

*Isiah Leggett*  
ISIAH LEGGETT

# Mission Statement

## MONTGOMERY COUNTY GOVERNMENT

**WE** pursue the common good by working for and with Montgomery County's diverse community members to provide:

- A Responsive and Accountable County Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for All of Our Residents

**AS** dedicated public servants, the employees of the Montgomery County government strive to embody in our work these essential values:

- |                   |                 |                              |
|-------------------|-----------------|------------------------------|
| • Collaboration   | • Inclusiveness | • Knowledge                  |
| • Competence      | • Innovation    | • Respect for the Individual |
| • Fiscal Prudence | • Integrity     | • Transparency               |

# 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. The Montgomery County Council is composed of nine members, four of whom are elected by all voters in the County. The remaining five Councilmembers are each elected from one of five Councilmanic districts.

Montgomery County contains 497 square miles (or 316,000 acres) of land area. The County population was 1,016,677 as of July 2013, consisting of 47.0 percent White (non-Hispanic) and 53.0 percent cultural minorities. About 39.5 percent of Maryland's foreign-born population resides in Montgomery County in 2013.

The 2013 median household income was \$98,326. According to the Bureau of Labor Statistics (BLS), the County's estimated labor force for September 2014 is 529,118 with an unemployment rate of 4.5 percent. Montgomery County is an employment center with 60.7 percent of employment occupied by persons residing and working in the County. For the 2014 Fall enrollment, 153,852 pupils were registered in the County's schools.







# **FY16 Recommended Operating Budget and FY16-21 Public Services Program**

Isiah Leggett, County Executive  
March 2015



Montgomery County, Maryland ▪ Office of Management and Budget



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Montgomery County**

**Maryland**

For the Fiscal Year Beginning

**July 1, 2014**

Executive Director

**The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to Montgomery County Government, Maryland for its annual budget for the fiscal year beginning July 1, 2014.**

**In order to receive this award a governmental unit must publish a document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.**

**The award is valid for the period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.**

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\* Reflects reorganizations and/or new sections.  
Please refer to the specific sections for  
additional information.

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# CREDITS

## COUNTY EXECUTIVE

Isiah Leggett

## CHIEF ADMINISTRATIVE OFFICER

Timothy L. Firestine

## SPECIAL ASSISTANTS TO THE COUNTY EXECUTIVE

Constantia B. Latham, Joy Nurmi, Charles Short

## ASSISTANT CHIEF ADMINISTRATIVE OFFICERS

Ramona Bell-Pearson, Fariba Kassiri, Bonnie A. Kirkland, Tom Street

## DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET

Jennifer A. Hughes

## DIRECTOR, DEPARTMENT OF FINANCE

Joseph F. Beach

## DIRECTOR, OFFICE OF HUMAN RESOURCES

Shawn Stokes

## DIRECTOR, OFFICE OF PUBLIC INFORMATION

Patrick Lacefield

## OMB MANAGERS

Alex Espinosa, Coordinator, Operating Budget

Mary Beck, Jennifer Bryant, Scott Coble, Rose Glavinic, Amy Wilson

## PROFESSIONAL STAFF

Anita Aryeetey	Erika Lopez-Finn	David Platt
Jacqueline Carter	David Mack	Pofen Salem
Monika Coble	Bruce Meier	Crystal B. Sallee
Darlene Fairfax	Rekha Menon	Matt Schaeffer
Brady Goldsmith	Naeem Mia	Pamela Schroeder
David Gottesman	Jedediah Millard	Joby Sebastian
Elyse Greenwald	Lenny Moore	Rachel Silberman
Robert Hagedoorn	Nancy Moseley	Sweta Singh
Karen Hawkins	Jane Mukira	Helen P. Vallone
Dennis Hetman	Christopher Mullin	Philip Weeda
Jason Hsu	Corey Orlosky	Kimberly Williams
Rachel Hsu	Courtney Orsini	Felicia Zhang
Deborah Lambert	Eliot Padison	

## TECHNICAL SUPPORT

David Jeo

## PRINTING

Richard D. Taylor and Staff: Gary T. Tillman, John W. Frocke, Michael Nieves, Nicholas Shell, John T. Whitcomb, John A. Schmehl, Alex Imirie, and Joe Bovello

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OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850

Isiah Leggett  
*County Executive*

MEMORANDUM

March 16, 2015

TO: George Leventhal, President, County Council

FROM: Isiah Leggett, County Executive 

SUBJECT: FY16 Recommended Operating Budget and FY16-21 Public Services Program

In accordance with the County Charter, I am pleased to transmit to the County Council my FY16 Recommended Operating Budget and FY16-21 Public Services Program.

This budget reflects the concerns and policy issues that I heard County residents express during the many Town Hall Meetings, Budget Forums, On-Line Chats, and other community meetings I held over the past year to better understand the hopes, expectations, and needs of the people of our County. I am also grateful to the County's advisory boards and commissions for their important input during my deliberations.

The budget responds to what I believe are our most important shared priorities:

- A Responsive and Accountable County Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for All of Our Residents

I am recommending a total FY16 Operating Budget of \$5,067,834,958 for Montgomery County Public Schools (MCPS), Montgomery College, County Government, and Maryland-National Capital Park and Planning Commission (M-NCPPC). Of that total, the recommended tax supported expenditures are \$4,407,964,046.

The County government tax-supported budget is \$1,405,714,273, a 1.1 percent increase, which excludes full funding of the County's Retiree Health Benefits - Other Post-Employment Benefits (OPEB). My recommended budget assumes a drop in the property tax rate from 99.6 cents per \$100 of assessed value to 98.7 cents per \$100 of assessed valuation.

In this recommended budget, I have carefully balanced the increasing demands on many County services with the need to plan for several potential fiscal challenges in the foreseeable future. I have also helped to lay the groundwork for Montgomery County to remain the State's economic engine and a vital partner in our strong regional economy. By increasing investments in our public education system in kindergarten and beyond, providing for a comprehensive transportation system, funding a modern public safety infrastructure and delivering a forward-thinking economic development plan, we will continue to improve our residents' quality of life. I will detail these improvements later in this memorandum.

I am committed to ensuring that we maintain fiscal responsibility, and that begins with getting back to basics, and with a County government that pays its bills, lives within its means, plans for the future, and tells the truth about its finances. I believe this budget and my administration continue to do just that. This recommended budget recognizes the continued difficulties we are experiencing in our revenue picture. Recent income tax distributions suggest an uneven and slower than expected national economic recovery and have forced a retrenchment in FY15, as well as lowered revenue estimates in FY16.

The FY16 recommended budget, with its many efficiencies and reductions, must be considered in the larger context of what we have accomplished over the last several years. After years of reductions and achieving efficiencies, we must dig even deeper to identify savings that do not have major service impacts. As we tumbled into the Great Recession and struggled to recover, we made many difficult decisions. Over an eight-year period, we have closed over \$3 billion in budget shortfalls. The number of County employees was reduced by 10 percent between 2008 and 2011 and the overall County tax-supported budget experienced no increase between FY08 and FY11, even as our population grew and inflation continued. With the start of a national recovery in the last years, County government tax supported spending has increased an average of less than two percent per year during my eight years in office. My recommended FY16 budget assumes only a 1.1 percent increase for County government. This low rate of growth is critical to ensuring we continue to spend only what we can afford, while supporting our most critical services. This budget recommendation will also better position the County for several potential fiscal challenges that are expected in the foreseeable future.

As a result of these difficult decisions, we are in a much better financial position today and as we move forward into the future:

- We cut the rate of growth in County government from the unsustainable levels prior to my taking office and reassured the bond rating agencies that we could manage effectively through a devastating national economic crisis.
- We maintained our coveted Triple-A bond rating throughout the Great Recession, overcoming Federal government shutdowns, sequestrations, and layoffs. This success is saving taxpayers millions of dollars in borrowing costs every year.
- We have worked aggressively to increase the County's financial reserves to their highest level in our history to better protect the taxpayer. And we have allocated far more resources in advance to meet weather-related emergencies.



- I developed a prudent plan to establish a trust fund that sets aside tens of millions of dollars to meet the anticipated health care obligations for retired employees, thereby averting a potential huge financial crisis for the County in the future.

As we focused on more sustainable fiscal policies, I protected critically-needed funding for education, public safety, and help for the most vulnerable in our midst. I also made critical investments in our economic infrastructure to lay the foundation for creating jobs and growing our tax base. This effort must be balanced with the equally important goal of preserving Montgomery County's unique environmental quality.

Our balanced approach to address these challenges has helped bring the County out of the worst of this economic crisis. However, we still face a number of concerns related to our fiscal health. The Supreme Court has heard arguments and we are awaiting a ruling in the Comptroller of the Treasury of Maryland v. Wynne case. If Maryland were to lose this case, we could be hit with retroactive payments of up to \$115 million. We could lose between \$25 million and \$30 million annually in future revenue. This loss would require significant rethinking of a number of programs and/or property tax increases that significantly exceed the Charter Limits approved by the voters.

The Governor's proposed budget also contains a number of funding reductions that are adversely affecting the County's revenues. These reductions are most significant in our highest priority area – education. We must continue to advocate together in Annapolis for restoration of this funding and against any further erosion of State support.

## Overview

In the face of continued fiscal challenges, this budget maintains my commitment to prudent fiscal policies that we have mutually agreed are critical to maintaining the County's sound fiscal management. I maintained the effort to reach a reserve level of 10 percent by the year 2020 in order to remain in high standing with the financial markets and to cushion the taxpayer against any additional unanticipated economic setbacks. I have also included in the recommended budget funds for retiree health benefits that are at the required level – a true accomplishment for all of us in the midst of the current fiscal conditions. The funding level for retiree health benefits that I am recommending is the minimum funding level that we need to contribute in order to maintain the commitment that we mutually made to the bond rating agencies.

As a result, we must find efficiencies and cost-savings once again. As a starting point for this budget, all County Government departments were asked to submit a budget that was three percent lower than their same services budget. Department directors worked hard to identify reductions that would have the least service impacts. Given the reductions in prior years that most departments have sustained, this was difficult. However, I believe they have succeeded in preserving our most vital services. Though not required to, our hard-working Judicial Branch cooperated in our efforts to identify savings.

At the same time, as detailed in the following pages, I have focused any available increased revenue on our mutual priorities – priorities that address the critical needs of our growing and changing community. I have increased funding for public education at all levels, enhanced police services, maintained services for our Positive Youth Development programs and for our growing senior population, and further boosted funding for life sciences and cybersecurity business growth and high quality job creation.

Recognizing that government works best in partnership with the community, I have increased funding for the many worthy community organizations that provide services to our residents in ways government cannot.

I have also recommended a one million increase for the Council community grants above my recommended FY15 level.

Consistent with our union negotiations, I have included funding for all of our Collective Bargaining Agreements. In all three cases, I am recommending appropriations to fund a General Wage Adjustment of two percent and earned increment increases for employees. Our employees have made many sacrifices in the past few years as we have struggled to restructure and realign our finances. I am pleased to recommend funding for these agreements so that we can work toward the County's future together. The reality is that we cannot perform our essential County functions without the dedication and hard work of our employees. They should be appropriately compensated for this work.

## **Economic Context and Fiscal Consequences**

Responsible fiscal practices are not only essential but are the foundation for ensuring that government is able to serve our over one million residents, our businesses, and our employees, both in the short term and in the long run. I established cost containment strategies and productivity improvements that have dramatically slowed the rate of growth in the operating budget and have therefore already saved County taxpayers hundreds of millions of dollars. In partnership with the Council, I have also reestablished responsible reserve and other fiscal policies that will carry this County into the future with improved, sustainable fiscal health.

I am committed to maintaining the prudent and fiscally responsible approach we established in the midst of the economic crisis, while finding the balance that will meet the expanding needs of our growing population.

## **A Sustainable Budget that Meets our Residents' Needs**

My FY16 Recommended Operating Budget:

- Funds Montgomery County Public Schools at the required Maintenance of Effort level while also providing an additional \$27.2 million to fund their retiree health benefit claims. Together, this funding meets 97.6 percent of the Board of Education's request.
- Funds Montgomery College with County dollars above the required Maintenance of Effort level;
- Provides a 1.5 percent increase in tax supported funding for the Maryland-National Capital Park and Planning Commission;
- Continues my emphasis on public safety by funding additional fire fighter hours at the Sandy Spring Fire Station. Improves fire apparatus availability by adding an additional vehicle maintenance shift;
- Funds the initiation of a body camera program in the Police Department which will provide cameras for all patrol officers;
- Funds the purchase of new bulletproof vests for our police officers;
- Continues implementation of my Six-Point Economic Plan which positions the County for increased economic success, job creation and a secure tax base.

- Maintains services in two of my major initiatives serving potentially at-risk populations – Positive Youth Development and Vital Living for Seniors – and continues to fund programs that protect the most vulnerable among us;
- Funding for the creation and preservation of affordable housing units of \$43.9 million, bringing the total Countywide support for affordable housing during my administration to \$657.9 million, which leverages \$924.5 million in non-county resources.
- Provides resources to continue County efforts supporting the Great Seneca Science Corridor, the White Oak Science Gateway, and the White Flint Plan, as well as the transition to transit-oriented development around the Shady Grove Metro. These efforts will help create at least 100,000 new, quality jobs in Montgomery County and thousands of additional housing units;
- Fully funds County reserves at the policy level of \$402 million – the highest in the County’s history;
- Funds PAYGO in the Capital Improvements Program at ten percent of current revenue to match bond funding in my recommended capital budget, consistent with our fiscal policy;
- Funds \$113.9 million to meet retiree health benefit obligations – maintaining funding at the Annual Required Contribution (ARC);
- Reduces the property tax rate by almost one cent per \$100 of assessed valuation, thereby not exceeding the County Charter limit.
- Retains the energy tax at the level approved by the Council for FY15, preserving a broad-based revenue source that includes federal institutions based in the County who otherwise pay no taxes in exchange for County services.

As we continue on the prudent course that has been set, I believe this budget is sustainable, while maintaining my commitment to quality services, increasing efficiency and maintaining sensible fiscal policies that will serve us well into the future. Given the continued budget uncertainty at the State and Federal level, and the potential impact reduced spending at those levels of government can have on the local economy, we must remain cautious in our spending and not return to the unsustainable spending of the past. This budget also keeps faith with the people who pay the bills – our County taxpayers – by matching our critical needs with the revenues available or necessary.

The spending that I have proposed in FY16 is strategically focused on our highest priorities – education, public safety, economic development, and our youth and seniors:

- I recommend a total County budget for all agencies (which includes debt service, grants, and enterprise funds) for FY16 of \$5,067,834,958 an increase of \$72.1 million from the FY15 Approved Budget – a 1.4 percent increase.
- The overall FY16 tax supported budget for all agencies of \$4,407,964,046 (including debt service) will increase by \$51,473,660 from the FY15 budget. This represents a 1.2 percent increase.
- I recommend to the County Council that tax supported funding for Montgomery County government (excluding OPEB funding) increase by \$15.7 million or 1.1 percent;

- Overall funding for the Montgomery County Public Schools will increase by \$30.7 million – a 1.4 percent increase from FY15. In addition, with funds made available through the Health Benefits Trust, the budget funds 97.6 percent of the Board of Education's tax-supported request.
- I am recommending an increase to the County contribution for Montgomery College of \$3 million, or a 2.6 percent increase. The budget funds 97.7 percent of the College's tax supported request. Total funds for the College are \$306.2 million.
- Funding for the M-NCPPC increases by \$1.8 million, a 1.5 percent increase and 96.2 percent of Park and Planning's tax-supported request.

## **Priorities in the FY16 Recommended Budget**

### **Education**

Throughout my years as County Executive and Council Member, I have always prioritized funding for education. I know that nothing is more important than investing in quality schools at all levels. Well-educated residents and employees are critical to ensuring our future as an important employment center, both in the State and in the Washington, D.C. region.

In my FY15-20 Recommended Capital Improvements Program, I increased the County's contribution to Montgomery County Public Schools school construction by 55 percent over nine years. I have proposed an historic high -- \$1.3 billion in County money – in the capital budget now before you.

To effectively address the future overcrowding in our schools requires the State to significantly increase resources for school construction – over and above what we now receive. We must continue to press the Governor and the General Assembly to provide Montgomery County with the necessary funding to meet the growing needs of our school population. That is what all of us in Montgomery County are fighting for in Annapolis right now. We will continue this fight to provide the necessary classrooms for our children to learn.

As important as school construction dollars are, we must ensure the learning that occurs inside the classrooms is of the highest quality and meets the learning needs of all of our students at all levels. As our population continues to diversify, these needs evolve. Our school system must have the resources necessary to remain nimble and sensitive to these needs.

My FY16 Recommended Operating Budget includes a record-high of \$2.3 billion (including all revenue sources) for the Montgomery County Public Schools, an increase of \$31.9 million – or 1.4 percent. Within this total, I am recommending an unprecedented County contribution of \$1.508 billion, with an additional \$27.2 million from the Retiree Health Benefit Trust to fund MCPS retiree health benefit claims. Altogether, this funding will provide the Board of Education with 97.6 percent of their request. I have included a minimum of \$33.2 million from the MCPS fund balance to help fund the Board's request.

I am also recommending a larger County investment in Montgomery College – an educational institution serving thousands of County residents searching for a quality and affordable higher education. For Montgomery College, my FY16 Recommended Operating Budget totals \$306.2 million, a \$9.1 million increase – or 3.1 percent. The County contribution is \$120.4 million – \$3 million over Maintenance of Effort and a 2.6 percent increase over last year. With the additional \$17 million added to the County's contribution last year, this provides the College with a 20 percent increase in the County contribution over the last two years.

## **Economic Development**

Creating the jobs of the future in Montgomery County has been one of my top priorities. In December 2014, the County's unemployment rate fell to 4.0 percent – the lowest since 2008 and more than a 30 percent decrease since its high during the Great Recession. Over the past two years of recovery, Montgomery County jobs are up two percent. Construction of new residential units in the County has increased by 81 percent in the last three years. Non-residential construction has gone up 28 percent during that period.

While our recent economic growth has improved, I believe we must continue to lay the foundation for the future growth and economic health of the County. That is why I have initiated a Six-Point Economic Plan that I believe will ensure a more responsive County Government to our future economic needs. This Plan involves a number of County departments and will require the participation of the Council, our educational institutions, the State, Park and Planning, and our business community to truly succeed in achieving its goal – making Montgomery County the location of choice for the highest quality jobs and businesses. This Plan is detailed on page 68-1 of this document, but includes a number of elements.

I am working with all relevant stakeholders to develop a proposal, with accompanying legislation, to create an Economic Development Authority for the County that will assume many of the current functions and responsibilities of our Department of Economic Development. This Authority will have broad-based representation from the business, educational, and governmental sectors of our economy. It will be able to move us forward both within the region and nationally.

To reduce the amount of Class A and B office space in the County, I recommend expanding the MOVE program to increase the amount of a one-time grant (from \$4 to \$8 per square foot, up to 10,000 s.f.) for new companies signing their first lease in Montgomery County. The expansion applies to any industry except retail and restaurant. My recommendations also support the BUILD Program, a new initiative funded through Montgomery County Economic Development Fund, to increase the number of construction jobs and the commercial tax base by selectively spurring the construction of Class A office space and hotels in the County. The approved property owners can receive up to 50 percent of the additional real property taxes generated by the new development through an annual grant payment that lasts ten years.

As part of the Six-Point Economic Plan, I am also committing resources within the Department of Permitting Services (DPS) to continue and accelerate the streamlining of the development process. The additional resources provided to DPS will help the Department meet its commitment to complete the initial review and comment of Commercial Plan reviews within 30 days, continue the move to electronic plan review, reduce processing time for sediment control plans and improve coordination both within and outside of County Government.

To be more responsive, the Department of Permitting Services has engaged in a comprehensive study of its fees. A significant outcome of the study is that the Department will be moving away from a construction cost based fee for new commercial construction to a rate per square foot which more accurately reflects the necessary DPS staff work. This new approach is projected to yield a fee structure that is more equitable, predictable, and consistent with maintaining reserve policy. The County has twice reduced permit fees in the recent past and with the FY16 budget is proposing a new permit fee structure that will result in materially lower permit fees across multiple charges for services.

I am also creating a cabinet level Office of Procurement. As part of this plan, the Office of Procurement will provide more focus on procurement programs and efforts to improve the inclusion of currently

underserved sectors of the business community. The new Office of Procurement will include Procurement Support, Procurement Operations, and Business Relations and Compliance which were previously housed in the Department of General Services. Externally, businesses and other organizations will observe the priority placed on this function for both accountability and accessibility to government contracting.

The Six-Point Plan plan builds on the many past successes that we have collectively achieved in growing our economic base. Understanding their importance to our economic future, I provided leadership on critically-important County master and sector plans. In my first year, I successfully negotiated the purchase of Site Two in the East County from Washington Suburban Sanitary Commission. This parcel is crucial to ensuring the success of our White Oak Science Gateway. Working with businesses, the community, the Planning Board, and the Council, we will create 100,000 new jobs in the County through the Smart Growth Initiative, the Great Seneca Science Corridor, the White Flint sector plan, and the White Oak Science Gateway. That will be the biggest single growth in jobs in County history – more jobs than were added over the last 20 years combined. These projects will grow life sciences, stimulate quality jobs and commerce, and foster walkable communities, connected by transit, where residents can live and work.

My FY16 Recommended Operating Budget continues the work in repurposing the William Hanna Innovation Center to become the National Cybersecurity Center of Excellence. The Cybersecurity industry is indisputably one of the fastest growing industries in the nation and having the Center located in Montgomery County is an asset we must build upon. The proposed budget provides an additional \$300,000 to support the Life Sciences and Incubator support. It continues County funding support for BioHealth Innovation, the public-private partnership designed to take our County's biotech excellence to the next level by enhancing the commercialization of critical research done in the County. It also supports creating a new start-up business accelerator, called MC Squared, to expand the County's business incubator networks. The MC Squared will provide early-stage companies with an intensive product-focused curriculum to accelerate their growth and leverage the region's unique federal assets. This budget also provides continued County support for our successful Local Small Business Reserve Program and for the American Film Institute.

Under my administration, Montgomery County was the first local jurisdiction in the nation to establish a local Biotech Tax Credit, to give incentives for investment in local biotech firms. This year the County continues providing \$500,000 to eligible firms. We also have a local Cybersecurity Tax Credit and a Green Investor incentive to similarly stimulate investments in County-based firms. My budget includes a total of \$1.25 million to support growth of the County's high-tech industries in FY16.

## **Public Safety**

When I first assumed office, one of my highest priorities was creating "safe streets." And, our streets are safer, in large part because we have provided the resources needed to reduce crime. Despite our trying economic times, I increased full-time positions in the Police Department – sworn and civilian – by more than 300 since I became County Executive.

The result is that over my eight years in office, serious crime is down 27 percent from 2007 and all crime is down 28 percent. This is nearly double the national decrease for the same time period.

All the men and women who work for the Montgomery County Police Department deserve our appreciation and respect. They have worked harder and smarter and more creatively to protect the lives and property of the residents of Montgomery County – and these numbers are proof of their dedication and success.



As technology evolves, we are able to provide the means of better protecting our police. My recommended budget includes funding for the initiation of a program to provide all patrol officers with body cameras. This technology not only better protects our police officers, but it also improves accountability within the Department. The Department has also applied for grant funding for these cameras to the Police Executive Research Forum. We are hopeful that this organization will be able to spur this program and effort along. I have also funded the replacement of the bulletproof vests that are critical to protecting the lives of those who serve us.

I have also made other improvements in public safety, such as opening our Family Justice Center to establish a one-stop shop to better serve families who are victims of domestic violence. My Positive Youth Development Initiative – a joint initiative of the Departments of Police, Recreation, and Health and Human Services – has established award-winning after-school programs aimed at at-risk youth, provided resources for intervention to pull kids out of gangs, and resources to suppress gang activity.

Under my administration, the Montgomery County Fire and Rescue Service (MCFRS) has developed into one of our nation's largest, combination systems. In collaborative fashion, their career and volunteer membership has worked tirelessly to protect our communities while engaging substantial improvements and enhancements in service levels.

Over the past eight years, for example, MCFRS response times have dramatically improved. In 2007, advanced life support (ALS) ambulance calls in urban areas of our County averaged approximately 16 minutes from the 911 call to scene arrival. As of 2014, that time has been reduced to 11.5 minutes – about a 27 percent reduction. During the same period, suburban response times have been reduced by 20 percent and, in rural areas, by 21 percent. Fire response times have dropped as well. In 2007, it took an engine company an average of 13.5 minutes to arrive at reported structure fires in suburban areas of our county. By 2014, responses dropped to less than 9 minutes, a nearly 36 percent reduction. At the same time, responses were nearly 39 percent faster in urban areas of the County.

Over the same period, my administration has opened five new fire and rescue stations to address the response needs of our growing population. And, the MCFRS has enhanced ALS services by employing the use of engine companies staffed with fire fighter paramedics. Diversifying our response capabilities has enabled us to further reduce ALS response times while satisfying fire suppression demands.

The MCFRS was recently re-accredited by the Commission on Fire Accreditation International (CFAI). It is only one of one hundred and ninety-six internationally accredited public safety agencies and the only such agency in the State of Maryland. Additionally, the MCFRS has been awarded the coveted "Excellence in Fire Service-Based Emergency Medical Services" award by The Congressional Fire Service Industry (CFSI).

All of these accomplishments have occurred despite significant population growth and a major economic recession. Nevertheless, my administration remains focused on building on these tremendous accomplishments.

While in-county civilian fire deaths have dropped since 2009, most fatalities remain among our older residents. To address this troubling fact, I included \$100,000 in the MCFRS' budget to strengthen our on-going outreach to seniors in our county, individuals most at-risk to fire deaths. I have also included funding to increase Sandy Spring Fire Station 40's staffing levels to support enhanced ALS response capabilities in an area consistently prone to high service demands.



## **Libraries**

Due to the recession, the Department of Public Libraries saw some of the deepest reductions in County government, 26 percent between FY07 and FY12. Over the past three budgets, I started the process of rebuilding the most essential library services – hours, materials, and staffing. In the past two years, we have reopened renovated libraries in Gaithersburg and Olney and will soon open a new Silver Spring Library.

My recommended budget continues to restore funds and services to the Department of Public Libraries. I have included over \$40.2 million for Libraries, a 5 percent increase from FY15. The additional funding will augment and improve the materials collection. This recommended budget represents a 41 percent increase in Library funding since FY12.

This Spring we will celebrate the opening of the new Silver Spring Library – and this budget includes the funding to fully staff that long-awaited facility. In addition, I am continuing my effort to increase services to library patrons around the County by increasing the materials budget by \$460,000 and doubling deployment of All-Children-Excel Technology Go! Kits (100 more kits for \$60,000). This enhancement follows an increase in FY15 Public Service hours of operation by 106 hours to a total of 1,233 hours per week across all branches, an increase of 9.4 percent.

## **Positive Youth Development**

The County's Police, Recreation, and Health and Human Services departments are working closely with community groups in my Positive Youth Development Initiative. This program ensures a coordinated, comprehensive approach to provide positive after-school opportunities for at-risk youth, interventions to keep them out of gangs, and resources to prevent and stop gang activity.

To date, this initiative is providing the award-winning "Excel Beyond the Bell" program at seven Middle Schools, including a critically needed summer component. At the high school level, we are providing a Rec Zone, formerly called Sports Academy, at five high schools. These programs are crucial to providing those youth who are most at-risk with positive alternative activities. I am also providing full year funding for the Linkages to Learning site at South Lake Elementary School. The successful multi-faceted program that brings together County government and MCPS resources in the Kennedy Cluster has been expanded to the Watkins Mill Cluster. This program significantly expands services and targets the comprehensive needs of at-risk students and their families.

My recommendations also include establishing the Children's Opportunity Fund jointly with MCPS, to support policy priorities related to addressing the social determinants that impact the achievement gap for vulnerable children and the barriers faced by their families. Additionally, the Truancy Court program is expended to five additional middle schools to not only support regular and timely attendance but also encourage students to enhance school performance.

## **Senior Initiatives**

My recommended budget continues our efforts to make Montgomery County a “community for a lifetime.”

My FY14 budget included a variety of enhancements to services for our senior population. For example, I improved senior transportation options through a public/private partnership with the Jewish Commission on Aging, which transports residents to and from our five senior centers – and to points in-between. We also expanded senior housing options through a \$6.2 million commitment to help develop 140 units of senior housing in Silver Spring.

My FY15 budget continued that focus. In addition to more resources dedicated to senior fire safety, operating hours at the County’s three senior centers that were reduced during the Great Recession were restored. I also increased County resources for adult protective services, adult foster and day care, for a senior ombudsman, and for caregiving services. I also increased the income eligibility guidelines for the County’s Call ‘N’ Ride program to make sure more seniors can use the program. This change increased services for over 900 residents of Montgomery County. We also increased funding for Ride On’s Kids and Seniors Ride Free programs.

My FY16 recommended budget adds \$7 million in funds to support senior housing developments in Silver Spring and Glenmont adding approximately 175 new senior units. The budget also includes support for the State’s Attorney’s newly created Crimes Against Seniors and Vulnerable Adults Unit.

## **Affordable Housing**

Providing affordable housing opportunities for Montgomery County residents has been a priority of mine since I assumed office. This budget brings the County’s total investment in affordable housing, during the last eight years, to nearly \$657.9 million. This funding has enabled us to preserve and create over 36,700 affordable housing units. Another benefit to the County has been the nearly \$1billion investment in other housing development and rehabilitation leveraged with these funds during this recent period of economic uncertainty.

While many of the units produced and preserved were rental, we have also used some of these resources to provide direct rental assistance to over 1,800 households in FY15 and FY16.

Funding in this budget continues our efforts to reduce the incidences of foreclosure in the County. In partnership with the State of Maryland Department of Housing and Community Development and local housing counseling agencies, we have held nearly 400 workshops and counseled over 13,000 residents facing foreclosure. These efforts have directly contributed to the decline of foreclosures in the County outpacing most in the region. We will continue our efforts to keep families in their homes. Preventing homelessness is the most effective means of addressing the homeless issue.

Although I have significantly increased the availability of funds for our affordable housing programs over the last eight years, I strongly believe we should do more. Regrettably, the recent funding reductions from the State, the lower than anticipated tax revenues and the potential fiscal threats such as the Wynne case have forced me to fall short of my stated goal of allocating 2.5 percent of total property tax revenues to create new affordable housing. In order to achieve this desirable goal would have forced reductions in other worthy

service areas – many of which target the very same population that our affordable housing programs are designed to support. However, when additional funding is available, I intend to increase our funds to reach the 2.5 percent goal.

## **Health and Human Services**

I have long believed that how we care for our most vulnerable residents is the best indicator of the quality of our community. My FY16 recommended budget continues my strong commitment to support a variety of public health, behavioral health, social services, and other critical safety net services that meet our residents' needs.

