RECREATION					
From Non-Tax Supported Funds					
From Recreation Non Tax Fund	2,400,000	3,700,000	3,700,000	3,700,000	----
TOTAL From Non-Tax Supported Funds	**2,400,000**	**3,700,000**	**3,700,000**	**3,700,000**	**----**
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	----
From Mass Transit TSIF	0	0	0	10,000	----
TOTAL From Tax Supported Funds	**1,009,700**	**1,009,700**	**1,009,700**	**1,019,700**	**1.0%**
To Tax Supported Funds					
To Debt Service: GO Bonds	(9,640,699)	(10,480,870)	(10,248,235)	(12,063,190)	15.1%
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)	----

Inter-Fund Transfers

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
To General Fund: Overhead	(7,744,425)	(8,257,055)	(8,257,055)	(5,634,730)	-31.8%
TOTAL To Tax Supported Funds	**(19,231,534)**	**(20,584,335)**	**(20,351,700)**	**(19,544,330)**	**-5.1%**
TOTAL RECREATION	**(15,821,834)**	**(15,874,635)**	**(15,642,000)**	**(14,824,630)**	**-6.6%**
ECONOMIC DEVELOPMENT FUND					
From Tax Supported Funds					
Transfer from General Fund	3,193,249	3,750,782	3,868,909	3,743,420	-0.2%
TOTAL From Tax Supported Funds	**3,193,249**	**3,750,782**	**3,868,909**	**3,743,420**	**-0.2%**
TOTAL ECONOMIC DEVELOPMENT FUND	**3,193,249**	**3,750,782**	**3,868,909**	**3,743,420**	**-0.2%**
DEBT SERVICE					
DEBT SERVICE					
From Non-Tax Supported Funds					
From CUPF - Wheaton Redevelopment	329,671	330,162	330,162	330,162	----
From WQPF - Wheaton Redevelopment	941,919	943,320	943,320	943,320	----
From Permitting Services - Wheaton Redevelopment	871,274	872,571	872,571	872,571	----
TOTAL From Non-Tax Supported Funds	**2,142,864**	**2,146,053**	**2,146,053**	**2,146,053**	**----**
From Tax Supported Funds					
From Fire Fund (LTL)	6,467,854	5,796,800	5,569,700	7,378,200	27.3%
From Fire Tax District	8,604,276	8,400,060	8,429,909	9,009,870	7.3%
From General Fund: GO Bonds	362,913,725	367,845,320	363,845,370	383,263,375	4.2%
From General Fund: Long Term Lease	11,146,580	14,962,237	14,749,177	15,735,317	5.2%
From Mass Transit	21,092,706	21,563,940	22,263,971	26,667,570	23.7%
From Mass Transit (LTL)	5,832,029	6,865,795	6,007,325	6,694,700	-2.5%
From Recreation	9,640,699	10,480,870	10,248,235	12,063,190	15.1%
TOTAL From Tax Supported Funds	**425,697,869**	**435,915,022**	**431,113,687**	**460,812,222**	**5.7%**
From Internal Service Funds					
From Motor Pool Fund	516,300	325,650	325,650	328,375	0.8%
TOTAL From Internal Service Funds	**516,300**	**325,650**	**325,650**	**328,375**	**0.8%**
TOTAL DEBT SERVICE	**428,357,033**	**438,386,725**	**433,585,390**	**463,286,650**	**5.7%**
MONTGOMERY COLLEGE					
CURRENT FUND MC					
To Non-Tax Supported Funds					
Non Mandatory Transfer (To Capital Projects Fund)	(9,350,000)	(16,525,000)	(16,525,000)	0	-100.0%
Nonmandatory Transfer College To WDCE	(554,995)	(760,000)	(600,000)	(760,000)	----
TOTAL To Non-Tax Supported Funds	**(9,904,995)**	**(17,285,000)**	**(17,125,000)**	**(760,000)**	**-95.6%**
TOTAL CURRENT FUND MC	**(9,904,995)**	**(17,285,000)**	**(17,125,000)**	**(760,000)**	**-95.6%**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
ADMINISTRATION FUND					
To Non-Tax Supported Funds					
Transfer to Special Revenue Fund	(950,000)	(1,500,000)	(1,500,000)	(1,500,000)	----
TOTAL To Non-Tax Supported Funds	**(950,000)**	**(1,500,000)**	**(1,500,000)**	**(1,500,000)**	**----**
To Tax Supported Funds					
Transfer To Park Fund	(100,000)	(50,000)	(50,000)	0	-100.0%
TOTAL To Tax Supported Funds	**(100,000)**	**(50,000)**	**(50,000)**	**0**	**-100.0%**
TOTAL ADMINISTRATION FUND	**(1,050,000)**	**(1,550,000)**	**(1,550,000)**	**(1,500,000)**	**-3.2%**

Inter-Fund Transfers

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
PARK FUND					
From Tax Supported Funds					
Transfer From Admin Fund	100,000	50,000	50,000	0	-100.0%
Transfer from General Fund	50,000	50,000	50,000	50,000	----
TOTAL From Tax Supported Funds	**150,000**	**100,000**	**100,000**	**50,000**	**-50.0%**
TOTAL PARK FUND	**150,000**	**100,000**	**100,000**	**50,000**	**-50.0%**
ALA DEBT SERVICE FUND					
To Internal Service Funds					
Transfer To/From ALARF Revolving Fund	(2,236,639)	(2,534,958)	(2,513,238)	(2,612,743)	3.1%
TOTAL To Internal Service Funds	**(2,236,639)**	**(2,534,958)**	**(2,513,238)**	**(2,612,743)**	**3.1%**
TOTAL ALA DEBT SERVICE FUND	**(2,236,639)**	**(2,534,958)**	**(2,513,238)**	**(2,612,743)**	**3.1%**
TOTAL TAX SUPPORTED	**(7,848,038)**	**(16,812,115)**	**(16,630,395)**	**(16,999,111)**	**1.1%**
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
WATER QUALITY PROTECTION FUND					
To Non-Tax Supported Funds					
To Debt Service - Non-Tax	(8,970,742)	(9,921,900)	(9,511,900)	(11,127,300)	12.1%
TOTAL To Non-Tax Supported Funds	**(8,970,742)**	**(9,921,900)**	**(9,511,900)**	**(11,127,300)**	**12.1%**
To Tax Supported Funds					
To General Fund: Overhead	(2,483,960)	(2,840,300)	(2,840,300)	(1,604,030)	-43.5%
To Debt Service - Wheaton Redevelopment	(941,918)	(943,320)	(943,320)	(943,320)	----
TOTAL To Tax Supported Funds	**(3,425,878)**	**(3,783,620)**	**(3,783,620)**	**(2,547,350)**	**-32.7%**
TOTAL WATER QUALITY PROTECTION FUND	**(12,396,620)**	**(13,705,520)**	**(13,295,520)**	**(13,674,650)**	**-0.2%**
CABLE TELEVISION					
To Tax Supported Funds					
To General Fund: MC Cable Fund	(1,604,850)	(1,378,278)	(1,378,278)	0	-100.0%
To General Fund: MCPS Instructional TV Fund	(1,581,200)	(1,378,278)	(1,378,278)	0	-100.0%
Transfer to General Fund	(7,576,135)	(6,419,433)	(6,419,433)	(5,400,000)	-15.9%
To General Fund: M-NCPPC Park Fund	(50,000)	(50,000)	(50,000)	(50,000)	----
TOTAL To Tax Supported Funds	**(10,812,185)**	**(9,225,989)**	**(9,225,989)**	**(5,450,000)**	**-40.9%**
TOTAL CABLE TELEVISION	**(10,812,185)**	**(9,225,989)**	**(9,225,989)**	**(5,450,000)**	**-40.9%**
RECREATION NON-TAX SUPPORTED					
To Tax Supported Funds					
To Recreation Tax Supported Fund	(2,400,000)	(3,700,000)	(3,700,000)	(3,700,000)	----
TOTAL To Tax Supported Funds	**(2,400,000)**	**(3,700,000)**	**(3,700,000)**	**(3,700,000)**	**----**
TOTAL RECREATION NON-TAX SUPPORTED	**(2,400,000)**	**(3,700,000)**	**(3,700,000)**	**(3,700,000)**	**----**
MONTGOMERY HOUSING INITIATIVE					
From Tax Supported Funds					
From General Fund	40,054,468	37,924,281	37,924,281	39,002,781	2.8%
TOTAL From Tax Supported Funds	**40,054,468**	**37,924,281**	**37,924,281**	**39,002,781**	**2.8%**
To Non-Tax Supported Funds					
To Non-Tax Supported Debt Service - Other	(15,705,122)	(24,337,790)	(20,312,290)	(30,807,500)	26.6%
TOTAL To Non-Tax Supported Funds	**(15,705,122)**	**(24,337,790)**	**(20,312,290)**	**(30,807,500)**	**26.6%**

Inter-Fund Transfers

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
To Tax Supported Funds					
To General Fund: Overhead	(674,116)	(806,644)	(806,644)	(553,675)	-31.4%
TOTAL To Tax Supported Funds	**(674,116)**	**(806,644)**	**(806,644)**	**(553,675)**	**-31.4%**
TOTAL MONTGOMERY HOUSING INITIATIVE	**23,675,230**	**12,779,847**	**16,805,347**	**7,641,606**	**-40.2%**
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	(810,828)	(878,466)	(878,466)	(578,173)	-34.2%
To General Fund: CAPP	(200,000)	(200,000)	(200,000)	(200,000)	----
To Debt Service: Wheaton Redevelopment	(329,671)	(330,162)	(330,162)	(330,162)	----
TOTAL To Tax Supported Funds	**(1,347,829)**	**(1,415,958)**	**(1,415,958)**	**(1,115,665)**	**-21.2%**
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	**(1,187,829)**	**(1,255,958)**	**(1,255,958)**	**(955,665)**	**-23.9%**
BETHESDA PARKING DISTRICT					
From Non-Tax Supported Funds					
From Wheaton PLD	220,000	0	0	0	----
TOTAL From Non-Tax Supported Funds	**220,000**	**0**	**0**	**0**	**----**
To Non-Tax Supported Funds					
To Silver Spring PLD (PD Service Facility)	(600,000)	0	0	0	----
TOTAL To Non-Tax Supported Funds	**(600,000)**	**0**	**0**	**0**	**----**
To Tax Supported Funds					
To General Fund: Overhead	(541,105)	(606,675)	(606,675)	(440,826)	-27.3%
To Urban District: Meter Revenue	(1,581,122)	(1,581,122)	(1,581,122)	0	-100.0%
TOTAL To Tax Supported Funds	**(2,122,227)**	**(2,187,797)**	**(2,187,797)**	**(440,826)**	**-79.9%**
TOTAL BETHESDA PARKING DISTRICT	**(2,502,227)**	**(2,187,797)**	**(2,187,797)**	**(440,826)**	**-79.9%**
SILVER SPRING PARKING DISTRICT					
From Non-Tax Supported Funds					
From Bethesda PLD (PLD Service Facility)	600,000	0	0	0	----
TOTAL From Non-Tax Supported Funds	**600,000**	**0**	**0**	**0**	**----**
To Tax Supported Funds					
To General Fund: Other	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(595,562)	(616,052)	(616,052)	(441,027)	-28.4%
To Urban District: Meter Revenue	(2,058,464)	(150,000)	(150,000)	0	-100.0%
TOTAL To Tax Supported Funds	**(2,659,026)**	**(771,052)**	**(771,052)**	**(446,027)**	**-42.2%**
TOTAL SILVER SPRING PARKING DISTRICT	**(2,059,026)**	**(771,052)**	**(771,052)**	**(446,027)**	**-42.2%**
WHEATON PARKING DISTRICT					
To Non-Tax Supported Funds					
To Bethesda PLD	(220,000)	0	0	0	----
TOTAL To Non-Tax Supported Funds	**(220,000)**	**0**	**0**	**0**	**----**
To Tax Supported Funds					
To General Fund: Overhead	(91,596)	(94,813)	(94,813)	(69,542)	-26.7%
To Urban District: Meter Revenue	(225,000)	(225,000)	(225,000)	0	-100.0%

Inter-Fund Transfers

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
TOTAL To Tax Supported Funds	**(316,596)**	**(319,813)**	**(319,813)**	**(69,542)**	**-78.3%**
TOTAL WHEATON PARKING DISTRICT	**(536,596)**	**(319,813)**	**(319,813)**	**(69,542)**	**-78.3%**
PERMITTING SERVICES					
To Tax Supported Funds					
To General Fund: Overhead	(7,313,498)	(7,815,205)	(7,815,205)	(5,298,897)	-32.2%
To Debt Service: Wheaton Redevelopment	(871,274)	(872,571)	(872,571)	(872,571)	----
TOTAL To Tax Supported Funds	**(8,184,772)**	**(8,687,776)**	**(8,687,776)**	**(6,171,468)**	**-29.0%**
TOTAL PERMITTING SERVICES	**(8,184,772)**	**(8,687,776)**	**(8,687,776)**	**(6,171,468)**	**-29.0%**
SOLID WASTE COLLECTION					
To Tax Supported Funds					
To General Fund: DCM	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(368,939)	(330,967)	(330,967)	(223,220)	-32.6%
TOTAL To Tax Supported Funds	**(373,939)**	**(335,967)**	**(335,967)**	**(228,220)**	**-32.1%**
TOTAL SOLID WASTE COLLECTION	**(373,939)**	**(335,967)**	**(335,967)**	**(228,220)**	**-32.1%**
SOLID WASTE DISPOSAL					
From Non-Tax Supported Funds					
From Vacuum Leaf Collection	1,986,169	1,985,192	1,985,192	1,916,762	-3.4%
TOTAL From Non-Tax Supported Funds	**1,986,169**	**1,985,192**	**1,985,192**	**1,916,762**	**-3.4%**
From Tax Supported Funds					
From General Fund: Tip Fee Charges	841,330	920,640	920,640	1,389,980	51.0%
TOTAL From Tax Supported Funds	**841,330**	**920,640**	**920,640**	**1,389,980**	**51.0%**
To Tax Supported Funds					
To General Fund: DCM	(23,380)	(23,380)	(23,380)	(23,380)	----
To General Fund: Overhead	(2,839,458)	(3,136,360)	(3,136,360)	(2,111,085)	-32.7%
To General Fund: Wheaton	(212,987)	(212,987)	(212,987)	(212,987)	----
TOTAL To Tax Supported Funds	**(3,075,825)**	**(3,372,727)**	**(3,372,727)**	**(2,347,452)**	**-30.4%**
TOTAL SOLID WASTE DISPOSAL	**(248,326)**	**(466,895)**	**(466,895)**	**959,290**	**-305.5%**
VACUUM LEAF COLLECTION					
To Non-Tax Supported Funds					
To Solid Waste Disposal Fund	(1,986,169)	(1,985,192)	(1,985,192)	(1,916,762)	-3.4%
TOTAL To Non-Tax Supported Funds	**(1,986,169)**	**(1,985,192)**	**(1,985,192)**	**(1,916,762)**	**-3.4%**
To Tax Supported Funds					
To General Fund: Overhead	(721,768)	(737,421)	(737,421)	(492,412)	-33.2%
TOTAL To Tax Supported Funds	**(721,768)**	**(737,421)**	**(737,421)**	**(492,412)**	**-33.2%**
TOTAL VACUUM LEAF COLLECTION	**(2,707,937)**	**(2,722,613)**	**(2,722,613)**	**(2,409,174)**	**-11.5%**
LIQUOR CONTROL					
To Tax Supported Funds					
To General Fund: Earnings Transfer	(17,020,690)	(14,634,960)	(14,634,960)	(9,307,517)	-36.4%
To General Fund: Overhead	(4,698,530)	(4,963,948)	(4,963,948)	(5,110,628)	3.0%
TOTAL To Tax Supported Funds	**(21,719,220)**	**(19,598,908)**	**(19,598,908)**	**(14,418,145)**	**-26.4%**
TOTAL LIQUOR CONTROL	**(21,719,220)**	**(19,598,908)**	**(19,598,908)**	**(14,418,145)**	**-26.4%**
MOTOR POOL INTERNAL SERVICE FUND					
To Tax Supported Funds					
To Debt Service	(516,300)	(325,650)	(325,650)	(328,375)	0.8%

Inter-Fund Transfers

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
TOTAL To Tax Supported Funds	**(516,300)**	**(325,650)**	**(325,650)**	**(328,375)**	**0.8%**
TOTAL MOTOR POOL INTERNAL SERVICE FUND	**(516,300)**	**(325,650)**	**(325,650)**	**(328,375)**	**0.8%**
DEBT SERVICE					
DEBT SERVICE - NON-TAX SUPPORTED					
From Non-Tax Supported Funds					
From Montgomery Housing Initiative: Other	15,687,054	24,337,790	20,312,290	30,807,500	26.6%
From Water Quality Protection: Other Debt	9,143,910	9,921,900	9,511,900	11,127,300	12.1%
TOTAL From Non-Tax Supported Funds	**24,830,964**	**34,259,690**	**29,824,190**	**41,934,800**	**22.4%**
TOTAL DEBT SERVICE - NON-TAX SUPPORTED	**24,830,964**	**34,259,690**	**29,824,190**	**41,934,800**	**22.4%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
ENTREPRENEURIAL ACTIVITIES FUND					
From Tax Supported Funds					
From General Fund	6,751,376	6,600,000	6,600,000	6,600,000	----
TOTAL From Tax Supported Funds	**6,751,376**	**6,600,000**	**6,600,000**	**6,600,000**	**----**
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	**6,751,376**	**6,600,000**	**6,600,000**	**6,600,000**	**----**
INSTRUCTIONAL TELEVISION FUND					
From Tax Supported Funds					
From MCG General Fund	1,581,200	1,378,278	1,378,278	0	-100.0%
TOTAL From Tax Supported Funds	**1,581,200**	**1,378,278**	**1,378,278**	**0**	**-100.0%**
TOTAL INSTRUCTIONAL TELEVISION FUND	**1,581,200**	**1,378,278**	**1,378,278**	**0**	**-100.0%**
MONTGOMERY COLLEGE					
WORKFORCE DEVELOPMENT & CONTINUING ED					
From Tax Supported Funds					
Nonmandatory Transfer From Current Fund	554,995	760,000	600,000	760,000	----
TOTAL From Tax Supported Funds	**554,995**	**760,000**	**600,000**	**760,000**	**----**
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	**554,995**	**760,000**	**600,000**	**760,000**	**----**
CABLE TELEVISION FUND					
From Tax Supported Funds					
From MCG: County Cable Plan	1,604,850	1,378,278	1,378,278	0	-100.0%
TOTAL From Tax Supported Funds	**1,604,850**	**1,378,278**	**1,378,278**	**0**	**-100.0%**
TOTAL CABLE TELEVISION FUND	**1,604,850**	**1,378,278**	**1,378,278**	**0**	**-100.0%**
MAJOR FACILITIES RESERVE FUND					
To Non-Tax Supported Funds					
Non Mandatory Transfer (To Capital Fund)	(2,375)	0	(5,000)	0	----
TOTAL To Non-Tax Supported Funds	**(2,375)**	**0**	**(5,000)**	**0**	**----**
TOTAL MAJOR FACILITIES RESERVE FUND	**(2,375)**	**0**	**(5,000)**	**0**	**----**
TRANSPORTATION FUND					
To Non-Tax Supported Funds					
Non-Mandatory Transfer	0	0	0	(2,000,000)	----
TOTAL To Non-Tax Supported Funds	**0**	**0**	**0**	**(2,000,000)**	**----**
TOTAL TRANSPORTATION FUND	**0**	**0**	**0**	**(2,000,000)**	**----**