The resources provided to Human and Health Services will include:

- Establish the Children's Opportunity Fund jointly with Montgomery County Public Schools to support collaborative policy and program initiatives related to addressing the social determinants that impact the achievement gap for vulnerable children and barriers faced by their families; and open the door for more support for this important objective from the private sector;
- Add additional funds for the Developmental Disability Supplement to increase the differential between the wage provided to direct service workers and the County's minimum wage;
- Continue providing nurse monitoring services to more than 2,000 senior and disabled clients receiving services through the State's new Medicaid waiver program, Community First Choice;
- Maintain the raised Adult Foster Care reimbursement rate to reduce the gap between the County and State subsidy for senior assisted living group homes;
- Continue funding support in the Adult Protective Services/Social Services to Adults Program to address an increase in investigations of financial exploitation resulting from new bank mandatory reporting requirements;
- Continue funding support for Adult Day Care subsidies to increase the number of clients able to attend an Adult Day Care program two days per week for socialization and medical supervision;
- Continue funding support for occupational therapy and in-home aide services to meet the need of County seniors and residents with disabilities to live independently;
- Commit continuous support for a Caregiver Support Senior Fellow and operating costs to coordinate outreach to seniors and persons with disabilities regarding the available services to ease the burden on caregivers;
- Continue funding support for respite services to meet the need of families with disabilities;
- Continue supporting a therapist in Trauma Services to expand clinical service capacity in the Abused Persons Program and address waitlists for victims of domestic violence;
- Continue the County's commitment to support leadership development, need assessment, and networking activities for low-income communities in the Silver Spring area;

- Continue funding support for health care, employment training, and supportive services to multicultural, low-income residents;
- Add funds to support a full-year operation of the Linkages to Learning Program at South Lake Elementary School;
- Maintain the same level of funding support for the Kennedy Cluster Project, a multi-agency collaborative service model, to reduce institutional barriers for students and families in the high-need areas to engage school activities and improve academic achievement;
- Continue funding support for Saturday School Program through the George B. Thomas Learning Academy to serve the County's most at-risk students;
- Continue supporting the County's Welcome Centers to provide a wide array of support services, including financial literacy, legal counseling, and job placement and training, to meet the needs of low-wage and contingent workers;
- Add funds to support the relocation of Children's Resource Center to a lease space that meets programmatic and client needs;
- Continue funding support for the Residential Rehabilitation Subsidy to support the continuum of behavioral health services provided to improve clients' social connectedness and emotional wellness;
- Continue funding support for the 100,000 Homes Campaign to house the most vulnerable homeless individuals and families in our community, including the creation of an Interagency Commission to End Homelessness to improve community-wide planning and oversee efforts to prevent and end homelessness in Montgomery County; and
- Commit funds to continue the implementation of the Department's Enterprise Integrated Case Management system to streamline intake for many HHS programs and provide HHS with a more complete pictures of its clients and their circumstances in order to support more collaborative, cost-effective care with better client outcomes.

## **Community Grants**

As our County grows larger and more diverse, it becomes more challenging to meet the needs of that growing population. County government cannot and should not do it alone. We depend on the incredibly rich array of community organizations to supplement and augment County services. Very often, these groups are able to accomplish our mutual goals in a more cost-effective and culturally appropriate manner that best serves the community. They are also able to leverage other resources that are simply unavailable to County government.

These organizations provide services that include public health, behavioral health, safety net services, housing, the arts, early childhood, positive youth, seniors, veterans' services, and many other community building services. Montgomery County would not be the community we are without their existence.

I have made partnerships with these organizations an important hallmark of my administration and my recommended budget reflects the importance of these relationships. I am increasing the funds for community

grants by nearly \$400,000 for a total of nearly \$6.013 million. Also, I have included over \$500,000 within my CIP amendments for capital improvement grants to our community partners. In addition, I am including \$2.6 million for the separately determined Council community grants. This amount is a \$1 million increase from my FY15 recommendation. However, as is true in the past, the Council determines the amount and distribution of community grant funding for their grant program.

In keeping with my belief that our County's diversity contributes to its strength, my Recommended Budget increases County funding for English adult literacy programs by eight percent. In addition, this budget provides \$4,442,700 in County funding for the Arts and Humanities.

While my budget adds some funds to assist with the processing of immigrants administratively granted legal status by the President, more support is likely to be necessary to enable those eligible to take advantage of the President's recent action. However, this policy is currently in litigation and implementation is suspended. Additionally, administrative policies have not been completed by the federal government. Therefore, I have elected not to include more significant budget recommendations at this time but may submit a supplemental appropriation request at a later time.

## **Funding the Budget**

My budget holds the line on property taxes for County homeowners at the Charter limit. In fact, the average County homeowner will see only a \$15 increase in property taxes over the next year. I am recommending a reduction in the property tax rate from 99.6 cents per \$100 of assessed value to 98.7 cents. Because of the many difficult decisions we have made, along with prudent fiscal management, for the last three years, property tax increases have been well below the rate of inflation. The property tax for each owner-occupied residence will include a credit of \$692 to limit the burden on homeowners and maintain a progressive property tax structure in the County.

During my administration, all County taxes, as a share of personal income, have gone down from an average of 4.41 percent in FY07 to a projected 4.13 percent in FY16 – a 6.3 percent reduction.

My FY16 recommended budget assumes no increase in the Water Quality Protection Charge and a decrease to the solid waste charges for County residents.

I am recommending a WSSC budget that would result in an increase in water and sewer rates of six percent in FY16. While this rate increase is above that which is assumed by WSSC, it does not assume the new fee structure which I believe is regressive and contrary to our goal of encouraging water conservation.

## **Focusing on Productivity, Performance, and Accountability**

We should continue to make every effort to make our operations more efficient, productive, and effective.

## **CountyStat**

The CountyStat initiative continues its significant progress in tracking the County's performance in addressing challenges using real-time data and holding departments and agencies accountable for the results in a number of operational and policy areas. The CountyStat program provides a forum for on-going

monitoring and measurement of the effectiveness and efficiency of County government services. This program has succeeded in improving the responsiveness and efficiency of the County government.

Underscoring my commitment to transparency in government, CountyStat meetings are open to the public and all county performance measures, national comparison indicator data, and every CountyStat report and follow-up memo can be found at <https://www.montgomerycountymd.gov/countystat/>. The availability of information from this impartial source offers our residents and taxpayers an opportunity to fully examine some of the more critical performance issues in County government. The CountyStat office continually receives inquiries and visits from other governments seeking Montgomery County's experience in developing and implementing a successful Stat program. Our leadership in a regional consortium of "Stat" practitioners called Mid-Atlantic StatNet is paving the way for new levels of regional collaboration and the benchmarking of performance data.

I am proud to announce that this spring we will be launching the first major upgrade to the CountyStat website since the beginning of the program. The site will have the ability to draw from dataMontgomery and other sources, and link to our electronic budget document, so that people can holistically understand how the County is performing. Residents will be able to view performance data in a richer and more engaging manner; they will be able to view and download all available historical data for their own analysis, view metrics by Priority Objective or Department, and will be provided with more contextual information to help understand and make sense of County operations, with a special emphasis on our cross-departmental initiatives.

## **MC311**

Montgomery County's nationally recognized one-stop, non-emergency 311 phone and online system represents a significant step forward in responsiveness and accountability. We have expanded MC311's hours in order to better serve working families and commuters and opened up the Call Center 24/7 during emergencies to complement County emergency efforts. In order to provide residents with the 24-hour ability to request service, the 311 web portal was created. The 311 system has fielded more than two million calls since its inception – and we're well prepared to accommodate millions more. Additionally, more than 40,000 service requests annually are made through the County's 311 web portal.

MC311 is a prime example of a project that not only increases efficiency but also improves effectiveness. As residents expect more digital and mobile services, MC311 provides us a central point to focus investments in customer service. Residents expect us to act as one County government, not a fragmented maze that they must navigate. In 2014 MC311 also began accepting service requests via Twitter and conducted a customer service survey of 1,000 County residents. Nearly 80 percent of callers were satisfied with their overall 311 experience and 93 percent were satisfied with their ability to find the information they were looking for on the MC311 website. Improving customer service is a priority of my administration and the continued improvement and growth of MC311 is representative of that commitment.

## **Innovation Program**

In its second full year of operation, the Innovation Program has sought to build a more innovative culture inside and outside County government. In 2014 we launched Innovation Week, a week-long series of workshops and training designed to give County staff an opportunity to learn about new technologies and approaches across a wide spectrum of topics. The Innovation Program also began to realize its potential to establish the County as not just a regional or national leader, but a global leader in the realm of public sector



innovation. This has been accomplished through an open collaborative approach with other County agencies, other local jurisdictions, the federal government, and in some cases international cities.

The Innovation Program, in partnership with the Smart America Challenge and now the Global Cities Team Challenge, has positioned the County as a leader in “internet of things” technology. Recognized by the White House in June of 2014, the County is now a sought after partner and advisor in this new industry. The impact of this “internet of things” technology surpasses almost every other disruptive technology trend. To address this trend I have established the Thingstitute, a living laboratory for the “internet of things”. This new County asset is a hub for start-ups, large corporations, research institutions and test beds and was established with minimal county investment. Beyond being a significant economic development opportunity, the Thingstitute will assist the County in understanding the impact the internet of things will have on public sector operations in the coming years.

## **Open Data**

In the past year, we have continued to expand the County’s Open Data program, dataMontgomery. This program is bearing positive results. dataMontgomery, increases the transparency of County government and provides us with a way to share valuable data with residents. The program is a model among local governments. I met with agency heads and the heads of our municipalities in January 2014 to launch a Cross-agency Open Government Partnership in Montgomery County. We continue to look for ways to share best practices and collaborate with our peers and neighboring governments. These steps are in line with my belief that having already achieved much success with accountability systems such as MC311 and CountyStat, a responsive and accountable County government should continually look for ways to engage residents with data-driven conversations and make County data available to the public. An example of this would be the national standard we set to use open data to create guided sites to explain complicated financial data, such as our budget information and money that we spend for important County services such as public safety and snow removal. It is my belief that we should not only publish data, but provide it in a way that is useful to any resident.

In the future, we must continue to expand the Open Data program to unlock the power of government data to spur innovation, economic development, and improve the quality of services and life for our community. I have asked that the Open Data program be extended within County government to encourage internal uses and data-driven decision making. Several departments are already benefitting from this unprecedented availability of data, and external entities are developing programs using our open data in food recovery, right-of-way projects, and inspections of County managed assets. This type of collaboration will make the County a more efficient and effective place to both work and live in.

These efforts are not timid and have not just driven change within the County but across the Country and region. From the way we engaged residents through Open Data Town Halls and hackathons to the way we prioritized our datasets, we have become a recognized model for the rest of the County. The open dataset prioritization process, based on a first-of-a-kind scorecard won a NACo Achievement Award. The Sunlight Foundation, in a briefing before the County Council, called my Open Data Operations Manual “near perfect” and numerous other independent organizations have applauded and followed our efforts.



## Final Thoughts

Working together, we have accomplished a great deal under difficult economic circumstances. Thanks in part to the tough decisions we have made in these past, challenging years, Montgomery County is strong – and growing stronger. We are fortunate to live in one of the nation's best places to raise a family, obtain an education, earn a living, and build a business.

We have put our financial house in order and our budgetary foundation is much stronger. As a result, we are able to move forward to better provide the services and programs for our communities. Our job market is expanding. Our streets are safer. Our public school system is excelling. Our County is emerging ever-stronger from the recession, but much remains to be done.

I believe that the future begins here – in Montgomery County. And I think this budget continues the work we have already begun to build a future where there is opportunity for all.

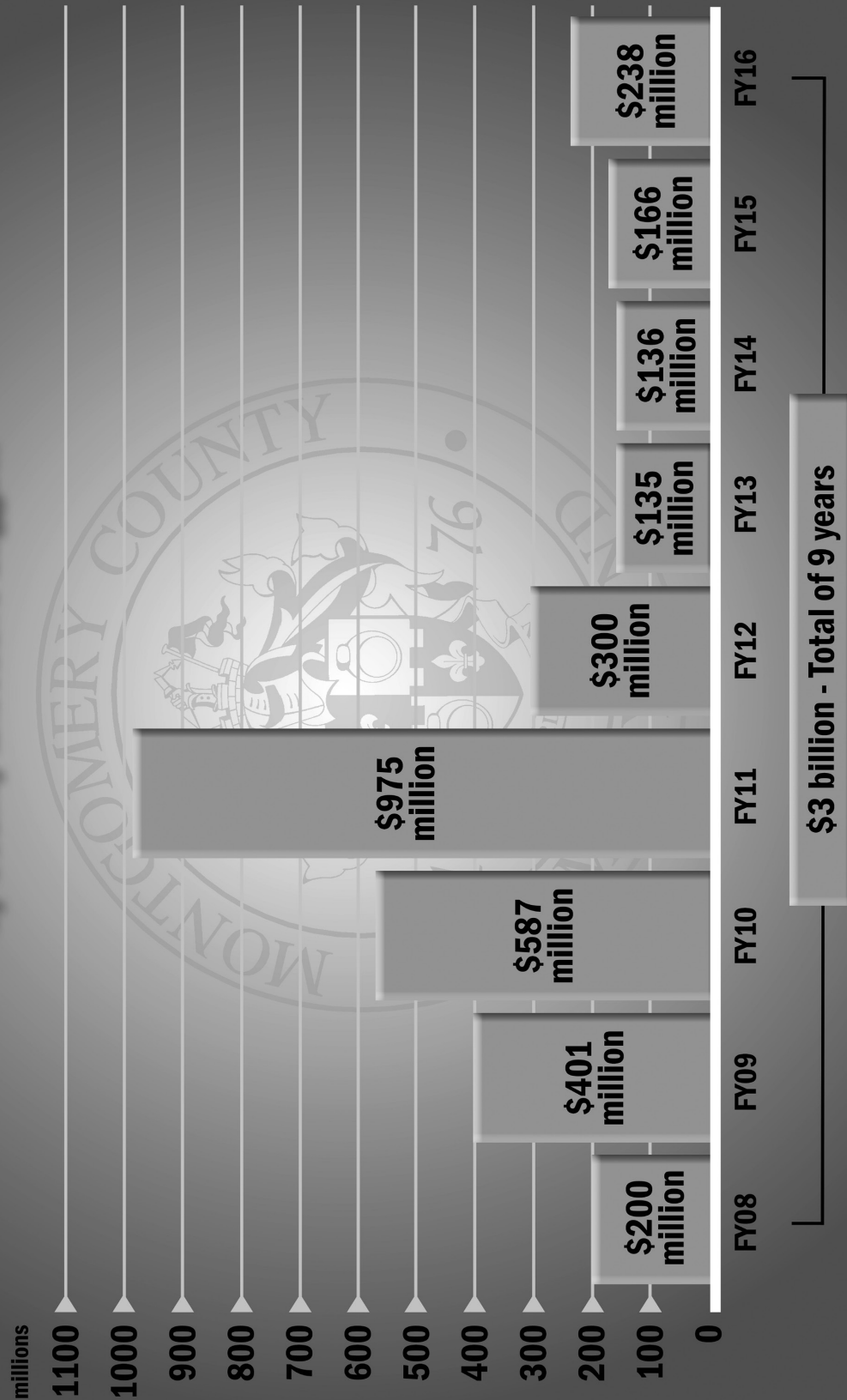
Finally, I want to thank those who contributed to the development of this spending plan including the Board of Education and the Superintendent at Montgomery County Public Schools; the Trustees and President of Montgomery College; the Chair of the Maryland-National Capital Park and Planning Commission and the Planning Board; the Commissioners and General Manager of the Washington Suburban Sanitary Commission; individual residents, as well as members of boards, commissions, and committees; community-based organizations; and directors, employees, and employee representatives of departments in all agencies.

Highlights of my recommendations are set forth on the following pages and details can be found in the departmental sections. The full budget can be viewed on the County's website at <http://www.montgomerycountymd.gov/omb/>. In addition, Montgomery County also offers an Open Data budget publication that is easy to use, interactive, searchable, sharable, translatable and mobile. This powerful site not only provides the detailed granular level data that make up Montgomery County's Budget, but also serves as a high-level view of the County's fiscal standing. The Open Budget site can be found at [www.montgomerycountymd.gov/openbudget](http://www.montgomerycountymd.gov/openbudget). Details of the budget requests for MCPS, the College, M NCPPC, and WSSC can be seen in the separate budget documents produced by those agencies.

I look forward to working with the Council over the next two months on spending priorities and policy issues that arise. As always, Executive Branch staff is ready to assist you in your review and deliberations.

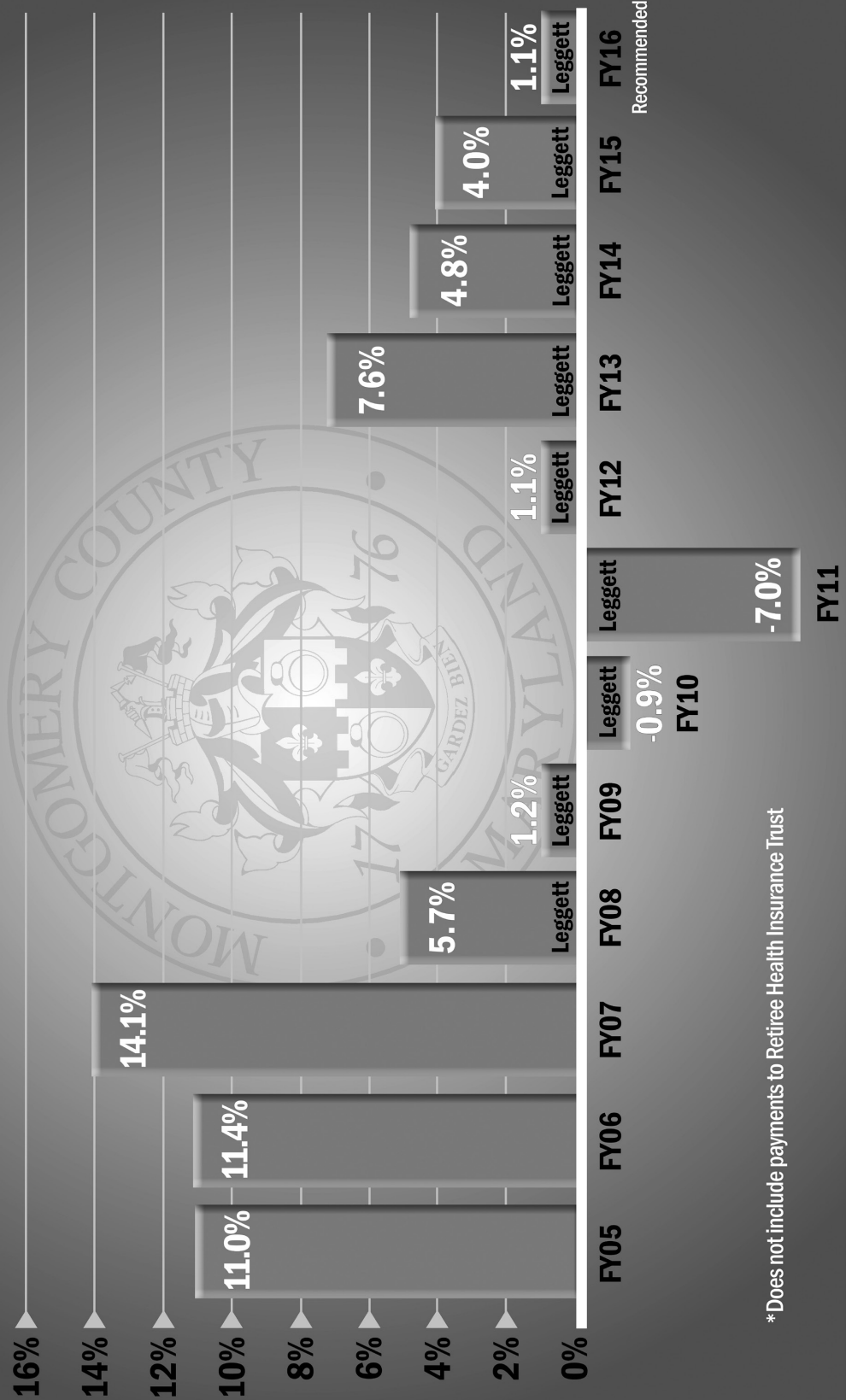
# Budget Shortfalls Closed

by County Executive Leggett



# County Government Spending

(Tax Supported)



\* Does not include payments to Retiree Health Insurance Trust

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## A Responsive and Accountable County Government...

- Montgomery County received the following National Association of Counties (NACo) awards in 2014:
  - eBudget – Knowledge Management System
  - Energy Modernization Initiative
  - Maintenance and Transit Operations Center
  - Open Dataset Pipeline Strategy
  - Rainwater Harvesting System
  - Smart Growth Initiative
  - Saving Water and Sewer Costs Project
- Successfully retained the County's AAA bond rating from the three major credit rating agencies in the Fall of 2014.
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the FY13 Comprehensive Annual Financial Report (CAFR). This will be the 44th year for this achievement , longer than any other government in the USA and Canada.
- Provide for community organizations that augment County services including \$1.1 million for community organizations serving the disabled, \$977,459 for organizations extending senior services, \$446,290 for organizations providing public health services, \$757,580 for community organizations supplementing County behavioral health services, and \$1.2 million for organizations providing safety net services to County residents. These 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. They are also able to leverage community resources that are unavailable to County Government.
- Implement a Network Operations Center (NOC) for the County's FiberNet network. The NOC will provide situational awareness of FiberNet on a 24x7 basis, respond to faults in the network in order to restore services in a timely manner, participate in service provisioning activities with participating agencies and Montgomery County Government's Department of Technology Services (DTS) associates, and develop utilization reports and capacity planning studies showing FiberNet's ability to satisfy participating agency bandwidth and service requirements.

# FY16 Budget

- Department of Liquor Control continued to develop its Oracle ERP system, which went live on February 1, 2015. Once fully operational, this system will dramatically improve many of the department's business processes and operational practices as it offers tighter inventory controls, County-approved inventory valuation methodology, and enhanced reporting capabilities which enable customers, suppliers, and employees access to more valuable information.
- In FY15 the Cable Office worked with the Office of Legislative Information to support the fifth annual YouthTown Hall Meeting for students, held in the Council Office Building. For the first time, the Department inserted live Twitter comments and used Google Hangout to take questions from the Long Branch Library in Silver Spring; Councilmembers interacted with students and answered questions during the live broadcast. The program was available on cable TV, online, and on mobile devices.
- Recognized by the White House and the U.S. Chief Technology Officer for the Innovation Program's achievements in cyber physical systems and remote health sensing technology. The Program established the Safe Community Alert (SCALE) system as part of the Smart America Challenge organized by the White House Presidential Innovation Fellows and the National Institutes of Standards and Technology.
- Launched a significant entrepreneurship and workforce development initiative involving the food industry. The kitchen incubator project is currently in the site selection phase and expects to move forward in 2015.
- Hosted Innovation Week in March 2014. Innovation Week was an event packed full of workshops for County managers on topics ranging from open data to 3-D printing. These workshops focused on getting our Management Leadership Service up-to-speed on trends that will change the way we govern for years to come.
- Expanded Executive Branch communications through a new half hour radio show broadcast on WOL 1450 AM, "Montgomery Mosaic," and new cable television shows that feature the Police Chief; the "My Green Montgomery" environmental show; a show of special interest to African Americans, "Mosaic: An African American Perspective"; and several new Spanish language offerings a television version of the new "Montgomery Al Dia" Spanish language talk show which is done weekly on Spanish language radio, a Spanish version of "County Report This Week," and "Perfiles" (or Profiles) which features interviews with Hispanic employees.
- Provide more direct communication with residents through social media sites: YouTube; Facebook; and Twitter. Expanded the Twitter site to nearly 27,000 followers and expanded distribution lists for electronic publications such as "The Paperless Airplane" which reaches over 120,000 households.

- Enhanced customer service for new community users through the launch of an online New User Education Training program in FY15 that can be completed using either a personal computer or mobile device. CUPF anticipates 1,100 community users will complete the on-line version versus the 701 new users completing the in-house instructor led training class in FY14.
- Recognized by the Public Technology Institute (PTI) as a Tech Savvy County in 2014. Montgomery County is only one of four local governments in the nation and the only County in Maryland to be designated as a Tech Savvy jurisdiction during 2014.
- Honored by PTI with the 2013-2014 Technology Solutions Award for the County's "Bikeshare Station Site Identification and Property Verification" program.
- Launch of a new Enterprise Resource Planning Division (ERPD) within the Department of Technology Services is planned for FY16. The ERPD will function as a long term and permanent sustaining organization to maintain and operate the County's Core Business Systems (financials, human resources, procurement, and budgetin.
- Continued cybersecurity efforts across several areas, including an updated Employee IT Security Policy training program and completed an in depth assessment of the County's IT environment.
- Developed, deployed, and improved Enterprise Resource Planning (ERP) Business Intelligence (BI) tools. Implemented ERP Purchasing (PO) Service Level Agreement (SLA) process and Compensation Work Bench module.
- Developed the Open Data Implementation Plan as required by Bill 23-12, Administration – Open Data. The Implementation Plan contains an inventory of datasets in the County and a high level publication schedule for publication of each documented dataset. In developing the publication schedule, each dataset was evaluated and rated by the dataMontgomery Workgroup on factors relating to its publication value and alignment with the mission of the department.
- Provided technology infrastructure and led the transition of technology services for numerous new County facilities. Major technology infrastructure projects completed include the David F. Bone Equipment Maintenance and Transit Operations Center (EMTOC), the Judicial Annex, the Department of Liquor Control (DLC) Warehouse, Police Station #3, and the Montgomery County Animal Shelter.



- Provided project management, development, application engineering, systems engineering, and quality assurance support for the Public Safety System Modernization (PSSM) program.
- Developed and implemented several Integrated Justice Information System (IJIS) components and retired the use of the County's legacy mainframe based CJIS system.
- Implemented enhanced Cybersecurity measures for users of the County's Virtual Private Network (VPN) system.
- Prepared an implementation plan and legislation to establish a Commercial Property Assessed Clean Energy (PACE) program. PACE will provide financing to commercial property owners for energy efficiency and renewable energy improvements. Finance will assist lenders and property owners by collecting the annual loan repayment on the County's property tax bill. This reduces the annual repayment cost for the property owner. It will provide greater security to lenders in terms of loan repayment, as well as potentially reducing interest costs for the borrower.
- Conducted a claims management audit that returned an overall rating of 95 percent, the highest rating the program has achieved since the 1978 inception of the Self Insurance Program. This was achieved through the use of a continuous improvement model for developing processes and procedures to improve efficiency and effectiveness of claim handling.

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## Affordable Housing in an Inclusive Community...

- Invest over \$43.9 million for Affordable Housing including the Montgomery Housing Initiative (MHI) fund and utilize \$17.0 million from the Affordable Housing Acquisition and Preservation CIP project. This increases dedicated funding and provides for renovation of distressed housing, acquisition and preservation of affordable housing units, creation of housing units for special needs residents, services to the "Building Neighborhoods to Call Home" and "Housing First" programs, and creation of mixed income housing. Since FY08, \$658.7 million has been invested in support of affordable housing leveraging \$924.5 million in non-County funding.
- Continue to use resources from the MHI fund to support rental assistance programs of the Department of Housing and Community

Affairs (DHCA), Health and Human Services (DHHS), and the Housing Opportunities Commission (HOC). A total of 1,800 households were assisted in FY15 and over 1,800 are projected in FY16.

- Enhance code enforcement efforts to provide increased attention to single family rental properties to ensure safe and sanitary living conditions.
- Continue the County's commitment to inclusive transit oriented development by completing The Bonifant, a new, mixed income senior project located in downtown Silver Spring next to the library. Of the 149 units, 139 will be affordable to seniors earning between 30 percent and 60 percent of the area median income.
- Continue to receive funding from Federal Grants (Community Development Block Grant (CDBG), the HOME Investment Partnership Grant (HOME), and the Emergency Solutions Grant (ESG)), which provide funding for affordable housing, housing rehabilitation, commercial revitalization, focused neighborhood assistance, public services, and homelessness prevention.
- Undertake renovations at Progress Place (collaboration of the Departments of General Services, Health and Human Services, and Housing and Community Affairs), which includes the relocation of several Montgomery County supportive housing service providers to a new, consolidated location in Silver Spring. The relocation will furnish the providers with a new and improved space while integrating 21 units of supportive transitional housing within the location.
- Continue to administer State and Federally funded Weatherization Assistance Programs which provide energy saving housing renovations for income eligible County residents.
- In collaboration with the Maryland-National Capital Park and Planning Commission, launched a rental housing study to identify the County's rental housing needs and offer holistic and sustainable approaches to meet them.
- Continue the comprehensive, data driven Focused Neighborhood Assistance (FNA) Program, which has received national recognition for its previous efforts in Cinnamon Woods. This year, the FNA program will continue its efforts related to struggling condominium communities and HOAs through intensive community outreach, board training, and common area improvements in one selected community. The FNA Program will also continue community and housing improvements in the McKendree neighborhood of

Montgomery Village, as well as undertake a community planning and visioning process in the Wheaton North neighborhood.

- Special Needs Housing received more than 6,200 requests for emergency assistance and provided more than 3,700 emergency assistance grants totaling \$2.9 million to resolve housing and utility emergencies. In partnership with community homeless providers, it implemented a coordinated assessment system to identify, prioritize, and refer homeless residents most in need to permanent supportive housing. This process assures that available openings are filled quickly and reduces the time people spend in homelessness.
- Kicked off the 100,000 Homes Campaign, a national effort to locate, identify, and house the most vulnerable homeless individuals and families in our community. Approved funding for two new permanent supportive housing programs to serve 30 medically vulnerable households.
- Created an Interagency Commission on Homelessness to improve community-wide planning and oversee efforts to prevent and end homelessness in Montgomery County.

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## An Effective and Efficient Transportation Network...

- Oversee an increasing road resurfacing program with lane miles addressed rising from 24 lane miles in FY14 to 145 lane miles in FY15. Performing road resurfacing in earlier years prevents the need for more costly road rehabilitation in later years, maximizing available resources in all years to maintain the roads.
- Responded to and completed repair work for 6,439 pothole service requests within approximately 48 hours of notification. Requests were received through the MCDOT website, MC311 Service Requests, letters, email, and self patrols by work crews.
- In FY16, expand the Bethesda Circulator route to Bradley Boulevard and Battery Lane connecting residents, visitors, and commuters to County parking garages, the Bethesda Metro, retail stores, restaurants, and local grocery stores – and will bring the service within walking distance of NIH and Walter Reed.
- Starting in January 2015, expanded Silver Spring Van Go shuttle hours to Monday through Thursday 7a.m. to midnight, and Friday and Saturday 7a.m. to 2a.m.

- Enhanced Call-n-Ride eligibility requirements to increase subsidies and reduce monthly copayments for 528 current participants. This has also increased the number of County residents eligible for the program.
- Responded to 26 storm events totaling 43.6 inches of snow thus far in FY15.
- Opened the Capital Crescent Garage (Public Parking Garage 31) in Bethesda at Woodmont and Bethesda Avenues in January 2015. This new state-of-the-art, 950 space public parking facility includes 60 foot clear spans and raised ceilings, a security system with video cameras and call stations, electric vehicle charging stations, and bicycle parking for easy access to the adjacent Capital Crescent Trail.
- Broke ground on a new public/private partnership redevelopment project on the current site of Public Parking Lot 3 in the Fenton Street Village area of Silver Spring. Phase I of the project, now in construction, involves a mix of market rate and affordable housing and street front retail above a two level County-owned public parking garage. The project also involves a significantly sized area of green space as a public amenity.
- Expand use of demand based parking rates to Silver Spring. This rate structure, now in use in Bethesda, aligns the most desirable parking spaces with the highest rate and allows customers to make an individual decision on cost versus convenience.
- Parking Guidance Systems will continue to be rolled out to highly used facilities. Parking Guidance Systems display available parking spaces on signs at the entrance and exits to garages and transmit this data in real time to data.montgomery so that it can be used by commercial applications to help guide the public to available parking. Systems are currently operational in the Bethesda Avenue and Capital Crescent Garages in Bethesda and the Wayne Avenue and Town Square Garages in Silver Spring. The next garage scheduled for system installation is the Cameron Street Garage in Silver Spring.
- To improve customer service, the payment system in the East West Highway Garage, under the NOAA Building, in Silver Spring will be converted from individual parking meters to a Pay On Foot system. Similar systems are now in use in Wayne Avenue and Town Square Garages in Silver Spring and the Bethesda Avenue and Capital Crescent Garages in Bethesda. The system eliminates the possibility of a ticket for an expired parking meter and offers the flexibility to pay only for the time parked with a credit card, debit card, or cash.

- Completed biennial inspections of 99 bridges and renovations of 20 bridges.
- Partnered with 30 schools and 21 libraries to sell Youth Cruiser Smartrip cards.

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## Children Prepared to Live and Learn...

- Make a County contribution to MCPS of \$1,540.8 million, including \$33.2 million in carryover and \$44.48 million of local contribution for State retirement. The County contribution meets the State Maintenance of Effort Law requirements.
- Support MCPS' programs through expenditures in other County departments, such as Health and Human Services (HHS), Public Libraries, Recreation, Community Use of Public Facilities, Environmental Protection, and Police, totaling \$68.5 million in FY15 and \$62.5 million for FY16.
- Add funds to support the relocation of Children's Resource Center to a lease space that meets programmatic needs.
- Support a full-year operation of the Linkages to Learning Program at South Lake Elementary School.
- Continue funding support for Saturday School Program through the George B. Thomas Learning Academy to serve the County's most academically at-risk students.
- Establish the Children's Opportunity Fund jointly with Montgomery County Public Schools to support policy priorities related to addressing the social determinants that impact the achievement gap for vulnerable children and the barriers faced by their families.
- During FY14, the Crisis Center provided behavioral assessment, referrals, and recommendations for follow-up treatment of 1,035 children and adolescents referred by Montgomery County Public Schools, a 97 percent increase over FY12 when 526 were served.
- Served more than 3,020 children in FY14, including 254 new enrollees, through The Care for Kids program. Of these new patients, 150 were unaccompanied minor children.

- Collaborated with Montgomery County Public Schools (MCPS) to implement the Federal Uninterrupted Scholars Act and Family Educational Rights and Privacy Act. This allows the sharing of child-specific data in order to make better decisions about a child's placement, well-being, and transition goals. A training program, Endless Dreams, was also developed to increase awareness of general and educational needs of foster care children.
- Positive Youth Development staff trained 260 school personnel to better understand and recognize students with trauma issues from various cultural backgrounds. Provided workshops to 300 parents on transformational healing which is a process that helps build protective factors to high risk activity.
- The Community Action Agency's Takoma-East Silver Spring Center (TESS) served 8,800 walk-in customers requesting social service, case management, and resource assistance. TESS initiated Summer Meals, serving up to 60 children daily, and provided access and outreach for nonprofit partners, including health insurance enrollment through the Affordable Health Care Act.
- Enhanced the library materials collection and substantially increased the number of All-Children-Excel Technology Go! Kits; added Tumblebooks (pre-Kindergarten - elementary school age e-books) to the library materials collection.
- Implemented All Children Excel (ACE) Technology Go! Kits at Aspen Hill, Gaithersburg, Noyes, Olney, Silver Spring, Twinbrook and White Oak library branches.
- Integrated STEM (Science, Technology, Engineering, and Math) elements into many pre-kindergarten programs.
- Leveraged partnerships and grant funding to provide high quality programs for teens and seniors, including arts and creative programs for seniors, a Financial Literacy Boot Camp for teens, including technology and other classes at Studio-I Digital Media Lab at Long Branch and the Gaithersburg Computer Lab.
- Implemented KID Museum (Kids International Discovery Museum) Agreement to a growing non-profit learning organization to refresh former training and book storage space at Davis library into a state-of-the-art Makerspace, which will provide dedicated programming for library customers and provide valuable training experience for library staff at minimal cost to the County.



- The Excel Beyond the Bell (EBB) program continues to thrive. In partnership with MCPS, the Collaboration Council, and numerous quality out of school time providers, EBB served seven middle schools during the FY15 school year. With grant funding from United Way and partnership with Identity Neelsville, EBB maintained five schools for summer extended learning programs.
- Modelling a “one-stop shop” approach to lifelong learning at Gaithersburg Library. Customers can use library resources in combination with classes and programming from Gilchrist Center, Montgomery College, Literacy Council of Montgomery County, and Montgomery Coalition for Adult English Literacy to improve their lives along a full spectrum of needs, from basic language development to career advancement. All the involved partners supplement each other’s resources at the library site, making it convenient for customers to learn and grow.
- Implemented the Summer Mobile Teen program as part of the TeenWorks program. The Summer Mobile Teen program accompanies the Montgomery County Public Schools Summer Lunch program, providing activities for students who came for lunch, serving over 15,000 residents.
- Expanded the TeenWorks Program through a partnership with Maryland Conservation Corps (MCC). This partnership program engages young adults in extensive natural resource management and park conservation projects. MCC provides members with opportunities for skill development and personal growth through a supportive, team-based environment, emphasizing the satisfaction of completing projects that benefit Maryland’s natural resources.





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## Healthy and Sustainable Communities...

- Add funds to the Developmental Disability Supplement to increase the differential between the wage provided to direct service workers and the County's minimum wage.
- In 2014, the County Executive signed into law "Design for Life Montgomery" legislation to provide tax credits to builders and homeowners for including features in new and existing residential housing to improve accessibility for persons of all ages, including seniors and those with disabilities.
- Expanded the Senior Nutrition Program's congregate meals to the White Oak Community Recreation Center from three to five days per week, while the lunch program at the Mid-County Community Recreation Center more than doubled the number of meals served over the past year. In addition, the program distributed 781 Senior Farmer's Market Coupon booklets worth \$30 each this past summer.
- Served 1,635 women in FY14 through the Maternity Partnership program. In FY15, a fourth service location was added, enhancing service accessibility and availability for patients in the northern part of the County.
- In support of the 2010 Municipal Separate Storm Sewer System (MS4) permit goals, the Department of Environmental Protection will continue to work with the Maryland Department of Environment (MDE) to develop goals for the County's next MS4 permit.
- In tax year 2013, the Community Action Agency's Volunteer Income Tax Assistance (VITA) Partnership prepared over 2,000 tax returns, helping families access more than \$4 million in refunds, including \$1.4 million in Earned Income and Child Tax Credits. The Maryland Creating Assets, Savings, and Hope Campaign recognized the County's VITA partnership for contributing the highest number of volunteer hours among its coalition members.

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## Safe Street and Secure Neighborhoods...

- Since 2007, all crime has dropped by 24 percent in the County, three times the decrease in all crime nationally during the same period.
- Enhance public trust, increase accountability, and improve evidentiary capture of police events by initiating the use of body cameras on police patrol officers. Montgomery County will be one of the first large jurisdictions to equip the entire patrol force with this equipment.
- Promote public safety by restoring School Resource Officers (SROs) at all public high schools in cooperation with allied police agencies.
- Enhanced patrol staffing in Gaithersburg, Aspen Hill, and Germantown; and investigative capability with the addition of investigators in the 1st District (Rockville), 2nd District (Bethesda), and the 6th District (Gaithersburg).
- OCP joined County Executive Isiah Leggett, Montgomery County Police, State's Attorney's Office, Maryland Home Improvement Commission, Department of Natural Resources, and neighboring police departments in a crackdown on unlicensed home improvement contractors. These unlicensed contractors typically victimize consumers, especially seniors.
- Begin consolidation of the Emergency Communications Center to enhance public safety by improving emergency call taking and dispatch services. Consolidation under a single organization will result in greater efficiency and effectiveness in service delivery by: streamlining the call answering process and eliminating the need for call transfers; standardizing training, policies and procedures; decreasing administrative overhead and redundancy; and reducing operational overtime expenditures.
- OCP hosted a well attended film screening with the Maryland Consumer Rights Coalition (MCRC). MCRC produced a documentary video, "Driven to Defraud," that documents scams some car dealers use to abuse Maryland car purchasers.
- Detention Services continued its linkage and professional development efforts with Montgomery College in the areas of adult education, workforce development, and reentry planning. The partnership with Montgomery College continues to expand focusing on areas of inmate personal growth and development at lower cost.

- Beginning in FY15, Family Justice Center has increased domestic violence onsite counseling from three days a week to five days a week through collaboration with the Jewish Coalition Against Domestic Abuse and the House of Ruth.
- The Family Justice Center, the Domestic Violence Coordinating Council, the Family Justice Center Foundation and Chesapeake Counseling have collaborated to create ISE (Identify, Support and Encourage), a training program for youth service providers who work with youth who have been exposed to domestic violence in the home.
- The Family Justice Center, the Family Justice Center Foundation, and Chesapeake Counseling are developing a statewide training for first responders and therapists on the necessity of counseling children exposed to domestic violence.
- Expanded the Coaching Boys into Men (CBIM) program to Montgomery Blair High School. This program educates young athletes to be respectful on and off the football field, and is currently working with the football team at Springbrook High School. This program complements the Choose Respect program formed by the Family Justice Center.
- In FY15, created the Crimes Against Seniors and Vulnerable Adults Unit (CASVA) to aggressively prosecute crimes where these targeted populations are victims. The unit is comprised of experienced Assistant State's Attorneys and investigative staff who handle cases of physical neglect and abuse as well as financial exploitation.
- During the Spring 2013 semester, volunteers donated 9,000 hours of service to the Office of the State's Attorney. In the Summer and Fall semesters, volunteers donated 25,200 hours of service to the Office. This equates to over 12 FTEs of donated service hours.
- Enhance Truancy Court from ten middle schools to fifteen middle schools using an additional Program Coordinator and increasing the number of volunteer mentors.
- Increase staffing levels at the Sandy Spring Fire Station 40 to improve response times beginning in January 2016. Enhanced service levels will include much needed Advanced Life Support (ALS) capabilities, via a paramedic engine company. This collaboration with the Sandy Spring Volunteer Fire Department empowers them to limit potential response failures through additional, diversified riding opportunities for volunteer personnel.

- Montgomery County Fire and Rescue (MCFRS) was reaccredited by the Commission on Fire Accreditation International. First accredited in 2007, MCFRS is currently one of 186 agencies worldwide with this distinction and is the only internationally accredited fire and rescue department in Maryland and the Washington Metropolitan National Capital Region.
- Implemented a multi-faceted program of High Performance CPR which tripled the save rate from nine percent to 30 percent. Personnel were intensively trained, and new feedback processes were implemented to ensure that this program was successful.
- Opened new/relocated Wheaton Rescue Squad at Georgia and Arcola Avenues.
- Pilot tested and implemented new EMS Technologies: (1) transport ventilators on three strategically placed medic units to help serve this specialty care population in two County nursing homes; (2) video laryngoscopes for every ALS unit in the County to assist paramedics with performing the life saving skill of endotracheal intubation and (3) Lucas II Automatic CPR devices for 21 strategically placed units to assist in CPR.
- Implemented new version of emergency medical dispatch procedure at the 911 call center with revised questions and streamlined response plans.
- Ongoing statistical analysis of call processing times resulting in continual improvements to the process.
- Relocated Glenmont Station 18 operations to the former Wheaton Rescue Squad station while new Station 18 is being constructed at Georgia Avenue and Mason Street.
- Achieved further progress on various MCFRS' civilianization initiatives, which will eventually save millions of dollars annually. Civilianization of 18 code compliance positions is nearing completion; civilianization of all dispatch positions at the Emergency Communications Center is beginning with the training of prospective dispatchers; the hiring of a civilian in fleet will return a uniform position to the field; as will a civilian in the self contained breathing apparatus section.
- Converted two Captain positions to civilian positions at the Public Safety Training Academy.

- Transitioned Alert Montgomery to an upgraded system. Montgomery County has the highest number of users in the National Capital Region.
- Provided continued management of Homeland Security grant funds in excess of \$5,000,000 per year.
- Provided continued management of the Hazmat Permitting Program including issuing 2,460 permits.
- The Circuit Court opened the South Tower building on April 28, 2014 adding 10 courtrooms, 8 hearings rooms, and office space for the Family Division, the Family Law Self Help Center, and the Juvenile Division.
- The Court annually updates its web based performance dashboard that displays 10 nationally recognized trial court performance measures (CourTools) developed by the National Center for State Courts. In FY15, the Court presented data in support of the court employee satisfaction measure, which highlights results from the Court's first annual survey of court employees. More information can be found at: <http://www.montgomerycountymd.gov/circuitcourt/court/publications/publications.html>
- The Adult Drug Court commemorated its 10th Anniversary on November 12, 2014. Since the program's inception, 148 participants have graduated. The Court will continue to support the mission of eliminating drug abuse, crime, the consequences of crime, thereby increasing public safety by leveraging new initiatives in the areas of education and life skills.
- During the first half of FY15, the Court opened its newly renovated Jury Lounge, now located on the second floor of the North Tower. Other projects currently underway include construction of the Child Waiting Area in the South Tower and, in the North Tower, renovations to the Clerk of the Court's office and the office space for the retired judges. These projects are expected to be completed before the end of the fiscal year.
- The U.S. Census estimates that by 2040 one in five of the County's residents will be 65 years or older (compared to one in ten in 2000). To meet the anticipated needs of this segment of the county's population, the Court anticipates the continuation of its Adult Guardianship Grant program. This program is designed to help guardians successfully fulfill their responsibilities.

- The Maryland Electronic Courts (MDEC) case management and electronic filing system was deployed in Fall 2014. The Court will continue to analyze the technical challenges associated with integrating this eventual statewide case management system with the functionality of its own case management system, as well as its differentiated case management policies.

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## A Strong and Vibrant Economy...

- Working with all relevant stakeholders, develop a proposal with accompanying legislation, to create an Economic Development Authority. This Authority will assume many of the current functions and responsibilities of the Department of Economic Development and have broad-based representation.
- Create MC Squared, a new start-up business accelerator, to expand the County's business incubator networks. This initiative provides early-stage companies with an intensive product-focused curriculum to accelerate their growth and leverage the region's unique Federal assets.
- Expand the existing MOVE Program to reduce vacant Class A and B office space in the County. Through the MOVE program, businesses new to the County or businesses creating their first shared office space in the County receive a one-time grant for relocation or build out assistance. The MOVE Program increases financial assistance from \$4 to \$8 per square foot, up to a maximum of 10,000 square feet, for any industry sector except retail and restaurant.
- Expand the BUILD Program by selectively spurring the construction of Class A office spaces and hotels in the County to increase the number of construction jobs and the commercial tax base. Through this program, approved property owners receive from 25 to 50 percent of the additional real property taxes generated by the new development through an annual grant payment that last ten years.
- In Fall 2014, design of the National Cybersecurity Center of Excellence (NCCoE) was completed and construction will begin in 2015. In partnership with the State of Maryland and the National Institute of Standards and Technology, the NCCoE will position the County to be the epicenter of the emerging and fast growing cybersecurity industry. Add funding in support of the marketing of the NCCoE establishment to help expand the County's Business Innovation Network by developing the data analytics sector and continuing to support growth of the life science industry.



- Commit resources within the Department of Permitting Services to continue and accelerate the streamlining of the development process. The resources will help the Department meet its commitment to complete the initial review and comment of Commercial Plan reviews within 30 days; continue the move to electronic plan review; reduce processing time for sediment control plans; and improve coordination both within and outside of County Government.
- DPS has engaged in a comprehensive study of its fees. A significant outcome of the study is that the department will be moving away from a construction cost based fee for new commercial construction to a rate per square foot which more accurately reflects the necessary DPS staff work. This new approach is projected to yield a fee structure that is more equitable, predictable, and consistent with maintaining reserve policy. In FY15, DPS reduced the information technology surcharge fee by 50% and reduced fees for mid-rise woodframe construction. The FY16 budget is proposing a new permit fee structure that will result in materially lower permit fees across multiple charges for services.
- Expanded, started up, or relocated 38 businesses to Montgomery County in FY14, due to the Department of Economic Development's (DED) outreach efforts. These efforts will retain and create over 2,600 jobs, lease nearly 935,000 square feet of commercial space, and generate \$160 million in capital investment within the next three to five years. Additionally, 38 start-up companies were created due to the efforts of the County's partner organizations partially funded by DED, including Small Business and Technology Development Center, Latino Economic Development Center, and BioHealth Innovation, Inc.
- Assisted over 14,000 job seekers and placed close to 7,000 workers in local jobs in FY14; and assisted more than 3,300 business officials through over 140 technical assistance events and trainings in FY14.
- Hosted the National Federal Laboratory Consortium (FLC) Conference, for the first time in the Washington, DC area, advancing the County's objective of linking the federal research institution with local entrepreneurs.
- Kicked off The Farm Equipment Rental Program in September 2014 as a partnership between DED, Montgomery County Soil Conservation District, Montgomery County Farm Bureau, University of Maryland Extension, and private farmers to meet the needs of agricultural businesses.



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## Vital Living for All of Our Residents...

- Open the new, five-story Silver Spring Library with innovative features that include a Technology Corral, expanded service hours, an Accessibility Resource Center, a Business Center, hand-crafted pre-Kindergarten learning furniture donated by the Friends of the Library Silver Spring Chapter, a Studio i Digital Media Lab and new Teen Space, Smart meeting rooms, a locally run Café, a future Purple Line transit stop, flexible space for programming or partnerships on the first two floors, 24-hour holds pick-up lockers, and two-hours of free parking.
- Expanded Public Service Hours (PSH) by 106 hours per week to a total of 1,233 hours per week across all branches(an increase of 9.4 percent); with new Sunday hours at four branches; and the addition of weekday morning and evening hours at several branches.
- In conjunction with the Jewish Council for the Aging (JCA), launched the Transportation Initiative in FY14 and in FY15, expanded the initiative. The initiative adds five days a week transportation to all five senior centers. Bus ridership and participation in center activities has increased at all locations.
- Expanded e-resources, including e-magazines, planned improvements to library catalog searches with improved links to e-books, and addition of free on-line courses.
- Maintain the current Adult Foster Care reimbursement rate to reduce the gap between the County and State subsidy for senior assisted living group homes.
- Continue funding support for respite services to meet the needs of families with disabilities.
- Re-instituted the popular senior mini-trip program. Each senior center and Active Adult Program now receives four trips per year to take seniors to local destinations of interest.
- Continue supporting a therapist in Trauma Services to expand clinical service capacity in the Abused Persons Program and address waitlists for victims of domestic violence.
- Continue providing nurse monitoring services to more than 2,000 senior and disabled clients receiving services through the State's new Medicaid waiver program, Community First Choice.

- Expanded World Language collections, adding an Amharic collection at Silver Spring branch and a Farsi collection at the Gaithersburg and Marilyn J. Praisner branches.
- Re-opened Olney and Gaithersburg libraries with enhanced collections, new technologies, and enhanced layout and facility amenities, including a Gilchrist Center for Cultural Diversity for immigrants and newcomers, and the first in-library Café at the Gaithersburg branch.
- Opened “Studio-i”, a new Digital Media Lab and electronic Makerspace at Long Branch Library.
- Implemented many new library technologies, including: digital signage, interactive (touch screen) catalog screens, all-in-one format PCs, enhanced self-checkout machines, E-book Discovery Stations, DVD self-checkout dispensers, lending e-readers, e-magazine tablets for in-library browsing, Early Learning Workstations, laptops for in-library use, and new Wi-Fi infrastructure.
- Implementing ActiveNet software to improve customer service, allowing a one-stop access location to register for Montgomery County Parks, Community Use of Public Facilities, and Recreation programs.
- Redesigned the website and the public libraries’ social media offerings, launching MCPL’s Pinterest and Instagram social media pages.
- Received State matching grants totaling \$387,000 in FY15 for MCPL’s innovative Library Refresh program, with \$700,000 in additional aid proposed for FY16 by Maryland’s Governor.
- Used innovation in our partnerships to connect customers with library and other lifelong learning services, including: a new Montgomery College Community Engagement Center and class series at Gaithersburg branch; Gilchrist Centers for New Americans at Gaithersburg and Wheaton branches; the KIDMuseum at Davis; and partnerships with Ghandi-Brigade, My Montgomery Media, and the County’s Cable and Broadband services Office to support Digital Media Lab and Teen Advisory Group content creation.
- Expanded staff training opportunities with online training and staff-led webinars on hot topics such as the new Health Care law.
- Supported Creative Afternoons Program offered by the department’s Therapeutics unit, providing recreational activities and family events for profoundly disabled persons affiliated with the Stephen Knolls School and Longview School.

- Extended operating hours at three of the five senior centers, providing access to programs and activities for an additional two to eight hours per week.
- Re-opened the Plum Gar Community Center with senior and youth programming such as Senior Neighborhoods, Club Rec, Club Friday, and Summer Fun Centers, along with a host of activities, special events, and sporting events for the community.
- Re-opened the Scotland Community Center. Programming includes Club Friday, Summer Fun Centers, and a host of activities, special events, and sporting events for the community.
- Recommended against the changes to the WSSC fee structure proposed by the Commission for FY16 due to the belief that the proposed changes are contrary to the Commission's water conservation goals and also will disproportionately impact the consumers with the lowest water usage who are often those with the lowest income.

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## Funding The Budget...

- Recommend a total County budget from all sources of \$5,067,834,958, which is \$72.1 million, or 1.4 percent, more than the FY15 budget.
- Recommend tax-supported funding for Montgomery County Government of \$1,405,714,273 (excluding Retiree Health Insurance), an increase of 1.1 percent.
- Funding for Montgomery College's tax-supported programs increases by \$4.0 million, a 1.6 percent increase compared to FY15. County funding for Montgomery College is recommended to increase by \$3 million or 2.6 percent. Over the last two years, the County contribution to the College will have increased by twenty percent.
- Funding for MCPS will increase by \$30.7 million, a 1.4 percent increase from FY15. Including funds made available through the Retiree Health Benefits Trust, the budget funds 97.6 percent of the Board of Education's tax-supported request.
- Tax-supported funding for the Maryland-National Capital Park and Planning Commission (M-NCPPC) increases by \$1.8 million or 1.5 percent from FY15.

- Recommend a 4.0% rate decrease in solid waste charges across the single-family, multi-family, and non residential sectors, thereby providing relief to ratepayers in these sectors.
- Recommend property taxes at the Charter limit with a \$692 homeowner's property tax credit to support a progressive property tax structure.
- Fund WSSC's FY16 operating and capital budgets with a 6.0 percent rate increase. This rate increase is above the rate assumed by WSSC. However, it does not assume the new fee structure proposed by WSSC, which is regressive and does not promote water conservation.
- 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 70 years of age. This credit is calculated as 25 percent of the combined State Homeowners' Tax Credit and County Supplement.
- Retains the energy tax at the level approved by the Council for FY15, preserving a broad-based revenue source that includes federal institutions located in the County.

# The County Executive's Initiatives to Build Accountability for Results

## The Montgomery County Results

*"However beautiful the strategy, you should occasionally look at the results."*  
Winston Churchill

Following his election, County Executive Isiah Leggett asked a group of 150 residents representing diverse interests and cultures to identify the qualities of life in Montgomery County that matter most. They identified what are now called the Montgomery County Results, also known as Montgomery County priority objectives:

- A Responsive and Accountable County Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- A Strong and Vibrant Economy
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- Vital Living for All of Our Residents

## Building a Culture of Accountability for Results

The County Executive believes that local government can – and must – continually strive to do a better job in its use of finite public resources to help achieve and sustain the Montgomery County Results. However, to achieve this goal the County Executive realized that a culture change was required. To establish and maintain a results-based culture, the County Executive, therefore implemented the following initiatives. These initiatives work together in a coordinated fashion to use data and objective measures to improve performance and the use of all County resources.

### ▪ **Results-Based Budgeting**

At the direction of the County Executive, the Office of Management and Budget, CountyStat, and County operating departments, realigned the County's budget process to focus on results rather than annual, incremental changes. Results-Based Budgeting ensures resource allocation based on County priority objectives to make government more responsive, programs and initiatives are operating effectively and efficiently, and tax dollars are spent wisely through the use of performance data as a primary basis for review and analysis of budgetary requests. The fiscal year (FY) 2009 Operating Budget, as a first step, introduced Department Headline Performance Measures, which are described below. Beginning in the FY10 budget, the Headline Measures were supplemented by the inclusion of program level measures. Beginning in FY11, operating budgets were systematically

reviewed in multi-departmental groups. Group reviews were designed to ensure the interrelationship and risk of proposals for reductions or increments in each department were fully evaluated and collaboratively presented to the County Executive. When fully implemented, Results-Based Budgeting will:

- Rely on historical and projected performance data and other reliable and relevant evidentiary data to justify budgetary allocations through the demonstration of performance results;
- Document the “return on investment” expected from budget expenditures by assessing the impact of those expenditures on the customers of County services (“customer results”), the quality of life in Montgomery County, and the Montgomery County Results;
- Enhance opportunities for cross departmental/agency coordination and resource allocation decisions, since the corresponding impact of resource changes on performance can be evaluated in a timely and objective manner;
- Use data systematically and transparently to drive the decision-making processes by which finite resources are allocated to achieve both customer results and the Montgomery County Results;
- Provide a better basis for decision making and administration of annual budgets, including additional investments or budgetary reductions, since these decisions would be based on alignment with priority objectives and performance data. This includes changes of the use of base funding if such changes will improve results, as opposed to limiting such decisions to only new or incremental funding;
- Routinely seek improvements to productivity and no-cost or low-cost solutions to problems; and
- Be used for the annual budget development and review process, as well as any mid-year decisions.

Moving to a results-based accountability system is a work in progress requiring a continual evolution in the County’s corporate culture and internal systems and processes to focus management and staff efforts on improving performance and achieving the County’s priority objectives.

#### ▪ **CountyStat**

CountyStat is a component of the County’s results-based accountability system, and a mechanism for performance management in Montgomery County government. Its goal is to improve government performance through greater accountability and better transparency into County challenges and successes, thereby, moving the County forward towards a culture of “managing for results” and a more effective and efficient County government. CountyStat is guided by four simple principles: require data-driven performance; promote strategic governance; increase government transparency; and foster a culture of accountability. CountyStat meetings, led by the Chief Administrative Officer, are held on a routine basis as a tool to examine the results of departments’ activities and make continual adjustments in the direction of programs in order to achieve the objectives.

CountyStat provides an array of facilitation and analytic support services not always realized through a formal CountyStat meeting. These services allow the County government to make informed decisions based on rigorous analysis. CountyStat staff focuses on strategic-level decision-making processes that lead to systemic change. This work includes, but is not limited to, consultation on departmental strategic planning, cost benefit analysis, program evaluation, quantitative and qualitative investigative studies and extensive survey development, implementation and analysis.

CountyStat manages the following results-based accountability tools:

▪ **Department Headline Performance Measures & Departmental Performance Plans**

The County Executive directed department directors to focus their management on the achievement of “customer results.” As a first step, each department identified, not just their customers and the services they deliver to those customers but, most importantly, the outcomes they hope to achieve for those customers.

Departments then identified “Department Headline Performance Measures,” data to gauge: (1) the extent to which the desired results are being achieved, and (2) the efficiency of each department in achieving its results. Headline measures do not attempt to measure all the work performed by the Departments and instead focus on the core missions of departments and with a small set of outcome measures, are used to monitor department performance.

In addition to the Headline Measures, all County departments developed Department Performance Plans. Each Plan begins with the Department Headline Performance Measures, gauging how well customer results are being achieved, as well as the department’s operational efficiency. Then the Performance Plan provides a succinct analysis and an action plan, including a budget, for improving performance – as measured by the trend lines of the Department Headline Performance Measures. These documents are used by Departments as strategic planning devices and by the County Executive to hold Department Directors accountable for outcome results.

▪ **Montgomery County Performance Measurement Dashboard**

CountyStat created an online-accessible performance reporting dashboard, which includes all departments’ Headline Performance Measures. This dashboard, located on the County’s website at [www.montgomerycountymd.gov/countystat](http://www.montgomerycountymd.gov/countystat), serves as a valuable tool for policymakers and residents to monitor County performance over time ensuring the needs and priorities of residents are consistently met by County policies. It is a key component of the County Executive’s goal of increasing governmental transparency.

▪ **openMontgomery**

In 2012, the County launched the openMontgomery program - the latest phase in the County’s open government program to promote even greater transparency and accessibility than previously achieved with CountyStat, MC311, and the County’s improved, mobile-enabled web portal. The openMontgomery program, including the accompanying Montgomery County Digital Government Strategy document, is acclaimed as the first of its kind among local governments. openMontgomery (<http://montgomerycountymd.gov/open>) is comprised of four pillar platforms:



- **dataMontgomery** (<http://data.montgomerycountymd.gov>) provides a centralized portal for users to access County government data in consumable formats. dataMontgomery provides the public with an opportunity to review and analyze raw data and use it for a variety of purposes, including building custom and mobile applications and connecting them to County government services. These offerings benefit County residents, and facilitate economic activity and vibrant communities. Datasets published include: the FY16 Operating Budget, Food Inspection Results, Employee Salaries, MC311 Service Requests, Residential and Commercial Building Permits, Spending Disclosure, Contracts, Real Employee Tuition Assistance, Reported Sanitary Sewer Overflows, Cable Complaints and Inspections, Election Polling Places Maps (including Early Voting), and maps for all public schools, libraries and Health and Human Services facilities. dataMontgomery is expected to reduce the need for the number of Freedom of Information Act requests, which can be expensive for both the County government and the requesting entity.
- **engageMontgomery** (<http://engage.montgomerycountymd.gov>) provides the public another way to participate in open government. It provides on-line channels and forums where the public can offer ideas and feedback, voice concerns, and participate in online discussions with County government on any number of concurrent subjects. The Executive Branch utilized engageMontgomery to consult with the public on the FY15 and FY16 budget formulation. Other topics included transportation and the environment.
- **mobileMontgomery** (<http://montgomerycountymd.gov/open/mobile.html>) presents the County's web sites and applications (apps) on mobile devices (e.g., tablets, Smartphones) for use anytime and anywhere. Using these services, the public can access information (some in real time) about the budget, emergencies, services (e.g., bus arrivals, snow/debris removal, etc.) and through the mobile MC311 system can make non-emergency service requests, receiving status and notifications.
- **accessMontgomery** (<http://montgomerycountymd.gov/open/access.html>) provides direct on-line access to critical County information and publications related to the budget, County government performance, including MC311, CountyStat, internal audits, Inspector General audits, and spending disclosures. Also, accessMontgomery contains information about the County's contracts, open solicitations, and locations where the County offers free Wi-Fi. The County implemented on-line tools to measure customer satisfaction and web-portal activity. The adjustments resulting from these measurements have improved customer satisfaction with the public by over 15 percent.

The four platforms work together to open the County's data sets in consumable formats; consult the public on topics of importance to them; serve County services on Smartphones and other mobile devices in 72 languages; and provide access to County documents and reports not previously available. The FY16 budget funds further expansion of the openMontgomery program to improve customer services.

## ▪ **Open Budget**

In July 2014, the County launched Open Budget (<http://www.montgomerycountymd.gov/openbudget>) – two new innovative and powerful online systems representing the County’s Budget; followed by spendingMontgomery in January 2015.

- **Open Data Budget Publication** (<https://reports.data.montgomerycountymd.gov/omb>). The first is a comprehensive Online Publication of the Budget that leverages the same data that is placed on the Montgomery County’s Open Data platform, dataMontgomery. No longer bound by the limitations of a paper-based publication, this new online publication brings a dramatically improved experience for the users of the budget document both inside and outside County Government. The new publication includes:

- Interactive charts, tables, maps and videos
- A Custom Google Search Engine
- Archiving Previous Years’ Data / Content
- Unlimited Sharing/Discovery of data, tables and visualizations
- Mobility (works on Smartphones, tablets and desktops)
- American with Disabilities Act (ADA) Compliance
- Instantly translatable into 90+ languages
- Printable (individual sections, or entire book)
- Robust Help section with video tutorials

- **budgetMongtomery** (<http://budget.data.montgomerycountymd.gov/>). budgetMongtomery provides users with a way to understand how the budget is structured. It includes rich content such as charts, graphs and maps to view the budget from different levels, such as how much is budgeted for Services, Departments, Programs and the Capital Improvement Programs. It also allows users to convert the graphs to table view and download the raw data.

- **spendingMontgomery** (<http://spending.data.montgomerycountymd.gov/>) spendingMontgomery includes payments made by the County, providing users with a total picture of how public funds are spent.

## ▪ **Montgomery County Indicators Project**

CountyStat worked with Departmental, Agency, and community stakeholders to develop a set of indicators that represent a high-level barometer of County performance and reflect the quality-of-life in Montgomery County, benchmarked against a regional and national grouping of comparable jurisdictions. This is an additional data tool for the County, as it assesses its progress towards achieving its priority objectives.