Inter-Fund Transfers

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL REVENUE FUNDS					
From Tax Supported Funds					
Transfer From Administration Fund	950,000	1,500,000	1,500,000	1,500,000	----
TOTAL From Tax Supported Funds	**950,000**	**1,500,000**	**1,500,000**	**1,500,000**	**----**
From Component Units/Agencies					
From County GF (Ballfields)	2,112,862	2,400,002	2,400,002	3,282,764	36.8%
TOTAL From Component Units/Agencies	**2,112,862**	**2,400,002**	**2,400,002**	**3,282,764**	**36.8%**
TOTAL SPECIAL REVENUE FUNDS	**3,062,862**	**3,900,002**	**3,900,002**	**4,782,764**	**22.6%**
TOTAL NON-TAX SUPPORTED	**(3,585,875)**	**(2,247,843)**	**(2,412,843)**	**12,386,368**	**-651.0%**
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(11,433,913)**	**(19,059,958)**	**(19,043,238)**	**(4,612,743)**	**-75.8%**

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Schedule A-6

Contribution To/From Other Funds

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
To Tax Supported Funds					
Contribution To MC: Current Fund	(148,409,696)	(148,759,696)	(148,759,696)	(155,059,696)	4.2%
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	(2,128,642,338)	(2,338,642,338)	(2,338,642,338)	(2,518,238,360)	7.7%
TOTAL To Tax Supported Funds	**(2,277,702,034)**	**(2,488,052,034)**	**(2,488,052,034)**	**(2,673,948,056)**	**7.5%**
County Contribution to CIP Fund					
Contribution To CIP: PAYGO	(28,000,000)	(29,200,000)	(25,700,000)	(34,000,000)	16.4%
Contribution To HOC: CIP	(2,612,793)	(1,500,000)	(1,500,000)	(2,450,000)	63.3%
Contribution To MC: CIP	(12,972,105)	(15,084,000)	(15,084,000)	(10,059,000)	-33.3%
Contribution To MCG: CIP	(92,439,682)	(23,867,000)	(23,867,000)	(22,442,000)	-6.0%
Contribution To MCPS: CIP	(38,014,000)	(20,792,000)	(20,792,000)	(9,569,000)	-54.0%
Contribution To MNCPPC: Regional Parks CIP	(4,299,394)	(6,150,000)	(6,150,000)	(6,150,000)	----
TOTAL County Contribution to CIP Fund	**(178,337,974)**	**(96,593,000)**	**(93,093,000)**	**(84,670,000)**	**-12.3%**
TOTAL COUNTY GENERAL FUND	**(2,456,040,008)**	**(2,584,645,034)**	**(2,581,145,034)**	**(2,758,618,056)**	**6.7%**
TOTAL MONTGOMERY COUNTY GOVERNMENT	**(2,456,040,008)**	**(2,584,645,034)**	**(2,581,145,034)**	**(2,758,618,056)**	**6.7%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	2,128,642,338	2,338,642,338	2,338,642,338	2,518,238,360	7.7%
TOTAL County Contribution to Current/Other Fund	**2,128,642,338**	**2,338,642,338**	**2,338,642,338**	**2,518,238,360**	**7.7%**
County Contribution to CIP Fund					
County Contribution to CIP	38,014,000	20,792,000	20,792,000	9,569,000	-54.0%
TOTAL County Contribution to CIP Fund	**38,014,000**	**20,792,000**	**20,792,000**	**9,569,000**	**-54.0%**
TOTAL CURRENT FUND MCPS	**2,166,656,338**	**2,359,434,338**	**2,359,434,338**	**2,527,807,360**	**7.1%**
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	**2,166,656,338**	**2,359,434,338**	**2,359,434,338**	**2,527,807,360**	**7.1%**
MONTGOMERY COLLEGE					
CURRENT FUND MC					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	148,409,696	148,759,696	148,759,696	155,059,696	4.2%
TOTAL County Contribution to Current/Other Fund	**148,409,696**	**148,759,696**	**148,759,696**	**155,059,696**	**4.2%**
County Contribution to CIP Fund					
County Contribution to CIP	12,972,105	15,084,000	15,084,000	10,059,000	-33.3%
TOTAL County Contribution to CIP Fund	**12,972,105**	**15,084,000**	**15,084,000**	**10,059,000**	**-33.3%**

Contribution To/From Other Funds

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
TOTAL CURRENT FUND MC	**161,381,801**	**163,843,696**	**163,843,696**	**165,118,696**	**0.8%**
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	**162,031,801**	**164,493,696**	**164,493,696**	**165,768,696**	**0.8%**
TOTAL TAX SUPPORTED	**(127,351,869)**	**(60,717,000)**	**(57,217,000)**	**(65,042,000)**	**7.1%**
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(127,351,869)**	**(60,717,000)**	**(57,217,000)**	**(65,042,000)**	**7.1%**

Expenditure Schedules

The expenditure schedules include data for the following County agencies: MCG, Debt Service, MCPS, Montgomery College, and M-NCPPC. Not included are: WSSC, HOC, and the Montgomery County Revenue Authority.

SCHEDULE B-1, EXPENDITURES DETAILED BY TYPE

This schedule reports by fund type (tax or non-tax supported) for all agencies all expenditures for the operating budgets of MCG, Debt Service on County bonds issued for capital projects, MCPS, Montgomery College, and M NCPPC. The purpose of Schedule B 1 is to display the total cost of the government functions.

SCHEDULE B-2, EXPENDITURES DETAILED BY AGENCY, GOVERNMENT FUNCTION, AND DEPARTMENT

This schedule gives an overview of the allocation of resources by agency and by function within MCG. The purpose of Schedule B-2 is to display the cost of government and the expenditures and budgets of the departments included in those functions regardless of fund type. This schedule reflects a categorization of functions that corresponds to department appropriations and is not intended to match the categorization of functions in the County's Comprehensive Annual Financial Report, which is reported at a more detailed program level.

SCHEDULE B-3, EXPENDITURES DETAILED BY AGENCY, FUND TYPE, GOVERNMENT FUNCTION, AND DEPARTMENT

This schedule presents the total expenditures for all agencies and each department of MCG according to fund type. Because this schedule is organized by fund, there is no total expenditure figure for those departments whose activities appear in more than one fund (e.g., DHHS, DHCA). Consult Schedule B 2 for the total expenditures of these departments. This schedule reflects a categorization of functions that corresponds to department and fund appropriations and is not intended to match the categorization of functions in the County's Comprehensive Annual Financial Report, which is reported at a more detailed program level.

SCHEDULE B-4, EXPENDITURES BY APPROPRIATION CATEGORY

This schedule summarizes MCG expenditures into the four appropriation categories presented on departmental Budget Summary pages: Personnel Costs, Operating Expenses, Debt Service (G.O. bonds and other), and Capital Outlay. The Internal Service Fund appropriations are included in the individual departments and, therefore, are not displayed.

SCHEDULE B-5, MONTGOMERY COUNTY GOVERNMENT INTERNAL SERVICE FUNDS

Internal Service Funds record the financing of goods or services provided by one department to other departments on a cost reimbursement basis. The Internal Service Fund units charge back their costs to the users, so that the costs of these services are found in the appropriations of all departments. Because each department includes the Internal Service Funds' appropriations in its individual budget, these accounts are displayed separately to ensure that they are not double counted in the "Total Montgomery County Government" expenditures.

Schedule B-1

Expenditures Detailed By Type

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	1,658,427,910	1,752,160,128	1,830,303,771	1,879,052,249	7.2%
Montgomery County Government Special Funds	581,940,759	596,100,900	632,744,772	607,471,154	1.9%
Debt Service Special Funds	428,561,753	438,576,665	433,775,290	463,466,950	5.7%
Montgomery County Public Schools Current Fund	3,116,913,181	3,354,638,789	3,376,116,946	3,546,897,732	5.7%
Montgomery College Current Fund	282,833,294	294,936,244	294,406,931	307,313,096	4.2%
Montgomery College Special Funds	745,566	750,000	725,000	750,000	----
M-NCPPC Special Funds	180,161,102	193,291,133	193,291,133	200,705,364	3.8%
TOTAL TAX SUPPORTED	6,249,583,565	6,630,453,859	6,761,363,843	7,005,656,545	5.7%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	341,255,230	368,731,117	363,554,337	381,779,892	3.5%
Montgomery County Government Special Funds	282,255,847	281,592,510	285,511,432	262,611,260	-6.7%
Debt Service Special Funds	24,830,964	34,259,690	29,824,190	61,934,800	80.8%
Montgomery County Public Schools Enterprise Funds	105,178,646	92,224,750	92,224,750	94,476,137	2.4%
Montgomery County Public Schools Special Funds	151,489,579	148,688,367	148,688,367	143,961,390	-3.2%
Montgomery College Enterprise Funds	26,977,916	32,975,996	29,562,856	30,703,459	-6.9%
Montgomery College Special Funds	12,628,012	18,206,500	11,150,000	12,745,900	-30.0%
M-NCPPC Enterprise Funds	20,156,570	24,016,177	23,039,431	25,403,617	5.8%
M-NCPPC Special Funds	110,034	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	964,882,798	1,001,245,107	984,105,363	1,014,166,455	1.3%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	7,214,466,363	7,631,698,966	7,745,469,206	8,019,823,000	5.1%

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Schedule B-2

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
General Government					
Board of Appeals	586,328	608,334	583,220	626,130	2.9%
Board of Elections	16,901,338	14,234,830	14,119,444	15,044,171	5.7%
Circuit Court	19,323,141	20,548,763	19,658,970	21,779,294	6.0%
Community Engagement Cluster	9,205,561	10,245,038	10,215,146	10,681,744	4.3%
County Attorney	10,187,562	10,665,669	12,144,468	11,246,872	5.4%
County Council	16,593,903	20,011,977	20,108,031	20,703,869	3.5%
County Executive	13,606,256	7,948,787	6,691,684	8,391,691	5.6%
Ethics Commission	318,173	365,818	382,948	678,092	85.4%
Finance	20,473,765	20,784,167	21,527,147	22,019,981	5.9%
Food Systems Resilience	14,174,005	13,846,720	17,228,701	13,848,411	----
General Services	51,683,061	46,096,336	48,312,186	47,279,428	2.6%
Grants Management	964,908	1,195,203	1,176,229	1,193,203	-0.2%
Human Resources	11,665,079	13,501,357	12,852,802	13,700,587	1.5%
Human Rights	1,777,675	2,145,485	1,847,811	2,117,091	-1.3%
Inspector General	3,522,358	3,979,026	3,871,054	4,289,584	7.8%
Intergovernmental Relations	858,499	1,036,284	854,202	1,060,172	2.3%
Labor Relations	2,171,678	2,523,120	2,528,301	2,737,709	8.5%
Legislative Oversight	2,634,780	2,833,775	2,822,367	2,971,585	4.9%
Management and Budget	7,503,803	8,436,938	8,268,298	8,653,777	2.6%
Merit System Protection Board	271,117	373,383	376,624	392,005	5.0%
People's Counsel	0	0	0	202,445	----
Procurement	5,689,862	6,026,756	6,131,676	7,289,479	21.0%
Public Information	2,948,268	3,006,832	2,677,594	2,985,277	-0.7%
Racial Equity and Social Justice	1,347,855	1,676,448	1,685,281	1,766,779	5.4%
State's Attorney	26,266,384	27,378,730	26,475,564	28,693,436	4.8%
Technology and Enterprise Business Solutions	72,493,385	72,612,971	72,676,875	72,221,974	-0.5%
Urban Districts	12,818,696	13,198,424	13,212,886	13,661,700	3.5%
Zoning and Administrative Hearings	721,747	883,196	838,464	852,436	-3.5%
Total General Government	326,709,187	326,164,367	329,267,973	337,088,922	3.3%
Public Safety					
Animal Services	10,136,391	11,033,361	10,942,017	11,333,152	2.7%
Consumer Protection	2,637,920	3,197,475	2,782,887	3,294,480	3.0%
Correction and Rehabilitation	90,757,179	95,410,554	95,290,011	99,426,573	4.2%
Emergency Management and Homeland Security	9,321,265	5,722,207	6,117,938	7,480,372	30.7%
Fire and Rescue Service	316,868,039	310,083,473	328,421,584	311,700,388	0.5%
Police	330,007,747	352,670,765	347,854,399	385,720,896	9.4%
Sheriff	30,419,005	33,312,347	31,550,067	33,364,007	0.2%
Total Public Safety	790,147,546	811,430,182	822,958,903	852,319,868	5.0%
Transportation					
Parking District Services	28,230,065	30,434,219	30,034,574	31,371,749	3.1%
Transit Services	199,493,069	210,795,285	207,344,156	217,804,667	3.3%
Transportation	85,060,465	67,416,826	69,258,932	70,202,739	4.1%
Total Transportation	312,783,599	308,646,330	306,637,662	319,379,155	3.5%
Health and Human Services					

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
Health and Human Services	516,232,409	557,267,177	568,187,999	576,180,237	3.4%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	11,533,702	12,192,169	11,601,723	12,468,452	2.3%
Public Libraries	50,914,311	54,948,439	52,832,399	56,955,401	3.7%
Recreation	63,511,504	68,131,393	68,903,480	71,042,894	4.3%
Total Libraries, Culture, and Recreation	125,959,517	135,272,001	133,337,602	140,466,747	3.8%
Community Development and Housing					
Agriculture	1,420,687	1,532,515	1,522,343	1,612,814	5.2%
Economic Development Fund	4,464,923	4,180,782	25,965,316	4,173,420	-0.2%
Housing and Community Affairs	91,409,425	83,700,639	85,041,013	77,729,110	-7.1%
Permitting Services	41,019,096	48,487,764	45,957,206	50,257,681	3.7%
Total Community Development and Housing	138,314,131	137,901,700	158,485,878	133,773,025	-3.0%
Environment					
Environmental Protection	43,162,228	49,216,826	49,210,766	45,764,034	-7.0%
Recycling and Resource Management	176,947,327	192,110,121	191,600,119	198,107,311	3.1%
Total Environment	220,109,555	241,326,947	240,810,885	243,871,345	1.1%
Other County Government Functions					
Alcohol Beverage Services	76,726,704	77,951,615	77,451,615	81,926,978	5.1%
Cable Television Communications Plan	6,442,517	5,635,170	5,635,170	7,824,171	38.8%
Non-Departmental Accounts	316,406,147	354,621,895	427,908,357	395,083,198	11.4%
Utilities	34,048,434	42,367,271	41,432,268	43,000,909	1.5%
Total Other County Government Functions	433,623,802	480,575,951	552,427,410	527,835,256	9.8%
TOTAL MONTGOMERY COUNTY GOVERNMENT	2,863,879,746	2,998,584,655	3,112,114,312	3,130,914,555	4.4%
DEBT SERVICE					
Debt Service	453,392,717	472,836,355	463,599,480	525,401,750	11.1%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Maryland-National Capital Park and Planning Commission	200,427,706	217,857,310	216,880,564	226,658,981	4.0%
MONTGOMERY COLLEGE					
Montgomery College	323,184,788	346,868,740	335,844,787	351,512,455	1.3%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Montgomery County Public Schools	3,373,581,406	3,595,551,906	3,617,030,063	3,785,335,259	5.3%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	7,214,466,363	7,631,698,966	7,745,469,206	8,019,823,000	5.1%