To connect all of these various performance management and data driven decision-making tools, CountyStat mapped the interrelationships between the priority objectives, County indicators and related benchmarking, departmental headline performance measures, and results-based budgeting. All of these tools work together to assist County government in its effort to create an environment of transparency and accountability.

- **Focusing on Customer Results**

The County Executive has launched several initiatives, in addition to Results-Based Budgeting, focused on improving “customer results,” including:

- **MC311/Constituent Relationships Management (CRM) System**

The deployment of the County’s nationally-recognized 311 one-stop, non-emergency phone and online system has represented a significant leap in responsiveness to our residents. In the four and a half years since the June 2010 launch of MC311, over 2.5 million requests have been handled. In 2012, the County expanded MC311’s hours by two hours to 7 PM Monday through Friday, in order to better serve working families and commuters.

The MC311 web portal ([www.MC311.com](http://www.MC311.com)) is available 24/7 to obtain information and to create service requests for County Government programs. On average, over 41,000 customers visit the web portal each month.

The CRM system offers residents a single point of contact for telephone and online inquiries and complaints and is an important tool to assist the County in making resource allocation decisions and tracking department responsiveness.

- **Enterprise Resources Planning System**

The County is modernizing its Core Business Systems to improve efficiency, effectiveness, and responsiveness. The Enterprise Resource Planning system (ERP) provides a significant upgrade to the County’s financial, procurement, human resources, and budgeting systems, streamline business processes, and produce enhanced reports for data-driven decision making – all key to improving customer results. In FY11, the County successfully implemented the financial, procurement, and human resource systems on-time and within budget. In FY12, the County effectively implemented PeopleSoft Retiree Pension, Oracle Compensation Workbench, Inventory, Work Orders, iExpense, iSupplier, iReceivable, and Advanced Collection. In FY13, the County successfully implemented Hyperion Operating and Capital Budgeting, Performance Management, Learning Management, Identity Management, Enterprise Reporting, and ZyImage. In FY14, the County successfully implemented Oracle Compensation Workbench (CWB) and Tax Assessment. During FY15, the County is implementing Warehouse and Order Management, Property Management, Polices Escrow Process and ActiveNet.

- **Decision Making that is Transparent and Driven by Data**

In addition to focusing on customer results, the County Executive is committed to decision making that is both transparent and data-driven. Results-Based Budgeting fundamentally embodies the County Executive’s commitment to these values. Other initiatives that embody these values include:

- **Town Hall Meetings and Budget Forums**

Starting in January 2007, the County Executive has held “Town Hall” Meetings across the County and online. The Town Hall Meetings provide a forum for free and candid

dialogue. The County Executive also hosted a series of Budget Forums to seek input from residents on operating and capital budget priorities for the FY08-FY16 budgets. The total number of Town Hall and Budget Forums held by County Executive Leggett to date is over 45. In addition, online chats have provided monthly opportunities for direct input to the County Executive. As a further commitment to free and candid dialogue, a virtual Town Hall environment is provided by the engageMontgomery program discussed above.

- **Results-Based Accountability Successes**

The Departmental performance plans, Headline Performance Measures, Program Performance measures, and high-level indicators of County performance and quality of life mentioned above, as well as internal training and budgeting process changes, serve as a base to further develop a results-oriented culture. CountyStat and the Office of Management and Budget (OMB) work together to ensure that the data mined by CountyStat is used in making budget decisions. Additionally, CountyStat responds to OMB's need for data and information. New data available from the MC311 customer service system has opened up new avenues for data-driven customer responsiveness, including:

- **Multi-Department Review of Budget Proposals**

After the departments submitted their budgets, the County's Chief Administrative Officer and the OMB Director established five high-level working groups known as "clusters" that consisted of the directors of departments (or their designee) with related functions. The five clusters were organized based on current cross-cutting issues affecting multiple departments, including:

- Positive Youth Development
- Seniors
- Pedestrian Safety
- Worker's Compensation
- Code Enforcement

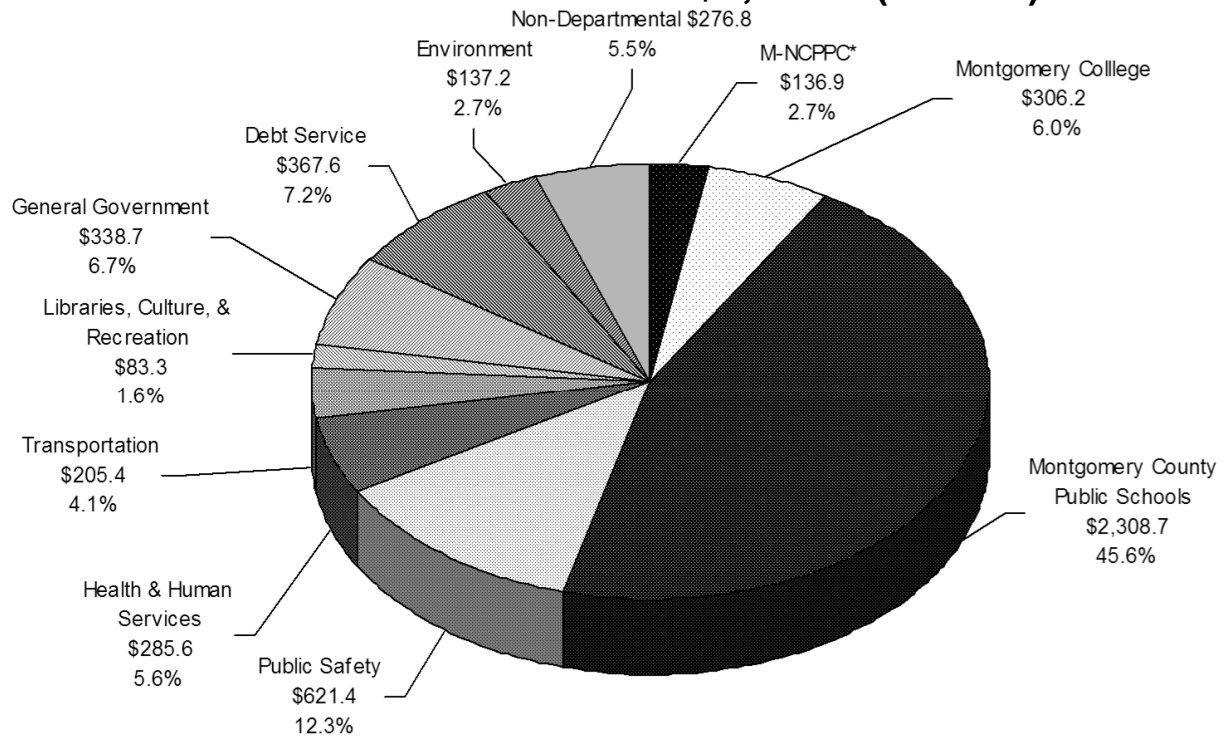
The goal of these clusters – which represented a more collaborative approach to budgeting in the County – was to review existing programs and policies within the County and determine if there were enhancements or efficiencies which could be made across the County to strengthen services provided to constituents. The conclusions and recommendations of the clusters were presented to the County Executive and Chief Administrative Officer and used by them in making their final decisions on the budget.

- **Rewarding Excellence Program**

The Rewarding Excellence Bonus Incentive Award Program is designed to encourage and promote new, innovative ideas, concepts, and strategies for cost effective delivery of County services and products. The program rewards bargaining unit employees, general salary schedule employees, and first-line supervisors for sustainable implemented recommendations that improve efficiency, increase productivity, reduce costs, streamline operations, and enhance customer satisfaction. When cost savings are realized, employees receive a portion of the cost savings in the form of a bonus on a 50/50 basis for the first year. Thereafter, the County retains the savings. This program helps achieve one of the County's key goals – to make County government more responsive and accountable.

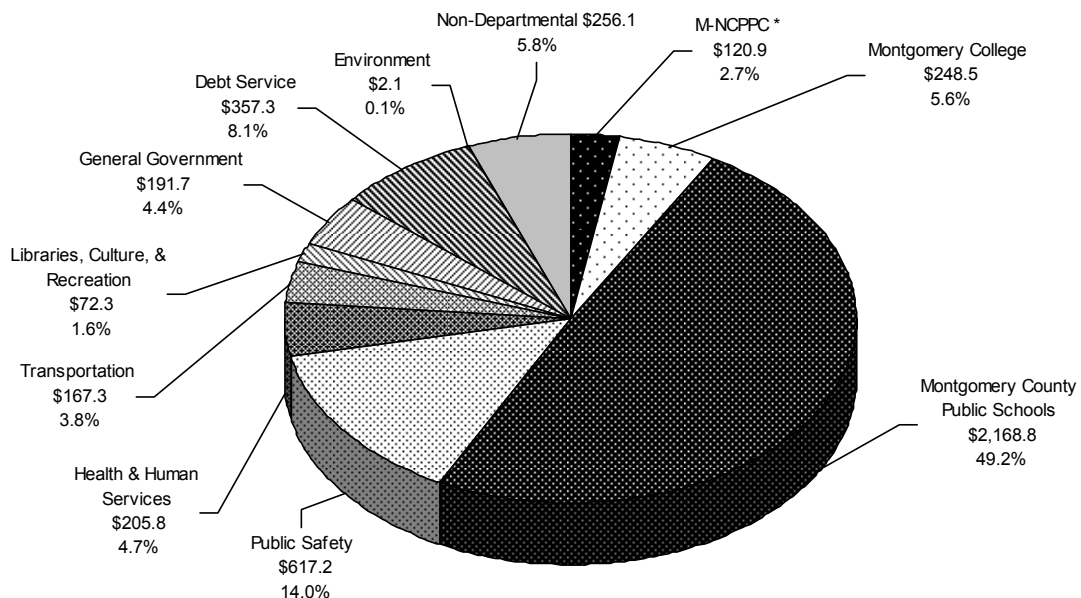
# FY16 EXPENDITURES BY FUNCTION

## TOTAL EXPENDITURES - \$5,067.8 (million)



\*Total M-NCPPC includes \$5.2 million debt service.

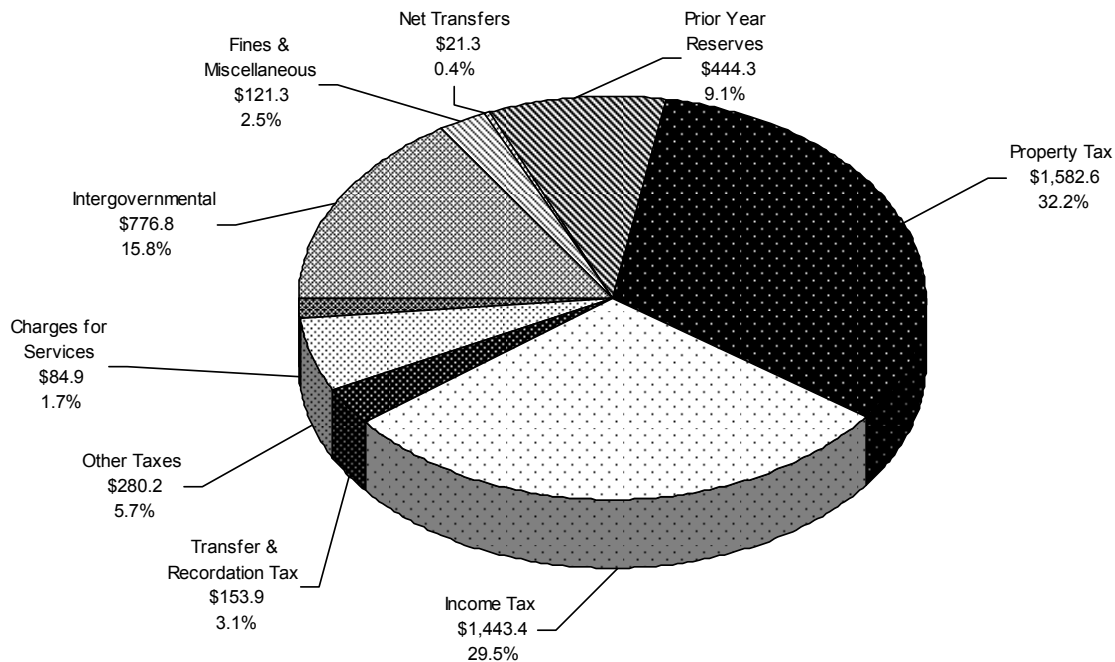
## TAX SUPPORTED EXPENDITURES - \$4,408.0 (million)



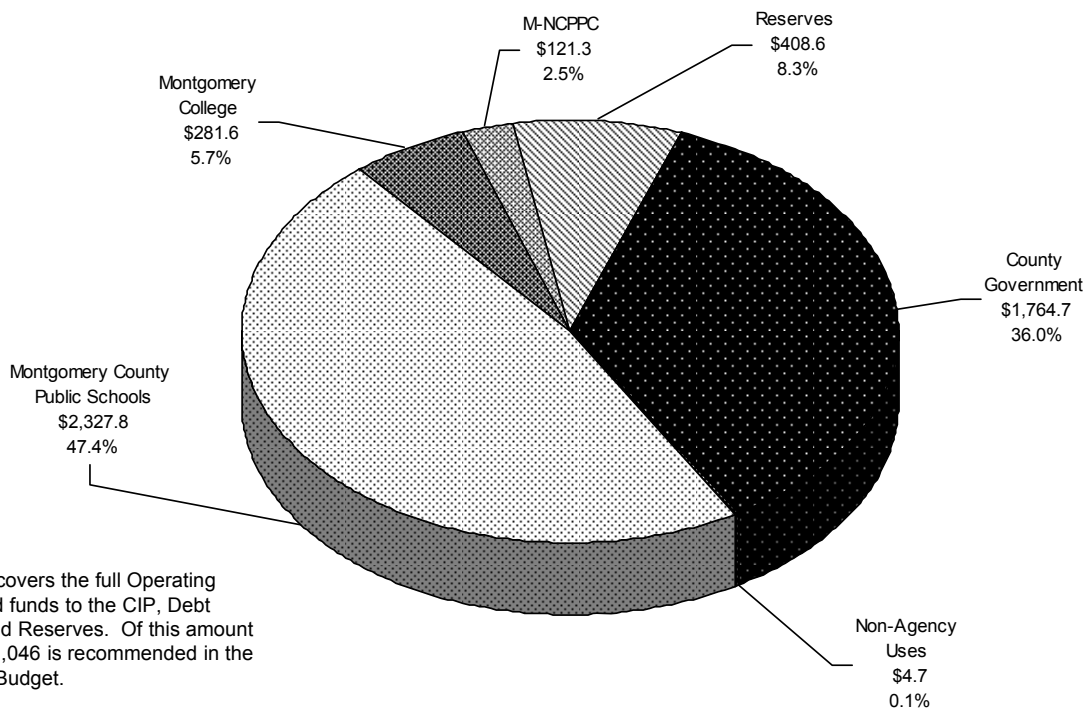


# FY16 TAX SUPPORTED AGENCIES AND FUNDS

## WHERE THE MONEY COMES FROM TOTAL APPROVED RESOURCES - \$4,908.7 (million)



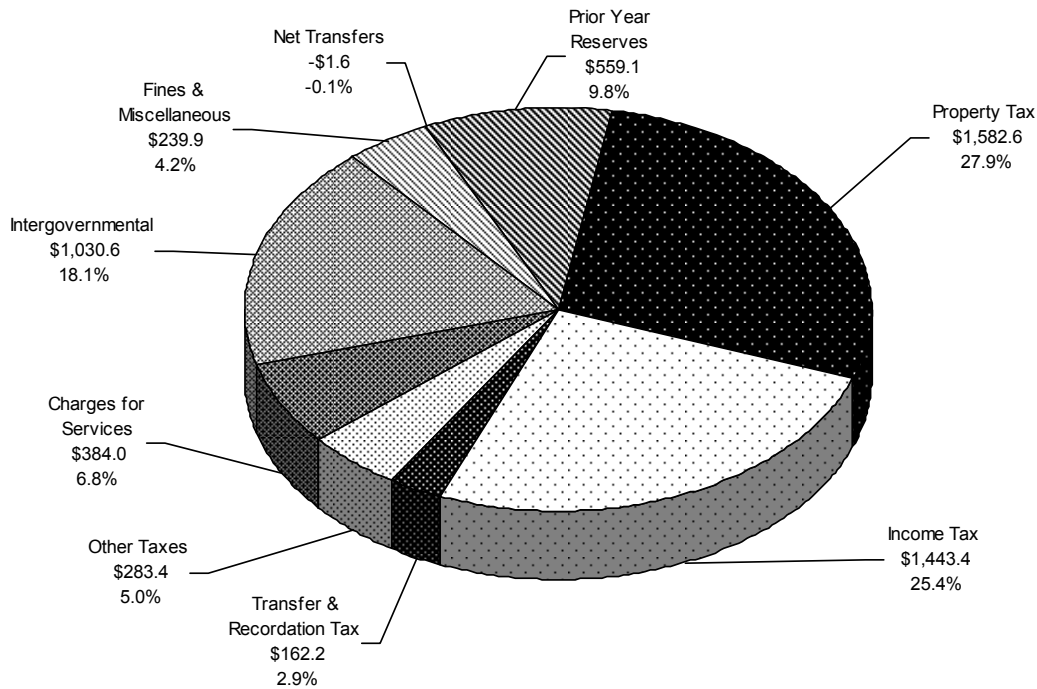
## WHERE THE MONEY GOES \* TOTAL APPROVED USES OF FUNDS - \$4,908.7(million)



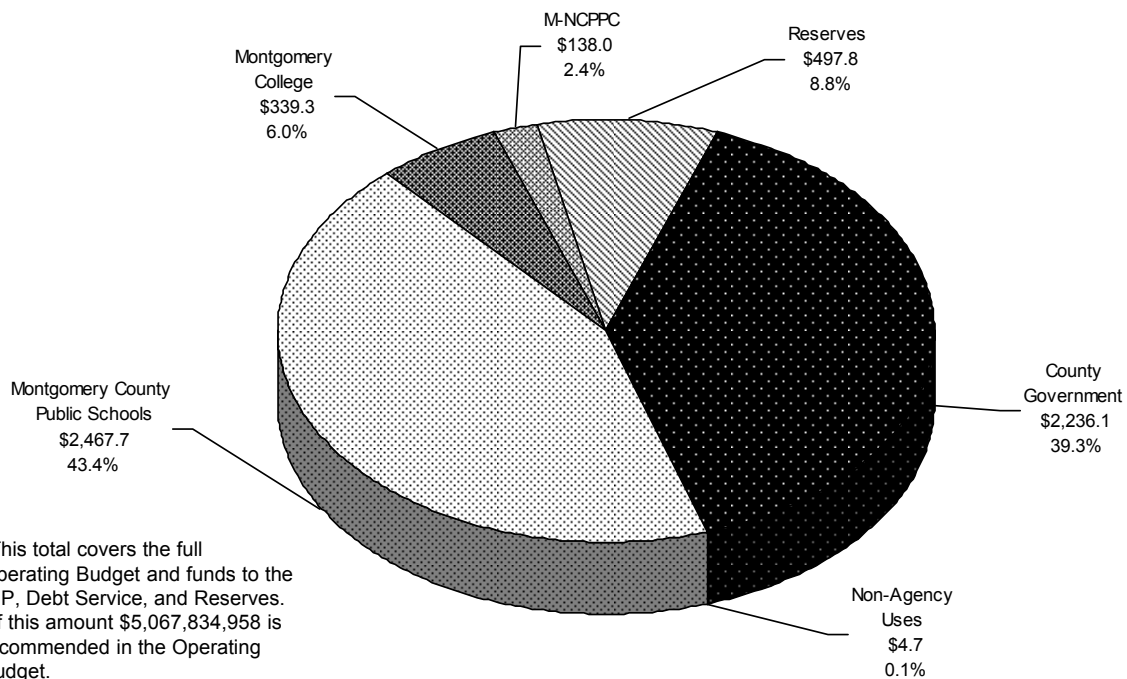
\*This total covers the full Operating Budget and funds to the CIP, Debt Service, and Reserves. Of this amount \$4,407,964,046 is recommended in the Operating Budget.

# FY16 ALL AGENCIES / ALL FUNDS

## WHERE THE MONEY COMES FROM TOTAL APPROVED RESOURCES - \$5,683.6(million)



## WHERE THE MONEY GOES \* TOTAL APPROVED USES OF FUNDS - \$5,683.6(million)





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# How to Read the Budget

## INTRODUCTION

The County Executive's Recommended Operating Budget and Public Services Program contains a comprehensive picture of the Executive's recommendations for the budget year beginning July 1, including changes from the previous fiscal year, department accomplishments and initiatives, and performance measures.

This book is published annually and transmitted to the County Council by March 15 as required by the County Charter. The final budget is approved by the County Council in late May and published by mid-July. All publications are available on the County's website: [www.montgomerycountymd.gov](http://www.montgomerycountymd.gov).

In addition, Montgomery County also offers an open-data budget publication that is easy to use, interactive, searchable, sharable, translatable, and mobile. This powerful site not only provides the detailed granular level data that make up Montgomery County's Budget, but also serves as a high-level view of the County's Fiscal standing. The Open Budget site can be found at [www.montgomerycountymd.gov/openbudget](http://www.montgomerycountymd.gov/openbudget).

## CONTENTS OF THE OPERATING BUDGET DOCUMENT

The major components of the Recommended Operating Budget and Public Services Program are described below in order of appearance in this document.

### ***County Executive's Budget Message and Highlights***

The County Executive's message summarizes the financial status of the County, major recommended expenditure priorities for the upcoming fiscal year, and how the budget is funded. The highlights provide a listing of major program initiatives and changes recommended in the Executive's budget.

### ***Operating Budget Process***

This chapter provides a brief introduction and refers to the legal requirements for the annual budget process, and includes descriptions of government structure and government accounting methods and funds.

### ***Fiscal Policy***

This chapter describes the policies of Montgomery County government with respect to taxes, spending, and debt management, including short-term policies and initiatives. The purpose of fiscal policy is to provide guidance for sound public practice in the planning and financing of public expenditures, including the policy assumptions under which budget and tax decisions are made.

### ***Revenues***

This chapter provides assumptions used to project revenues for funding the budget, including:

- demographic, economic, and fiscal trends that identify potential impacts on the County's overall expenditure requirements and revenues over the next six years, and
- detailed information and estimates on revenue categories and major sources of funds.

### ***Capital Improvements Program (CIP)***

This chapter describes the impacts of the annual Capital Budget and biennial Capital Improvements Program (CIP) on the Operating Budget and six-year Public Services Program (PSP), including a list of major CIP projects and funding sources for all agencies. The six-year CIP implies on-going commitment of resources in the PSP for: long- and short-term debt service; cash for non-debt eligible expenditures and debt avoidance; and costs to equip, open, staff, and maintain newly constructed facilities.

### ***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.

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## **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 to include recommendations on agency budgets for which the County Council sets tax rates or approves budgets. The Executive recommends expenditure levels and funding support, where applicable, for the budgets of the Public Schools, Montgomery College, the Montgomery County and bi-county (administration) portions of the Maryland-National Capital Park and Planning Commission (M-NCPPC), and the Montgomery County and bi-county portions of the Washington Suburban Sanitary Commission. A summary of the Housing Opportunities Commission budget is also included, containing the Executive's recommended operating budget appropriation. In addition, a section describing the Montgomery County Revenue Authority is provided, as copies of the Revenue Authority budget are not available until after May 1 of each calendar year, as required by County Code.

## **County Government Recommended Department Budgets**

The recommended budgets for departments and offices of the County Government are provided for the following:

- Legislative Branch (the County Council and legislative offices and boards);
- Judicial Branch (Circuit Court 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; linkage to County result areas; accomplishments and initiatives; 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 fiscal impacts. For more detailed information about department displays, see the section on "Department Budget Presentations" below.

## **Non-Departmental Accounts (NDAs)**

The Non-Departmental Accounts section contains expenses essential to the operation of the County government which either do not fall within the functional assignment of any department or agency or provide for expenditures related to more than one department or agency. Examples include various grants to municipal governments, contributions to other funds, County government memberships (e.g., Maryland Association of Counties), and certain legally-mandated programs. Responsibility for administration of NDAs is assigned by the Chief Administrative Officer to specific departments. Although classified as an NDA, all utilities expenditures of the County government are displayed in a separate section to provide combined data on costs by energy type and user departments.

## **Budget Summary Schedules**

The Summary Schedules section contains aggregate fiscal data for all agencies for which the County Council sets tax rates, makes levies, or approves programs and/or budgets. The schedules include expenditure and funding totals by agency, department, government function, and source of funding, with both dollar amounts and staffing (i.e. full-time equivalents (FTEs) and positions). Revenues are described and detailed by agency, fund, and type. Ten-year historical trends are also included for major expenditure categories, revenue sources, the government workforce, and tax rates.

## **Glossary**

The Glossary contains definitions of terms and acronyms commonly used throughout both the PSP and CIP budget documents.

## **DEPARTMENT BUDGET PRESENTATIONS**

For each department within Montgomery County government and for most agency summaries, the budget presentation includes:

**Mission Statement:** the overall purpose of the department (or major division), including the goals or results it expects to achieve for the community or its function in the County government.

**Budget Overview:** recommended appropriations for the department, with changes from the prior fiscal year, in dollars, full time equivalents, and percentage change.

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**Linkages to County Result Areas:** denotes which of the County Executive's eight result areas relate to the department.

**Performance Measures:** provides key measures that apply to the department as a whole or to multiple programs. Each measure gives actual data for the past two completed fiscal years, an estimate for the current fiscal year, and targets for the next two fiscal years. These targets represent the department's principal performance goals. Program performance measures that relate to only one program are listed with the relevant program as noted below.

**Accomplishments and Initiatives:** provides a summary of major department accomplishments completed in the last year and the anticipated results of the recommended funding for next fiscal year. In addition, productivity improvements within the department are described.

**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 resources allocated will provide to the community.

**Program Performance Measures:** lists performance measures that apply to only one of the department's programs. Actual performance data are shown for the previous two fiscal years, as well as estimates for the current fiscal year and targets for the next two fiscal years. The FY16 and FY17 figures represent performance goals for the relevant program.

**Program Recommended Changes:** a table displays the recommended program expenditures and FTEs for next fiscal year compared to the current year's approved budget, 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 approved budget and estimated expenditures for the current fiscal year, and the County Executive's 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, Liquor Control, 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 \$5,000 or more and a useful life of more than one year.

Personnel categories within the Budget Summary include full- and part-time positions as well as full-time equivalents (FTEs). FTEs reflect staff time charged to the department's operating budget. One FTE is the equivalent to 2,080 work hours or 260 workdays.

Related revenues listed in the Budget Summary are generated or received by the department as a direct result of its activities. These include user fees, permits and licenses, grants, intergovernmental aid and reimbursements, and other miscellaneous revenues.

**Recommended Changes:** describes department-wide expenditure and FTE changes from the current year's approved budget to next fiscal year's recommended budget. The crosswalk includes:

- Additional items funded in next year's recommended budget for new or expanded services.

- Decreases from last year's approved budget relating to reduction in service or elimination of one-time funding in the base for printers, servers, 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.
- 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.

A verb precedes each recommended crosswalk item. The following verbs describe service impact changes:

Verb and Definition
<b>Add</b> – New funding for services that presently do not exist.
<b>Enhance</b> – More of an existing service or improvement to the quality of an existing service.
<b>Eliminate</b> – Total elimination of an existing service, with no anticipation of the service being provided by another entity.
<b>Reduce</b> – Reduction but not elimination of an existing service.
<b>Restore</b> – To reverse a recommendation to Shift or Reduce a service.

The following verbs describe other adjustments with no service impact changes:

Verb and Definition
<b>Increase Cost</b> – Additional expenditures to provide the same quantity and scope of existing services (e.g., compensation or benefit increases).
<b>Decrease Cost</b> – Reduction in cost without service impact (e.g., elimination of one-time items approved in the current fiscal year).
<b>Shift</b> – The transfer of service delivery and attendant costs between County Government departments; or elimination or reduction of a service, with the anticipation that the service will be provided by another entity (e.g., State, private sector).
<b>Replace</b> – County assumption of responsibilities previously provided by a non-county entity or funded by a restricted grant (e.g. Federal/State/private).
<b>Technical Adjustment</b> – Used to indicate shifts between expenditure categories or changes in FTEs with no net budget impact.

**Program Summary:** listing of each program, including current fiscal year approved and next fiscal year's recommended expenditures and FTEs.

**Charges to Other Departments:** provides listing of Personnel and Operating Expenses charged to other departments or to the capital budget. The amounts in the table are not reflected in the expenditure or FTE figures displayed in the Budget Summary.

**Future Fiscal Impacts:** provides potential future fiscal impacts of the department's programs by fund over a six-year period when measured against the Executive's recommended budget for the next fiscal year.

**Annualization of Personnel Costs:** identifies next fiscal year's annualized cost for the lapsed portion of new recommended positions as most new positions are budgeted for only a portion of the fiscal year.

**Six-Year Public Services Fiscal Plan:** estimates of costs over the six-year planning period are included as overall projections of total resources and use of resources for many Montgomery County non-tax supported funds such as the Permitting Services Fund and Solid Waste Disposal and Collection Funds. These figures are based on major known commitments, and the projected assumptions are explained.

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**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.





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# Operating Budget Process

## INTRODUCTION

The Montgomery County Charter, approved by the voters in 1968 and implemented in 1970, provides for a County Council/Executive form of government. Under this form of government, the Executive develops and recommends budget proposals; the Council then authorizes expenditures and sets property tax rates. The Charter also provides for an annual six-year Public Services Program, Operating Budget, and Capital Budget and a biennial six-year Capital Improvements Program (CIP). These budgets and related fiscal and programmatic plans provide the basis for understanding, coordinating, and controlling County government programs and expenditures.

This section provides a brief introduction and refers to the legal requirements for the annual budget process, and includes descriptions of government structure and government accounting methods and funds.

## THE BUDGET PROCESS

### ***Fiscal Year***

The 12-month period used to account for revenues and expenditures in Montgomery County commences on July 1 of each year and ends on June 30 of the following year. A Budget Process Flow Chart timeline appears later in this section, which displays the relationships between the Capital Budget/Capital Improvements Program (CIP), Operating Budget/Public Services Program (PSP), and Growth Policy processes across the year.

### ***Operating and Capital Budgets***

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 CIP/Capital Budget, please refer to the Capital Improvements Program (CIP) section of this document.

### ***Spending Affordability Process***

The Spending Affordability process for the Operating Budget is required by Section 305 of the County Charter and Chapter 20 of the Montgomery County Code.

The County Council must set Spending Affordability Guidelines (SAG) for the Operating Budget by the second Tuesday in February after a public hearing. The guidelines must specify a ceiling on funding from property tax revenues and a ceiling on the aggregate operating budget. In adopting SAG, the Council considers the condition of the economy, the level of economic activity in the County, personal income levels, and the impact of economic and population growth on projected revenues among other relevant factors.

Along with the guidelines, the Council also adopts recommended spending allocations for the tax supported budgets of 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, each agency and the Executive must also specify how, if necessary, they would reduce the budget request to reach the Council allocation.

The Charter requires the Council to approve the Operating and Capital Budgets by June 1. An aggregate operating budget that exceeds the aggregate operating budget for the preceding fiscal year by a percentage increase greater than the annual average increase of the Consumer Price Index for all urban consumers (CPI-U) in the Washington-Baltimore Metropolitan area (or any successor index) for the 12 months preceding December first of each year requires the affirmative vote of six Councilmembers. An aggregate operating budget which exceeds the SAG ceiling on the aggregate operating budget then in effect requires the affirmative vote of seven Councilmembers. The 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. An amendment approved in 2008 requires that real property tax revenues, with the exception of new construction and property whose zoning or use has

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changed, may not increase by more than the prior year revenues plus the percentage increase in the Washington-Baltimore Metropolitan area CPI-U unless there is a unanimous vote of nine Councilmembers to exceed that limit.

### **Operating Budget Preparation and Executive Review**

Requirements for submission of, and action on, County budgets are contained in Article 3 of the County Charter. Departments and agencies prepare budget requests within guidelines established by the 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 Executive during the period January-March. The Executive recommends a budget which balances all agency expenditures with projected revenues to the Council by March 15.

### **Public Hearings**

Citizen participation is essential to a fair and effective budget process. Many citizens and advisory groups work with specific departments to ensure that their concerns are addressed in departmental requests. The County Charter requires the Council to hold a public hearing not earlier than 21 days after receipt of the budget from the Executive.

Public hearings are advertised in County newspapers. Speakers must register with the Council Office to testify at the public hearings. Persons wishing to testify should call the Council Office to register 240.777.7803. If it is not possible to testify in person at the hearings, written testimony is acceptable and encouraged. For further information and dates of the Council's public hearings on the County Executive's Recommended Operating Budget, contact the Legislative Information 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 Council begins its review of the Executive's Recommended Operating Budget. Each agency budget is reviewed by a designated Council committee. Agency and Office of Management and Budget (OMB) representatives meet with these committees to provide information and clarification concerning the recommended budget and agency programs. In April and May, the full Council meets in regular sessions, reviews the recommendations of its committees, and takes final action on each agency budget.

### **Operating and Capital Budget Approval**

The Charter requires that the Council approve and make appropriations annually for the operating and capital budgets by June 1. In even-numbered calendar years, the Council also approves a six-year Capital Improvements Program. Prior to June 30, the Council must set the property tax levies necessary to finance the budgets. Other sections of the Charter provide for Executive veto or reduction of items in the budget approved by the Council. The Charter prohibits expenditure of County funds in excess of available unencumbered appropriations.

### **Amending the Approved Operating and Capital Budgets**

The Operating and Capital Budgets may be amended at any time after adoption by the 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 five Councilmembers. A supplemental appropriation for any other purpose that is approved before January 1 of any fiscal year requires an affirmative vote of six Councilmembers. The Executive may disapprove or reduce a supplemental appropriation, and the Council may re-approve 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 Council may approve a special appropriation after public notice by news release, and each special appropriation must be approved by six members of Council.

**Transfers of appropriation** which do not exceed ten percent of the original 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 or to new accounts.

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## **PUBLIC SERVICES PROGRAM (PSP)**

Projections of County revenues relative to anticipated expenditure requirements constrain the level of public services affordable. The Public Services Program (PSP) looks to balance the growth in revenues, based on the County Executive's current revenue and fiscal policies, with the pressures affecting the future cost of services. The Charter (Section 302) requires the County Executive to submit an annual comprehensive six-year program for public services and fiscal policy. The PSP includes:

- a statement of program objectives;
- recommended levels of public service;
- an estimate of costs over the six-year period;
- a statement of revenue sources;
- estimated impact of the PSP on County revenues and the capital budget; and
- projected revenues and expenditures for all functions of the County government.

The Charter requires that the annual budget, submitted in conjunction with the PSP, be consistent with the six-year program. Recommended levels of public service can be seen in the six-year projections of expenditures for each special fund. Expenditures are projected based on major, known commitments. Actual costs, over time, are the result of several variables, including collective bargaining, government policy, and objectives of fairness between agencies and employee groups.

An estimate of the impact of the Public Services Program 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 Capital Improvements Program (CIP).

## **RESULTS BASED BUDGETING**

A responsive and accountable County government is one of the Executive's priorities. As a way to achieve that goal, he has adopted a results based approach to budgeting. This technique starts with the ends that are desired, in terms of program outcomes described using quantifiable results, and works backward to the means, or resources, that are required to achieve those results.

When allocating resources under this approach, increases or decreases in budgeted resources must be evaluated and justified by projected changes in measurable outcomes supported by research or other evidence and must be consistent with predefined objectives or results areas. The department chapters that follow in this recommended budget show the results areas and the performance measures that have been established for each department.

## **APPENDICES TO THIS SECTION**

### **Government Structure**

This section shows the organizational entities that compose Montgomery County.

### **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 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.

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## **Budget Process Flow Chart**

This chart follows the Capital/CIP and Operating/PSP budget process from the start of the process in August to the final approval of the budgets in June for all agencies.

## **Montgomery County Map**

This map displays the major roads in the County, and the County's location in the State of Maryland.

## **GOVERNMENT STRUCTURE**

### **County Government Organization**

Montgomery County includes several organizational components and joint ventures, including:

**Montgomery County Government (MCG)**, which includes Executive departments (such as Recreation, Environmental Protection, and Police) and offices (such as County Attorney), the County Council's legislative 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;

**Washington Suburban Sanitary Commission (WSSC)**, 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; and

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

**Bethesda Urban Partnership**, a not-for-profit organization, executes service contracts for the benefit of one of the Primary Government's special taxing districts (Bethesda Urban District).

Along with M-NCPPC and WSSC, the following organizations are also considered joint ventures of the County: Washington Suburban Transit Commission (WSTC), Washington Metropolitan Area Transit Authority (WMATA), Metropolitan Washington Council of Governments (COG), and Northeast Maryland Waste Disposal Authority (NEMWDA).

An organization chart is included at the end of this section to assist the reader to understand the relationship between the Executive's Recommended 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:
<p>MCPS: Current Fund</p> <p>Montgomery College: Current and Emergency Repair Funds</p> <p>M-NCPPC: Administration, Parks, and ALARF Funds</p> <p>Montgomery County Government:</p> <p>General, Recreation, Urban Districts, Noise Abatement Districts, Mass Transit, Fire Tax District, and Economic Development Funds</p> <p>Debt Service associated with General and Special Tax Supported Funds</p> <p>Current Revenue to the CIP (including PAYGO)</p> <p>Revenue Stabilization Fund contributions</p>	<p>MCPS: Grant, Food Service, and other Enterprise Funds</p> <p>Montgomery College: Grant, Continuing Education, Cable Television, and Auxiliary Funds</p> <p>M-NCPPC: Grant, Enterprise, Property Management, and Special Revenue Funds</p> <p>Montgomery County Government:</p> <p>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</p> <p>Debt Service associated with Non-Tax Supported Funds</p> <p>HOC and Revenue Authority</p> <p>WSSC</p>

### General Fund

The General Fund is 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 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 as follows:

#### 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.

**Noise Abatement District Funds:** account for the receipt and use of resources to pay debt service on bonds issued to finance construction of noise abatement barriers at specific locations along interstate highways.

**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.

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**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 this 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.

**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***

The 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.

**Liquor Fund:** the Montgomery County Department of Liquor Control has a monopoly on 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

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liquor retail stores, the liquor warehouse, and the administration of the Department of Liquor Control. Income in excess of the Department's operating requirements is transferred to the General Fund and used to finance general government operations.

**Parking Lot District Funds:** account for fiscal activity related to serving parking needs of those who work and shop in four central business/parking lot districts (Silver Spring, Bethesda, Wheaton, and Montgomery Hills).

**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; County contracted refuse collection within the Solid Waste Collection District.

**Vacuum Leaf Collection Fund:** provides two vacuum leaf collections to residents in the downcounty 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:** account 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 contributed 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:** account 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

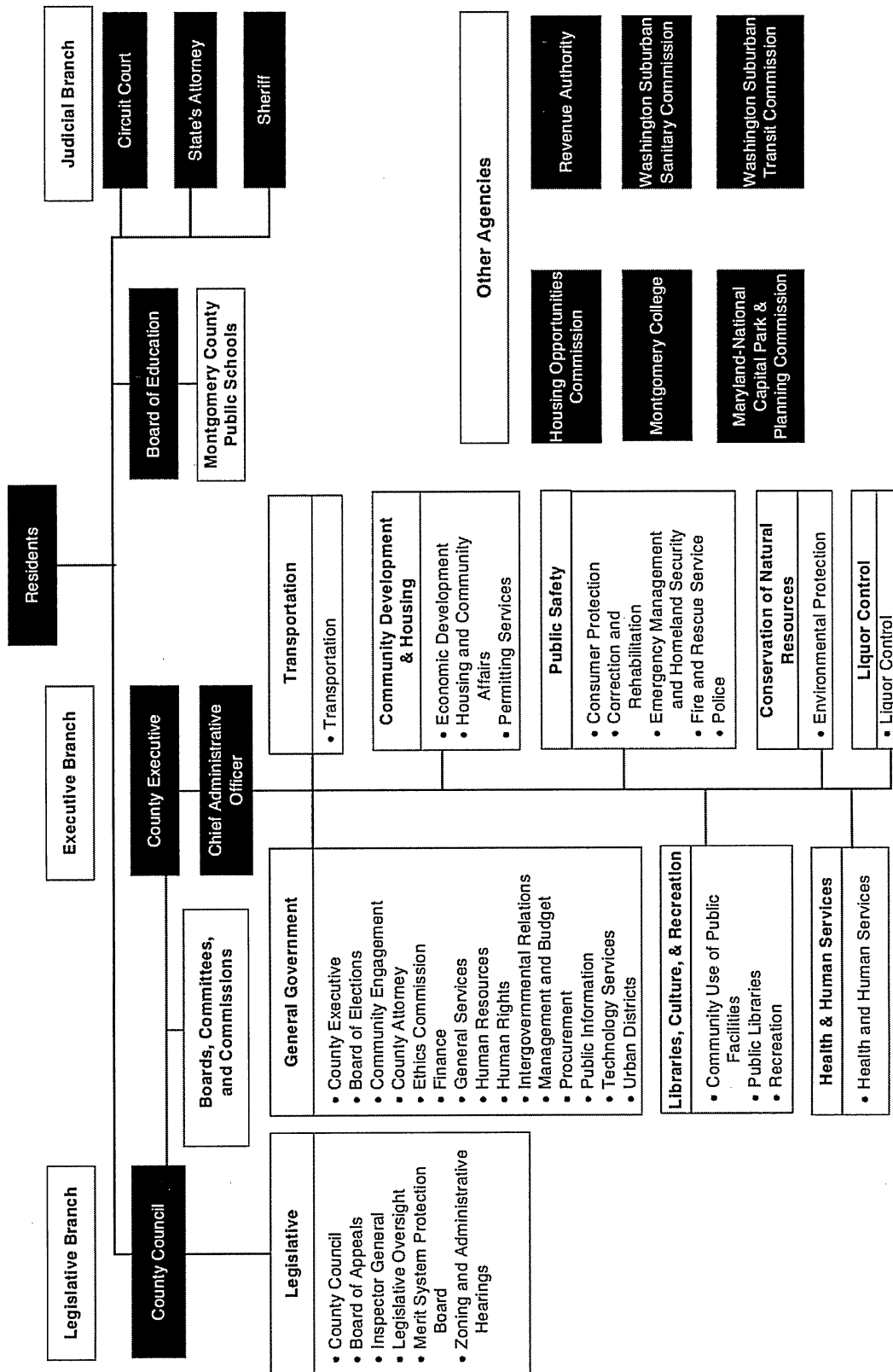
(Dollars in Millions )

A	B	C	D	E	F	G
CATEGORY	FY15 CC Approved 5-22-14	FY15 Estimate	FY16 CC SAG 2-10-15	FY16 CE Recommended 3-16-15	FY16 % Chg App / Rec	FY16 \$ Chg App / Rec
1 Property Tax	1,538.9	1,534.6		1,582.6	2.8%	43.7
2 Income Tax	1,340.6	1,333.1		1,443.4	7.7%	102.8
3 Transfer/Recordation Tax	160.7	141.6		153.8	-4.3%	(6.9)
4 Other Tax	277.7	275.8		280.2	0.9%	2.5
5 General State/Fed/Other Aid	758.1	768.5		776.8	2.5%	18.7
6 All Other Revenue	198.2	202.9		206.2	4.0%	8.0
7 Revenues	4,274.3	4,256.4		4,443.1	3.9%	168.8
8 Net Transfers In (Out)	43.3	43.6		21.3	-50.9%	(22.1)
9 Set Aside: Potential Supplementals	0.0	0.0		-	n/a	-
10 Set Aside: Other Claims	(0.1)	(0.1)		-	-100.0%	0.1
11 Beginning Reserve: Total	506.8	567.1		444.3	-12.3%	(62.5)
12a Revenue Stabilization Fund	207.2	208.0		230.7	11.3%	23.5
12b Reserve: Designated	0.0	0.0		-	n/a	-
12c Reserve: Undesignated	299.7	359.1		213.6	-28.7%	(86.0)
12 TOTAL RESOURCES	4,824.3	4,867.0		4,908.7	1.7%	84.4
13 APPROPRIATIONS						
14 Capital Budget:						
15 CIP Current Revenue	(49.4)	(54.9)	(73.7)	(59.7)	20.9%	(10.3)
16 CIP PAYGO	(30.0)	(30.0)	(34.0)	(32.5)	8.3%	(2.5)
17a CIP PAYGO Rec Tax Undesignated	0.0	0.0	-	-	n/a	-
17 Operating Budget:						
18 MCPS	(2,138.1)	(2,106.1)	(2,130.7)	(2,168.8)	1.4%	(30.7)
19 College, Total	(244.5)	(236.3)		(248.5)	1.6%	(4.0)
20 Less College Tuition	82.2	80.2		81.9	-0.4%	(0.3)
21 College, Net	(162.3)	(156.2)	(160.9)	(166.7)	2.7%	(4.4)
22 County Government	(1,390.0)	(1,416.5)	(1,445.4)	(1,405.7)	1.1%	(15.7)
23 M-NCPPC	(111.9)	(111.9)	(116.4)	(113.9)	1.7%	(2.0)
24 Retiree Health Insurance Prefunding	(127.8)	(127.8)	(123.4)	(108.5)	-15.2%	19.4
24 Other: (Unallocated) / GAP	-	-	-	-	n/a	-
25 Total Operating Budget:	(4,012.4)	(3,998.7)		(4,045.4)	0.8%	(33.0)
26 Debt Service:						
27 All County Debt Service	(311.1)	(309.2)	(369.4)	(325.4)	4.6%	(14.3)
28 M-NCPPC Debt Service	(5.4)	(5.4)	-	(5.2)	-3.7%	0.2
29 MCG Long Term Leases (b)	(27.6)	(24.4)	-	(32.0)	15.9%	(4.4)
30 TOTAL APPROPRIATIONS	(4,435.8)	(4,422.7)	(4,453.9)	(4,500.1)	1.4%	(64.3)
31 (ind. Capital, Operating & Debt Service)						
32 Aggregate Operating Budget	(4,353.6)	(4,342.5)	(4,453.9)	(4,418.2)	1.5%	(64.6)
33 (excludes College tuition)						
34 Revenue Stabilization Fund (new \$s)	(22.6)	(22.7)		(24.2)	6.9%	(1.6)
35 Ending Reserve: Total	388.5	444.3		408.6	5.2%	20.1
36a Revenue Stabilization Fund	229.8	230.7		254.9	10.9%	25.1
36b Ending Reserve: Designated	0.0	0.0		-	n/a	-
36c Ending Reserve: Undesignated	158.7	213.6		153.7	-3.1%	(5.0)

a) Based on latest revenue and expenditure estimates as prepared by Department of Finance and OMB.

b) Long term leases of Montgomery County Government are considered equivalent to debt service.

# Montgomery County, Maryland Functional Organization Chart



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## **MONTGOMERY COUNTY PUBLIC DOCUMENTS: ANNUAL BUDGETS, GROWTH POLICY, AND OTHER SOURCES OF INFORMATION**

**January 15** (even calendar years)

### **COUNTY EXECUTIVE'S RECOMMENDED CAPITAL BUDGET AND CAPITAL IMPROVEMENTS PROGRAM (CIP)**

County Executive's Transmittal; Introductory Sections; County Government Departments; HOC; Revenue Authority; MCPS; Montgomery College; M-NCPPC; WSSC

[www.montgomerycountymd.gov/omb](http://www.montgomerycountymd.gov/omb)

Office of Management and Budget

(240.777.2800)

Reference copies available at public library branches

**January 15** (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](http://www.montgomerycountymd.gov/omb)

Office of Management and Budget

(240.777.2800)

Reference copies available at public library branches

**March 15**

### **COUNTY EXECUTIVE'S RECOMMENDED OPERATING BUDGET AND PUBLIC SERVICES PROGRAM**

County Executive's Transmittal; Financial Summaries; Legislative, Judicial, Executive Branch Departments; MCPS; Montgomery College; M-NCPPC; WSSC

[www.montgomerycountymd.gov/omb](http://www.montgomerycountymd.gov/omb)

Office of Management and Budget

(240.777.2800)

Reference copies available at public library branches

**March 31**

### **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](http://www.montgomerycountymd.gov/omb)

Office of Management and Budget

(240.777.2800)

**June 15** (odd calendar years)

### **PLANNING BOARD RECOMMENDED SUBDIVISION STAGING POLICY - STAFF DRAFT**

Reference copies available at the M-NCPPC

(301.495.4610)

**Mid-July** (even calendar years)

### **APPROVED OPERATING AND CAPITAL BUDGETS, AND APPROVED CAPITAL IMPROVEMENTS PROGRAM**

PSP and CIP Appropriation and Approval Resolutions; Operating Budget, CIP and Capital Budget Summaries; Project Description Forms for County Government Programs, HOC, Revenue Authority, MCPS, Montgomery College, M-NCPPC, and WSSC

[www.montgomerycountymd.gov/omb](http://www.montgomerycountymd.gov/omb)

Office of Management and Budget

(240.777.2800)

Reference copies available at public library branches

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**MONTGOMERY COUNTY PUBLIC DOCUMENTS:  
ANNUAL BUDGETS, GROWTH POLICY, AND OTHER SOURCES OF INFORMATION**

**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

[www.montgomerycountymd.gov/omb](http://www.montgomerycountymd.gov/omb)

Office of Management and Budget

(240.777.2800)

Reference copies available at public library branches

**August 1** (odd calendar years)

**PLANNING BOARD RECOMMENDED GROWTH POLICY – FINAL DRAFT**

Reference copies available from M-NCPPC

(301.495.4610)

**Late December**

**COMPREHENSIVE ANNUAL FINANCIAL REPORT**

[www.montgomerycountymd.gov/finance](http://www.montgomerycountymd.gov/finance)

Reference copies at public library branches

Department of Finance

(240.777.8822) (on limited basis)

**Quarterly**

**ECONOMIC INDICATORS**

[www.montgomerycountymd.gov/finance](http://www.montgomerycountymd.gov/finance)

Department of Finance

(240.777.8866)

**Monthly** (to update the Economic Indicators Report)

**ECONOMIC UPDATE**

[www.montgomerycountymd.gov/finance](http://www.montgomerycountymd.gov/finance)

Department of Finance

(240.777.8866)

**Annually**

**ANNUAL INFORMATION STATEMENT**

Reference copies available from the Department of Finance

(240-777.8866) (on a limited basis)

**Available throughout the year**

**MONTGOMERY COUNTY HISTORICAL SOCIETY INFORMATION**

Reference copies from the Montgomery County Historical Society

(301.340.2825)

**Available throughout the year**

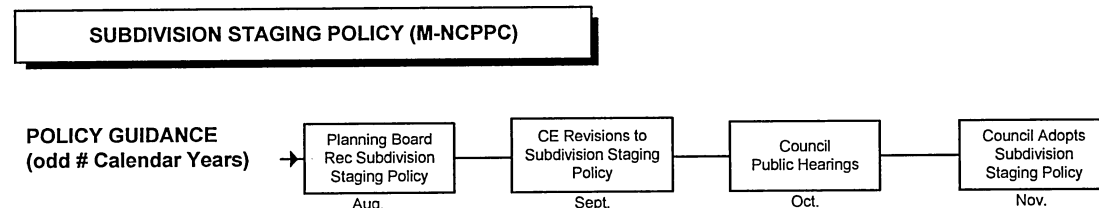
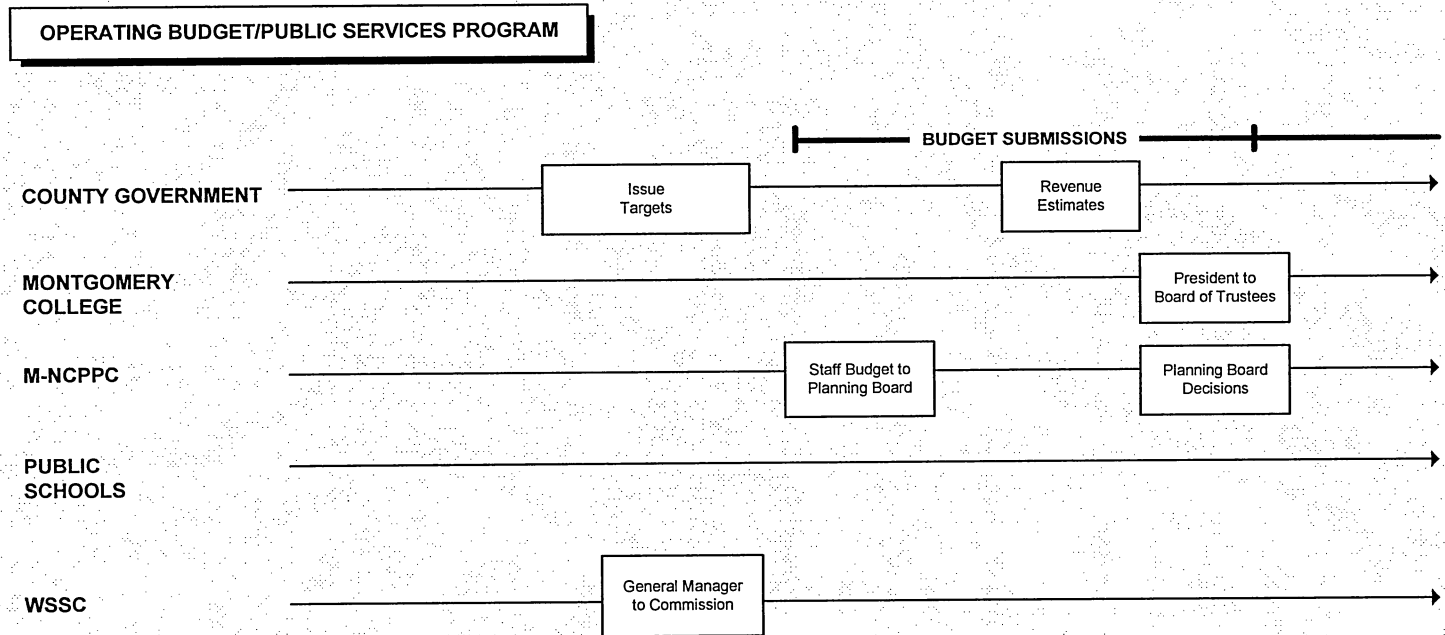
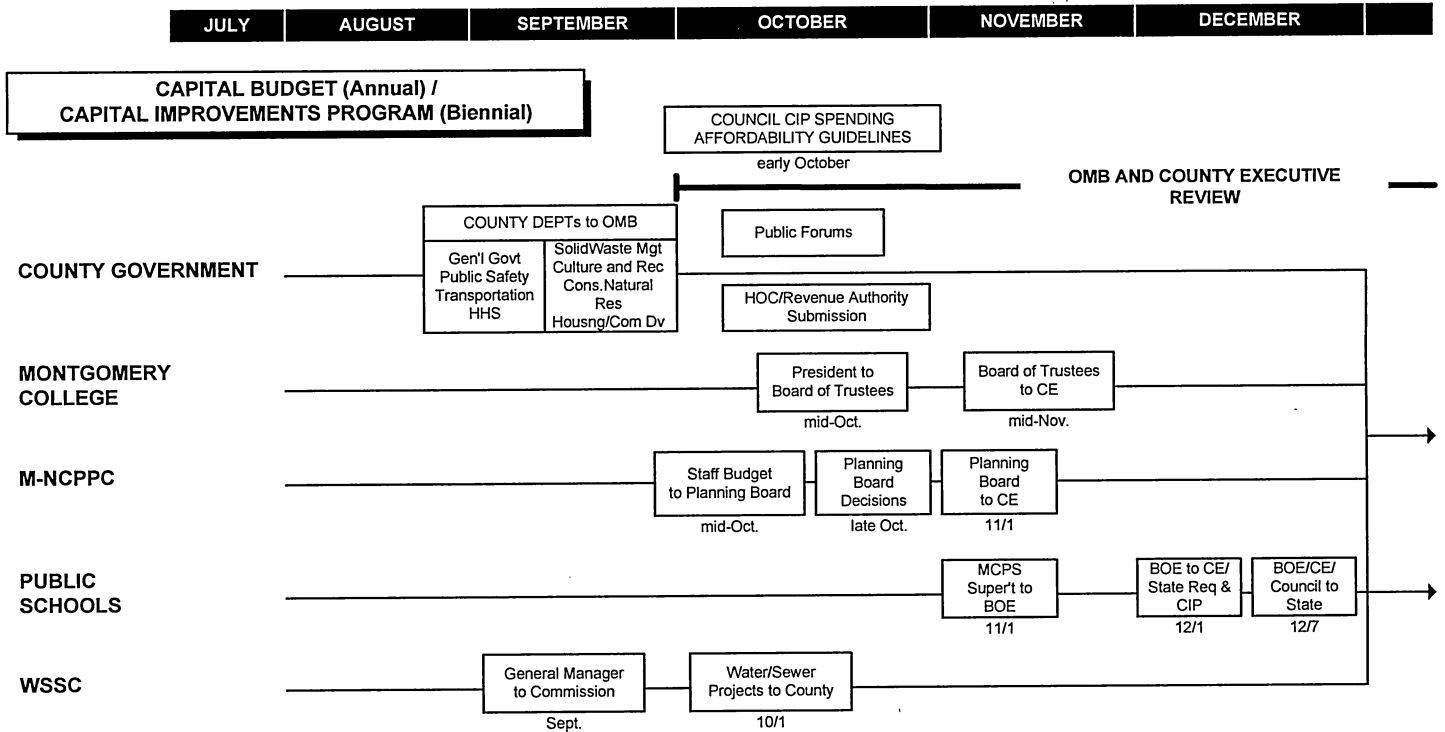
**MONTGOMERY COUNTY DEMOGRAPHIC INFORMATION**

Maryland-National Capital Park and Planning Commission: Montgomery County Planning Board

[www.montgomeryplanning.org/research](http://www.montgomeryplanning.org/research)

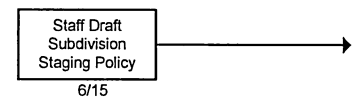
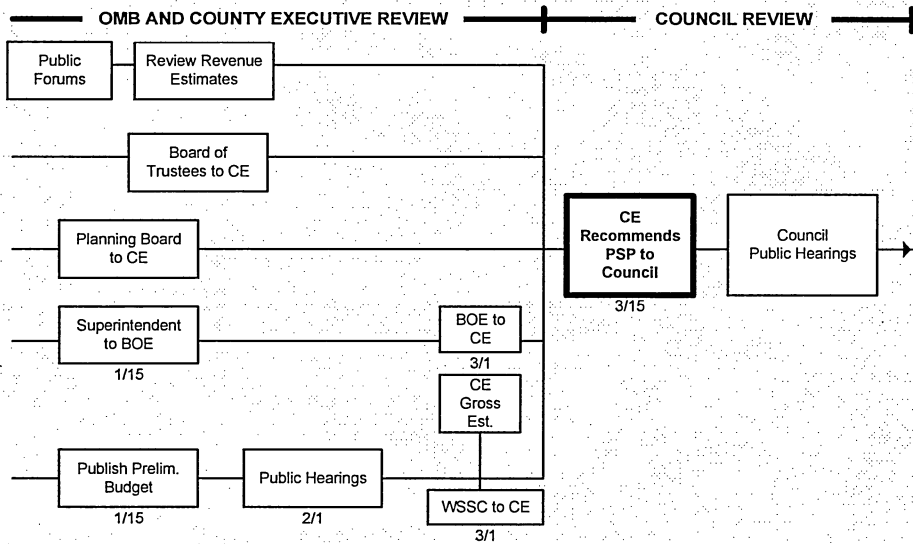
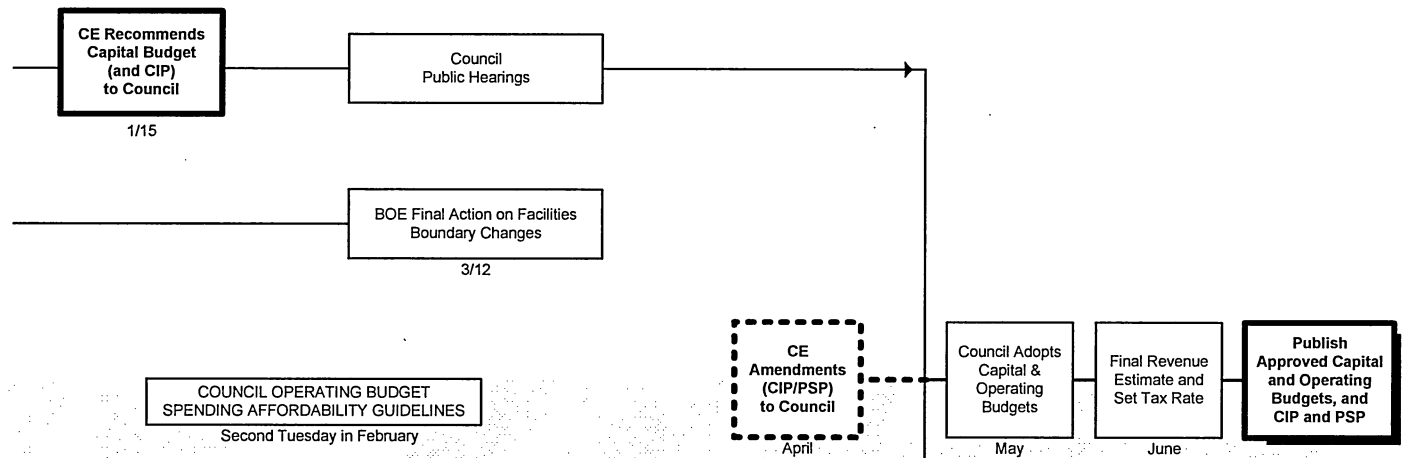
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# BUDGET PROCESS FLOW CHART



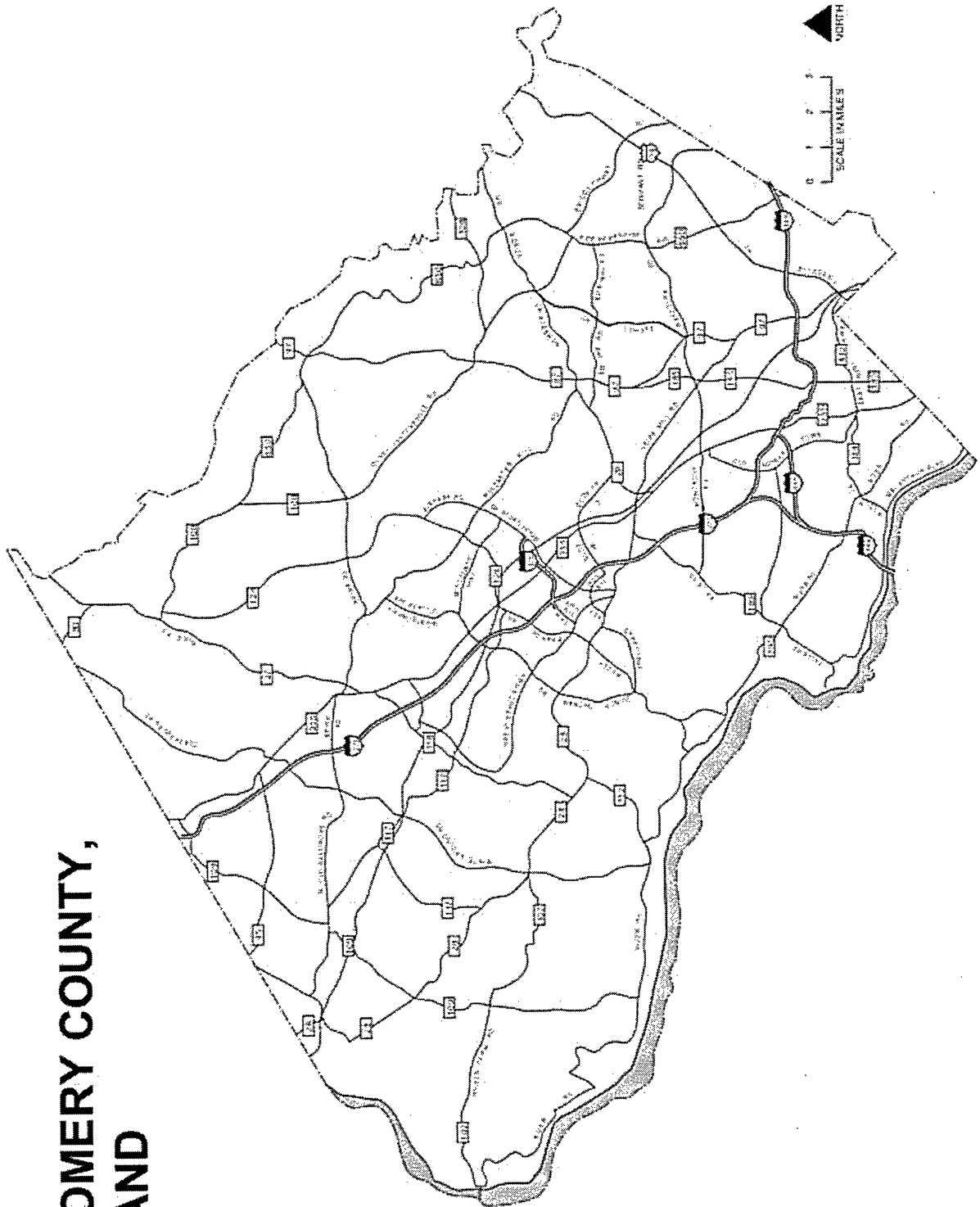
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
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JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY
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JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY
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# MONTGOMERY COUNTY, MARYLAND





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# Fiscal Policy

## INTRODUCTION

### ***Definition and Purpose of Fiscal Policy***

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

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

The purposes of 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 encourage setting priorities by government managers and elected officials, thus helping to ensure that the most important programs receive relatively more funding.
- **Assuring Fiscal Controls.** Fiscal policies relating to County procurement of goods and services, to payment of salaries and benefits, to debt service, and to other expenditures are all essential to maintaining control of government costs over time.