Schedule B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
General Government					
Board of Appeals	586,328	608,334	583,220	626,130	2.9%
Board of Elections	16,901,338	14,234,830	14,119,444	15,044,171	5.7%
Circuit Court	15,368,936	16,321,558	15,431,765	17,253,111	5.7%
Community Engagement Cluster	9,009,447	10,089,628	10,059,736	10,506,744	4.1%
County Attorney	10,187,562	10,665,669	12,144,468	11,246,872	5.4%
County Council	16,593,903	20,011,977	20,108,031	20,703,869	3.5%
County Executive	6,752,095	7,948,787	6,691,684	8,391,691	5.6%
Ethics Commission	318,173	365,818	382,948	678,092	85.4%
Finance	20,477,974	20,784,167	21,527,147	22,019,981	5.9%
Food Systems Resilience	14,174,005	13,846,720	17,228,701	13,848,411	----
General Services	51,683,061	46,096,336	48,312,186	47,279,428	2.6%
Grants Management	964,908	1,195,203	1,176,229	1,193,203	-0.2%
Human Resources	11,665,079	13,501,357	12,852,802	13,700,587	1.5%
Human Rights	1,777,675	2,145,485	1,847,811	2,117,091	-1.3%
Inspector General	3,522,358	3,979,026	3,871,054	4,289,584	7.8%
Intergovernmental Relations	858,499	1,036,284	854,202	1,060,172	2.3%
Labor Relations	2,171,678	2,523,120	2,528,301	2,737,709	8.5%
Legislative Oversight	2,634,780	2,833,775	2,822,367	2,971,585	4.9%
Management and Budget	7,503,803	8,436,938	8,268,298	8,653,777	2.6%
Merit System Protection Board	271,117	373,383	376,624	392,005	5.0%
People's Counsel	0	0	0	202,445	----
Procurement	5,689,862	6,026,756	6,131,676	7,289,479	21.0%
Public Information	2,948,268	3,006,832	2,677,594	2,985,277	-0.7%
Racial Equity and Social Justice	1,347,855	1,676,448	1,685,281	1,766,779	5.4%
State's Attorney	24,921,657	26,494,785	25,591,619	27,921,779	5.4%
Technology and Enterprise Business Solutions	71,766,558	72,612,971	72,676,875	72,221,974	-0.5%
Zoning and Administrative Hearings	721,747	883,196	838,464	852,436	-3.5%
Total General Government	300,818,666	307,699,383	310,788,527	317,954,382	3.3%
Public Safety					
Animal Services	10,126,158	11,033,361	10,942,017	11,333,152	2.7%
Consumer Protection	2,637,920	3,197,475	2,782,887	3,294,480	3.0%
Correction and Rehabilitation	90,181,009	94,867,554	94,865,315	98,612,573	3.9%
Emergency Management and Homeland Security	4,013,671	4,821,729	5,217,460	6,898,899	43.1%
Police	327,766,910	352,547,678	347,731,312	385,589,373	9.4%
Sheriff	29,527,216	32,314,246	30,551,966	32,535,273	0.7%
Total Public Safety	464,252,884	498,782,043	492,090,957	538,263,750	7.9%
Transportation					
Transportation	77,312,215	59,861,597	62,349,832	62,555,018	4.5%
Health and Human Services					
Health and Human Services	392,696,330	428,755,562	438,010,906	459,361,856	7.1%
Libraries, Culture, and Recreation					
Public Libraries	50,541,806	54,552,839	52,436,799	56,559,801	3.7%
Community Development and Housing					
Agriculture	1,420,687	1,532,515	1,522,343	1,612,814	5.2%
Housing and Community Affairs	13,193,832	15,147,738	14,901,767	16,531,379	9.1%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
Total Community Development and Housing	14,614,519	16,680,253	16,424,110	18,144,193	8.8%
Environment					
Environmental Protection	9,279,750	9,839,285	9,862,015	9,758,485	-0.8%
Other County Government Functions					
Non-Departmental Accounts	314,863,306	333,621,895	406,908,357	373,453,855	11.9%
Utilities	34,048,434	42,367,271	41,432,268	43,000,909	1.5%
Total Other County Government Functions	348,911,740	375,989,166	448,340,625	416,454,764	10.8%
TOTAL GENERAL FUND TAX SUPPORTED	1,658,427,910	1,752,160,128	1,830,303,771	1,879,052,249	7.2%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts	12,818,696	13,198,424	13,212,886	13,661,700	3.5%
Public Safety					
Fire and Rescue Service	311,011,406	310,083,473	328,421,584	311,700,388	0.5%
Transportation					
Transit Services	195,688,128	205,787,901	202,336,772	212,797,283	3.4%
Libraries, Culture, and Recreation					
Recreation	57,957,606	62,850,320	62,808,214	65,138,363	3.6%
Community Development and Housing					
Economic Development Fund	4,464,923	4,180,782	25,965,316	4,173,420	-0.2%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Parking District Services	28,230,065	30,434,219	30,034,574	31,371,749	3.1%
Transportation	6,805,317	7,555,229	6,909,100	7,647,721	1.2%
Total Transportation	35,035,382	37,989,448	36,943,674	39,019,470	2.7%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	11,533,702	12,192,169	11,601,723	12,468,452	2.3%
Community Development and Housing					
Permitting Services	41,012,115	48,487,764	45,957,206	50,257,681	3.7%
Environment					
Recycling and Resource Management	176,947,327	192,110,121	191,600,119	198,107,311	3.1%
Other County Government Functions					
Alcohol Beverage Services	76,726,704	77,951,615	77,451,615	81,926,978	5.1%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Circuit Court	3,954,205	4,227,205	4,227,205	4,526,183	7.1%
Community Engagement Cluster	196,114	155,410	155,410	175,000	12.6%
County Executive	6,854,161	0	0	0	----
Finance	(4,209)	0	0	0	----
State's Attorney	1,344,727	883,945	883,945	771,657	-12.7%
Technology and Enterprise Business Solutions	726,827	0	0	0	----
Total General Government	13,071,825	5,266,560	5,266,560	5,472,840	3.9%
Public Safety					
Animal Services	10,233	0	0	0	----
Correction and Rehabilitation	576,170	543,000	424,696	814,000	49.9%
Emergency Management and Homeland Security	5,307,594	900,478	900,478	581,473	-35.4%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
Fire and Rescue Service	5,856,633	0	0	0	----
Police	2,240,837	123,087	123,087	131,523	6.9%
Sheriff	891,789	998,101	998,101	828,734	-17.0%
Total Public Safety	14,883,256	2,564,666	2,446,362	2,355,730	-8.1%
Transportation					
Transit Services	3,804,941	5,007,384	5,007,384	5,007,384	----
Transportation	942,933	0	0	0	----
Total Transportation	4,747,874	5,007,384	5,007,384	5,007,384	----
Health and Human Services					
Health and Human Services	123,536,079	128,511,615	130,177,093	116,818,381	-9.1%
Libraries, Culture, and Recreation					
Public Libraries	372,505	395,600	395,600	395,600	----
Recreation	5,553,898	5,281,073	6,095,266	5,904,531	11.8%
Total Libraries, Culture, and Recreation	5,926,403	5,676,673	6,490,866	6,300,131	11.0%
Community Development and Housing					
Housing and Community Affairs	78,215,593	68,552,901	70,139,246	61,197,731	-10.7%
Permitting Services	6,981	0	0	0	----
Total Community Development and Housing	78,222,574	68,552,901	70,139,246	61,197,731	-10.7%
Environment					
Environmental Protection	33,882,478	39,377,541	39,348,751	36,005,549	-8.6%
Other County Government Functions					
Cable Television Communications Plan	6,442,517	5,635,170	5,635,170	7,824,171	38.8%
Non-Departmental Accounts	1,542,841	21,000,000	21,000,000	21,629,343	3.0%
Total Other County Government Functions	7,985,358	26,635,170	26,635,170	29,453,514	10.6%
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	282,255,847	281,592,510	285,511,432	262,611,260	-6.7%
TOTAL MONTGOMERY COUNTY GOVERNMENT	2,863,879,746	2,998,584,655	3,112,114,312	3,130,914,555	4.4%
DEBT SERVICE					
DEBT SERVICE FUND TAX SUPPORTED					
Debt Service	428,561,753	438,576,665	433,775,290	463,466,950	5.7%
SPECIAL FUNDS NON-TAX SUPPORTED					
Debt Service	24,830,964	34,259,690	29,824,190	61,934,800	80.8%
TOTAL DEBT SERVICE	453,392,717	472,836,355	463,599,480	525,401,750	11.1%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS TAX SUPPORTED					
Montgomery County Public Schools	3,116,913,181	3,354,638,789	3,376,116,946	3,546,897,732	5.7%
ENTREPRENEURIAL ACTIVITIES FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	9,004,905	9,135,389	9,135,389	9,190,429	0.6%
FIELD TRIP FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	1,600,038	2,972,646	2,972,646	2,998,502	0.9%
FOOD SERVICE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	89,642,050	73,699,211	73,699,211	75,792,864	2.8%
INSTRUCTIONAL TELEVISION FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	1,491,447	1,378,278	1,378,278	1,378,278	----

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
REAL ESTATE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	3,440,206	5,039,226	5,039,226	5,116,064	1.5%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools	151,489,579	148,688,367	148,688,367	143,961,390	-3.2%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	3,373,581,406	3,595,551,906	3,617,030,063	3,785,335,259	5.3%
MONTGOMERY COLLEGE					
CURRENT FUND MC TAX SUPPORTED					
Montgomery College	282,833,294	294,936,244	294,406,931	307,313,096	4.2%
SPECIAL FUNDS TAX SUPPORTED					
Montgomery College	745,566	750,000	725,000	750,000	----
TOTAL SPECIAL FUNDS TAX SUPPORTED	745,566	750,000	725,000	750,000	----
AUXILIARY FUND NON-TAX SUPPORTED					
Montgomery College	1,761,165	2,459,598	2,026,405	2,382,494	-3.1%
CABLE TELEVISION FUND NON-TAX SUPPORTED					
Montgomery College	1,686,255	1,567,800	1,506,607	1,378,278	-12.1%
MAJOR FACILITIES RESERVE FUND NON-TAX SUPPORTED					
Montgomery College	1,948,042	2,000,000	1,947,857	2,000,000	----
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery College	12,628,012	18,206,500	11,150,000	12,745,900	-30.0%
TRANSPORTATION FUND NON-TAX SUPPORTED					
Montgomery College	2,616,045	4,200,000	3,500,167	3,150,000	-25.0%
WORKFORCE DEVELOPMENT & CONTINUING ED NON-TAX SUPPORTED					
Montgomery College	18,966,409	22,748,598	20,581,820	21,792,687	-4.2%
TOTAL MONTGOMERY COLLEGE	323,184,788	346,868,740	335,844,787	351,512,455	1.3%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL FUNDS TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	180,161,102	193,291,133	193,291,133	200,705,364	3.8%
TOTAL SPECIAL FUNDS TAX SUPPORTED	180,161,102	193,291,133	193,291,133	200,705,364	3.8%
ENTERPRISE FUND NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	11,032,387	12,598,355	12,229,611	13,109,771	4.1%
PROP MGMT MNCPPC NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	1,536,570	1,962,600	1,962,600	2,135,664	8.8%
SPECIAL FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	110,034	550,000	550,000	550,000	----
SPECIAL REVENUE FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	7,587,613	9,455,222	8,847,220	10,158,182	7.4%
TOTAL M-NCPPC	200,427,706	217,857,310	216,880,564	226,658,981	4.0%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	**7,214,466,363**	**7,631,698,966**	**7,745,469,206**	**8,019,823,000**	**5.1%**

Schedule B-4

Expenditures By Appropriation Category

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
Capital Outlay	387,802	946,396	946,396	0	-100.0%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Operating Expenses	798,714,243	815,902,809	915,899,426	885,172,902	8.5%
Personnel Costs	859,325,865	935,310,923	913,457,949	993,879,347	6.3%
Total GENERAL FUND TAX SUPPORTED	1,658,427,910	1,752,160,128	1,830,303,771	1,879,052,249	7.2%
SPECIAL FUNDS TAX SUPPORTED					
Capital Outlay	174,253	144,230	144,230	144,230	----
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Operating Expenses	162,673,501	164,756,428	189,463,753	167,553,241	1.7%
Personnel Costs	419,093,005	431,200,242	443,136,789	439,773,683	2.0%
Total SPECIAL FUNDS TAX SUPPORTED	581,940,759	596,100,900	632,744,772	607,471,154	1.9%
GRANT FUND - MCG NON-TAX SUPPORTED					
Capital Outlay	616,540	0	0	0	----
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Operating Expenses	90,613,047	81,048,482	81,048,482	77,257,021	-4.7%
Personnel Costs	75,890,983	88,586,497	88,586,497	80,855,352	-8.7%
Total GRANT FUND - MCG NON-TAX SUPPORTED	167,120,570	169,634,979	169,634,979	158,112,373	-6.8%
SPECIAL FUNDS NON-TAX SUPPORTED					
Capital Outlay	183,305	0	0	0	----
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Operating Expenses	99,416,480	93,073,172	97,074,189	87,204,348	-6.3%
Personnel Costs	15,535,492	18,884,359	18,802,264	17,294,539	-8.4%
Total SPECIAL FUNDS NON-TAX SUPPORTED	115,135,277	111,957,531	115,876,453	104,498,887	-6.7%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Capital Outlay	4,816,163	2,165,095	2,165,095	2,818,288	30.2%
Debt Service G.O. Bonds	8,239,590	0	0	0	----
Debt Service Other	2,301,625	14,272,090	14,271,990	15,937,454	11.7%
Operating Expenses	210,746,671	231,055,944	228,619,563	237,704,339	2.9%
Personnel Costs	115,151,181	121,237,988	118,497,689	125,319,811	3.4%

Expenditures By Appropriation Category

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
Total ENTERPRISE FUNDS NON-TAX SUPPORTED	341,255,230	368,731,117	363,554,337	381,779,892	3.5%

SUMMARY

Total PERSONNEL COSTS	1,484,996,526	1,595,220,009	1,582,481,188	1,657,122,732	3.9%
Total OPERATING EXPENSES	1,362,163,942	1,385,836,835	1,512,105,413	1,454,891,851	5.0%
Total DEBT SERVICE G.O. BONDS	8,239,590	0	0	0	----
Total DEBT SERVICE OTHER	2,301,625	14,272,090	14,271,990	15,937,454	11.7%
Total CAPITAL OUTLAY	6,178,063	3,255,721	3,255,721	2,962,518	-9.0%
Total MONTGOMERY COUNTY GOVERNMENT	2,863,879,746	2,998,584,655	3,112,114,312	3,130,914,555	4.4%

PERCENT OF TOTAL BUDGET

PERSONNEL COSTS	51.9%	53.2%	50.8%	52.9%	----
OPERATING EXPENSES	47.6%	46.2%	48.6%	46.5%	----
DEBT SERVICE G.O. BONDS	0.3%	----	----	----	----
DEBT SERVICE OTHER	0.1%	0.5%	0.5%	0.5%	----
CAPITAL OUTLAY	0.2%	0.1%	0.1%	0.1%	----

Schedule B-5

Montgomery County Government Internal Service Funds

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
INTERNAL SERVICE FUNDS					
Employee Health Self Insurance	376,013,530	419,189,291	418,144,617	449,469,763	7.2%
Motor Pool Internal Service Fund	116,439,192	116,014,210	103,591,122	114,471,412	-1.3%
Printing & Mail Internal Service Fund	10,780,202	9,419,587	10,926,259	11,983,853	27.2%
Self Insurance Internal Service Fund	88,357,679	117,198,841	116,423,015	117,578,437	0.3%
TOTAL INTERNAL SERVICE FUNDS	591,590,603	661,821,929	649,085,013	693,503,465	4.8%

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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 FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	4,441,451,337	4,558,870,741	4,624,785,232	4,855,900,470	6.5%
Montgomery County Government Special Funds	702,217,281	715,608,307	709,666,410	720,722,789	0.7%
Debt Service Special Funds	204,720	189,940	189,900	180,300	-5.1%
Montgomery County Public Schools Current Fund	988,264,369	1,015,996,451	1,015,996,451	1,028,659,372	1.2%
Montgomery College Current Fund	131,785,114	135,158,361	135,285,549	143,719,674	6.3%
Montgomery College Special Funds	24,384	21,500	30,000	22,500	4.7%
M-NCPPC Special Funds	177,655,124	189,341,994	187,388,389	206,611,126	9.1%
TOTAL TAX SUPPORTED	6,441,602,329	6,615,187,294	6,673,341,931	6,955,816,231	5.1%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	352,137,298	399,569,844	389,390,316	397,321,842	-0.6%
Montgomery County Government Special Funds	301,734,986	294,643,129	294,271,059	287,740,914	-2.3%
Debt Service Special Funds	0	0	0	20,000,000	----
Montgomery County Public Schools Enterprise Funds	83,730,835	84,246,472	84,246,472	87,876,137	4.3%
Montgomery County Public Schools Special Funds	151,489,579	148,688,367	148,688,367	143,961,390	-3.2%
Montgomery College Enterprise Funds	31,073,551	31,738,372	32,708,853	32,297,605	1.8%
Montgomery College Special Funds	12,652,653	18,226,500	11,176,000	12,765,900	-30.0%
M-NCPPC Enterprise Funds	20,220,596	20,702,016	19,393,576	19,508,518	-5.8%
M-NCPPC Special Funds	110,034	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	953,149,532	998,364,700	980,424,643	1,002,022,306	0.4%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	7,394,751,861	7,613,551,994	7,653,766,574	7,957,838,537	4.5%

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Schedule C-2

Revenues Detailed By Agency

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
Enterprise Funds Non-Tax Supported	352,137,298	399,569,844	389,390,316	397,321,842	----
Special Funds Non-Tax Supported	301,734,986	294,643,129	294,271,059	287,740,914	----
General Fund Tax Supported	4,441,451,337	4,558,870,741	4,624,785,232	4,855,900,470	10.0%
Special Funds Tax Supported	702,217,281	715,608,307	709,666,410	720,722,789	----
TOTAL MONTGOMERY COUNTY GOVERNMENT	5,797,540,902	5,968,692,021	6,018,113,017	6,261,686,015	----
DEBT SERVICE					
Special Funds Non-Tax Supported	0	0	0	20,000,000	----
Debt Service Fund Tax Supported	204,720	189,940	189,900	180,300	-10.0%
TOTAL DEBT SERVICE	204,720	189,940	189,900	20,180,300	10520.0%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Enterprise Funds Non-Tax Supported	83,730,835	84,246,472	84,246,472	87,876,137	----
Special Funds Non-Tax Supported	151,489,579	148,688,367	148,688,367	143,961,390	----
Current Fund Tax Supported	988,264,369	1,015,996,451	1,015,996,451	1,028,659,372	----
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	1,223,484,783	1,248,931,290	1,248,931,290	1,260,496,899	----
MONTGOMERY COLLEGE					
Enterprise Funds Non-Tax Supported	31,073,551	31,738,372	32,708,853	32,297,605	----
Special Funds Non-Tax Supported	12,652,653	18,226,500	11,176,000	12,765,900	-30.0%
Current Fund Tax Supported	131,785,114	135,158,361	135,285,549	143,719,674	10.0%
Special Funds Tax Supported	24,384	21,500	30,000	22,500	----
TOTAL MONTGOMERY COLLEGE	175,535,702	185,144,733	179,200,402	188,805,679	----
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Enterprise Funds Non-Tax Supported	20,220,596	20,702,016	19,393,576	19,508,518	-10.0%
Special Funds Non-Tax Supported	110,034	550,000	550,000	550,000	----
Special Funds Tax Supported	177,655,124	189,341,994	187,388,389	206,611,126	10.0%
TOTAL M-NCPPC	197,985,754	210,594,010	207,331,965	226,669,644	10.0%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	7,394,751,861	7,613,551,994	7,653,766,574	7,957,838,537	----