### ***Organization of this Section***

Following are the major fiscal policies currently applied to the PSP/Operating Budget and financial management of Montgomery County (see the Recommended CIP for 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.

The presentation of fiscal policies is in the following order:

- 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 policy for user fees and charges
- Framework for fiscal policy

## FISCAL CONTROL POLICIES

### ***Structurally Balanced Budget***

The County must have a goal of a structurally balanced budget. Budgeted expenditures should not exceed projected recurring revenues plus recurring net transfers minus the mandatory contribution to reserves for that fiscal year. Recurring revenues should fund recurring expenses. No deficit may be planned or incurred.

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## **Reserves**

The County must have a goal of maintaining an unrestricted General Fund balance of five percent of the prior year's General Fund revenues and building up a total reserve of 10 percent of revenues including the Revenue Stabilization Fund by 2020, as defined in the Revenue Stabilization Fund law (Section 20-65, Montgomery County Code).

## **Use of One-Time Revenues**

One-time revenues and revenues in excess of projections must be applied first to restoring reserves to policy levels or as required by law. 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, PAYGO for the CIP in excess of the County's targeted goal, or to unfunded liabilities. Priority consideration should be given to unfunded liabilities for retiree health benefits (OPEB) and pension benefits prefunding.

## **PAYGO**

The County should allocate to the CIP each fiscal year as PAYGO at least 10 percent of the amount of General Obligation bonds planned for issue that year.

## **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 policy levels, 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 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 the Washington Suburban Sanitary Commission (WSSC) 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 appropriation of an operating contribution to the Housing Opportunities Commission.

## **Financial Management**

The County will manage and account for its Operating and Capital Budgets in accordance with Generally Accepted Accounting Principles (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 Comprehensive Annual Financial Report (CAFR) is consistent with GAAP for governments.

The County maintains its accounting records for tax-supported budgets (the General Fund, special revenue funds, and Capital Projects fund supported by general tax revenues) and permanent funds on a modified accrual basis, with revenues recorded when available and measurable, and expenditures recorded when the services or goods are received and the liabilities are incurred. Accounting records for proprietary funds and fiduciary funds, including private-purpose trust funds, are maintained on the accrual basis, with all revenues recorded when earned and expenses recorded at the time liabilities are incurred, without regard to receipt or payment of cash. Agency 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 the 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 fund balance. For the Liability and Property Coverage Self-Insurance and Health 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.
- Debt service 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. Proprietary fund budgets also do not include bad debts.
- The County budgets certain capital lease payments in tax supported funds; however, these lease costs are reclassified to the Debt Service fund for accounting purposes.
- The County does not budget for the retirement of Commercial Paper Bond Anticipation Notes (BANs) through the issuance of general obligation bonds.
- 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.
- Year-end GAAP incurred but not reported (IBNR) adjustment amounts in the self-insurance internal service funds are not budgeted; any such adjustments to IBNR claims reserve as of year-end are incorporated into the budget preparation process of the following fiscal year.
- Proprietary fund budgets include the 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 in 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 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 distribution of net operating revenues and reimbursement for net operating losses.

### ***Internal Accounting Controls***

The County will develop and manage its accounting system 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 judgments 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.

## **POLICIES FOR EXPENDITURES AND ALLOCATION OF COSTS**

### ***Content of Budgets***

The County will include in the Operating Budget all programs and facilities which are not included in the Capital Improvements Program. There are three major impacts of the Capital Improvements Program (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 Capital Improvements Program (CIP) section in this document for more detail.

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## ***Expenditure Growth***

The 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 the Washington Suburban Sanitary Commission. County law implementing the Charter requires that the Council set expenditure limits for each agency, as well as for the total, in order to provide more effective guidance to the agencies in the preparation of their budget requests.

Spending affordability guidelines for the Capital Budget and Capital Improvements Program 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 seven Councilmembers 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 citizens 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 from property taxes.

## ***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 inter-agency 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 those facilities and that infrastructure necessary to support its economy and those public programs determined to be necessary for the quality of life desired by its citizens.

## ***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, and is the most cost-effective means of procuring goods and services.

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## **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 the 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 outlook going into the FY16 budget cycle was one of uncertainty due to softness in the housing market, weakness in residential employment and personal income growth, continued State and Federal budget uncertainty, and the potential impact of an adverse ruling in the Wynne income tax case pending at the United States Supreme Court. The following factors and events shaped the budget environment and helped to drive budget planning for FY16:

- The high volatility of tax supported local revenues, coupled with relatively high unemployment (the unemployment rate has declined from its high of 5.8 percent, but it is still above historical levels for the County).
- Rising public school enrollment and continuing pressure to meet the State's Maintenance of Effort requirement on school spending. This mandate, which requires that there be no decrease in locally funded per pupil expenditures adjusted for enrollment growth, was strengthened by the General Assembly in 2012, making it effectively impossible to fund public schools below the Maintenance of Effort level, regardless of the state of the economy and the impact on other departments and services. Furthermore, any funding provided above that level becomes a permanent part of the base and raises the Maintenance of Effort level for the next year.
- The need to absorb significant emergency response and storm cleanup costs associated with multiple winter weather mobilizations.
- Increased costs associated with labor agreements, employee benefits, worker's compensation, pre-funding of retiree health insurance, the operating costs of new facilities, and other costs related to programmatic obligations.
- The cumulative effects of the many efficiencies and reductions the County had implemented in the previous five years to cope with shrinking revenues and tight budgets. These actions have limited the County's flexibility in responding to the further fiscal pressures.
- Uncertainty and potential reductions in State revenues.

The FY15 Six-Year Fiscal Plan, approved by the County Council in June 2014, projected a 1.2 percent decline in resources available to fund the budgets of County Government departments, Montgomery County Public Schools, Montgomery College, and the Maryland-National Capital Park and Planning Commission driven largely by relatively modest revenue growth and increased obligations related to debt service and retiree health insurance. The Budget Director estimated an FY16 budget gap of \$238 million in the December 2014 Fiscal Plan Update and cautioned departments to develop contingency plans for reductions of up to five percent in their budget requests for FY16. At the same time, the County Executive emphasized that the County would continue to focus on preserving core services: education, public safety, programs for youth, and services to the most vulnerable (including senior citizens).

To cope with these fiscal challenges while ensuring that the County Executive's priorities are met, recognizing the signs of economic recovery, and acknowledging the sacrifices of County employees and the cumulative efforts of County departments to curtail spending during the past several years, the County implemented a number of new or modified short-term policies and initiatives to control FY15 spending and reduce the FY16 budget gap:

- Expanded the hiring freeze, which was put in place in January 2008, to cover all County positions except for a limited number of critical public safety and health positions;
- Continued restrictions on new procurements, though expanding the scope of the freeze to cover procurement requests over \$10,000 (Grants, non-tax supported funds, and Capital Improvements Program procurements continued to be exempt.)
- Continued initiatives undertaken to maintain the County's fiscal policies and its commitments to the bond rating agencies to protect its AAA bond rating.
- Required that departments with projected overspending in their mid-year expenditure analysis implement corrective actions.

To help ensure compliance with these policies and address the projected budget gap, the instructions for preparing the FY16 operating budget included the following requirements:

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- No requests for new or enhanced programs and services would be considered for FY16 unless needed to support stated County Executive priorities or to respond to legal mandates. The County Executive stated that he would consider only limited increases in resources for his highest priorities.
  - Based on the fiscal forecast, departments were required to submit reduction plans of three percent in their FY16 budget requests.
  - New position requests were specifically discouraged as they add to ongoing future costs.

Furthermore, in developing the Capital Improvements Program, priority was given to meeting school capacity issues. After several years of reduced general obligation bond issuance, the FY15-20 Capital Improvement Program, developed to begin in FY15, assumed increased bond issuance to reduce overcrowding in public schools. Constrained resources for non-school capacity projects led to decisions to defer and reduce some previously programmed expenditures. Funds for new projects or increases to existing projects which were not related to addressing the school capacity issue were only recommended when needed to preserve County infrastructure, leverage non-County funding, or support job creation. As a way to offset the increased costs of general obligation bond borrowing, increases in short-term financing were significantly curtailed. To be consistent with the County's biennial budgeting process, the FY16 capital budget amendments were limited to items that addressed health and safety issues, economic development opportunities, leveraged non-County funding, or addressed the County's need to reflect higher implementation rate assumptions.

After the departments submitted their budgets, the Budget Director established five high-level working groups or "clusters." The clusters focused on the following cross-cutting issues affecting multiple departments:

- Positive Youth Development
- Seniors
- Pedestrian Safety
- Worker's Compensation
- Code Enforcement

The clusters included all departments affected by – or affecting – the cluster issue. Department heads or designees attended cluster meetings. The purpose of these clusters, which facilitates a collaborative approach to budgeting in the County, was to review existing programs and policies within the County and determine if there were enhancements or efficiencies which could be made across the County to strengthen services provided to the public. The conclusions and recommendations of the clusters were presented to the County Executive and Chief Administrative Officer and used by them in making their final decisions on the budget.

These short-term policies and actions have been critical in shaping the County Executive's proposed FY16 operating budget. Together with the long-term policies described elsewhere in this chapter, the short-term policies described here have allowed the County to construct a balanced, fiscally responsible budget that is consistent with current economic and fiscal realities while achieving the County Executive's key priorities.

## **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, or 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.
- Generally 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 for future needs.

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## **Policy on Funding 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.

Projects deemed to be debt eligible should:

- Have a useful life at least approximately as long as the debt issue with which they are 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 towards more public/private partnerships, especially regarding projects aimed at the revitalization or redevelopment of the County's central business districts, there are more instances when public monies leverage private funds. These instances; however, generally 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 as its funding source. It is County fiscal policy that 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, and pledges general tax revenue for repayment. Paying 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 adheres to 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. The General Fund excludes other special revenue tax supported funds. If those special funds supported by all County taxpayers were to be included, the ratio would be below ten percent.

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 issuers' 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 about 3.5 percent.

These ratios will be 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, which means declining annual payments of interest on the outstanding bonds, positively affecting the pay-out ratio (see Debt Limits, below). 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, then different repayment terms may be used.



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## ***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/Bond Anticipation Notes (BANs) for interim financing to take advantage of favorable interest rates within rules established by the Internal Revenue Service.

## ***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 be 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 with the conduit issuer and the County lease payments fund 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 are not able to deduct interest earnings from taxable income. 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 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 Use of Short Term Financing***

Short term financing (terms of seven 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, or in other 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. Short term financings in the CIP are also of a larger size or magnitude than smaller purchases typically financed with short term Master Lease financing in the Operating Budget.

## ***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 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 projects not eligible for debt financing by virtue of limited useful life.
- Current revenues should be used for CIP projects consisting of limited renovations of facilities, for renovations facilities which are not owned by the County, and for planning and feasibility studies.

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- 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 Revenue Stabilization Fund, the County will, whenever possible, give highest priority for the use of one-time revenues from any source to the funding of capital assets or other nonrecurring expenditures so as not to 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.

### ***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 operation 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 the new and improved transportation and other facilities required to serve that development. To implement this policy, the County has established the following taxes:

Impact Tax – Transportation. The County Council established new rates and geographical boundaries for transportation impact taxes in December 2007. These taxes are levied at four rate schedules: for the majority of the County (the general impact tax area), for designated Metro station areas, for Clarksburg and for six designated MARC station areas.

Impact Tax - Schools. Most residential development in Montgomery County is subject to an impact tax for certain school facilities. The rates are the same Countywide but vary by housing type, commensurate with the average student generation rates of that type of residential development.

School Facilities Payment. A school facilities payment is applied at subdivision review to residential development projects located in a school cluster where enrollment exceeds adopted standards. The school facilities payment is made on a per-student basis, based upon standard student generation rates of that type of residential development.

Development Approval Payment (DAP). In November 1993, the Council created an alternative voluntary review procedure for Metro station policy areas as well as limited residential development. The DAP permits development projects to proceed in certain areas subject to development restrictions. Due to the voluntary nature of this payment, DAP revenue is an unpredictable funding source and is not programmed for specific transportation improvements until after the revenue has been collected. In October 2003, the County Council revised the Annual Growth Policy to replace the Development Approval Payment with an alternative payment mechanism based upon impact tax rates.

Expedited Development Approval Excise Tax (EDAET). The EDAET, also known as Pay-and-Go, enacted by the Council in October 1997, allows certain private development to proceed with construction in moratorium and non-moratorium policy areas after the excise tax has been paid. The tax is assessed on the 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 four-year EDAET is to act as a stimulus to residential and commercial construction within the County by making the development approval process more certain. A few subdivisions are permitted to retain the EDAET approval longer than four years. As of December 2003, no new subdivisions may use the EDAET procedure, but several projects previously approved under the procedure have not yet acquired building permits.

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,

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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 Capital Improvements Program.

Transportation Improvement (Loophole) Credits. Under certain conditions, a developer may choose to pay a transportation improvement credit in lieu of funding or constructing transportation improvements required in order to obtain development approval. These funds are used to offset the cost of needed improvements in the area from which they are paid.

Systems Development Charge (SDC). This charge, enacted by the 1993 Maryland General Assembly, authorized WSSC 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 sewerage treatment, transmission, and collection facilities.

## **GOVERNMENTAL MANAGEMENT POLICIES**

### ***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.

### ***Alternative Service Delivery***

The County will consider obtaining public service delivery through private or nonprofit sectors via contract or service agreement, rather than through governmental programs and employees, when permitted by law, cost-effective, and 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; self-insure against all but 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 the several 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 including 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.

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## ***Retiree Health Benefits Trust***

The County intends to comply with GASB Statement 45 by reporting its expenses related to retiree health insurance benefits on its financial statements, starting with the fiscal year beginning July 1, 2007 (FY08). The County also intends to phase in to full pre-funding of its Annual Required Contribution (ARC), from the current pay-as-you-go approach, beginning with contributions to one or more trust funds established for that purpose, over an eight-year period beginning with FY08. This approach allows the County to use a discount rate higher than its operating investment rate for accounting and budgeting purposes, which will result in lower costs and liabilities than if the County did not have a Trust in place.

## ***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 will be 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 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 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 1990 amendment to the County Charter (Section 305), "Question F," limits the annual increase in real property tax revenue to the rate of inflation plus that associated with new construction, rezoning, changes in property use, and development districts. As a result of a Charter amendment approved by voters in 2008, this limit may not be overridden without an affirmative vote of nine councilmembers.

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## **County Income Tax**

The County will maintain the rate for the local personal income tax within the limits specified in the Maryland Code, Tax-General Article, Section 10-106.

## **Special Districts**

The County has established special districts within which extra services, generally not performed countywide, are provided and funded from revenues generated within those districts. Examples are the 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 all or part of the district expenses. Such property taxes are included in the overall limit set on annual real property tax revenue 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 district public purposes, the County may consider transferring part of the fund balance to support other programs, as allowed by law. For example, portions of the fee and fine revenue of the Parking Lot Districts (PLDs) are transferred to the Mass Transit Fund and a portion of the PLDs' fee revenue is transferred to the Urban Districts.

## **Enterprise Funds**

The County will, through pricing, inventory control, and other management practices, ensure appropriate fund balances for its enterprise funds while obtaining full cost-recovery for direct and indirect government support, as well as optimal levels of revenue transfer for General Fund purposes.

## **One-Time or "Windfall" Revenues**

Except for excess revenues which must go to the Revenue Stabilization Fund (see below), the County will, whenever possible, give highest priority for the use of one-time revenues from any source to the funding of capital assets or other nonrecurring expenditures so as not to incur ongoing expenditure obligations for which revenues may not be adequate in future years.

## **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 the 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 sales of goods. This policy will also be applied to fines and forfeitures. See also: "Policies for User Fees and Charges," later in this Fiscal Policy section.

## **Cash Management and Investments**

The objective of the County's cash management and investment program is to achieve maximum financial return on available funds while assuring a high level of safety. Cash will be pooled and invested on a daily basis reflecting the investment objective priorities of capital preservation, liquidity, and yield.

## **Reserves and Revenue Stabilization**

The County will maintain an unrestricted General Fund balance (or, an "operating margin reserve") of five percent of prior year's General Fund revenues and the Revenue Stabilization Fund (or, "rainy day"). It is the County's policy to increase and maintain the budgeted total reserve of the General Fund and the Revenue Stabilization Fund to 10 percent of Adjusted Governmental Revenues by 2020. As defined in the Revenue Stabilization Fund law, Adjusted Governmental Revenues include the tax supported revenues of the County Government, Montgomery County Public Schools (less the County's local contribution), Montgomery College (less the County's local contribution), and Maryland-National Capital Park and Planning Commission, plus the revenues of the County Government's grant fund and capital projects fund.

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Reserves in the County Government's other tax supported funds should be minimized to support the policy of maximizing reserves in the General Fund.

The County's Revenue Stabilization Fund was established to accumulate funds during periods of strong economic growth in order to provide budgetary flexibility during times of funding shortfalls. Contributions of at least 0.5 percent of Adjusted Governmental Revenues up to the 10 percent total reserve goal must be made to the Revenue Stabilization Fund. If greater, 50 percent of certain excess revenues must be transferred to the Fund. By an affirmative vote of six Councilmembers, the Council may transfer any amount from the Fund to the General Fund to support appropriations which have become unfunded.

The budgeted reserve levels for non-tax supported funds are established by each government agency and vary based on the particular fiscal requirements and business functions of the fund as well as any relevant laws, policies, or 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 10 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 idea of equity 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 or amount of use, and of adjusting charges in accordance with 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 other 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;
- Most efficient allocation of available public resources to those programs meeting the broadest public need or demand;
- More effective planning and alternative choices for future programs, services, and facilities through "market" information from actual user demand;
- Improved cost-effectiveness and accountability for the spending of public funds by allowing individual citizens to choose their level of use from among those programs, services, and facilities where individual choice may be exercised; and
- Ensuring dedicated sources of funds to cover the costs of programs and services of direct benefit 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.

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**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 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, and the costs are 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, rent or 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 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; or in 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 by 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 alternative 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 a 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 public 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, 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 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, nonresidents 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 imposition of charges. It should be noted that law on such issues is frequently in dispute; 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



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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 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 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.

## **FRAMEWORK FOR FISCAL POLICY**

### ***Legal Framework***

Fiscal policy is developed and amended, as necessary, according to:

- Federal law and regulation;
- Maryland law and regulation;
- 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-Baltimore area, is an important indicator of future costs of government goods and services, including anticipated wage and salary adjustments. The CPI change also specifies the increase in property tax revenue allowed by Section 305 of the Charter without a unanimous vote of nine councilmembers.
- 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 services and programs.
- 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.

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## **Generally Accepted Accounting Principles (GAAP)**

The application of fiscal policy in the financial management of annual operating expenditures must be in conformity with GAAP standards. This involves the separate identification of, and accounting for, the various operating funds; adherence to required procedures such as transfers between funds and agencies; and regular audits of general County operations and special financial transactions such as the disbursement of Federal grants.

## **Credit Markets and Credit Reviews**

The County's ability to borrow cost-effectively depends upon its credit standing as assessed by the three major credit rating agencies: Moody's, Standard and Poor's, and Fitch. While key aspects of maintaining the highest credit rating are related to the management of the County's Capital Improvements Program (CIP), others are directly applicable to the annual Operating Budgets:

- 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 agreements 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 those units 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 annual approval of the budgets of the Washington Suburban Sanitary Commission and the Maryland-National Capital Park and Planning Commission.

## Change in Ending Fund Balance

	FY15 Approved Ending Fund Balance	FY16 Projected Ending Fund Balance	Change in Fund Balance	% Change
<b>Tax Supported</b>				
<b>Montgomery County Government</b>				
County General Fund	149,286,792	147,157,691	-2,129,101	-1.43 %
Bethesda Urban District	91,099	75,485	-15,614	-17.14 %
Silver Spring Urban District	46,721	84,945	38,224	81.81 %
Wheaton Urban District	25,223	50,069	24,846	98.51 %
Mass Transit	144,593	190,434	45,841	31.70 %
Fire	113,751	198,741	84,990	74.72 %
Recreation	192,178	487,893	295,715	153.88 %
Revenue Stabilization Fund	229,829,290	254,879,526	25,050,236	10.90 %
<b>Montgomery College</b>				
Current Fund MC	4,023,113	584,292	-3,438,821	-85.48 %
Emergency Repair Fund	566,072	541,911	-24,161	-4.27 %
<b>M-NCPPC</b>				
Administration Fund	1,084,082	1,056,404	-27,678	-2.55 %
Park Fund	3,017,613	3,271,262	253,649	8.41 %
<b>Non-Tax Supported</b>				
<b>Montgomery County Government</b>				
Water Quality Protection Fund	10,043,829	4,462,996	-5,580,833	-55.56 %
Cable Television	398,186	298,964	-99,222	-24.92 %
Community Use of Public Facilities	4,010,780	5,269,695	1,258,915	31.39 %
Bethesda Parking District	8,331,218	9,897,394	1,566,176	18.80 %
Montgomery Hills Parking District	80,306	78,035	-2,271	-2.83 %
Silver Spring Parking District	13,421,706	19,202,327	5,780,621	43.07 %
Wheaton Parking District	805,837	1,442,816	636,979	79.05 %
Permitting Services	10,029,146	9,363,056	-666,090	-6.64 %
Solid Waste Collection	1,068,636	1,211,535	142,899	13.37 %
Vacuum Leaf Collection	377,711	548,481	170,770	45.21 %
Liquor Control	2,429,025	2,116,008	-313,017	-12.89 %

### Explanation of Changes in Fund Balance Greater Than 10%

- Bethesda Urban District: The change in fund balance is to meet the policy level of 2.5% of resources.
- Silver Spring Urban District: The change in fund balance is to meet the policy level of 2.5% of resources.
- Revenue Stabilization Fund: The increase in fund balance is due to legally required contributions of 0.5 percent of Adjusted Governmental Revenues.
- Mass Transit, Fire, and 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 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.
- Current Fund MC: The FY16 recommended budget assumes additional use of fund balance.
- Water Quality Protection Fund: The change in fund balance reflects anticipated capital program expenditures, and adjustments necessary to maintain rate stability. The fund balance is consistent with policy and debt service coverage requirements.
- Cable Television: The ending fund balance was below the adopted policy level for this fund. The multi-year fiscal plan assumes gradual buildup of fund balance to the policy level.
- Vacuum Leaf Collection: The increase in fund balance is to meet the policy level for this fund.
- Community Use of Public Facilities: Higher ending fund balance reflects unexpected prior year carryover.
- Solid Waste Collection: The change in fund balance reflects prior use of accumulated reserves for planned construction projects. The projected ending fund balance is consistent with policy.

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

- Bethesda Parking District: The change in fund balance reflects the recommended restructuring of the Parking District tax rate.
- Silver Spring Parking District: The change in fund balance reflects the recommended restructuring of the Parking District tax rate.
- Wheaton Parking District: Higher ending fund balance reflects unexpected prior year carryover.
- Liquor Control: The FY16 recommended budget assumes additional use of fund balance.

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# Revenues

## INTRODUCTION

This chapter provides demographic and economic assumptions, including detailed discussions of the national, State and local economies. Revenue sources, both tax supported and non-tax supported, used to fund the County Executive's Recommended FY16 Operating Budget incorporate policy recommendations.

## ESTIMATING SIX-YEAR COSTS

### **Demographic Assumptions**

The revenue projections of the Public Services Program (PSP) incorporate demographic assumptions based on Metropolitan Washington Council of Governments (COG) Round 8.3 estimates and are based on fiscal and economic data and analyses used or prepared by the Department of 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 an average of approximately 9,170 persons each year throughout the next six years (from CY2015 to CY2021) reaching 1,020,000 in CY2015 and 1,075,000 in CY2021. This reflects an average annual growth rate of 0.9 percent.
- Current projections estimate the number of households to increase from 377,500 in CY2015 to 401,000 in CY2021. Household growth throughout the six year period is projected to grow at an average annual rate of 1.0 percent.
- The County's senior population continues to grow with an estimated 119,769 persons 65 and older living here in 2010 and projected to increase by 40 percent to 168,200 by 2020.
- County births, which are one indicator of future elementary school populations and child day care demand, are projected to start gradually increasing after six years of declining numbers, from an estimated 13,022 in 2013 to 13,640 by 2020.
- The County expects Montgomery County Public School student enrollment to increase by 8,864 between FY16 and FY21.
- Montgomery College full-time equivalent student enrollments are projected to decrease from 21,409 in FY14 to 20,717 in FY20.

Using moderate economic and demographic assumptions to develop fiscal projections does not mean that all possible factors have been considered. It is likely that entirely unanticipated events will affect long-term projections of revenue or expenditure pressures. Although they cannot be quantified, such potential factors should not be ignored in considering possible future developments. These potential factors include the following:

- Changes in the level of local economic activity,
- Federal economic and workforce changes,
- State tax and expenditure policies,
- Federal and State mandates requiring local expenditures,
- Devolution of Federal responsibilities to states and localities,
- Local tax policy changes,
- Changes in financial markets,
- Major demographic changes,
- Military conflicts and acts of terrorism, and
- Major international economic and political changes.

### **Policy Assumptions**

Revenue and resource estimates presented are the result of the recommended policies of the County Executive for the FY16 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.

## Economic Assumptions

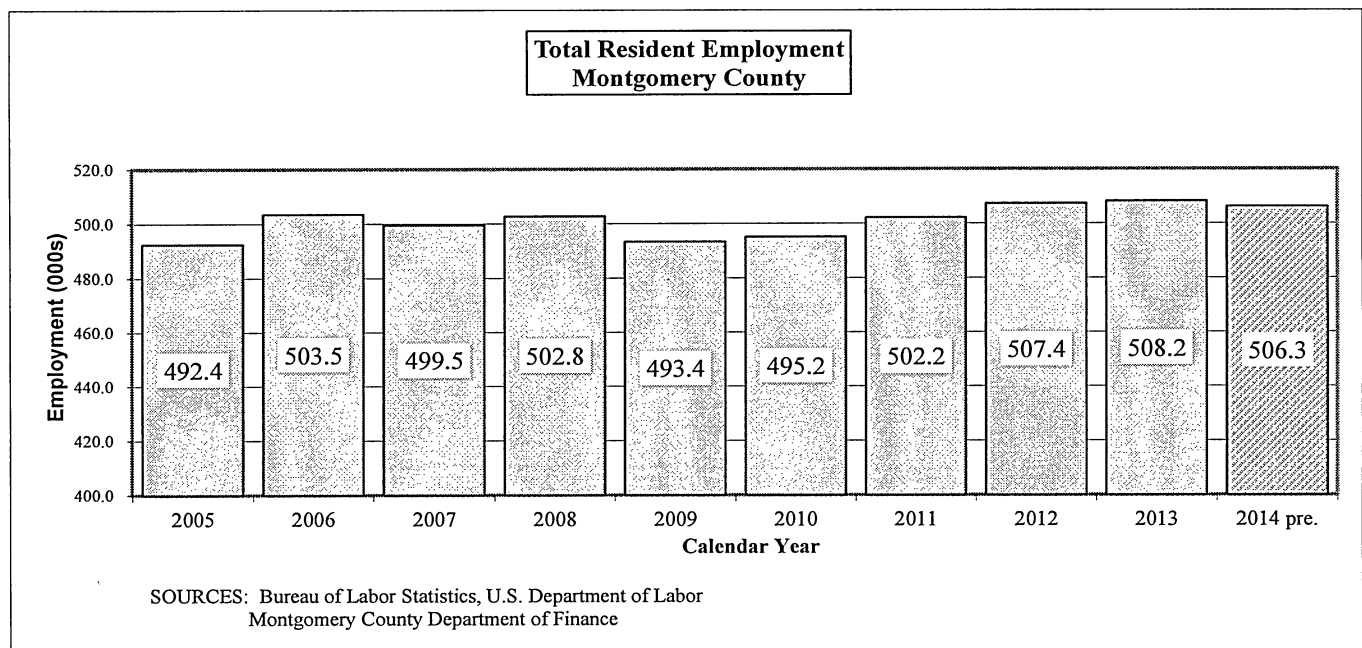
Revenue projections depend on the current and projected indicators of the national, regional, and local economy. National economic indicators also influence the County's revenue projections. Such indicators include short-term interest rates, mortgage interest rates, and the stock market. Local economic indicators include residential (labor force survey) and payroll (establishment survey) employment, residential and nonresidential construction, housing sales, retail sales, and inflation. The assumptions for each of those indicators will affect the revenue projections over the six-year horizon. Because of the presence of the federal government in terms of employment, procurement, and federal retirees, the County's economy may experience a modest slowdown over the next fiscal year due to the reductions in federal spending especially federal procurement. According to the Center for Regional Analysis, George Mason University, federal procurement in the Washington Metropolitan Region, declined from a peak of nearly \$82.0 billion in calendar year (CY) 2010 to \$71.2 billion in CY2014 – a decrease of \$10.8 billion or 13.2 percent.

The economic projections for the next six fiscal years assume modest but sustainable growth rates depending on the specific aspects of the federal government sequestration. Economic growth is assumed to be stronger during the latter part of this forecast period and dependent on the current forecasts for the metropolitan region and Maryland economies. Such projections are dependent on a number of factors – fiscal and monetary policy, real estate, employment, consumer and business confidence, the stock market, mortgage interest rates, and geopolitical risks.