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Schedule C-3

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
Taxes					
Admissions Tax	3,396,058	3,500,000	3,500,000	3,500,000	----
County Income Tax	2,214,130,108	2,274,235,002	2,341,981,617	2,317,296,370	1.9%
E-Cigarette Tax	699,758	600,000	600,000	600,000	----
Energy Tax	187,011,631	180,461,544	191,889,964	193,857,260	7.4%
Hotel/Motel Tax	21,954,298	22,892,041	20,480,404	20,508,298	-10.4%
Property Tax	1,560,475,378	1,662,925,020	1,636,478,509	1,869,187,504	12.4%
Real Property Transfer Tax	105,559,831	104,705,005	107,322,214	119,779,813	14.4%
Recordation Tax	50,651,473	49,489,029	50,814,005	56,712,323	14.6%
Telephone Tax	56,397,809	57,864,795	56,753,931	56,702,724	-2.0%
TOTAL TAXES	4,200,276,344	4,356,672,436	4,409,820,644	4,638,144,292	6.5%
Licenses & Permits					
Clerk of the Court Business Licenses	178,254	65,000	65,000	65,000	----
Hazardous Materials Permits	704,949	865,000	865,000	865,000	----
Health Inspection: Restaurants	1,926,660	1,869,885	2,076,500	2,076,500	11.0%
Health Inspections: Living Facilities	262,498	240,010	315,905	315,905	31.6%
Health Inspections: Swimming Pools	537,250	554,780	577,680	577,680	4.1%
Landlord-Tennant Fees	9,894,986	10,986,184	10,986,184	10,113,770	-7.9%
Marriage Licenses	287,900	316,319	316,319	316,319	----
New Home Builder's License	165,690	140,000	140,000	140,000	----
Other Licenses and Permits	4,600	0	0	0	----
Other Licenses/Permits	349,567	937,570	976,270	454,670	-51.5%
Pet Licenses	289,248	300,000	300,000	300,000	----
Residential Parking Permits	130,081	115,000	115,000	165,000	43.5%
Trader's License	265,269	280,000	280,000	280,000	----
TOTAL LICENSES & PERMITS	14,996,952	16,669,748	17,013,858	15,669,844	-6.0%
Charges for Services					
Board of Appeals Fees	184,671	194,044	194,044	171,064	-11.8%
Bus Advertising	30,000	0	0	0	----
Care of Federal/State Prisoners	91,979	269,370	279,371	279,371	3.7%
Common Ownership Community Fees	985,740	998,378	998,378	953,063	-4.5%
Facility Rental Fees	13,775	10,500	10,500	10,500	----
Health and Human Services Fees	2,031,222	2,307,550	2,043,161	1,681,540	-27.1%
Home Confinement Fees	2,708	30,000	17,113	17,113	-43.0%
Library Fees	1,360	600	7,000	7,000	1066.7%
Motor Pool Charges/Fees	24,976	0	0	0	----
Other Charges/Fees	5,571,064	8,745,496	8,722,596	9,021,854	3.2%
Parking Fees	212,037	175,400	170,400	170,400	-2.9%
Recreation Fees	385	0	0	0	----
Sheriff Fees	1,065,408	800,000	800,000	800,000	----
Street Tree Planting	175,050	75,000	75,000	75,000	----
Subdivision Plan Review	136,291	225,000	225,000	225,000	----
Tree Canopy	872,290	1,500,000	1,500,000	1,500,000	----
Zoning Fees	112,407	110,000	110,000	110,000	----
TOTAL CHARGES FOR SERVICES	11,511,363	15,441,338	15,152,563	15,021,905	-2.7%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
Fines & Forfeitures					
Other Fines/Forfeitures	11,505,998	11,408,900	11,549,400	11,809,750	3.5%
Parking Fines	1,479,441	1,200,000	1,200,000	1,280,000	6.7%
Photo Red Light Citations	6,053,937	5,000,000	1,537,000	7,000,000	40.0%
Speed Camera Citations	12,003,436	12,000,000	5,001,000	19,729,000	64.4%
TOTAL FINES & FORFEITURES	31,042,812	29,608,900	19,287,400	39,818,750	34.5%
Intergovernmental					
Cannabis Community Reinvestment and Repair Fund	2,831,270	0	0	0	----
Cannabis State Sale and Use - Tax Distribution	252,229	0	0	0	----
Core Health Services Funding	5,551,752	5,274,562	5,274,562	6,304,474	19.5%
EEOC Reimbursement	49,150	54,700	54,700	54,700	----
Emergency 911	18,581,727	25,526,020	25,526,020	34,600,000	35.5%
Federal Financial Participation Reimbursements	19,303,025	20,353,251	20,398,251	20,800,316	2.2%
Federal Grants	(159,918)	0	0	0	----
FEMA Reimbursement	44,743,600	0	0	0	----
Illegal Alien Inmate Reimbursement	470,409	0	0	0	----
Indirect Costs: Grants	1,418,180	1,100,000	1,100,000	1,100,000	----
Medicaid/Medicare Reimbursement	1,729,792	3,378,889	3,158,597	4,536,317	34.3%
Other Intergovernmental	7,742,606	7,577,171	28,076,176	8,227,381	8.6%
State Aid: Highway User	12,156,818	14,189,000	14,151,535	14,158,367	-0.2%
State Aid: Police Protection	16,364,654	16,472,845	16,472,845	16,300,000	-1.0%
State Grants	396,000	650,000	650,000	650,000	----
State Jury Fee Reimbursement	839,200	1,165,570	1,165,570	1,165,570	----
State Reimbursement: Library Operations	3,852,227	3,959,000	3,959,000	4,134,283	4.4%
State Reimbursement: Library Staff Retirement	1,284,835	1,800,000	2,292,340	2,020,000	12.2%
Traffic Signals Maintenance	524,625	994,000	994,000	994,000	----
TOTAL INTERGOVERNMENTAL	137,932,181	102,495,008	123,273,596	115,045,408	12.2%
Investment Income					
Investment Income	31,702,546	22,021,110	24,095,020	18,794,120	-14.7%
Miscellaneous					
Conference Center - Net Proceeds	2,769,495	3,000,000	3,000,000	3,000,000	----
Conference Center - Rental Income	319,100	319,100	319,100	319,100	----
Loan Payments	30,633	35,000	35,000	35,000	----
Miscellaneous Revenues	6,033,749	7,358,101	7,288,051	4,127,051	-43.9%
Property Rentals	2,889,286	3,500,000	3,500,000	3,500,000	----
Vehicle/Bike Auction Proceeds	1,946,876	1,750,000	2,000,000	2,425,000	38.6%
TOTAL MISCELLANEOUS	13,989,139	15,962,201	16,142,151	13,406,151	-16.0%
TOTAL COUNTY GENERAL FUND	4,441,451,337	4,558,870,741	4,624,785,232	4,855,900,470	6.5%
Special Funds					
Friendship Heights Urban District					
Charges for Services					
Commercial District Charge	621,890	617,518	617,518	617,729	----
TOTAL FRIENDSHIP HEIGHTS URBAN DISTRICT	621,890	617,518	617,518	617,729	----
Bethesda Urban District					
Taxes					
Property Tax	662,059	979,921	875,641	911,140	-7.0%
Charges for Services					
Optional Method Development	236,731	183,975	224,000	222,350	20.9%
TOTAL BETHESDA URBAN DISTRICT	898,790	1,163,896	1,099,641	1,133,490	-2.6%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
Silver Spring Urban District					
Taxes					
Property Tax	939,684	1,125,009	1,037,547	1,081,452	-3.9%
Charges for Services					
Optional Method Development	265,186	120,000	221,648	120,000	----
Other Charges & Fees	56,262	0	3,000	0	----
TOTAL CHARGES FOR SERVICES	321,448	120,000	224,648	120,000	----
Miscellaneous					
Miscellaneous Revenues	111	0	0	0	----
TOTAL SILVER SPRING URBAN DISTRICT	1,261,243	1,245,009	1,262,195	1,201,452	-3.5%
Wheaton Urban District					
Taxes					
Property Tax	272,520	305,623	286,366	298,129	-2.5%
Charges for Services					
Optional Method Development	10,832	0	10,011	0	----
TOTAL WHEATON URBAN DISTRICT	283,352	305,623	296,377	298,129	-2.5%
Mass Transit					
Taxes					
Property Tax	211,424,829	209,894,512	207,489,501	216,335,182	3.1%
Licenses & Permits					
Taxi Licensing Fees	41,863	80,000	40,000	40,000	-50.0%
Charges for Services					
Bus Advertising	774,544	1,780,000	770,000	780,000	-56.2%
Insurance Recoveries	211,465	0	0	0	----
Motor Pool Charges/Fees	1,838,298	0	531,224	0	----
Other Charges/Fees	3,506,431	3,719,383	3,969,878	2,620,477	-29.5%
Parking Fees	734,675	775,000	807,550	775,000	----
Ride On Fare Revenue	1,307,209	0	10,599	0	----
TOTAL CHARGES FOR SERVICES	8,372,622	6,274,383	6,089,251	4,175,477	-33.5%
Fines & Forfeitures					
Other Fines/Forfeitures	2,425	160,000	160,000	660,000	312.5%
Parking Fines	865,757	800,000	967,200	800,000	----
TOTAL FINES & FORFEITURES	868,182	960,000	1,127,200	1,460,000	52.1%
Intergovernmental					
Other Intergovernmental	0	1,119,413	0	790,143	-29.4%
State Aid: Call N' Ride	395,666	391,011	391,011	391,011	----
State Aid: Damascus Fixed Route	734,782	681,401	381,401	681,401	----
State Aid: Ride On	39,853,020	40,589,000	40,589,000	40,589,000	----
TOTAL INTERGOVERNMENTAL	40,983,468	42,780,825	41,361,412	42,451,555	-0.8%
Miscellaneous					
Miscellaneous Revenues	69,490	0	34,546	0	----
Property Rentals	4,357	0	3,734	0	----
TOTAL MISCELLANEOUS	73,847	0	38,280	0	----
TOTAL MASS TRANSIT	261,764,811	259,989,720	256,145,644	264,462,214	1.7%
Fire					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
Taxes					
Property Tax	284,964,183	308,757,869	305,220,062	311,961,603	1.0%
Charges for Services					
EMS Reimbursement-Ambulance Fee	33,509,282	25,030,000	25,030,000	25,030,000	----
Intergovernmental					
Federal Reimbursement	6,354,431	0	0	0	----
Other Intergovernmental	0	13,700,000	15,000,000	13,700,000	----
State Fire/Rescue 508 Funds	1,941,338	0	2,121,756	0	----
TOTAL INTERGOVERNMENTAL	8,295,769	13,700,000	17,121,756	13,700,000	----
Miscellaneous					
Miscellaneous Revenues	879,746	0	180,000	0	----
TOTAL FIRE	327,648,980	347,487,869	347,551,818	350,691,603	0.9%
Recreation					
Taxes					
Property Tax	65,696,674	70,788,031	69,965,914	76,147,722	7.6%
Charges for Services					
Facility Rental Fees	622,236	120,000	316,009	316,009	163.3%
Recreation Fee Subsidy	0	(800,000)	0	0	-100.0%
Recreation Fees	4,642,308	4,090,187	3,290,187	3,290,187	-19.6%
TOTAL CHARGES FOR SERVICES	5,264,544	3,410,187	3,606,196	3,606,196	5.7%
Miscellaneous					
Miscellaneous Revenues	51,735	120,232	165,464	165,464	37.6%
Miscellaneous Revenues - Parks ActiveNet	0	45,232	0	0	-100.0%
TOTAL MISCELLANEOUS	51,735	165,464	165,464	165,464	----
TOTAL RECREATION	71,012,953	74,363,682	73,737,574	79,919,382	7.5%
Economic Development Fund					
Investment Income					
Investment Income	1,307,880	55,000	313,060	55,000	----
Miscellaneous					
Loan Payments	637,970	375,000	477,473	375,000	----
TOTAL ECONOMIC DEVELOPMENT FUND	1,945,850	430,000	790,533	430,000	----
Revenue Stabilization					
Investment Income					
Investment Income	36,779,412	30,004,990	28,165,110	21,968,790	-26.8%
TOTAL REVENUE STABILIZATION	36,779,412	30,004,990	28,165,110	21,968,790	-26.8%
TOTAL MONTGOMERY COUNTY GOVERNMENT	5,143,668,618	5,274,479,048	5,334,451,642	5,576,623,259	5.7%
DEBT SERVICE					
Debt Service Fund					
Debt Service					
Intergovernmental					
Federal Grants	204,720	189,940	189,900	180,300	-5.1%
TOTAL DEBT SERVICE	204,720	189,940	189,900	180,300	-5.1%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
TOTAL DEBT SERVICE	204,720	189,940	189,900	180,300	-5.1%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund MCPS					
Charges for Services					
Tuition-Other Sources	4,089,938	3,807,933	3,807,933	4,276,147	12.3%
Intergovernmental					
Basic State Aid	426,200,692	450,226,733	458,323,008	463,100,531	2.9%
Blueprint	39,244,880	39,440,577	25,026,491	26,230,370	-33.5%
Comparable Wage Index	34,667,164	35,126,690	35,758,361	35,362,356	0.7%
Compensatory Education	202,027,881	201,992,717	205,610,966	198,854,440	-1.6%
Federal Revenues	241,917	200,000	200,000	235,000	17.5%
Foster Care/Miscellaneous	184,009	180,000	180,000	180,000	----
Limited English Proficiency	113,697,716	115,515,739	117,583,630	112,428,920	-2.7%
Students With Disabilities	101,110,324	104,769,824	104,769,824	122,701,015	17.1%
Transportation	56,359,656	58,050,549	58,050,549	58,504,904	0.8%
TOTAL INTERGOVERNMENTAL	973,734,239	1,005,502,829	1,005,502,829	1,017,597,536	1.2%
Miscellaneous					
Miscellaneous Revenues	10,440,192	6,685,689	6,685,689	6,785,689	1.5%
TOTAL CURRENT FUND MCPS	988,264,369	1,015,996,451	1,015,996,451	1,028,659,372	1.2%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	988,264,369	1,015,996,451	1,015,996,451	1,028,659,372	1.2%
MONTGOMERY COLLEGE					
Current Fund MC					
Charges for Services					
Other Student Fees: Current Fund	4,352,846	4,007,640	4,300,000	4,847,461	21.0%
Tuition and Fees: Current Fund	65,561,304	68,592,727	69,062,555	73,027,606	6.5%
TOTAL CHARGES FOR SERVICES	69,914,150	72,600,367	73,362,555	77,875,067	7.3%
Intergovernmental					
Fed. State & Priv. Gifts & Grants	393,846	300,000	350,000	200,000	-33.3%
State Aid	56,114,579	58,022,994	58,022,994	61,434,607	5.9%
TOTAL INTERGOVERNMENTAL	56,508,425	58,322,994	58,372,994	61,634,607	5.7%
Investment Income					
Current Fund: Interest	2,350,969	2,235,000	2,100,000	2,300,000	2.9%
Miscellaneous					
Current Fund: Other Revenue	3,011,570	2,000,000	1,450,000	1,910,000	-4.5%
TOTAL CURRENT FUND MC	131,785,114	135,158,361	135,285,549	143,719,674	6.3%
Special Funds					
Emergency Repair Fund					
Investment Income					
EPMRF: Investment Income Non-Pooled	24,384	21,500	30,000	22,500	4.7%
TOTAL EMERGENCY REPAIR FUND	24,384	21,500	30,000	22,500	4.7%
TOTAL MONTGOMERY COLLEGE	131,809,498	135,179,861	135,315,549	143,742,174	6.3%
M-NCPPC					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
Special Funds					
Administration Fund					
Taxes					
Property Tax	40,827,271	41,754,721	41,270,373	47,110,786	12.8%
Charges for Services					
User Fees	480,970	276,200	276,200	287,000	3.9%
Intergovernmental					
Intergovernmental	411,653	505,019	505,019	535,320	6.0%
Investment Income					
Investment Income	786,309	175,000	300,000	175,000	----
Miscellaneous					
Miscellaneous	2,668	0	0	0	----
TOTAL ADMINISTRATION FUND	42,508,871	42,710,940	42,351,592	48,108,106	12.6%
Park Fund					
Taxes					
Property Tax	122,913,998	134,933,680	133,368,469	146,315,229	8.4%
Charges for Services					
Facility User Fees	3,732,514	3,653,576	3,653,576	3,615,438	-1.0%
Intergovernmental					
Intergovernmental	4,302,081	4,637,840	4,637,840	4,916,110	6.0%
Investment Income					
Investment Income	1,417,626	600,000	600,000	475,000	-20.8%
Investment Income: CIP	255,739	175,000	175,000	175,000	----
TOTAL INVESTMENT INCOME	1,673,365	775,000	775,000	650,000	-16.1%
Miscellaneous					
Miscellaneous	164,866	96,000	96,000	393,500	309.9%
TOTAL PARK FUND	132,786,824	144,096,096	142,530,885	155,890,277	8.2%
ALA Debt Service Fund					
Taxes					
Property Tax	2,359,429	2,534,958	2,505,912	2,612,743	3.1%
TOTAL ALA DEBT SERVICE FUND	2,359,429	2,534,958	2,505,912	2,612,743	3.1%
TOTAL M-NCPPC	177,655,124	189,341,994	187,388,389	206,611,126	9.1%
TOTAL TAX SUPPORTED	6,441,602,329	6,615,187,294	6,673,341,931	6,955,816,231	5.1%
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
Special Funds					
Detention Center Non-Tax					
Investment Income					
Investment Income	68,998	49,100	52,130	41,210	-16.1%
Miscellaneous					
Canteen Profits	425,706	245,065	245,065	516,065	110.6%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
TOTAL DETENTION CENTER NON-TAX	494,704	294,165	297,195	557,275	89.4%
Opioid Abatement					
Intergovernmental					
Other Intergovernmental	6,927,744	1,563,273	3,000,000	1,705,677	9.1%
Investment Income					
Investment Income	839,377	0	0	0	----
Miscellaneous					
Miscellaneous Revenues	928,104	0	0	915,602	----
TOTAL OPIOID ABATEMENT	8,695,225	1,563,273	3,000,000	2,621,279	67.7%
Grant Fund					
Charges for Services					
Other Charges/Fees	65,869	0	0	0	----
Intergovernmental					
Federal Grants	65,982,081	43,851,143	44,511,143	44,937,346	2.5%
HB669 Social Services State Reimbursement	47,308,708	64,171,884	64,171,884	51,469,814	-19.8%
Other Intergovernmental	21,468	317,255	317,255	334,704	5.5%
State Grants	38,229,918	59,143,827	58,483,827	58,590,296	-0.9%
TOTAL INTERGOVERNMENTAL	151,542,175	167,484,109	167,484,109	155,332,160	-7.3%
Investment Income					
Investment Income	279,857	0	0	0	----
Miscellaneous					
Contributions	52,648	0	0	0	----
Loan Payments	512,441	1,000,000	1,000,000	1,000,000	----
Miscellaneous Revenues	14,667,580	150,870	150,870	150,870	----
TOTAL MISCELLANEOUS	15,232,669	1,150,870	1,150,870	1,150,870	----
TOTAL GRANT FUND	167,120,570	168,634,979	168,634,979	156,483,030	-7.2%
Cable TV					
Charges for Services					
Franchise Fees	11,467,348	10,636,116	10,862,834	9,920,093	-6.7%
PEG Capital Revenue	4,335,901	4,085,626	4,152,308	3,838,999	-6.0%
PEG Operating Revenue	2,556,323	2,296,044	2,365,392	2,113,057	-8.0%
Tower Application Fees	108,500	89,032	250,000	250,000	180.8%
TOTAL CHARGES FOR SERVICES	18,468,072	17,106,818	17,630,534	16,122,149	-5.8%
Investment Income					
Investment Income	275,275	92,860	207,990	164,420	77.1%
Miscellaneous					
Miscellaneous Revenues	1,000,000	0	0	0	----
TOTAL CABLE TV	19,743,347	17,199,678	17,838,524	16,286,569	-5.3%
Water Quality Protection					
Taxes					
Bag Tax	2,893,044	2,568,000	2,568,000	2,568,000	----
Water Quality Protection Charge	51,792,613	53,481,687	53,481,687	57,323,950	7.2%
TOTAL TAXES	54,685,657	56,049,687	56,049,687	59,891,950	6.9%
Charges for Services					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Other Charges/Fees	148,040	47,500	47,500	47,500	----
Investment Income					
Investment Income	2,460,223	1,768,850	1,768,850	1,469,520	-16.9%
Miscellaneous					
Miscellaneous Revenues	46,771	0	0	0	----
TOTAL WATER QUALITY PROTECTION	57,340,691	57,866,037	57,866,037	61,408,970	6.1%
Recreation Non-Tax Supported					
Charges for Services					
Recreation Fees	7,960,061	8,800,000	8,947,131	8,947,131	1.7%
Investment Income					
Investment Income	100,417	77,050	75,870	59,980	-22.2%
TOTAL RECREATION NON-TAX SUPPORTED	8,060,478	8,877,050	9,023,001	9,007,111	1.5%
Montgomery Housing Initiative					
Taxes					
MHI Transfer Tax	0	10,000	0	4,600	-54.0%
Recordation Tax	28,211,698	25,397,109	24,744,515	28,357,276	11.7%
TOTAL TAXES	28,211,698	25,407,109	24,744,515	28,361,876	11.6%
Charges for Services					
Asset Management Fee	0	71,758	71,758	99,100	38.1%
HOC Contributions	0	4,625,000	4,625,000	4,625,000	----
Other Charges and Fees	121,090	0	0	0	----
TOTAL CHARGES FOR SERVICES	121,090	4,696,758	4,696,758	4,724,100	0.6%
Investment Income					
Investment Income	6,156,654	4,412,480	2,453,050	1,939,240	-56.1%
Miscellaneous					
Commitment Fee	0	520,000	520,000	809,500	55.7%
Land Sale Proceeds	0	0	0	895,464	----
Loan Payments	3,587,014	3,300,000	3,300,000	3,300,000	----
Miscellaneous Revenues	366,607	171,600	197,000	256,500	49.5%
MPDU Revenues	1,836,908	1,700,000	1,700,000	1,090,000	-35.9%
TOTAL MISCELLANEOUS	5,790,529	5,691,600	5,717,000	6,351,464	11.6%
TOTAL MONTGOMERY HOUSING INITIATIVE	40,279,971	40,207,947	37,611,323	41,376,680	2.9%
Enterprise Funds					
Community Use of Public Facilities					
Charges for Services					
Facility Rental Fees	10,885,479	12,829,289	13,067,947	14,311,053	11.5%
Investment Income					
Investment Income	192,620	334,790	145,540	115,060	-65.6%
Miscellaneous					
Miscellaneous Revenues	856	0	0	0	----
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	11,078,955	13,164,079	13,213,487	14,426,113	9.6%
Bethesda Parking					
Taxes					
Property Tax	(2,384)	0	0	0	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Charges for Services					
Parking Fees	13,562,296	14,262,000	14,201,671	15,000,000	5.2%
Fines & Forfeitures					
Parking Fines	3,012,202	3,339,000	3,310,236	3,339,000	----
Investment Income					
Investment Income	1,065,676	418,620	805,200	636,540	52.1%
Miscellaneous					
Miscellaneous Revenues	169,827	284,120	284,120	284,120	----
Property Rentals	2,486,845	2,075,000	2,075,000	2,075,000	----
TOTAL MISCELLANEOUS	2,656,672	2,359,120	2,359,120	2,359,120	----
TOTAL BETHESDA PARKING	20,294,462	20,378,740	20,676,227	21,334,660	4.7%
Silver Spring Parking					
Taxes					
Property Tax	(3,251)	0	0	0	----
Charges for Services					
Parking Fees	10,123,580	10,089,000	9,903,466	10,152,000	0.6%
Fines & Forfeitures					
Parking Fines	5,114,627	4,824,000	4,640,796	4,824,000	----
Investment Income					
Investment Income	512,354	141,550	387,120	306,030	116.2%
Miscellaneous					
Miscellaneous Revenues	12,296	20,000	383,296	20,000	----
Property Rentals	9,178	0	0	0	----
TOTAL MISCELLANEOUS	21,474	20,000	383,296	20,000	----
TOTAL SILVER SPRING PARKING	15,768,784	15,074,550	15,314,678	15,302,030	1.5%
Wheaton Parking					
Taxes					
Property Tax	(147)	0	0	0	----
Charges for Services					
Parking Fees	2,050,229	1,987,600	2,134,163	1,987,600	----
Fines & Forfeitures					
Parking Fines	724,440	751,000	758,535	751,000	----
Investment Income					
Investment Income	226,196	62,890	170,910	135,110	114.8%
Miscellaneous					
Miscellaneous Revenues	18,624	0	0	0	----
TOTAL WHEATON PARKING	3,019,342	2,801,490	3,063,608	2,873,710	2.6%
Permitting Services					
Licenses & Permits					
Building Permits	22,150,448	24,649,598	19,875,667	22,616,648	-8.2%
Electrical Permits and Licenses	4,045,374	4,571,658	4,202,678	4,373,596	-4.3%
Fire Code Enforcement Permits	2,141,184	2,012,462	1,876,631	2,512,757	24.9%
Grading/Storm Drains/Paving/Driveway Permits	3,360,347	4,446,125	3,130,366	4,000,000	-10.0%
Health Inspection: Restaurants	41,150	0	0	0	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Mechanical Construction Permit	2,205,764	2,173,243	2,244,392	2,450,664	12.8%
Occupancy Permits	509,508	581,763	608,157	726,838	24.9%
Other Licenses/Permits	169,146	493,140	272,613	586,491	18.9%
Sediment Control Permits	3,112,705	3,145,299	2,761,223	3,740,150	18.9%
Sign Permits	189,048	201,696	219,980	250,000	23.9%
Special Exception Fee	184,098	197,207	205,084	241,269	22.3%
Stormwater Mgmt and Water Quality Plan Fee	204,939	197,207	183,042	327,385	66.0%
Well and Septic	514,938	437,930	346,624	603,228	37.7%
TOTAL LICENSES & PERMITS	38,828,649	43,107,328	35,926,457	42,429,026	-1.6%
Charges for Services					
Automation Enhancement Fee	1,277	0	0	0	----
Information Requests	0	139,756	137,058	151,185	8.2%
Other Charges/Fees	2,146,829	1,890,045	1,681,216	1,779,843	-5.8%
TOTAL CHARGES FOR SERVICES	2,148,106	2,029,801	1,818,274	1,931,028	-4.9%
Fines & Forfeitures					
Other Fines/Forfeitures	102,840	84,663	56,510	104,378	23.3%
Investment Income					
Investment Income	2,921,136	2,676,510	2,207,140	1,744,830	-34.8%
Miscellaneous					
Miscellaneous Revenues	48,034	0	0	0	----
TOTAL PERMITTING SERVICES	44,048,765	47,898,302	40,008,381	46,209,262	-3.5%
Solid Waste Collection					
Charges for Services					
Other Charges/Fees	25,096	0	0	0	----
Systems Benefit Charge	14,891,095	15,000,000	15,000,000	15,057,600	0.4%
TOTAL CHARGES FOR SERVICES	14,916,191	15,000,000	15,000,000	15,057,600	0.4%
Investment Income					
Investment Income	396,638	601,030	299,690	236,920	-60.6%
TOTAL SOLID WASTE COLLECTION	15,312,829	15,601,030	15,299,690	15,294,520	-2.0%
Solid Waste Disposal					
Licenses & Permits					
Other Licenses/Permits	15,326	12,000	12,000	12,000	----
Charges for Services					
Other Charges/Fees	267,662	190,000	190,000	190,000	----
Sale of Recycled Materials	6,753,312	6,403,034	6,403,034	5,672,911	-11.4%
Solid Waste Disposal Fees/Operating Revenues	28,181,800	33,551,750	33,551,750	33,106,763	-1.3%
Systems Benefit Charge	92,488,516	130,142,363	130,142,364	135,185,659	3.9%
TOTAL CHARGES FOR SERVICES	127,691,290	170,287,147	170,287,148	174,155,333	2.3%
Fines & Forfeitures					
Other Fines/Forfeitures	41,185	22,000	22,000	22,000	----
Intergovernmental					
Other Intergovernmental	122,800	0	0	0	----
Investment Income					
Investment Income	3,710,655	3,293,820	2,803,670	2,216,420	-32.7%
Miscellaneous					
Miscellaneous Revenues	302,066	37,000	37,000	37,000	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Property Rentals	7,268	4,000	4,000	4,000	----
TOTAL MISCELLANEOUS	309,334	41,000	41,000	41,000	----
TOTAL SOLID WASTE DISPOSAL	131,890,590	173,655,967	173,165,818	176,446,753	1.6%
Leaf Vacuuming					
Charges for Services					
Leaf Vaccuum Collection Fees	9,101,309	9,131,619	9,131,619	9,131,619	----
Other Charges/Fees	15,512	0	3,457	0	----
TOTAL CHARGES FOR SERVICES	9,116,821	9,131,619	9,135,076	9,131,619	----
Investment Income					
Investment Income	258,128	195,110	195,030	154,180	-21.0%
TOTAL LEAF VACUUMING	9,374,949	9,326,729	9,330,106	9,285,799	-0.4%
Liquor					
Taxes					
Bag Tax	6,841	0	6,537	6,325	----
Licenses & Permits					
Liquor Licenses	1,876,222	1,206,955	1,792,869	1,734,636	43.7%
Other Licenses/Permits	73,800	117,600	70,521	68,231	-42.0%
TOTAL LICENSES & PERMITS	1,950,022	1,324,555	1,863,390	1,802,867	36.1%
Charges for Services					
Other Charges/Fees	14,620	23,887	13,970	13,517	-43.4%
Fines & Forfeitures					
Other Fines/Forfeitures	130,535	63,383	74,470	120,684	90.4%
Investment Income					
Investment Income	(214,388)	438,850	204,864	198,210	-54.8%
Miscellaneous					
Liquor Sales	96,512,511	99,818,282	97,155,090	93,999,436	-5.8%
Miscellaneous Revenues	2,948,481	0	0	7,956	----
TOTAL MISCELLANEOUS	99,460,992	99,818,282	97,155,090	94,007,392	-5.8%
TOTAL LIQUOR	101,348,622	101,668,957	99,318,321	96,148,995	-5.4%
TOTAL MONTGOMERY COUNTY GOVERNMENT	653,872,284	694,212,973	683,661,375	685,062,756	-1.3%
DEBT SERVICE					
Special Funds					
Debt Service - Non-Tax Supported					
Intergovernmental					
Bus Rapid Transit Grant Revenue Bonds	0	0	0	20,000,000	----
TOTAL DEBT SERVICE - NON-TAX SUPPORTED	0	0	0	20,000,000	----
TOTAL DEBT SERVICE	0	0	0	20,000,000	----
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Special Funds					
Grant Fund MCPS					
Intergovernmental					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
Federal Grants	144,816,666	107,126,170	107,126,170	98,464,188	-8.1%
Private Grants	782,452	11,531,204	11,531,204	11,531,204	----
State Grants	5,890,461	30,030,993	30,030,993	33,965,998	13.1%
TOTAL INTERGOVERNMENTAL	151,489,579	148,688,367	148,688,367	143,961,390	-3.2%
TOTAL GRANT FUND MCPS	151,489,579	148,688,367	148,688,367	143,961,390	-3.2%
Enterprise Funds					
Food Service Fund					
Charges for Services					
Sale of Meals	17,348,504	28,389,127	28,389,127	18,389,127	-35.2%
Intergovernmental					
Federal Food	56,990,165	43,348,692	43,348,692	55,135,475	27.2%
State Food	3,714,880	1,961,392	1,961,392	2,268,262	15.6%
TOTAL INTERGOVERNMENTAL	60,705,045	45,310,084	45,310,084	57,403,737	26.7%
TOTAL FOOD SERVICE FUND	78,053,549	73,699,211	73,699,211	75,792,864	2.8%
Instructional Television Fund					
Miscellaneous					
Miscellaneous Revenues	0	0	0	1,378,278	----
TOTAL INSTRUCTIONAL TELEVISION FUND	0	0	0	1,378,278	----
Real Estate Fund					
Miscellaneous					
Real Estate Fund	3,566,477	5,039,226	5,039,226	5,116,064	1.5%
TOTAL REAL ESTATE FUND	3,566,477	5,039,226	5,039,226	5,116,064	1.5%
Field Trip Fund					
Charges for Services					
Field Trip Fees	1,464,046	2,972,646	2,972,646	2,998,502	0.9%
TOTAL FIELD TRIP FUND	1,464,046	2,972,646	2,972,646	2,998,502	0.9%
Entrepreneurial Activities Fund					
Charges for Services					
Entrepreneurial Activities Fee	646,763	2,535,389	2,535,389	2,590,429	2.2%
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	646,763	2,535,389	2,535,389	2,590,429	2.2%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	235,220,414	232,934,839	232,934,839	231,837,527	-0.5%
MONTGOMERY COLLEGE					
Special Funds					
Grant Fund MC					
Intergovernmental					
Federal/State/Private Grants	12,628,012	18,206,500	11,150,000	12,745,900	-30.0%
TOTAL GRANT FUND MC	12,628,012	18,206,500	11,150,000	12,745,900	-30.0%
Endowment Fund					
Miscellaneous					
Interest	24,641	20,000	26,000	20,000	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
TOTAL ENDOWMENT FUND	24,641	20,000	26,000	20,000	----
Enterprise Funds					
Workforce Development & Continuing Ed					
Charges for Services					
Tuition and Fees: Continuing Education	7,772,321	7,714,038	7,433,658	7,026,293	-8.9%
Intergovernmental					
State Aid	13,774,560	13,774,560	14,443,855	13,206,248	-4.1%
Miscellaneous					
Other Revenues: Interest	413,504	500,000	590,000	518,450	3.7%
Other Revenues; Miscellaneous	0	0	20,000	0	----
TOTAL MISCELLANEOUS	413,504	500,000	610,000	518,450	3.7%
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	21,960,385	21,988,598	22,487,513	20,750,991	-5.6%
Auxiliary Fund					
Charges for Services					
Sales	1,040,373	978,000	1,519,565	960,000	-1.8%
Miscellaneous					
Auxiliary Fund: Interest Income	129,718	64,000	129,718	60,000	-6.3%
Other Revenues: Miscellaneous	0	369,050	0	571,000	54.7%
TOTAL MISCELLANEOUS	129,718	433,050	129,718	631,000	45.7%
TOTAL AUXILIARY FUND	1,170,091	1,411,050	1,649,283	1,591,000	12.8%
Cable Television Fund					
Miscellaneous					
Cable: Other Revenue	9,694	12,000	8,000	0	-100.0%
Miscellaneous Revenues	0	0	0	1,378,278	----
TOTAL MISCELLANEOUS	9,694	12,000	8,000	1,378,278	11385.7%
TOTAL CABLE TELEVISION FUND	9,694	12,000	8,000	1,378,278	11385.7%
Major Facilities Reserve Fund					
Charges for Services					
Student Fees	3,433,830	3,676,362	3,728,952	3,767,428	2.5%
Investment Income					
Interest Income	374,734	364,000	385,000	380,000	4.4%
TOTAL MAJOR FACILITIES RESERVE FUND	3,808,564	4,040,362	4,113,952	4,147,428	2.6%
Transportation Fund					
Charges for Services					
Student Fees	3,674,625	3,876,362	3,732,605	4,004,908	3.3%
Investment Income					
Interest	450,192	400,000	717,500	425,000	6.3%
Miscellaneous					
Miscellaneous Other	0	10,000	0	0	-100.0%
TOTAL TRANSPORTATION FUND	4,124,817	4,286,362	4,450,105	4,429,908	3.3%
TOTAL MONTGOMERY COLLEGE	43,726,204	49,964,872	43,884,853	45,063,505	-9.8%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	% CHG BUD/REC
M-NCPPC					
Special Funds					
Grant Fund M-NCPPC					
Intergovernmental					
Administration Fund Grants	0	150,000	150,000	150,000	----
Park Fund Grants	110,034	400,000	400,000	400,000	----
TOTAL INTERGOVERNMENTAL	110,034	550,000	550,000	550,000	----
TOTAL GRANT FUND M-NCPPC	110,034	550,000	550,000	550,000	----
Enterprise Funds					
Special Revenue Funds					
Charges for Services					
Service Charges	2,775,582	3,494,382	2,140,032	2,332,682	-33.2%
Intergovernmental					
Intergovernmental	237,141	316,000	353,323	330,616	4.6%
Investment Income					
Investment Income	263,736	92,950	190,760	187,100	101.3%
Miscellaneous					
Miscellaneous	414,309	722,500	532,000	556,000	-23.0%
TOTAL SPECIAL REVENUE FUNDS	3,690,768	4,625,832	3,216,115	3,406,398	-26.4%
Enterprise Fund					
Charges for Services					
Fees and Charges	8,513,245	7,807,860	7,730,050	7,917,465	1.4%
Merchandise Sales	725,236	829,750	801,210	844,860	1.8%
Rentals	4,228,941	4,321,294	4,421,915	4,061,211	-6.0%
TOTAL CHARGES FOR SERVICES	13,467,422	12,958,904	12,953,175	12,823,536	-1.0%
Miscellaneous					
Miscellaneous	(108,029)	905,390	1,012,816	1,026,214	13.3%
Non-Operating Revenues/Interest	1,095,015	382,290	381,870	365,570	-4.4%
TOTAL MISCELLANEOUS	986,986	1,287,680	1,394,686	1,391,784	8.1%
TOTAL ENTERPRISE FUND	14,454,408	14,246,584	14,347,861	14,215,320	-0.2%
Prop Mgmt M-NCPPC					
Charges for Services					
Rental Income	2,009,371	1,799,600	1,799,600	1,846,800	2.6%
Investment Income					
Investment Income	63,049	30,000	30,000	40,000	33.3%
Miscellaneous					
Miscellaneous	3,000	0	0	0	----
TOTAL PROP MGMT M-NCPPC	2,075,420	1,829,600	1,829,600	1,886,800	3.1%
TOTAL M-NCPPC	20,330,630	21,252,016	19,943,576	20,058,518	-5.6%
TOTAL NON-TAX SUPPORTED	953,149,532	998,364,700	980,424,643	1,002,022,306	0.4%