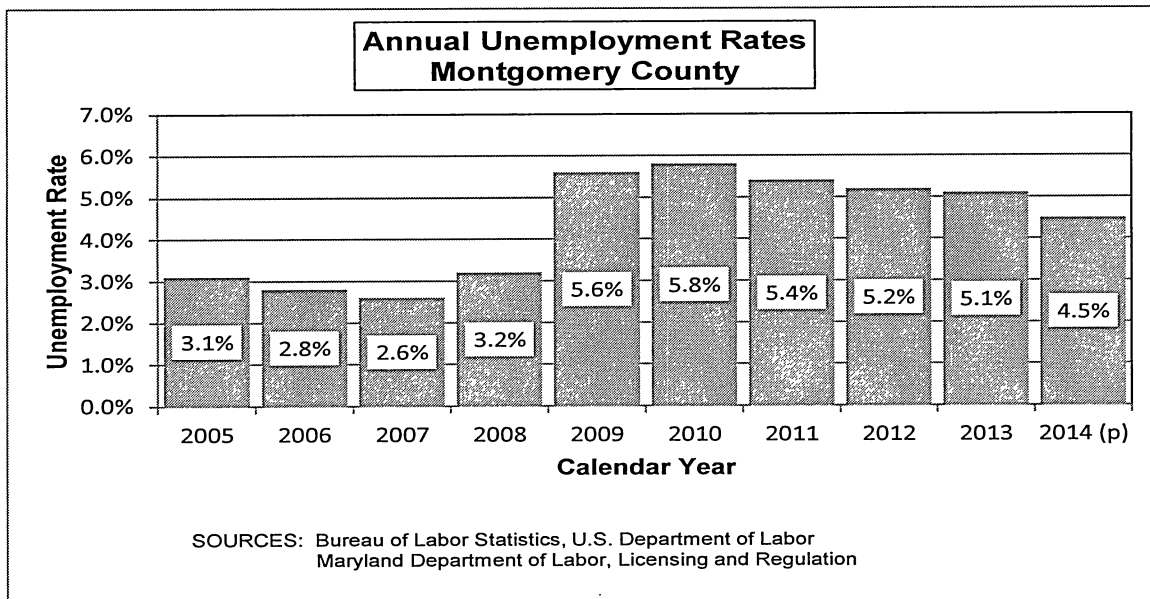
Montgomery County's economy experienced mixed economic performance during CY2014. The reasons for a mixed performance include a decline in residential employment, sales of existing homes, no increase in the *median* sales price for an existing home, a decline in the construction in the number of new residential units, and a decline in the construction of new office and bank buildings. However, offsetting those declines, the County experienced a decline in the unemployment rate and an increase in the *average* sales price for an existing home.

## Employment Situation

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 (survey of households) in CY2014 decreased by nearly 1,920 from CY2013 (↓0.38%).

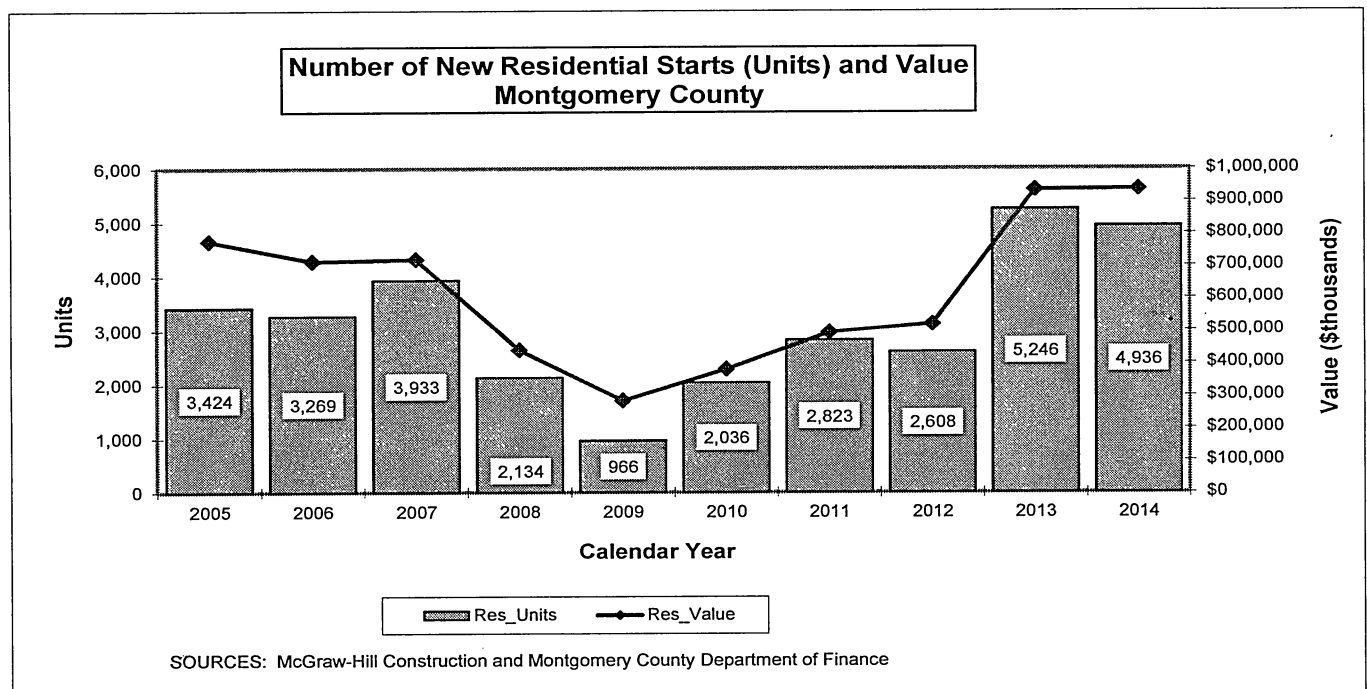


The County's unemployment rate declined to 4.5 percent in CY2014 compared to 5.1 percent in CY2013 and is the lowest level in six years. However, the decline in the unemployment rate is attributed to a larger percentage decline in the labor force (↓0.97%) than in resident employment (↓0.38%).



### Construction Activity

After experiencing an increase of over 100 percent in CY2013, the construction of new residential units declined 5.9 percent in CY2014. Even with that decline, the number of new residential units constructed in CY2014 was the second highest number in ten years. The decrease was attributed to construction of single-family homes (↓10.8%) and multi-family units (↓3.7%). Total value added increased slightly from a total of \$933.7 million in CY2013 to \$935.9 million in CY2014 (↑0.2%). While the number of non-residential construction projects increased from 104 projects in CY2013 to 152 in CY2014 (↑46.2%), the total value added decreased from \$829.3 million to \$456.7 million (↓44.9%). The difference between the growth in the number of projects and the decline in value added is attributed to the decline in the amount of square footage for the construction of office and bank buildings from 1.735 million square feet in CY2013 to less than 0.3 million square feet in CY2014 and a decline in value added from \$182.2 million to \$52.1 million in CY2014 (↓72.1%).

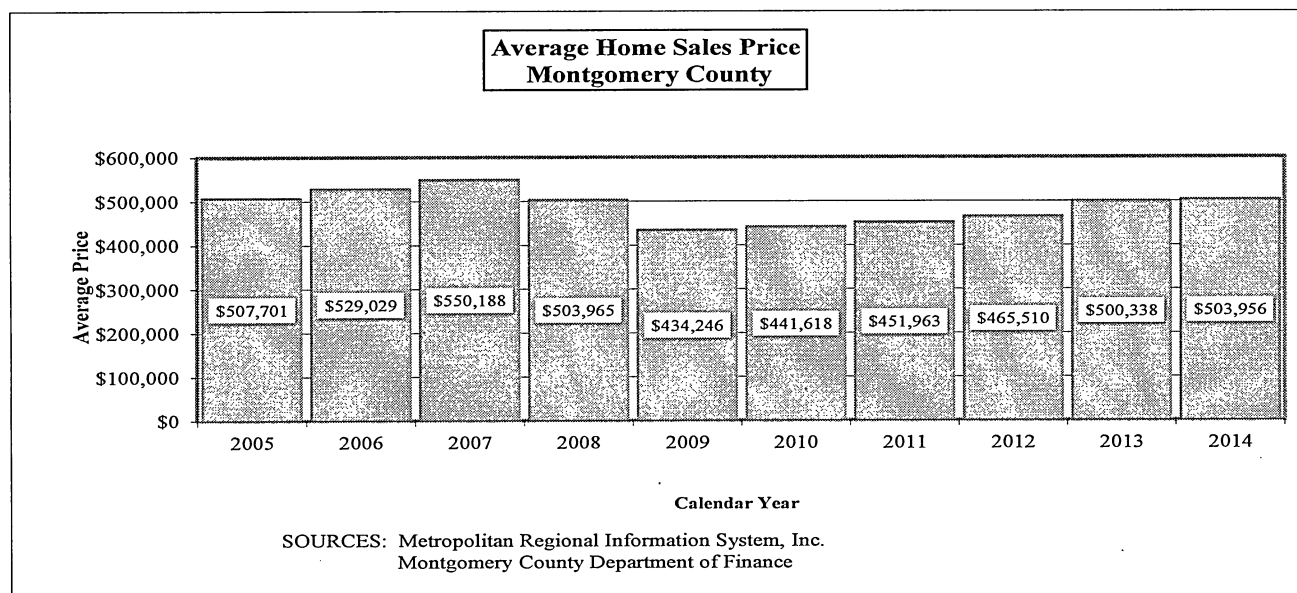
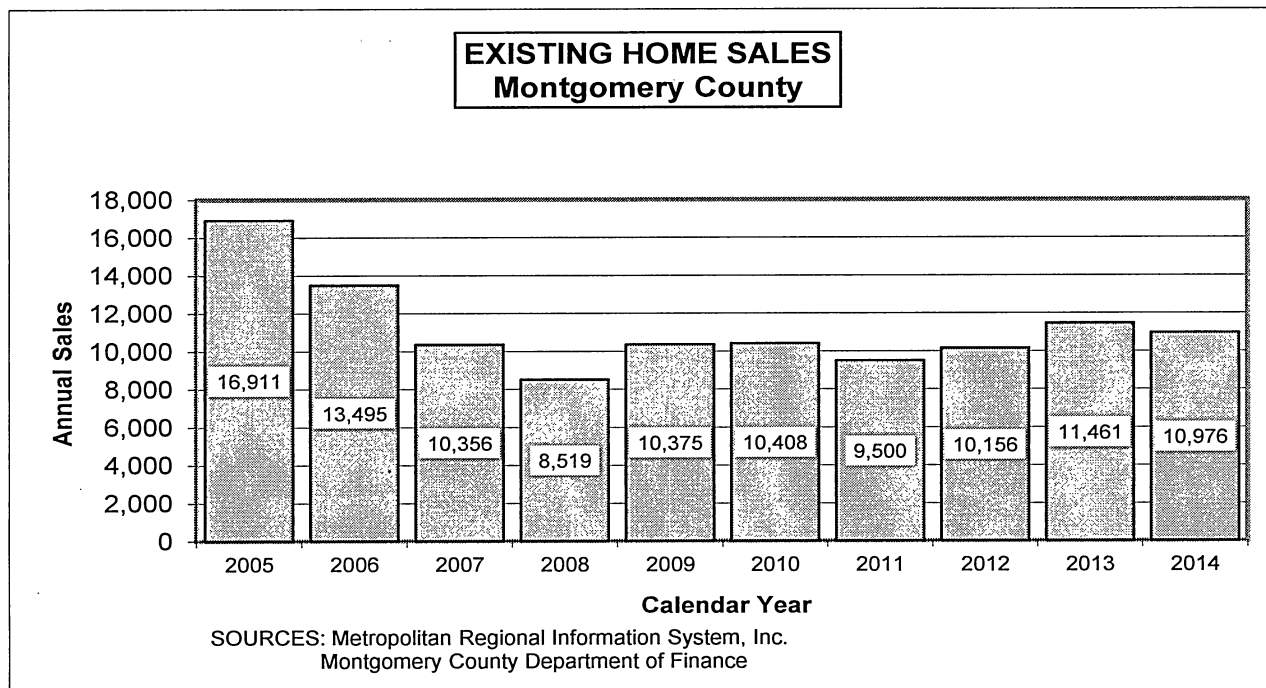


### Residential Real Estate

During calendar year 2014, existing home sales decreased 4.2 percent from CY2013. Average sales prices for existing homes increased 0.7 percent in CY2014 but the median sales price did not change and remained at \$400,000 in CY2014. Even with



low mortgage rates, the real estate market in the County was weak with declining home sales and weak price increases. Such a weakness can be attributed to the weak employment situation during CY2014 when resident employment declined 0.38 percent. Unless the employment outlook improves in the County, home sales will likely remain weak. Another factor is that the number of new listings for home sales, a measure of inventory-to-sales ratio, has remained at or below three-months of sales. At that level, average or median sales prices should increase at a greater rate than experienced in CY2014.

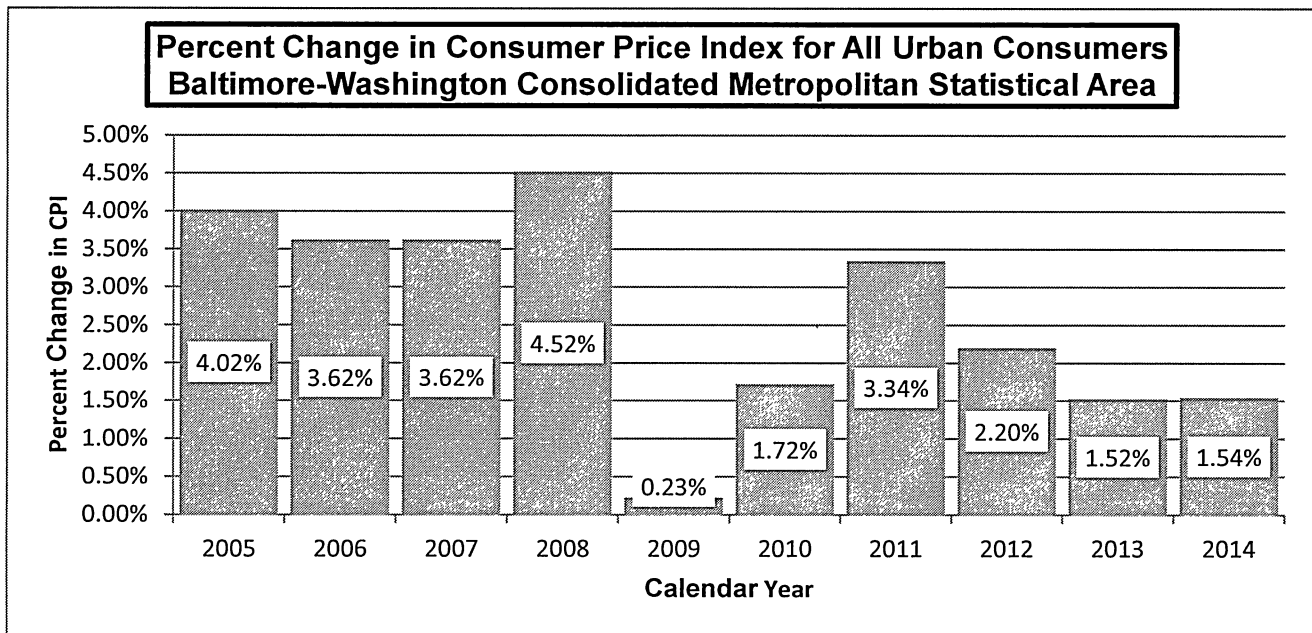


## Retail Sales

Using sales tax receipts as a measure of retail sales activity in the County, retail sales, including assessment collections, increased an estimated 3.0 percent during the first eleven months of CY2014. Purchases of nondurable goods, which include food and beverage, apparel, general merchandise, and utilities and transportation, increased 4.3 percent during this period while sales of durable goods were up 3.4 percent. The increase in nondurable goods purchases was largely attributed to the increase in food and beverage items (↑5.6%) and utilities and transportation (↑5.4%), while the increase in purchases of durable goods was solely attributed to an increase in automobile sales and products (↑4.6%) and furniture and appliances (↑3.9%). Given the decline in home sales during CY2014, the increase in sales of furniture and appliances is a conundrum given the historical relationship between home sales and sales of furniture and appliances.

## Consumer Prices and Inflation

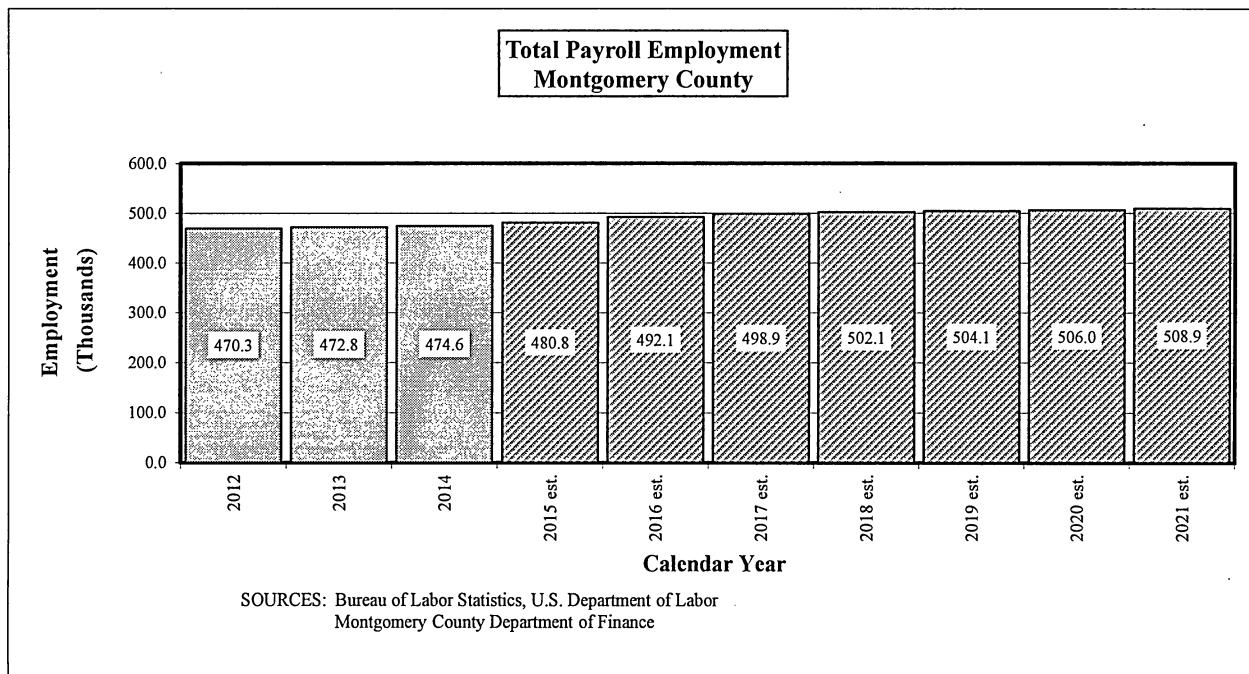
As measured by the Consumer Price Index for All Urban Consumers (CPI-U), inflation in the Washington-Baltimore region increased 1.54 percent in CY2014 compared to 1.52 percent the previous calendar year. Consumer prices excluding food and energy purchases were up 1.79 percent in CY2014 compared to 1.76 percent the previous calendar year.



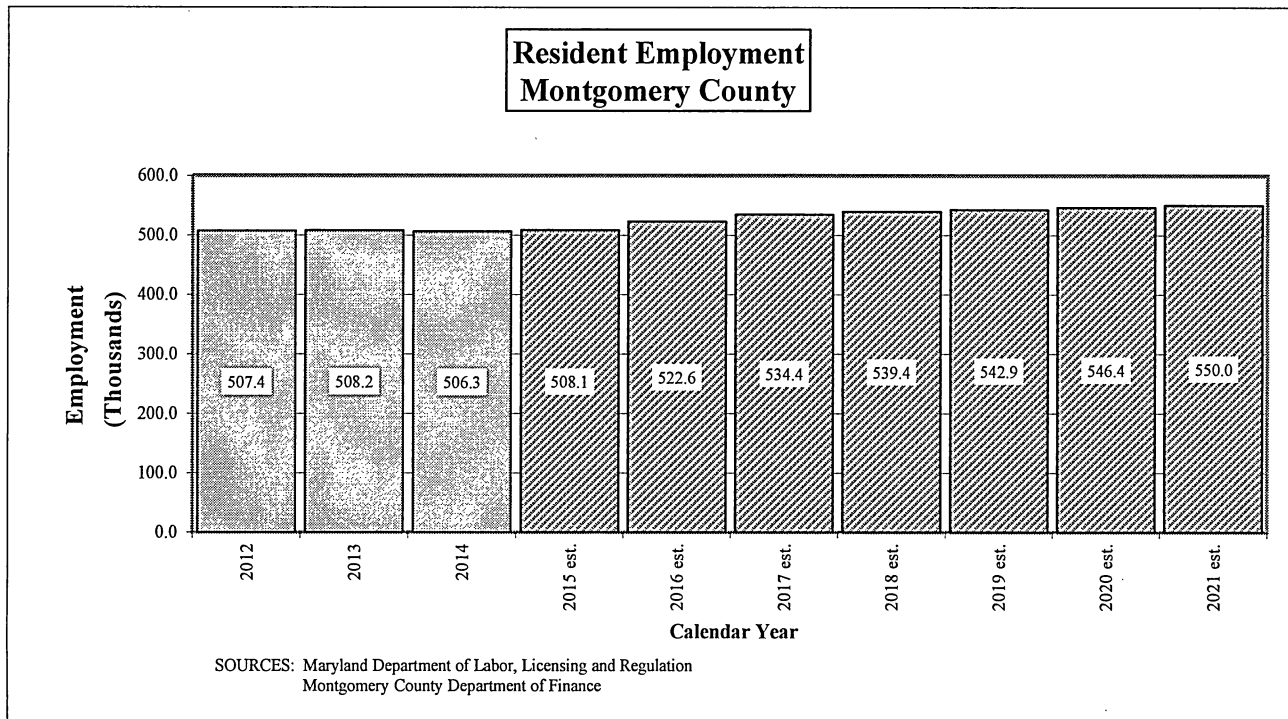
## Economic Outlook

The Department of Finance expects that Montgomery County's economy will experience modest growth during the next six years.

**Employment.** Finance estimates that payroll employment (survey of business establishments) will continue to increase from CY2014 to CY2021 and grow at an average annual rate of 1.0 percent over that period.

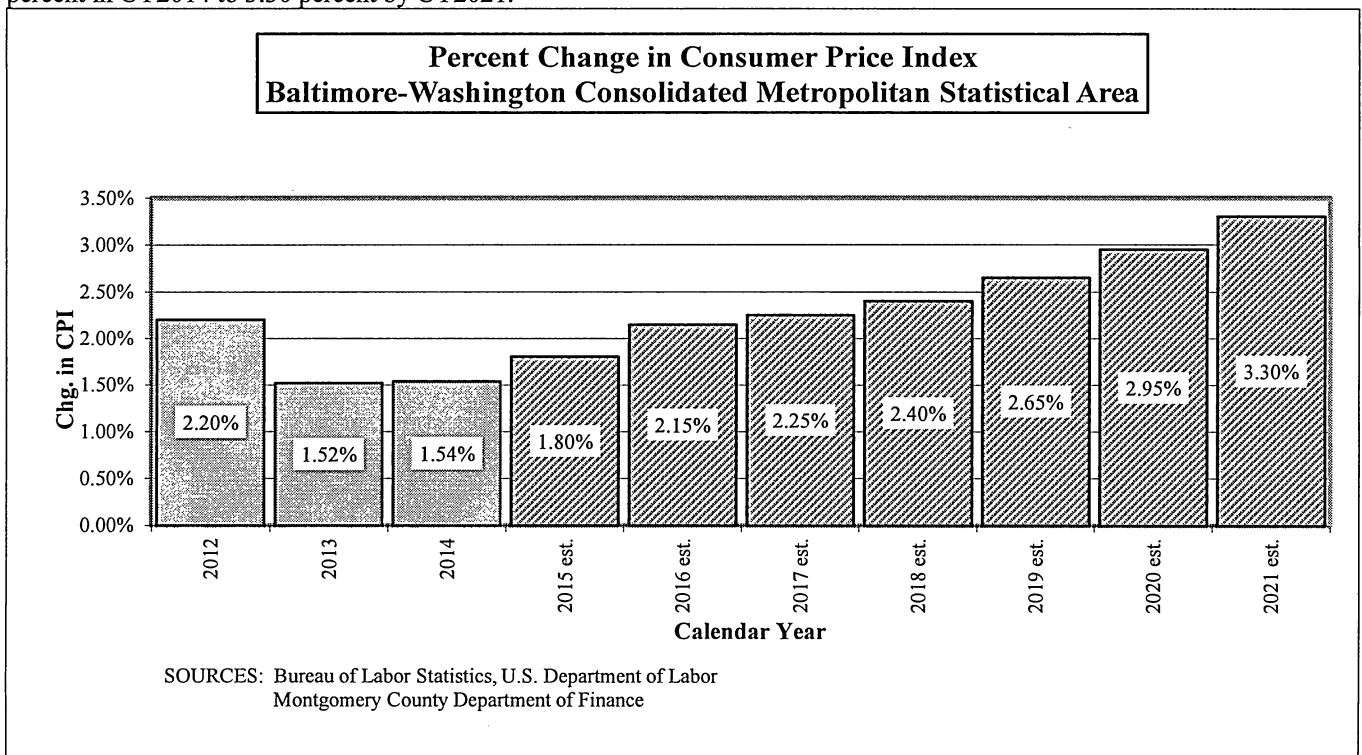


Finance also estimates that resident employment (survey of households) will recover from the decrease in CY2014 and increase at an average annual rate of 1.1 percent from CY2014 to CY2021.

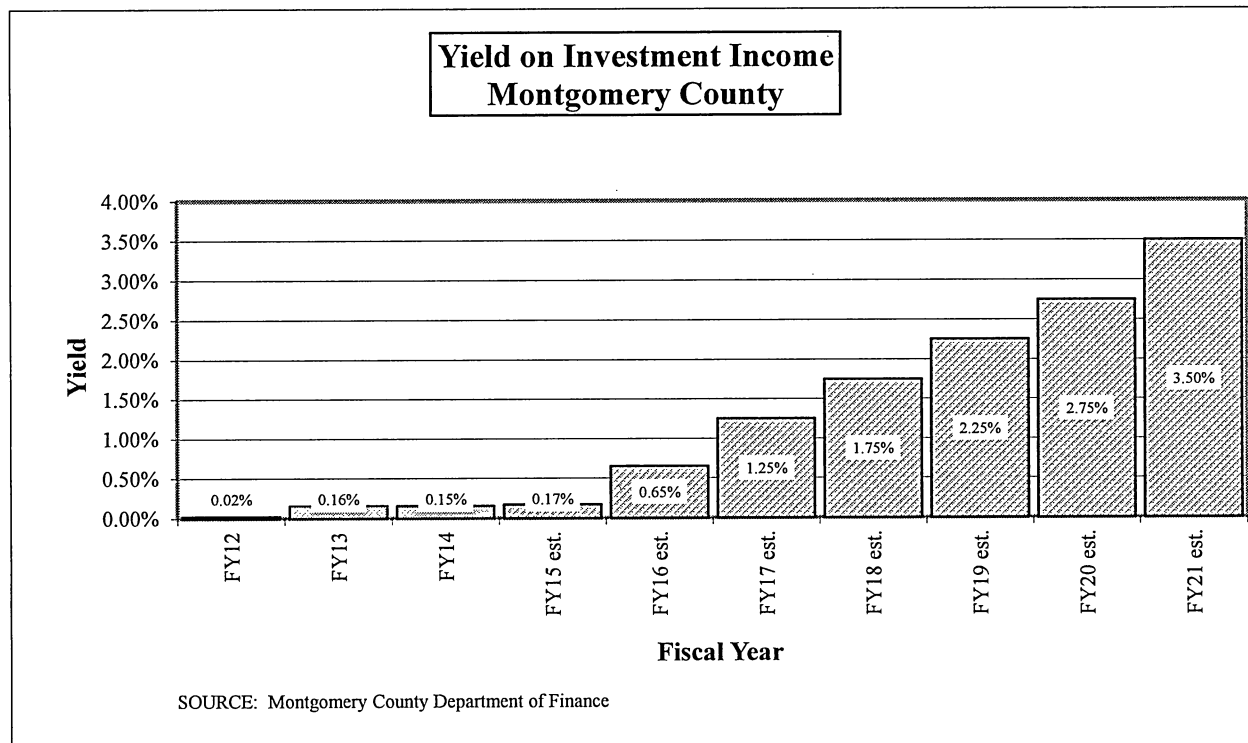


**Personal Income.** Finance estimates that total personal income in Montgomery County will grow at an average annual rate of 3.8 percent from CY2013, the latest date for which data are available from the Bureau of Economic Analysis, U. S. Department of Commerce, to CY2021. By CY2021, Finance also estimates that total personal income will reach \$99.9 billion, and that wage and salary income will grow at an average annual rate of 3.9 percent between CY2013 and CY2021. Total wage and salary income is estimated to reach \$45.3 billion by CY2021.

**Inflation (annual average).** Finance estimates that the overall regional inflation index will steadily increase from a 1.54 percent in CY2014 to 3.30 percent by CY2021.



**Interest Rates.** Based on its decision at the January 2015 meeting, the Federal Open Market Committee (FOMC or Committee) “reaffirmed its view that the current 0.00 to 0.25 percent target range for the federal funds rate remains appropriate. In determining how long to maintain this target range, the Committee will assess progress – both realized and expected – toward its objectives of maximum employment and 2 percent inflation.” Since the yield on the County’s short-term investments is highly correlated with the federal funds rate, Finance estimates that the County will earn an average of 0.17 percent in investment income on its short-term portfolio in FY15 with increases to 0.65 percent in FY16 and 1.25 percent in FY17.



## REVENUE SOURCES

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 of revenues and resources available for allocation are made for all County funds. This section displays projections of total revenues available for the tax supported portion of the program. Tax supported funds are those funds subject to the Spending Affordability Guideline (SAG) limitations. The SAG limitations are intended to ensure that the tax burden on residents generally is affordable. The County Council has based the guidelines on inflation and personal income of County residents.

The PSP also includes multi-year projections of non-tax supported funds. These funds represent another type of financial burden on households and businesses and, therefore, should be 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.

## 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 (operating margin). 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

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Executive's Recommended Operating Budget and PSP provides the allocations of annual resources to the Capital Budget as planned for in the County Executive's Amended FY15-20 Capital Improvements Program (as of January 15, 2015). Anticipated current revenue adjustments to the January 15, 2015 CIP have been made as part of the Executive's Recommended Operating Budget.

### **Prior Year Fund Balance**

The prior year fund balance for the previous fiscal year is the audited FY14 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 target fund balance for the preceding year.

### **Net Transfers**

Net transfers are the net of transfers between all tax supported and non-tax supported funds in all agencies. The largest single item 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 Amended FY15-20 Capital Improvements Program (as of January 15, 2015). 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 Capital Improvements Program. The Charter-required CIP contains a plan or schedule of project expenditures for schools, transportation, and infrastructure modernization. Approximately 44.8 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, 2014, is 1.75 percent of assessed value, well within the legal debt limit and safely within the County's financial capabilities.

### **CIP Current Revenue and PAYGO**

Estimates of transfers of current revenue and PAYGO to the CIP are based on the most current 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 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 FY16 Recommended Budget estimates that the Revenue Stabilization fund balance will be \$230.7 million in FY15 and the balance is estimated to increase to \$254.9 million in FY16 (↑10.5%).

### **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.

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## Reserves

The County will maintain an unrestricted General Fund balance (or, an “operating margin reserve”) of five percent of prior year’s General Fund revenues and the Revenue Stabilization Fund (or “rainy day fund”). It is the County’s policy to increase and maintain the budgeted total reserve of the General Fund and the Revenue Stabilization Fund to 10 percent of Adjusted Governmental Revenues.