SUMMARY

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
GRAND TOTAL ALL FUNDS/AGENCIES	7,394,751,861	7,613,551,994	7,653,766,574	7,957,838,537	4.5%

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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 FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund					
Full-Time Positions	6,137	6,229	6,229	6,330	1.6%
Part-Time Positions	740	737	737	727	-1.4%
FTEs	6,304.70	6,372.88	6,372.88	6,489.07	1.8%
Montgomery County Government Special Funds					
Full-Time Positions	2,490	2,519	2,519	2,520	----
Part-Time Positions	11	11	11	9	-18.2%
FTEs	2,919.58	2,952.01	2,952.01	2,954.51	0.1%
Montgomery County Public Schools Current Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	23,456.63	23,970.81	23,970.81	24,155.92	0.8%
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	1,815.85	0.1%
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	1,004.61	1,005.61	1,005.61	1,005.61	----
Total Full-Time Positions	8,627	8,748	8,748	8,850	1.2%
Total Part-Time Positions	751	748	748	736	-1.6%
Total FTEs	35,499.37	36,115.16	36,115.16	36,420.96	0.8%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds					
Full-Time Positions	746	755	755	749	-0.8%
Part-Time Positions	123	119	119	109	-8.4%
FTEs	910.66	914.44	914.44	898.94	-1.7%
Montgomery County Government Internal Service Funds					
Full-Time Positions	251	254	254	254	----
Part-Time Positions	0	0	0	0	----
FTEs	300.69	306.69	306.69	308.69	0.7%
Montgomery County Government Special Funds					
Full-Time Positions	738	765	765	761	-0.5%
Part-Time Positions	34	33	33	28	-15.2%
FTEs	705.03	745.05	745.05	673.06	-9.7%
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 FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
FTEs	665.57	667.45	667.45	668.20	0.1%
Montgomery County Public Schools Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	642.34	749.06	749.06	665.52	-11.2%
Montgomery College Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	112.50	112.50	112.50	111.50	-0.9%
Montgomery College Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
M-NCPPC Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	164.90	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	1,735	1,774	1,774	1,764	-0.6%
Total Part-Time Positions	157	152	152	137	-9.9%
Total FTEs	3,501.69	3,660.09	3,660.09	3,490.81	-4.6%

SUMMARY

Total Full-Time Positions	10,362	10,522	10,522	10,614	0.9%
Total Part-Time Positions	908	900	900	873	-3.0%
Total FTEs	39,001.06	39,775.25	39,775.25	39,911.77	0.3%

Schedule D-2

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%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	3.00	3.00	3.00	3.00	----
Board of Elections					
Full-Time Positions	32	34	34	34	----
Part-Time Positions	2	0	0	0	----
FTEs	56.35	56.68	56.68	56.68	----
Circuit Court					
Full-Time Positions	126	127	127	128	0.8%
Part-Time Positions	5	4	4	3	-25.0%
FTEs	128.50	129.00	129.00	129.50	0.4%
Community Engagement Cluster					
Full-Time Positions	37	35	35	36	2.9%
Part-Time Positions	21	21	21	21	----
FTEs	47.25	45.25	45.25	46.25	2.2%
County Attorney					
Full-Time Positions	78	81	81	81	----
Part-Time Positions	1	1	1	1	----
FTEs	50.75	51.75	51.75	52.50	1.4%
County Council					
Full-Time Positions	122	124	124	125	0.8%
Part-Time Positions	4	2	2	2	----
FTEs	111.60	112.05	112.05	113.05	0.9%
County Executive					
Full-Time Positions	44	45	45	44	-2.2%
Part-Time Positions	6	5	5	5	----
FTEs	34.33	34.83	34.83	34.83	----
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	125	125	125	143	14.4%
Part-Time Positions	0	0	0	0	----
FTEs	129.24	131.24	131.24	135.74	3.4%
Fleet Management Services					
Full-Time Positions	206	209	209	209	----
Part-Time Positions	0	0	0	0	----
FTEs	211.10	215.10	215.10	215.10	----
Food Systems Resilience					
Full-Time Positions	4	6	6	6	----

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	4.00	6.00	6.00	6.00	----
General Services					
Full-Time Positions	237	239	239	245	2.5%
Part-Time Positions	0	0	0	0	----
FTEs	173.30	174.30	174.30	180.25	3.4%
Grants Management					
Full-Time Positions	6	6	6	6	----
Part-Time Positions	0	0	0	0	----
FTEs	6.00	6.00	6.00	6.00	----
Human Resources					
Full-Time Positions	83	84	84	85	1.2%
Part-Time Positions	1	1	1	0	-100.0%
FTEs	84.95	85.95	85.95	86.05	0.1%
Human Rights					
Full-Time Positions	11	11	11	11	----
Part-Time Positions	0	0	0	0	----
FTEs	11.60	11.60	11.60	11.00	-5.2%
Inspector General					
Full-Time Positions	21	21	21	21	----
Part-Time Positions	0	0	0	0	----
FTEs	21.00	21.00	21.00	21.00	----
Intergovernmental Relations					
Full-Time Positions	4	4	4	4	----
Part-Time Positions	1	1	1	1	----
FTEs	4.30	4.30	4.30	4.30	----
Labor Relations					
Full-Time Positions	13	13	13	13	----
Part-Time Positions	0	0	0	0	----
FTEs	13.00	13.00	13.00	13.00	----
Legislative Oversight					
Full-Time Positions	14	14	14	14	----
Part-Time Positions	0	0	0	0	----
FTEs	13.85	13.85	13.85	13.85	----
Management and Budget					
Full-Time Positions	42	44	44	44	----
Part-Time Positions	1	1	1	1	----
FTEs	42.25	44.25	44.25	44.25	----
Merit System Protection Board					
Full-Time Positions	0	1	1	1	----
Part-Time Positions	2	1	1	1	----
FTEs	1.50	1.75	1.75	1.75	----
People's Counsel					
Full-Time Positions	0	0	0	2	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	2.00	----
Procurement					
Full-Time Positions	38	38	38	38	----
Part-Time Positions	1	1	1	1	----
FTEs	37.40	37.40	37.40	37.40	----
Public Information					

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Full-Time Positions	17	17	17	17	----
Part-Time Positions	1	1	1	1	----
FTEs	17.50	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	162	165	165	167	1.2%
Part-Time Positions	8	8	8	8	----
FTEs	167.25	170.25	170.25	172.25	1.2%
Technology and Enterprise Business Solutions					
Full-Time Positions	241	238	238	229	-3.8%
Part-Time Positions	1	0	0	0	----
FTEs	231.45	226.70	226.70	217.80	-3.9%
Urban Districts					
Full-Time Positions	61	61	61	61	----
Part-Time Positions	1	1	1	1	----
FTEs	59.70	59.70	59.70	62.70	5.0%
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	1,741	1,759	1,759	1,781	1.3%
Total Part-Time Positions	57	49	49	47	-4.1%
Total FTEs	1,675.67	1,686.95	1,686.95	1,698.25	0.7%
Public Safety					
Animal Services					
Full-Time Positions	77	77	77	77	----
Part-Time Positions	0	0	0	0	----
FTEs	78.00	78.00	78.00	78.00	----
Consumer Protection					
Full-Time Positions	19	21	21	21	----
Part-Time Positions	0	0	0	0	----
FTEs	18.00	20.00	20.00	20.00	----
Correction and Rehabilitation					
Full-Time Positions	535	536	536	530	-1.1%
Part-Time Positions	0	0	0	0	----
FTEs	544.07	543.07	543.07	537.07	-1.1%
Emergency Management and Homeland Security					
Full-Time Positions	21	23	23	23	----
Part-Time Positions	1	0	0	0	----
FTEs	22.20	23.70	23.70	23.00	-3.0%
Fire and Rescue Service					
Full-Time Positions	1,370	1,383	1,383	1,383	----
Part-Time Positions	1	1	1	1	----
FTEs	1,372.01	1,385.01	1,385.01	1,385.01	----
Police					
Full-Time Positions	1,802	1,831	1,831	1,854	1.3%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Part-Time Positions	202	227	227	230	1.3%
FTEs	1,880.85	1,920.60	1,920.60	1,945.20	1.3%
Sheriff					
Full-Time Positions	189	189	189	189	----
Part-Time Positions	5	5	5	5	----
FTEs	191.80	191.80	191.80	191.80	----
Total Full-Time Positions	4,013	4,060	4,060	4,077	0.4%
Total Part-Time Positions	209	233	233	236	1.3%
Total FTEs	4,106.93	4,162.18	4,162.18	4,180.08	0.4%
Transportation					
Parking District Services					
Full-Time Positions	49	52	52	53	1.9%
Part-Time Positions	0	0	0	0	----
FTEs	48.73	50.23	50.23	48.23	-4.0%
Transit Services					
Full-Time Positions	884	899	899	899	----
Part-Time Positions	9	9	9	7	-22.2%
FTEs	909.36	922.86	922.86	921.36	-0.2%
Transportation					
Full-Time Positions	456	453	453	453	----
Part-Time Positions	4	3	3	3	----
FTEs	268.44	268.44	268.44	268.44	----
Total Full-Time Positions	1,389	1,404	1,404	1,405	0.1%
Total Part-Time Positions	13	12	12	10	-16.7%
Total FTEs	1,226.53	1,241.53	1,241.53	1,238.03	-0.3%
Health and Human Services					
Health and Human Services					
Full-Time Positions	1,793	1,854	1,854	1,911	3.1%
Part-Time Positions	318	313	313	311	-0.6%
FTEs	2,002.27	2,068.39	2,068.39	2,118.54	2.4%
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	30	30	30	30	----
Part-Time Positions	1	1	1	1	----
FTEs	31.07	31.07	31.07	31.07	----
Public Libraries					
Full-Time Positions	247	255	255	254	-0.4%
Part-Time Positions	187	173	173	159	-8.1%
FTEs	384.61	385.31	385.31	377.31	-2.1%
Recreation					
Full-Time Positions	190	191	191	192	0.5%
Part-Time Positions	0	0	0	0	----
FTEs	598.70	603.73	603.73	604.73	0.2%
Total Full-Time Positions	467	476	476	476	----
Total Part-Time Positions	188	174	174	160	-8.0%
Total FTEs	1,014.38	1,020.11	1,020.11	1,013.11	-0.7%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%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	127	131	131	133	1.5%
Part-Time Positions	0	0	0	0	----
FTEs	121.00	125.00	125.00	127.00	1.6%
Permitting Services					
Full-Time Positions	244	246	246	247	0.4%
Part-Time Positions	0	0	0	0	----
FTEs	252.03	254.03	254.03	255.03	0.4%
Total Full-Time Positions	381	387	387	390	0.8%
Total Part-Time Positions	0	0	0	0	----
Total FTEs	379.93	385.93	385.93	388.93	0.8%
Environment					
Environmental Protection					
Full-Time Positions	129	129	129	129	----
Part-Time Positions	1	1	1	1	----
FTEs	132.69	134.50	134.50	104.40	-22.4%
Recycling and Resource Management					
Full-Time Positions	76	77	77	76	-1.3%
Part-Time Positions	1	1	1	1	----
FTEs	117.90	117.34	117.34	116.34	-0.9%
Total Full-Time Positions	205	206	206	205	-0.5%
Total Part-Time Positions	2	2	2	2	----
Total FTEs	250.59	251.84	251.84	220.74	-12.3%
Other County Government Functions					
Alcohol Beverage Services					
Full-Time Positions	347	350	350	343	-2.0%
Part-Time Positions	121	117	117	107	-8.5%
FTEs	432.30	433.30	433.30	419.80	-3.1%
Cable Television Communications Plan					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Non-Departmental Accounts					
Full-Time Positions	26	26	26	26	----
Part-Time Positions	0	0	0	0	----
FTEs	52.06	40.84	40.84	46.79	14.6%
Utilities					
Full-Time Positions	0	0	0	0	----

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Total Full-Time Positions	373	376	376	369	-1.9%
Total Part-Time Positions	121	117	117	107	-8.5%
Total FTEs	484.36	474.14	474.14	466.59	-1.6%
Total Full-Time Positions	10,362	10,522	10,522	10,614	0.9%
Total Part-Time Positions	908	900	900	873	-3.0%
Total FTEs	11,140.66	11,291.07	11,291.07	11,324.27	0.3%

MONTGOMERY COUNTY PUBLIC SCHOOLS

Montgomery County Public Schools

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	24,764.54	25,387.32	25,387.32	25,489.64	0.4%

MONTGOMERY COLLEGE

Montgomery College

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,926.35	1,926.35	1,926.35	1,927.35	0.1%

M-NCPPC

Maryland-National Capital Park and Planning Commission

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,169.51	1,170.51	1,170.51	1,170.51	----

SUMMARY

Total Full-Time Positions	10,362	10,522	10,522	10,614	0.9%
Total Part-Time Positions	908	900	900	873	-3.0%
Total FTEs	39,001.06	39,775.25	39,775.25	39,911.77	0.3%

Schedule D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%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	3.00	3.00	3.00	3.00	----
Board of Elections					
Full-Time Positions	32	34	34	34	----
Part-Time Positions	2	0	0	0	----
FTEs	56.35	56.68	56.68	56.68	----
Circuit Court					
Full-Time Positions	99	99	99	99	----
Part-Time Positions	4	3	3	3	----
FTEs	101.28	100.78	100.78	100.78	----
Community Engagement Cluster					
Full-Time Positions	36	34	34	35	2.9%
Part-Time Positions	21	21	21	21	----
FTEs	46.75	44.25	44.25	45.75	3.4%
County Attorney					
Full-Time Positions	78	81	81	81	----
Part-Time Positions	1	1	1	1	----
FTEs	50.75	51.75	51.75	52.50	1.4%
County Council					
Full-Time Positions	122	124	124	125	0.8%
Part-Time Positions	4	2	2	2	----
FTEs	111.60	112.05	112.05	113.05	0.9%
County Executive					
Full-Time Positions	44	45	45	44	-2.2%
Part-Time Positions	6	5	5	5	----
FTEs	34.33	34.83	34.83	34.83	----
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	114	114	114	132	15.8%
Part-Time Positions	0	0	0	0	----
FTEs	97.87	97.87	97.87	102.37	4.6%
Food Systems Resilience					
Full-Time Positions	4	6	6	6	----
Part-Time Positions	0	0	0	0	----
FTEs	4.00	6.00	6.00	6.00	----
General Services					
Full-Time Positions	203	205	205	211	2.9%
Part-Time Positions	0	0	0	0	----
FTEs	138.73	139.73	139.73	145.68	4.3%
Grants Management					
Full-Time Positions	6	6	6	6	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	6.00	6.00	6.00	6.00	----
Human Resources					
Full-Time Positions	83	84	84	85	1.2%
Part-Time Positions	1	1	1	0	-100.0%
FTEs	61.30	62.30	62.30	60.40	-3.0%
Human Rights					
Full-Time Positions	11	11	11	11	----
Part-Time Positions	0	0	0	0	----
FTEs	11.60	11.60	11.60	11.00	-5.2%
Inspector General					
Full-Time Positions	21	21	21	21	----
Part-Time Positions	0	0	0	0	----
FTEs	21.00	21.00	21.00	21.00	----
Intergovernmental Relations					
Full-Time Positions	4	4	4	4	----
Part-Time Positions	1	1	1	1	----
FTEs	4.30	4.30	4.30	4.30	----
Labor Relations					
Full-Time Positions	13	13	13	13	----
Part-Time Positions	0	0	0	0	----
FTEs	13.00	13.00	13.00	13.00	----
Legislative Oversight					
Full-Time Positions	14	14	14	14	----
Part-Time Positions	0	0	0	0	----
FTEs	13.85	13.85	13.85	13.85	----
Management and Budget					
Full-Time Positions	42	44	44	44	----
Part-Time Positions	1	1	1	1	----
FTEs	42.25	44.25	44.25	44.25	----
Merit System Protection Board					
Full-Time Positions	0	1	1	1	----
Part-Time Positions	2	1	1	1	----
FTEs	1.50	1.75	1.75	1.75	----
People's Counsel					
Full-Time Positions	0	0	0	2	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	2.00	----
Procurement					
Full-Time Positions	38	38	38	38	----
Part-Time Positions	1	1	1	1	----
FTEs	37.40	37.40	37.40	37.40	----
Public Information					
Full-Time Positions	17	17	17	17	----
Part-Time Positions	1	1	1	1	----
FTEs	17.50	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	154	154	154	158	2.6%
Part-Time Positions	7	7	7	7	----
FTEs	160.96	161.44	161.44	164.69	2.0%
Technology and Enterprise Business Solutions					
Full-Time Positions	241	238	238	229	-3.8%
Part-Time Positions	1	0	0	0	----
FTEs	231.45	226.70	226.70	217.80	-3.9%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%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	***1,393***	***1,404***	***1,404***	***1,427***	***1.6%***
Total Part-Time Positions	***54***	***46***	***46***	***45***	***-2.2%***
Total FTEs	***1,281.27***	***1,282.53***	***1,282.53***	***1,290.08***	***0.6%***
Public Safety					
Animal Services					
Full-Time Positions	77	77	77	77	----
Part-Time Positions	0	0	0	0	----
FTEs	78.00	78.00	78.00	78.00	----
Consumer Protection					
Full-Time Positions	19	21	21	21	----
Part-Time Positions	0	0	0	0	----
FTEs	18.00	20.00	20.00	20.00	----
Correction and Rehabilitation					
Full-Time Positions	535	536	536	530	-1.1%
Part-Time Positions	0	0	0	0	----
FTEs	544.07	543.07	543.07	537.07	-1.1%
Emergency Management and Homeland Security					
Full-Time Positions	14	18	18	21	16.7%
Part-Time Positions	1	0	0	0	----
FTEs	13.72	16.22	16.22	21.00	29.5%
Police					
Full-Time Positions	1,802	1,830	1,830	1,853	1.3%
Part-Time Positions	202	227	227	230	1.3%
FTEs	1,880.85	1,919.60	1,919.60	1,944.20	1.3%
Sheriff					
Full-Time Positions	181	181	181	181	----
Part-Time Positions	5	5	5	5	----
FTEs	187.07	187.10	187.10	188.37	0.7%
Total Full-Time Positions	***2,628***	***2,663***	***2,663***	***2,683***	***0.8%***
Total Part-Time Positions	***208***	***232***	***232***	***235***	***1.3%***
Total FTEs	***2,721.71***	***2,763.99***	***2,763.99***	***2,788.64***	***0.9%***
Transportation					
Transportation					
Full-Time Positions	456	453	453	453	----
Part-Time Positions	4	3	3	3	----
FTEs	239.81	239.97	239.97	239.97	----
Total Full-Time Positions	***456***	***453***	***453***	***453***	***----***
Total Part-Time Positions	***4***	***3***	***3***	***3***	***----***
Total FTEs	***239.81***	***239.97***	***239.97***	***239.97***	***----***
Health and Human Services					
Health and Human Services					
Full-Time Positions	1,190	1,228	1,228	1,285	4.6%
Part-Time Positions	287	283	283	285	0.7%
FTEs	1,508.09	1,540.73	1,540.73	1,623.47	5.4%
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	245	253	253	252	-0.4%
Part-Time Positions	187	173	173	159	-8.1%
FTEs	382.41	383.11	383.11	375.11	-2.1%
Total Full-Time Positions	***245***	***253***	***253***	***252***	***-0.4%***
Total Part-Time Positions	***187***	***173***	***173***	***159***	***-8.1%***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Total FTEs	***382.41***	***383.11***	***383.11***	***375.11***	***-2.1%***
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	127	131	131	133	1.5%
Part-Time Positions	0	0	0	0	----
FTEs	84.45	89.05	89.05	92.75	4.2%
Total Full-Time Positions	***137***	***141***	***141***	***143***	***1.4%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***90.35***	***94.95***	***94.95***	***98.65***	***3.9%***
Environment					
Environmental Protection					
Full-Time Positions	62	61	61	61	----
Part-Time Positions	0	0	0	0	----
FTEs	29.00	26.76	26.76	26.36	-1.5%
Total Full-Time Positions	***62***	***61***	***61***	***61***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***29.00***	***26.76***	***26.76***	***26.36***	***-1.5%***
Other County Government Functions					
Non-Departmental Accounts					
Full-Time Positions	26	26	26	26	----
Part-Time Positions	0	0	0	0	----
FTEs	52.06	40.84	40.84	46.79	14.6%
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	***26***	***26***	***26***	***26***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***52.06***	***40.84***	***40.84***	***46.79***	***14.6%***
Total Full-Time Positions	6,137	6,229	6,229	6,330	1.6%
Total Part-Time Positions	740	737	737	727	-1.4%
Total FTEs	6,304.70	6,372.88	6,372.88	6,489.07	1.8%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts					
Full-Time Positions	61	61	61	61	----
Part-Time Positions	1	1	1	1	----
FTEs	59.70	59.70	59.70	62.70	5.0%
Total Full-Time Positions	***61***	***61***	***61***	***61***	***----***
Total Part-Time Positions	***1***	***1***	***1***	***1***	***----***
Total FTEs	***59.70***	***59.70***	***59.70***	***62.70***	***5.0%***
Public Safety					
Fire and Rescue Service					
Full-Time Positions	1,370	1,383	1,383	1,383	----
Part-Time Positions	1	1	1	1	----
FTEs	1,372.01	1,385.01	1,385.01	1,385.01	----
Total Full-Time Positions	***1,370***	***1,383***	***1,383***	***1,383***	***----***
Total Part-Time Positions	***1***	***1***	***1***	***1***	***----***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Total FTEs	***1,372.01***	***1,385.01***	***1,385.01***	***1,385.01***	***----***
Transportation					
Transit Services					
Full-Time Positions	869	884	884	884	----
Part-Time Positions	9	9	9	7	-22.2%
FTEs	896.26	910.66	910.66	909.16	-0.2%
Transportation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Total Full-Time Positions	***869***	***884***	***884***	***884***	***----***
Total Part-Time Positions	***9***	***9***	***9***	***7***	***-22.2%***
Total FTEs	***896.26***	***910.66***	***910.66***	***909.16***	***-0.2%***
Libraries, Culture, and Recreation					
Recreation					
Full-Time Positions	190	191	191	192	0.5%
Part-Time Positions	0	0	0	0	----
FTEs	590.61	595.64	595.64	596.64	0.2%
Total Full-Time Positions	***190***	***191***	***191***	***192***	***0.5%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***590.61***	***595.64***	***595.64***	***596.64***	***0.2%***
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	2,490	2,519	2,519	2,520	----
Total Part-Time Positions	11	11	11	9	-18.2%
Total FTEs	2,919.58	2,952.01	2,952.01	2,954.51	0.1%
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	27	28	28	29	3.6%
Part-Time Positions	1	1	1	0	-100.0%
FTEs	27.22	28.22	28.22	28.72	1.8%
Community Engagement Cluster					
Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	0.50	1.00	1.00	0.50	-50.0%
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 FY25	BUDGET FY26	EST FY26	REC FY27	%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 FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Full-Time Positions	8	11	11	9	-18.2%
Part-Time Positions	1	1	1	1	----
FTEs	6.29	8.81	8.81	7.56	-14.2%
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	***36***	***40***	***40***	***39***	***-2.5%***
Total Part-Time Positions	***2***	***2***	***2***	***1***	***-50.0%***
Total FTEs	***34.01***	***38.03***	***38.03***	***36.78***	***-3.3%***
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	7	5	5	2	-60.0%
Part-Time Positions	0	0	0	0	----
FTEs	8.48	7.48	7.48	2.00	-73.3%
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	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	1.00	1.00	1.00	----
Sheriff					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	0	0	0	0	----
FTEs	4.73	4.70	4.70	3.43	-27.0%
Total Full-Time Positions	***15***	***14***	***14***	***11***	***-21.4%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***13.21***	***13.18***	***13.18***	***6.43***	***-51.2%***
Transportation					
Transit Services					
Full-Time Positions	15	15	15	15	----
Part-Time Positions	0	0	0	0	----
FTEs	13.10	12.20	12.20	12.20	----
Transportation					

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%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***	***12.20***	***12.20***	***12.20***	***----***
Health and Human Services					
Health and Human Services					
Full-Time Positions	603	626	626	626	----
Part-Time Positions	31	30	30	26	-13.3%
FTEs	494.18	527.66	527.66	495.07	-6.2%
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	8.09	8.09	8.09	8.09	----
Total Full-Time Positions	***2***	***2***	***2***	***2***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***10.29***	***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	36.55	35.95	35.95	34.25	-4.7%
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	***36.55***	***35.95***	***35.95***	***34.25***	***-4.7%***
Environment					
Environmental Protection					
Full-Time Positions	67	68	68	68	----
Part-Time Positions	1	1	1	1	----
FTEs	103.69	107.74	107.74	78.04	-27.6%
Total Full-Time Positions	***67***	***68***	***68***	***68***	***----***
Total Part-Time Positions	***1***	***1***	***1***	***1***	***----***
Total FTEs	***103.69***	***107.74***	***107.74***	***78.04***	***-27.6%***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%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	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	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	***0***	***0***	***0***	***0***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***0.00***	***0.00***	***0.00***	***0.00***	***----***
Total Full-Time Positions	738	765	765	761	-0.5%
Total Part-Time Positions	34	33	33	28	-15.2%
Total FTEs	705.03	745.05	745.05	673.06	-9.7%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Parking District Services					
Full-Time Positions	49	52	52	53	1.9%
Part-Time Positions	0	0	0	0	----
FTEs	48.73	50.23	50.23	48.23	-4.0%
Transportation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	28.63	28.47	28.47	28.47	----
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	30	30	30	30	----
Part-Time Positions	1	1	1	1	----
FTEs	31.07	31.07	31.07	31.07	----
Community Development and Housing					
Permitting Services					
Full-Time Positions	244	246	246	247	0.4%
Part-Time Positions	0	0	0	0	----
FTEs	252.03	254.03	254.03	255.03	0.4%
Environment					
Recycling and Resource Management					
Full-Time Positions	76	77	77	76	-1.3%
Part-Time Positions	1	1	1	1	----
FTEs	117.90	117.34	117.34	116.34	-0.9%
Other County Government Functions					
Alcohol Beverage Services					
Full-Time Positions	347	350	350	343	-2.0%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Part-Time Positions	121	117	117	107	-8.5%
FTEs	432.30	433.30	433.30	419.80	-3.1%
Total Full-Time Positions	746	755	755	749	-0.8%
Total Part-Time Positions	123	119	119	109	-8.4%
Total FTEs	910.66	914.44	914.44	898.94	-1.7%
INTERNAL SERVICE FUNDS NON-TAX SUPPORTED					
Finance					
Full-Time Positions	11	11	11	11	----
Part-Time Positions	0	0	0	0	----
FTEs	31.37	33.37	33.37	33.37	----
Fleet Management Services					
Full-Time Positions	206	209	209	209	----
Part-Time Positions	0	0	0	0	----
FTEs	211.10	215.10	215.10	215.10	----
General Services					
Full-Time Positions	34	34	34	34	----
Part-Time Positions	0	0	0	0	----
FTEs	34.57	34.57	34.57	34.57	----
Human Resources					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	23.65	23.65	23.65	25.65	8.5%
Total Full-Time Positions	251	254	254	254	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	300.69	306.69	306.69	308.69	0.7%
Total Full-Time Positions	10,362	10,522	10,522	10,614	0.9%
Total Part-Time Positions	908	900	900	873	-3.0%
Total FTEs	11,140.66	11,291.07	11,291.07	11,324.27	0.3%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	23,456.63	23,970.81	23,970.81	24,155.92	0.8%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	642.34	749.06	749.06	665.52	-11.2%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	665.57	667.45	667.45	668.20	0.1%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	24,764.54	25,387.32	25,387.32	25,489.64	0.4%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%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	1,815.85	0.1%
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	112.50	112.50	112.50	111.50	-0.9%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,926.35	1,926.35	1,926.35	1,927.35	0.1%
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	1,004.61	1,005.61	1,005.61	1,005.61	----
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	164.90	164.90	164.90	164.90	----
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,169.51	1,170.51	1,170.51	1,170.51	----

SUMMARY

Total Full-Time Positions	10,362	10,522	10,522	10,614	0.9%
Total Part-Time Positions	908	900	900	873	-3.0%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY25	BUDGET FY26	EST FY26	REC FY27	%CHG BUD/REC
Total FTEs	39,001.06	39,775.25	39,775.25	39,911.77	0.3%

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 FY25	BUDGET FY26	PROJ. FY26	BUDGET FY27	PROJ. FY28	PROJ. FY29	PROJ. FY30	PROJ. FY31	PROJ. FY32
COUNTYWIDE									
Countywide: Real	229.128	244.093	241.036	251.901	260.558	266.941	272.476	277.583	283.752
Countywide: Personal	4.345	4.355	4.409	4.363	4.389	4.375	4.392	4.401	4.400
SPECIAL DISTRICTS									
Mass Transit: Real	229.128	244.093	241.036	251.901	260.558	266.941	272.476	277.583	283.752
Mass Transit: Personal	4.345	4.355	4.409	4.363	4.389	4.375	4.392	4.401	4.400
Fire: Real	229.128	244.093	241.036	251.901	260.558	266.941	272.476	277.583	283.752
Fire: Personal	4.345	4.355	4.409	4.363	4.389	4.375	4.392	4.401	4.400
Recreation: Real	200.303	213.438	210.713	220.211	227.779	233.359	238.199	242.663	248.055
Recreation: Personal	3.631	3.629	3.685	3.646	3.668	3.656	3.671	3.679	3.677
Storm Drainage: Real	193.456	205.994	203.510	212.683	219.992	225.382	230.056	234.367	239.575
Storm Drainage: Personal	3.501	3.484	3.553	3.515	3.536	3.525	3.539	3.546	3.545
M-NCPPC - Regional: Real	198.977	212.023	209.318	218.753	226.271	231.814	236.621	241.056	246.413
M-NCPPC - Regional: Personal	3.614	3.611	3.667	3.629	3.651	3.639	3.653	3.661	3.660
M-NCPPC - Metropolitan: Real	198.977	212.023	209.318	218.753	226.271	231.814	236.621	241.056	246.413
M-NCPPC - Metropolitan: Personal	3.614	3.611	3.667	3.629	3.651	3.639	3.653	3.661	3.660
M-NCPPC - Land Acquisition: Real	229.128	244.093	241.036	251.901	260.558	266.941	272.476	277.583	283.752
M-NCPPC - Land Acquisition: Personal	4.345	4.355	4.409	4.363	4.389	4.375	4.392	4.401	4.400
URBAN DISTRICTS									
Bethesda: Real	6.410	7.587	6.743	7.047	7.289	7.468	7.622	7.765	7.938
Bethesda: Personal	0.235	0.250	0.238	0.236	0.237	0.236	0.237	0.238	0.238
Silver Spring: Real	3.929	4.459	4.134	4.320	4.468	4.578	4.673	4.760	4.866
Silver Spring: Personal	0.085	0.102	0.086	0.085	0.085	0.085	0.086	0.086	0.086
Wheaton: Real	0.847	0.965	0.891	0.931	0.963	0.987	1.008	1.026	1.049
Wheaton: Personal	0.027	0.024	0.027	0.027	0.027	0.027	0.027	0.027	0.027
NOISE ABATEMENT DISTRICTS									
Bradley: Real	0.048	0.053	0.051	0.053	0.055	0.056	0.057	0.058	0.060
Bradley: Personal	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Cabin John: Real	0.013	0.014	0.013	0.014	0.014	0.015	0.015	0.015	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	5.620	6.660	5.912	6.178	6.391	6.547	6.683	6.808	6.960

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY									
Bethesda - Commercial: Personal	0.183	0.199	0.186	0.184	0.185	0.185	0.185	0.186	0.186
Bethesda - Unimproved: Real	0.558	0.610	0.587	0.613	0.634	0.650	0.663	0.676	0.691
Bethesda - Unimproved: Personal	0.044	0.045	0.045	0.045	0.045	0.045	0.045	0.045	0.045
Montgomery Hills - Commercial: Real	0.055	0.062	0.057	0.060	0.062	0.064	0.065	0.066	0.068
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	3.569	4.062	3.755	3.924	4.059	4.158	4.244	4.324	4.420
Silver Spring - Commercial: Personal	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Silver Spring - Unimproved: Real	0.360	0.397	0.379	0.396	0.410	0.420	0.428	0.437	0.446
Silver Spring - Unimproved: Personal	0.084	0.102	0.086	0.085	0.085	0.085	0.085	0.085	0.085
Wheaton - Commercial: Real	0.570	0.629	0.600	0.627	0.648	0.664	0.678	0.691	0.706
Wheaton - Commercial: Personal	0.008	0.007	0.008	0.008	0.008	0.008	0.008	0.008	0.008
Wheaton - Unimproved: Real	0.005	0.006	0.005	0.006	0.006	0.006	0.006	0.006	0.006
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 FY24	ACTUAL FY25	ACTUAL FY26	REC FY27
COUNTYWIDE				
General Fund: Real	0.7170	0.7170	0.7212	0.7811
General Fund: Personal	1.7925	1.7925	1.8030	1.9528
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	0.8290	0.8290	0.8332	0.8931
Countywide: Personal	1.7925	1.7925	1.8030	1.9528
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	0.0852	0.0892	0.0828	0.0828
Mass Transit: Personal	0.2130	0.2230	0.2070	0.2070
Recreation: Real	0.0330	0.0318	0.0320	0.0334
Recreation: Personal	0.0825	0.0795	0.0800	0.0835
Fire: Real	0.1184	0.1202	0.1218	0.1194
Fire: Personal	0.2960	0.3005	0.3045	0.2985
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	0.0210	0.0162	0.0174	0.0206
Discretionary: Personal	0.0525	0.0405	0.0435	0.0515
Regional (Administration)				

PROPERTY TAX RATES				
(dollars per $100 assessed value)	ACTUAL FY24	ACTUAL FY25	ACTUAL FY26	REC FY27
Mandatory: Real	0.0120	0.0120	0.0120	0.0120
Mandatory: Personal	0.0300	0.0300	0.0300	0.0300
Discretionary: Real	0.0086	0.0078	0.0070	0.0088
Discretionary: Personal	0.0215	0.0195	0.0175	0.0220
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 18 AS BASE

(in millions)

	ACTUAL FY18	ACTUAL FY19	ACTUAL FY20	ACTUAL FY21	ACTUAL FY22	ACTUAL FY23	ACTUAL FY24	ACTUAL FY25	APPR FY26	REC FY27
COUNTY GOVERNMENT										
General Fund	1,148.0	1,138.9	1,267.3	1,389.4	1,382.4	1,418.6	1,552.3	1,658.4	1,752.2	1,879.1
Expenditures in FY18$	1,148.0	1,121.0	1,235.2	1,328.3	1,251.0	1,227.2	1,307.8	1,367.2	1,413.1	1,480.8
Special Funds: Tax Supported	406.5	417.9	432.8	410.7	455.7	512.2	547.7	581.9	596.1	607.5
Expenditures in FY18$	406.5	411.3	421.8	392.6	412.4	443.1	461.4	479.7	480.7	478.7
Grant Fund: Non-Tax Supported	116.6	114.7	147.8	293.4	278.4	252.2	217.7	167.1	169.6	158.1
Expenditures in FY18$	116.6	112.9	144.1	280.5	251.9	218.2	183.4	137.8	136.8	124.6
Special Funds: Non-Tax Supported	329.0	339.0	354.2	360.8	372.7	460.6	444.0	456.4	480.7	486.3
Expenditures in FY18$	329.0	333.7	345.2	344.9	337.3	398.4	374.1	376.3	387.7	383.2
TOTAL COUNTY GOVERNMENT	**2,000.1**	**2,010.5**	**2,202.0**	**2,454.4**	**2,489.2**	**2,643.6**	**2,761.7**	**2,863.9**	**2,998.6**	**3,130.9**
Expenditures in FY18$	2,000.1	1,978.8	2,146.2	2,346.5	2,252.7	2,286.9	2,326.6	2,361.0	2,418.2	2,467.2
M. C. PUBLIC SCHOOLS(b)	**2,524.8**	**2,612.5**	**2,674.1**	**2,714.9**	**2,754.2**	**2,921.7**	**3,298.8**	**3,373.6**	**3,595.6**	**3,785.3**
Expenditures in FY18$	2,524.8	2,571.4	2,606.3	2,595.5	2,492.5	2,527.4	2,779.1	2,781.2	2,899.7	2,982.9
MONTGOMERY COLLEGE(b)	**296.5**	**291.2**	**292.6**	**296.0**	**297.3**	**299.4**	**304.8**	**323.2**	**346.9**	**351.5**
Expenditures in FY18$	296.5	286.6	285.2	283.0	269.0	259.0	256.8	266.4	279.8	277.0
M-NCPPC(b)	**144.0**	**148.3**	**152.0**	**151.5**	**164.4**	**176.7**	**186.3**	**200.4**	**217.9**	**226.7**
Expenditures in FY18$	144.0	146.0	148.1	144.8	148.8	152.9	157.0	165.2	175.7	178.6
DEBT SERVICE(a)	**398.0**	**422.6**	**428.5**	**421.9**	**432.8**	**452.2**	**453.4**	**453.4**	**472.8**	**525.4**
Expenditures in FY18$	398.0	415.9	417.6	403.3	391.7	391.2	382.0	373.8	381.3	414.0
TOTAL ALL AGENCIES	**5,363.5**	**5,485.1**	**5,749.2**	**6,038.6**	**6,137.9**	**6,493.6**	**7,005.0**	**7,214.5**	**7,631.7**	**8,019.8**
Expenditures in FY18$	5,363.5	5,398.7	5,603.5	5,773.0	5,554.7	5,617.3	5,901.4	5,947.7	6,154.6	6,319.8
CPI - FISCAL YEAR 18 = 100	**100.0**	**101.6**	**102.6**	**104.6**	**110.5**	**115.6**	**118.7**	**121.3**	**124.0**	**126.9**
Fiscal Year Percent Change	**----**	**1.6%**	**1%**	**2%**	**5.9%**	**5.1%**	**3.1%**	**2.6%**	**2.7%**	**2.9%**

(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
	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$
FY27 Recommended	2,672.0	33.6	2,317.3	29.1	204.8	2.6	335.1	4.2	60.0	0.8	463.2	5.8	1,661.3	20.9	244.2	3.1	7,957.8
FY26 Estimate	2,398.5	31.3	2,342.0	30.6	182.9	2.4	329.3	4.3	54.9	0.7	466.1	6.1	1,641.9	21.5	238.2	3.1	7,653.8
FY26 Approved	2,434.0	32.0	2,274.2	29.9	179.6	2.4	321.4	4.2	61.2	0.8	466.1	6.1	1,624.0	21.3	253.0	3.3	7,613.6
FY25 Actual	2,290.5	31.0	2,214.1	29.9	184.4	2.5	324.2	4.4	55.8	0.8	409.0	5.5	1,619.9	21.9	296.8	4.0	7,394.8
FY24 Actual	2,213.8	30.6	2,023.6	28.0	162.3	2.2	315.8	4.4	58.1	0.8	378.9	5.2	1,728.8	23.9	342.2	4.7	7,223.5
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

* 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 FY18	APPR FY19	APPR FY20	APPR FY21	APPR FY22	APPR FY23	APPR FY24	APPR FY25	APPR FY26	REC FY27
General Government	1,146.20	1,151.67	1,167.91	1,182.46	1,210.71	1,249.00	1,267.02	1,268.32	1,275.65	1,283.45
Public Safety	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	3,968.28
Transportation	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	1,238.03
Health & Human Services	1,648.71	1,670.36	1,683.09	1,714.49	1,770.62	1,856.66	1,948.48	2,002.27	2,068.39	2,118.54
Libraries, Culture & Recreation	890.12	893.52	925.66	928.87	934.37	1,008.26	1,007.15	1,014.38	1,020.11	1,013.11
Community Development & Housing	345.85	346.35	351.85	351.75	352.25	359.38	362.13	379.93	385.93	388.93
Environment	213.11	214.21	216.11	219.96	221.96	236.09	250.09	250.59	251.84	220.74
Non-Departmental Accounts	4.21	4.64	6.38	12.51	23.46	45.34	36.27	52.06	40.84	46.79
Liquor Control	438.20	442.20	427.70	442.50	443.80	428.80	428.70	432.30	433.30	419.80
Subtotal	**9,682.78**	**9,740.48**	**9,865.29**	**9,946.73**	**10,036.36**	**10,319.74**	**10,438.34**	**10,523.51**	**10,667.97**	**10,697.67**
Plus Council & Judicial Offices *	552.85	560.03	567.93	572.18	577.98	601.56	599.06	617.15	623.10	626.60
TOTAL COUNTY GOVERNMENT	**10,235.63**	**10,300.51**	**10,433.22**	**10,518.91**	**10,614.34**	**10,921.30**	**11,037.40**	**11,140.66**	**11,291.07**	**11,324.27**
Government FTEs PER 1000 Population										
General Government	1.08	1.08	1.07	1.09	1.12	1.15	1.18	1.19	1.19	1.17
Public Safety	3.57	3.58	3.53	3.57	3.55	3.59	3.63	3.66	3.68	3.61
Transportation	1.14	1.14	1.14	1.15	1.15	1.15	1.14	1.15	1.16	1.12
Health & Human Services	1.55	1.57	1.55	1.59	1.64	1.71	1.81	1.88	1.93	1.92
Libraries, Culture & Recreation	0.84	0.84	0.85	0.86	0.86	0.93	0.94	0.95	0.95	0.92
Community Development & Housing	0.33	0.33	0.32	0.33	0.33	0.33	0.34	0.36	0.36	0.35
Environment	0.20	0.20	0.20	0.20	0.21	0.22	0.23	0.24	0.23	0.20
Non-Departmental Accounts	0.00	0.00	0.01	0.01	0.02	0.04	0.03	0.05	0.04	0.04
Liquor Control	0.41	0.42	0.39	0.41	0.41	0.40	0.40	0.41	0.40	0.38
Total County-Less Elective Offices	**9.11**	**9.16**	**9.06**	**9.21**	**9.28**	**9.53**	**9.70**	**9.88**	**9.93**	**9.72**
Plus Council & Judicial Offices *	0.52	0.53	0.52	0.53	0.53	0.56	0.56	0.58	0.58	0.57
TOTAL COUNTY GOVERNMENT	**9.63**	**9.69**	**9.58**	**9.74**	**9.81**	**10.08**	**10.26**	**10.46**	**10.51**	**10.29**
Population	**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**	**1,100,608**

* 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

	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs	FY22 FTEs	FY23 FTEs	FY24 FTEs	FY25 FTEs	FY26 FTEs	FY27 FTEs
GENERAL FUND										
General Fund	1,107.01	1,117.56	1,135.80	1,153.90	1,186.55	1,247.26	1,267.99	1,315.28	1,320.56	1,326.86
Public Safety	2,709.82	2,717.47	2,733.53	2,741.13	2,715.03	2,748.53	2,754.13	2,734.92	2,777.17	2,795.07
Transportation	252.27	252.27	255.77	254.77	253.27	255.06	252.75	239.81	239.97	239.97
Health & Human Services	1,648.71	1,670.36	1,683.09	1,714.49	1,770.62	1,856.66	1,948.48	2,002.27	2,068.39	2,118.54
Libraries, Culture & Recreation	395.26	395.51	404.01	404.51	404.06	403.60	385.11	384.61	385.31	377.31
Community Development & Housing	86.40	86.40	87.80	87.80	88.30	91.30	89.95	103.75	106.55	108.55
Environment	16.50	16.50	16.70	16.29	16.29	25.64	31.65	29.00	26.76	26.36
Non-Departmental Accounts	4.21	4.64	6.38	12.51	23.46	45.34	36.27	52.06	40.84	46.79
TOTAL GENERAL FUND **	**6,220.18**	**6,260.71**	**6,323.08**	**6,385.40**	**6,457.58**	**6,673.39**	**6,766.33**	**6,861.70**	**6,965.55**	**7,039.45**
SPECIAL FUNDS										
Urban Districts	58.60	58.60	58.60	58.70	58.70	60.70	60.70	59.70	59.70	62.70
Mass Transit	874.37	876.37	908.87	908.87	908.87	910.61	898.61	909.36	922.86	921.36
Fire Tax District	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	1,385.01
Recreation	464.79	466.94	490.38	493.09	499.04	574.39	591.77	598.70	603.73	604.73
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	32.50	31.85	30.85	30.75	30.75	29.55	24.34	0.00		
Montgomery Housing Initiative	14.70	15.20	17.05	17.05	17.05	18.05	22.15	23.15	24.35	24.35
Water Quality Protection	91.47	91.47	93.17	92.11	93.61	96.84	101.84	103.69	107.74	78.04
Community Use of Public Facilities	30.07	31.07	31.27	31.27	31.27	30.27	30.27	31.07	31.07	31.07
Parking Districts	48.53	48.53	48.53	48.53	48.53	48.73	48.73	48.73	50.23	48.23
Permitting Services	243.75	243.75	246.00	245.90	245.90	249.03	249.03	252.03	254.03	255.03
Solid Waste Services	105.14	106.24	106.24	111.56	112.06	113.61	116.60	117.90	117.34	116.34
Vaccum Leaf Collection	31.03	31.03	31.03	31.03	31.03	31.03	31.03	28.63	28.47	28.47
Liquor Control	438.20	442.20	427.70	442.50	443.80	428.80	428.70	432.30	433.30	419.80
TOTAL SPECIAL FUNDS	**3,720.91**	**3,742.51**	**3,808.95**	**3,831.62**	**3,854.87**	**3,944.62**	**3,967.78**	**3,978.27**	**4,018.83**	**3,976.13**
INTERNAL SERVICE FUNDS										
Employee Health Benefit Self Insurance	25.25	25.25	23.65	23.85	23.85	25.25	25.25	23.65	23.65	25.65
Motor Pool	204.10	206.10	211.10	211.10	211.10	211.10	211.10	211.10	215.10	215.10
Printing & Mail	34.07	34.07	34.57	34.57	34.57	34.57	34.57	34.57	34.57	34.57
Self Insurance	31.12	31.87	31.87	32.37	32.37	32.37	32.37	31.37	33.37	33.37
TOTAL INTERNAL SERVICE FUNDS	**294.54**	**297.29**	**301.19**	**301.89**	**301.89**	**303.29**	**303.29**	**300.69**	**306.69**	**308.69**
TOTAL COUNTY GOVERNMENT	**10,235.63**	**10,300.51**	**10,433.22**	**10,518.91**	**10,614.34**	**10,921.30**	**11,037.40**	**11,140.66**	**11,291.07**	**11,324.27**
MONT. COUNTY PUBLIC SCHOOLS	**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**	**25,489.64**
MONTGOMERY COLLEGE	**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**	**1,927.35**
M-NCPPC	**1,080.64**	**1,089.66**	**1,102.41**	**1,111.94**	**1,136.95**	**1,134.38**	**1,135.13**	**1,169.51**	**1,170.51**	**1,170.51**
GRAND TOTAL	**35,518.20**	**35,768.03**	**36,313.59**	**37,018.49**	**37,298.75**	**37,953.53**	**38,624.21**	**39,001.06**	**39,775.25**	**39,911.77**

**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
FY27 - Real	0.7811	0.0828	0.1194	0.0334	n/a	0.0864	1.1031	0.1120	1.2151
FY27 - Personal	1.9528	0.2070	0.2985	0.0835	n/a	0.2160	2.7578	n/a	2.7578
FY26 - Real	0.7212	0.0828	0.1218	0.0320	n/a	0.0814	1.0392	0.1120	1.1512
FY26 - Personal	1.8030	0.2070	0.3045	0.0800	n/a	0.2035	2.5980	n/a	2.5980
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

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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
2027	$1.2462	$0.1120	$0.0457	$1.0885
2026	$1.1828	$0.1120	$0.0453	$1.0255
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

Notes: 'Montgomery County' is the weighted average of the tax rates in the FY27 Recommended Budget for the tax-supported property revenues and do not include parking lot districts.

'Montgomery County' weighted rate includes a $0.1100 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 estimated taxable assessments for levy year 2026.

MONTGOMERY COUNTY DEPARTMENT OF FINANCE **March, 2026**

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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 Montgomery 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, 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; Montgomery College; Maryland-National Capital Park and Planning Commission; WSSC Water; Housing Opportunities Commission; 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 County Council to determine taxes due. Assessed value is less than market value.

AUDIT - 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 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.

CUSTOMER 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 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 (GO) 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
CBA	Collective Bargaining Agreement	**DHCA**	Department of Housing and Community Affairs
CBD	Central Business District	**DOCR**	Department of Correction and Rehabilitation
CCL	County Council	**DOT**	Department of Transportation
CCM	County Cable Montgomery	**DPS**	Department of Permitting Services
CDBG	Community Development Block Grant	**ECC**	Emergency Communications Center
CE	County Executive	**EDAET**	Expedited Development Approval Excise Tax
CEX	Office of the County Executive	**EDF**	Economic Development Fund
CIP	Capital Improvements Program	**EEOC**	Equal Employment Opportunity Commission
CEC	Community Engagement Cluster	**EITC**	Earned Income Tax Credit
CJCC	Criminal Justice Coordinating Commission	**EMTOC**	Equipment Maintenance and Transit Operations Center

Abbreviation	Description	Abbreviation	Description
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	**IDC**	Indirect Costs
FFI	Future Fiscal Impact	**IJIS**	Integrated Justice Information System
FIN	Department of Finance	**IT**	Information Technology
FLSA	Fair Labor Standards Act	**ITPCC**	Interagency Technology Policy and Coordination Committee
FOP	Fraternal Order of Police	**LEP**	Limited English Proficiency
FRC	Fire and Rescue Commission	**LER**	Labor and Employee Relations
FTE	Full-Time Equivalent	**LFRD**	Local Fire and Rescue Department
FY	Fiscal Year	**LSBRP**	Local Small Business Reserve Program
GAAP	Generally Accepted Accounting Principles	**MACo**	Maryland Association of Counties
GASB	Government Accounting Standards Board	**MC**	Montgomery College
GDA	General Development Agreement	**MCAASP**	Montgomery County Association of Administrative and Supervisory Personnel
GDP	Gross Domestic Product	**MCCF**	Montgomery County Correctional Facility
GFOA	Government Finance Officers Association	**MCCSSE**	Montgomery County Council of Supporting Service Employees
GIS	Geographic Information Systems	**MCDC**	Montgomery County Detention Center
GO Bond	General Obligation Bond	**MCEA**	Montgomery County Education Association
GRIP	Guaranteed Retirement Income Plan	**MCEDC**	Montgomery County Economic Development Corporation
GWA	General Wage Adjustment	**MCERP**	Montgomery County Employee Retirement Plans
HHS	Department of Health and Human Services	**MCFRS**	Montgomery County Fire and Rescue Service
HIPAA	Health Insurance Portability and Accountability Act	**MCG**	Montgomery County Government
HOC	Housing Opportunities Commission	**MCGEO**	Municipal and County Government Employees Organization
HRC	Office of Human Rights	**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		