## 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.

## TAX REVENUES

Tax supported revenues come from a number of sources including but not limited to property and income taxes, real estate transfer and recordation taxes, excise taxes, intergovernmental revenues, service charges, fees and licenses, college tuition, and investment income. In order of magnitude, however, the property tax and the income tax are the most important with 46.3 percent and 40.3 percent, respectively, of the estimated total tax revenues in FY15. The third category is the energy tax estimated for the General Fund with a 6.5 percent share. In fact, these three revenue sources represent 93.1 percent of total tax revenues. Of the total tax supported revenues, property tax and income tax are also the most important with 35.9 percent and 31.3 percent, respectively. The third category is intergovernmental revenues with a 17.7 percent share of the total tax supported revenues in FY15. Income and transfer and recordation taxes are the most sensitive to economic and, increasingly, financial market conditions. By contrast, the property tax exhibits the least volatility because of the three year re-assessment phase-in and the ten percent “homestead tax credit” that spreads out changes evenly over several years.

### Property Tax

**Using proposed rates (levy year 2015) and a recommended \$692 credit, total estimated FY16 tax supported property tax revenues of \$1,582.6 million are 3.1 percent above the revised FY15 estimate.** The general countywide rate for FY16 is \$0.723 per \$100 of assessed real property, while a rate of \$1.808 is levied on personal property. In addition to the general countywide tax rate, there are special district area tax rates, and the weighted average real property tax rate for FY16 is \$0.987 per \$100 of assessed real property. The 1990 Charter amendment (FIT) limits the growth in property tax revenues to the sum of the previous year’s estimated revenue, increased by the rate of inflation, and an amount based on the value of new construction and other minor factors. This Charter Limit, however, may be overridden by a unanimous vote of the nine members of the County Council. Growth in the previous calendar year’s CPI-U for the Washington-Baltimore Consolidated Metropolitan Statistical Area is used to measure inflation. Since the triennial reassessment rate for Group 3 increased for real property in FY16, the recommended tax rates along with the income tax offset credit (rebate) of \$692 will generate revenues at the Charter Limit for FY16.

The FY16 Recommended Operating Budget reflects a proposed funding structural change for the Parking Lot District (PLDs) for FY16 and future fiscal years. This proposal better aligns funding sources with the intended purpose and more clearly delineates funding requirement and resources. This proposal eliminates future transfers from the PLDs to the Mass Transit to maintain Ride On operations or Transportation Management District activities. In addition, the transfers to the Bethesda and Silver Spring Urban District have been reduced and will be offset by the General Fund Baseline transfer to those Urban Districts. These actions better align the taxing authority with the services provided and put the PLD funds on a more sustainable fiscal path in the future.

The countywide total property taxable assessment is estimated to increase approximately 4.0 percent from a revised \$168.4 billion in FY15 to \$175.1 billion in FY16. The base is comprised of real property and personal property. In FY16, the Department of Finance estimates real property taxable assessment of approximately \$171.5 billion – an increase of 4.1 percent from FY15 – with the remaining \$3.6 billion in personal property. This is the third consecutive increase in the total property taxable assessment after two consecutive decreases. The actual change in the total property tax base has fluctuated significantly over the past ten fiscal years (FY05-FY14), with an annual average increase of 11.5 percent between FY05 and FY09, followed by considerable deceleration in the growth of taxable assessments in FY10 (↑5.7%) and FY11 (↑0.2%), declines in FY12 (↓3.3%) and FY13 (↓2.4%), and a modest increase of 1.1 percent in FY14.

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The real property base is divided into three groups based on their geographic location in the County. Each group is reassessed triennially by the State Department of Assessments and Taxation (SDAT), which has the responsibility for assessing properties in Maryland. The amount of the change in the established market value (full cash value) of one-third of the properties reassessed each year is phased in over a three-year period. Declines in assessed values, however, are effective in the first year. The real property reassessments effective for FY13 declined 8.6 percent for Group 3 (↓12.7% for residential) and followed declines of 14.5 percent for Group 2 in FY12 (↓17.4% residential), a decline of 17.0 percent in FY11 for Group 1 (↓19.4% residential), and a decline of 10.6 percent in FY10 for Group 3 (↓16.3% for residential). However, real property reassessment for Group 1 increased 4.1 percent for FY14 (↑1.7% for residential), increased 11.0 percent for Group 2 for FY15 (↑5.8% for residential), and increased 18.7 percent for FY16 (↑11.5% for residential). Because of that increase, real property taxable assessment is estimated to increase 4.1 percent in FY16.

There is a ten percent annual assessment growth limitation for residential property that is owner-occupied. As a result of this “homestead tax credit,” these taxable reassessments in Montgomery County may not grow more than ten percent in any one year. However, because of the decline in the reassessment rates for residential properties during three fiscal years (FY10 to FY12) the amount of the homestead tax credit declined from \$23.8 *billion* in FY09, which is an all-time record, to an estimated \$78.8 *million* in FY16.

The decrease in the personal property base between FY05 and FY06 reflected the residual effects of weak labor market conditions that occurred between calendar years 2001 and 2003 and resulted in a lower number of new businesses and associated investments. This was exacerbated by tax law changes, including partial exemption of electricity generating equipment (energy deregulation), other exemptions (e.g., manufacturing, Research and Development, and certain computer software), and depreciation rules (e.g., for computer equipment). The personal property tax base since FY06 increased three out of the four subsequent years achieving a growth rate of 5.2 percent in FY10 before decreasing over the next three fiscal years (FY11-FY13) at an average annual rate of 4.4 percent before increasing 2.9 percent to \$3.7 million in FY14. Finance estimates that the total personal property base is projected to decline an estimated 2.2 percent in FY16, which follows an estimated decrease of 1.0 percent in FY15.

## **Income Tax**

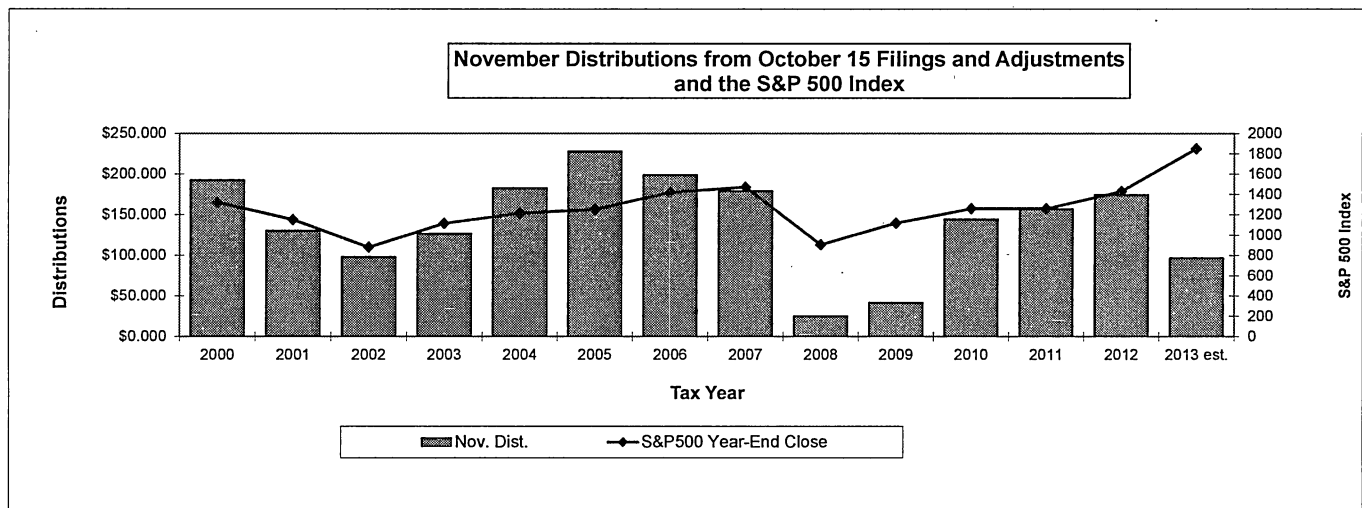
**Estimated FY16 income tax revenues of \$1,443.4 million are 8.3 percent above the revised FY15 estimate.** The increase in the estimate for FY16 is based on improvements in specific economic indicators following a mixed economic performance in CY2014 especially for resident employment and sales of existing homes. Second, the forecast of capital gains realizations by the Congressional Budget Office estimates strong growth in CY2014. Third, the reductions in federal spending attributed to sequestration are expected to have a very modest effect on the County’s resident employment, total personal income, and wage and salary income in FY16. A Maryland Court of Appeals decision found that the “failure to allow a credit with respect to the county income tax for out-of-state income taxes paid to other states on “pass-through” income earned in those states discriminates against interstate commerce and violates the Commerce Clause of the federal Constitution (Maryland State Comptroller of the Treasury v. Brian Wynne, et ux.).” The Maryland Attorney General filed a motion to reconsider with the U.S. Supreme Court. In November 2014 the Supreme Court heard oral arguments on this case and the Court’s decision is expected during the first half of 2015. If the ruling of the Maryland Court of Appeals is upheld it will have a significant negative impact on the County’s income tax collections including potential refunds of \$85 million and ongoing reduced collections of approximately \$25 million per year.

During any one fiscal year the County receives income tax distributions pertaining to at least three different tax years. During the period between tax years 2002 and 2011, the total tax distributions from withholdings, estimated payments and extended filings can be divided into three cycles: 2001-2002 (the dot.com stock market crash and the economic recession of 2001), 2003-2007 (economic expansion), and 2008-2010 (stock market crash and the great recession). During the dot.com stock market crash and 2001 recession, total income tax distributions declined at an average annual rate of 2.6 percent. With the economic expansion underway in 2003, total income tax distributions increased at an average annual rate of 10.1 percent through 2007 – adjusted for the tax rate increase from 2.95 percent to 3.20 percent enacted by the County Council in 2003. With the stock market crash of 2008 and subsequent severe recession, withholdings, estimated payments, and extended filings declined at an average annual rate of 8.5 percent from 2007 to 2009, and increased 7.2 percent in 2010, 6.2 percent in 2011, 10.0 percent in 2012, and declined 3.8 percent in 2013 – the latest date for which data are available.

In addition to the quarterly distributions that represent withholdings and estimated payments, receipts from October 15th filers and adjustments to prior year distributions by the Maryland Comptroller declined dramatically since the peak of tax year 2005. Since that time, revenues from October 15th filers and distribution adjustments gradually declined from tax year 2005 (\$227.9 million) to tax year 2007 (\$179.1 million). Because of the stock market crash of 2008 and the subsequent severe recession (December 2007 to June 2009), distributions from October 15th filers and distribution adjustments experienced a decline of 85.9 percent in tax year 2008 and a modest increase in 2009. However, from tax year 2010 to tax year 2012, revenues increased sharply to \$144.7 million in 2010 and to \$174.2 million in 2012, but below the pre-recession level, and decreased to



\$96.8 million in 2013 (↓44.4%) – the latest date for which data are available. These distributions represent the most volatile component of the income tax and are associated with the change in the stock market as measured by the S&P 500 index.



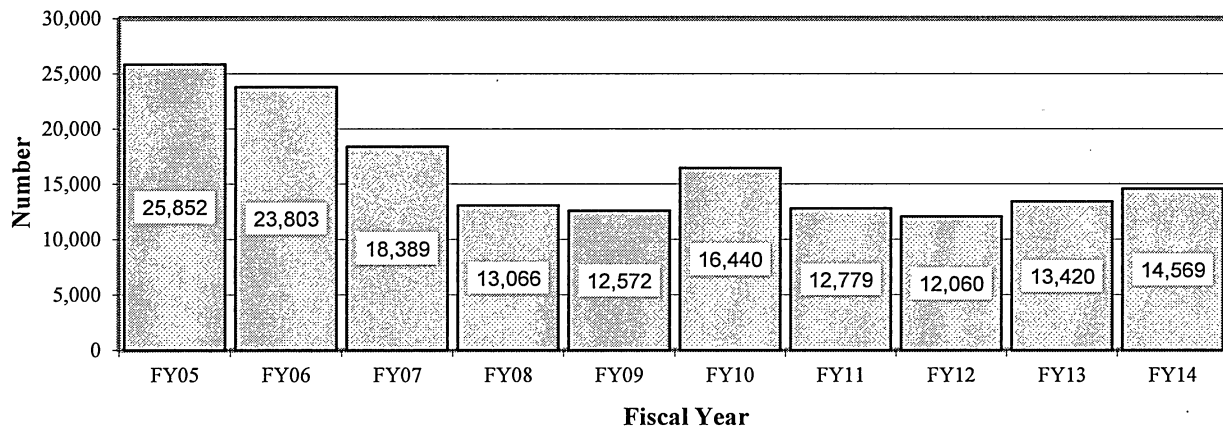
## Transfer and Recordation Taxes

Estimated FY16 revenues for the General Fund of \$153.8 million, which *exclude* the school CIP portion, condominium conversions, and the tax premium, are 8.6 percent above the revised FY15 estimate. This reflects an FY16 estimate of \$96.2 million in the transfer tax and \$57.6 million in the recordation tax. Transfer and recordation tax revenues have fluctuated greatly over time and primarily reflect shifting trends in the real estate market. In FY14 81.4 percent of the transfer tax came from the residential sector compared to 85.5 percent in FY05, 83.6 percent in FY06, 87.1 percent in FY07, 85.7 percent in FY08, 86.6 percent in FY09, 88.0 percent in FY10, 81.3 percent in FY11, and 72.2 percent in FY12, and 77.6 percent in FY13. The transfer tax rate is generally one percent of the value of the property transferred to a new owner. This applies to both improved (i.e., building) and unimproved (i.e., land) residential and commercial properties. The recordation tax is levied when changes occur in deeds, mortgages, leases, and other contracts pertaining to the title of either real or personal property. Beginning in FY03, the recordation tax rate was raised from \$4.40 to \$6.90 per \$1,000 of the value of the contract (0.69%) with the first \$50,000 of the consideration exempted from the tax for owner-occupied residential properties. The Council earmarked the revenues attributed to the rate increase for MCPS school capital programs and Montgomery College information technology projects. Generally, both transfer and recordation taxes are levied when properties are sold. In some cases, only one of the two taxes is levied. One example is refinancing of a mortgage, in which case there may be an increase in the mortgage amount and, hence, recordation tax, but since there is no transfer of property, there is no transfer tax. Beginning March 1, 2008, the Council also levied an additional recordation tax (premium) of 0.31 percent on transactions above \$500,000 for rental assistance programs and County government capital projects.

Residential transfer tax revenues are affected by the trends in real estate sales for existing and new homes. Real estate sales, in turn, are highly correlated with specific economic indicators such as growth in employment and wage and salary income, formation of households, mortgage lending conditions, and mortgage interest rates. The same holds true for the commercial sector, which is equally affected by business activity and investment, office vacancy rates, property values, and financing costs. The volatility in revenues from the transfer and recordation taxes is best illustrated in the trend since FY05.



### Number of Residential Transfers Montgomery County

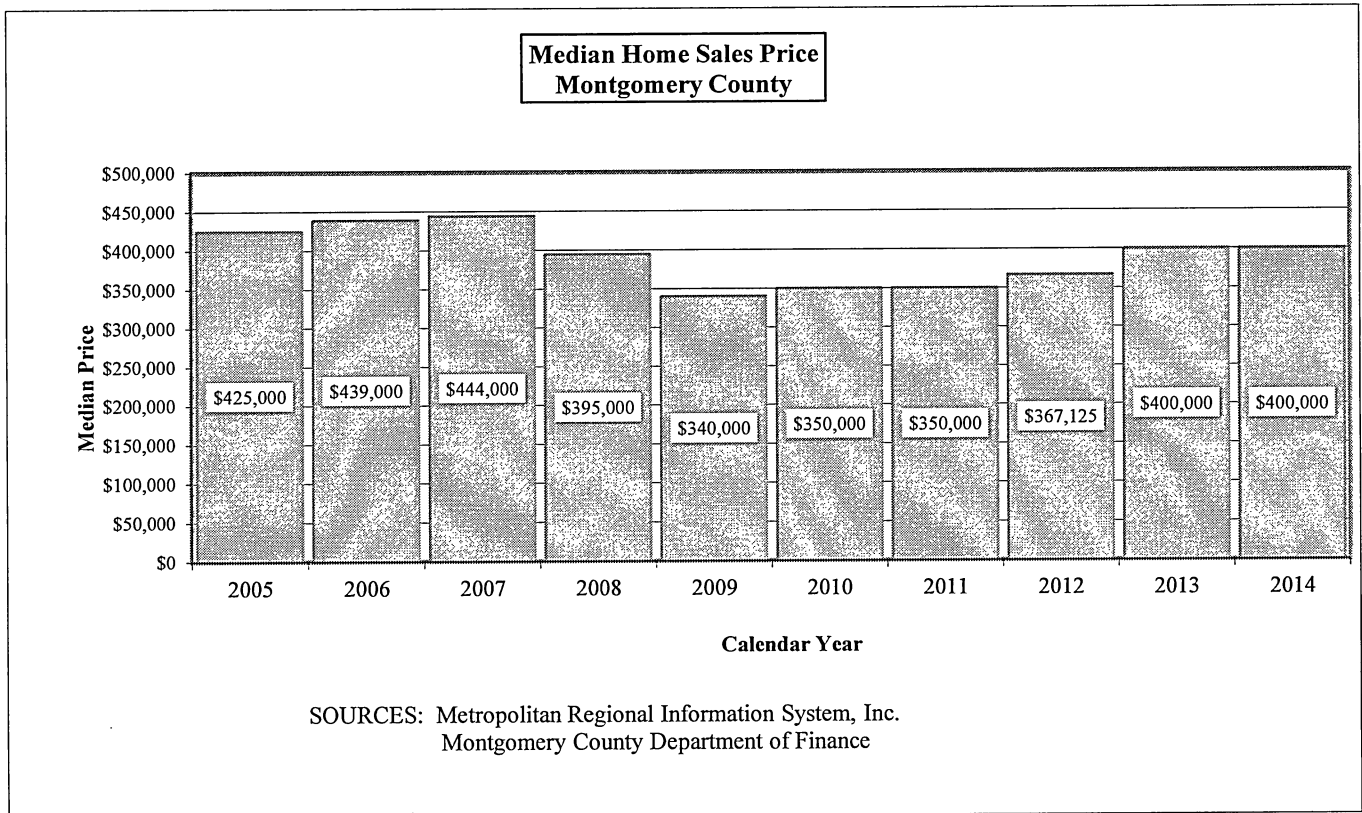


SOURCE: Selected Operations Summary Reports, Montgomery County Department of Finance

The growth rate in the number of residential transfers declined over four consecutive years from FY06 to FY09 – ↓7.9 percent in FY06 (23,803), ↓22.7 percent in FY07 (18,389), ↓28.9 percent in FY08 (13,066), and ↓3.8 percent in FY09 (12,572). After four consecutive years of decline, the number of residential transfers increased 30.8 percent in FY10 attributed to the federal government first-time homebuyers credit, but decreased for two consecutive years – ↓22.8 percent in FY11 (12,779) and ↓5.6 percent in FY12 (12,060). Since FY12, residential transfers increased 11.3 percent and 8.6 percent in FY13 and FY14, respectively. While the number of residential transfers exhibited significant volatility since FY05, the acceleration in home prices during FY05 and FY06 had a significant effect on revenues and partially offset the decrease in the number of transfers during this period. However, since the peak in the housing bubble in FY06, transfer tax revenues from residential transactions declined 23.3 percent in FY07, 26.5 percent in FY08, and 18.1 percent in FY09, but increased 20.9 percent in FY10 then declined 15.1 percent in FY11, decreased 5.1 percent in FY12, but increased 21.2 percent and 9.8 percent in FY13 and FY14, respectively.

The decline in transfer taxes between FY07 and FY09 is attributed to both a decline in home sales that began in the summer of 2005 and in average sales price for existing homes that began the late summer of 2007. Home sales declined 23.3 percent in CY2007, declined 17.7 percent in CY2008, increased 21.8 percent in CY2009, increased a modest 0.3 percent in CY2010, decreased 8.7 percent in CY2011, increased 6.9 percent and 12.8 percent in CY2012 and CY2013, respectively, but decreased 4.2 percent in CY2014.

While sales decreased in CY2014, the average sales price for an existing home increased a meager 0.7 percent and the median sales price did not change.



At the same time that revenues from the residential portion of the transfer tax experienced growth between FY05 and FY06, revenues from non-residential properties, excluding collections from farm and rezone transactions, experienced a similar pattern during this same period. Beginning in FY07, revenues from non-residential property experienced dramatic volatility over the next eight years. In FY07 revenues from non-residential properties declined 49.2 percent, increased a modest 1.8 percent in FY08, declined 25.7 percent in FY09, but increased 12.9 percent in FY10, 45.9 percent in FY11, 57.7 percent in FY12, but declined 3.9 percent in FY13 and 17.9 percent in FY14.

Recordation tax revenues (excluding the school CIP portion and the tax premium) generally track the trend in transfer tax revenues. Revenues from residential recordation tax revenues increased 21.7 percent in FY05, and 20.1 percent in FY06, before declining 19.4 percent in FY07, 21.1 percent in FY08, 18.3 percent in FY09, increasing 25.3 percent in FY10, decreasing 18.3 percent in FY11, decreasing 4.2 percent in FY12, increasing 23.4 percent in FY13, and increasing 9.5 percent in FY14. The estimate for recordation tax revenues for FY16 reflects a increase of 8.9 percent to \$57.6 million for the General Fund.

General Fund transfer and recordation tax revenues are projected to grow 8.6 percent in FY16. That year-over-year growth rate is attributed to a recovery in home sales during calendar year 2015 and 2016 and a modest increase in home prices.

## Energy Tax

**Estimated FY16 revenues of \$206.2 million are 1.3 percent above the revised FY15 estimate.** The estimated revenues for FY16 are based on the County Executive's recommendation to continue the FY16 rates at the FY15 level. The revised revenues estimate for FY15 is 3.3 percent below the FY14 actual revenues. That decline is attributed to the reduction in both the residential and non-residential rates enacted by the County Council in May 2014. The fuel-energy tax is imposed on persons 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 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. Based on partial fiscal year data for FY15, Finance estimates that the share of receipts from residential users is approximately 32.0 percent of total collections, with the larger share received from the non-residential sector (68.0%). Measured for all energy types, the two largest sources of total revenues based on partial fiscal year data for FY15 have been electricity (82.8%) and natural gas (16.3%).

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## **Telephone Tax**

Estimated FY16 revenues of \$50.4 million are 1.6 percent above the revised FY15 estimate. The revised revenue estimate for FY15 is 4.1 percent above the FY14 actual revenues excluding the increase attributed to a one-time reconciliation payment of \$5.5 million from Verizon in FY14. That adjusted increase is attributed to an increase in wireless communication. The telephone tax is levied as a fixed amount per landline, wireless communications, and other communication devices. The tax on a traditional landline is \$2.00 per month, while multiple business lines (Centrex) are taxed at \$0.20 per month. The tax rate on wireless communications was \$2.00 per month prior to FY11. Effective FY11, the County Council increased the rate schedule for wireless communications from \$2.00 per month to \$3.50 per month. Revenues from this tax are driven primarily by modest growth in wireless communications such as cell phone usage and by voice-over internet protocol.

## **Hotel/Motel Tax**

Estimated FY16 revenues of \$20.3 million are 3.7 percent above the revised FY15 estimate. The revised revenue estimate for FY15 is 10.9 percent above the FY14 actual revenues. Both the FY14 revised estimate and the FY15 estimate continues to include an amount expected from online hotel brokers and the estimate for FY16 includes a recommendation to collect hotel-motel tax revenues from AirBnB and other short term rental property operators which is estimated to collect an additional \$228,725 revenues per year starting in FY16. The hotel/motel tax is levied as a percentage of the hotel bill. The current tax rate of 7 percent in FY15 is also assumed for FY16. Collections grow with the costs of hotel rooms and the combined effect of room supply and hotel occupancy rate in the County. Occupancy rates in the County are generally the highest in the spring (April and May) and autumn (September and October) as tourists and schools visit the nation's capital for such events as the Cherry Blossom Festival and school trips, while organizations often schedule conferences during such periods, and during the week of the Presidential inauguration. During peak periods, many visitors to Washington, D.C. use hotels in the County, especially those in the lower county.

## **Admissions Tax**

Estimated FY16 revenues of \$3.2 million are 6.6 percent above the revised FY15 estimate. The revised revenue estimate for FY15 revenues is 2.1 percent above the FY14 actual revenues. The revised estimate in FY15 is attributed to an increase in revenues collected from motion picture theaters and recreational activities. 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 seven 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. For FY14, motion pictures accounted for 46.8 percent of total collections, while other major categories included coin-operated amusement (18.3%), and golf green fees, driving ranges and golf cart rentals (16.8%).

## **NON-TAX REVENUES**

Non-tax revenues throughout all tax supported funds (excluding Enterprise Funds, such as Permitting Services, Parking Districts, Solid Waste Disposal, and Solid Waste Collection Funds) are estimated at \$983.0 million in FY16. This is a \$0.6 million increase, or 0.1 percent, from the revised FY15 estimate, primarily attributed to an increase in General Intergovernmental Revenues (↑1.1%) and fees, licenses, fines, and other charges (3.2%). Non-tax revenues include: intergovernmental aid; investment income; licenses and permits; user fees, fines, and forfeitures; and miscellaneous revenues.

## **General Intergovernmental Revenues**

Intergovernmental revenues are received from the State or Federal governments as general aid for certain purposes, not tied, like grants, to particular expenditures. The majority of this money comes from the State based on particular formulas set in law. Total aid is specified in the Governor's annual budget. Since the final results are not known until the General Assembly session is completed and the State budget adopted, estimates in the March 15 County Executive Recommended Public Services Program are generally based on the Governor's budget estimates for FY16. 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. For future years, it is difficult to know confidently how Federal and State aid policy may be implemented; therefore, the projection generally assumes intergovernmental aid will remain flat. The Recommended Budget for FY16 assumes an \$8.4 million, or 1.1 percent, increase in intergovernmental revenues from the revised FY15 estimate, of which 80.3 percent is allocated to the Montgomery County Public Schools, 4.3 percent to Montgomery Community College, and 1.1 percent to Mass Transit. Total intergovernmental revenue represents an estimated 79.0 percent of the total non-tax revenues for FY16.

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## **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 Recommended Budget for FY16 assumes a 11.8 percent increase over the revised projections for FY15, and \$13.0 million in available resources in FY16.

## **Charges for Services (User Fees)**

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 Recommended Budget for FY16 assumes an increase of 4.4 percent over the revised projections for FY14, resulting in \$71.9 million in available resources in FY15.

## **Fines and Forfeitures**

Revenues from fines and forfeitures relate primarily to photo red light and speed camera citations, and library and parking fines (excluding the County's four Parking Districts). The Recommended Budget for FY16 assumes that fines and forfeitures will not increase from the revised estimates for FY15, resulting in \$24.3 million in available resources in FY16.

## **College Tuition**

Although College tuition is not included in the County Council 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 County Executive recommends a \$3/\$6/\$9 increase in tuition above the increase included in the Board of Trustees' requested budget. The Recommended Budget for FY16 includes a 2.2 percent increase in tuition revenue over the revised projections for FY15 resulting in \$81.9 million in available resources in FY16.

## **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 funds using an approved, prudent County 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 determine pooled investment income: (1) the average daily investment balance which is affected by the level of revenues and expenditures, fund balances, and the timing of bond and commercial paper issues; and (2) the average yield percentage which reflects short-term interest rates and may vary considerably during the year.

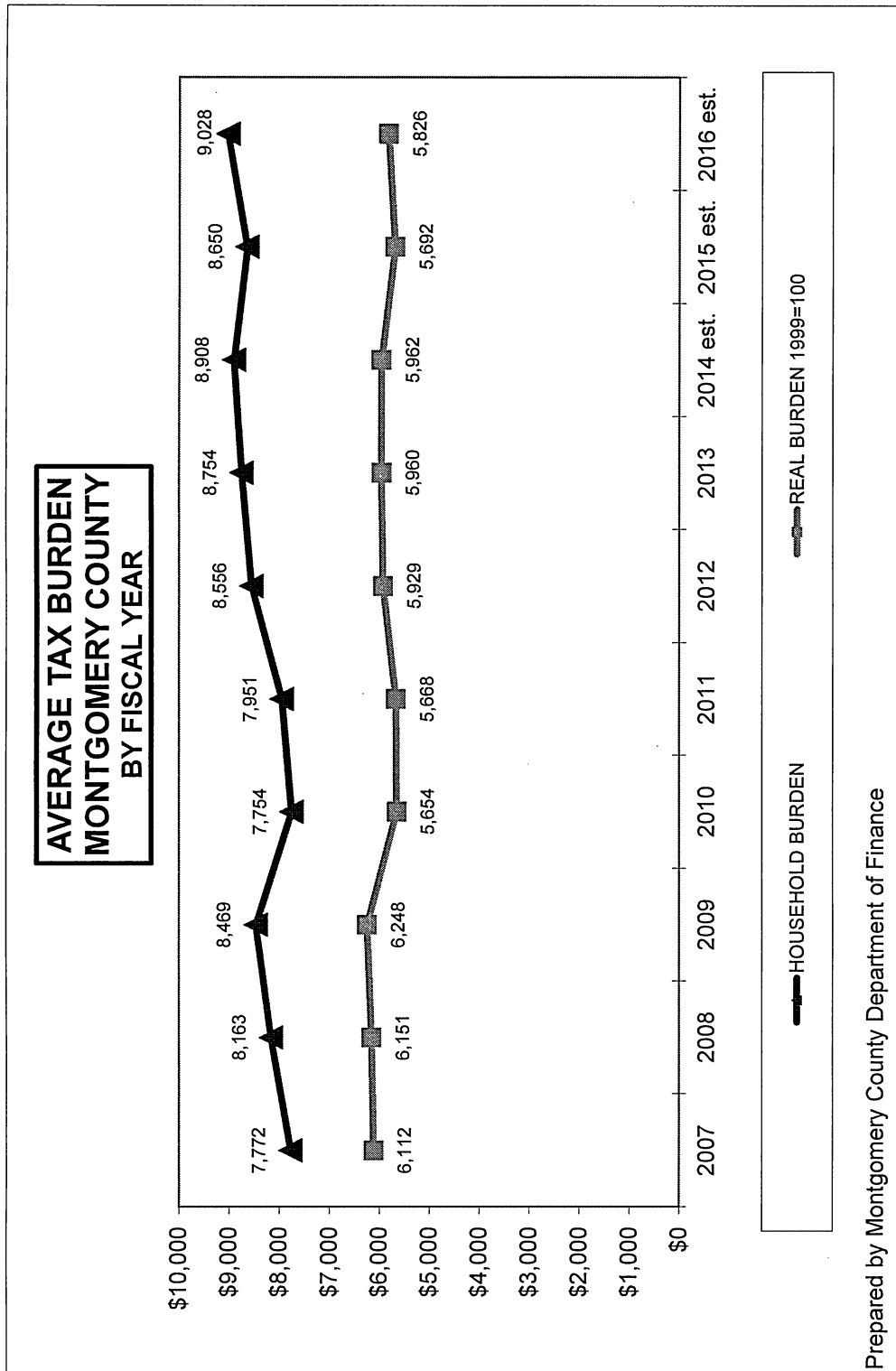
The revised FY15 tax-supported investment income estimate of \$0.6 million assumes a yield on equity of 0.17 percent and an average daily balance of \$701.4 million. The FY16 projected estimate of tax-supported investment income of \$2.1 million assumes a yield on equity of 0.65 percent and an average daily balance \$701.4 million. Yields have fluctuated significantly over time due to changes in the targeted federal funds rate set by the Federal Open Market Committee (FOMC) of the Federal Reserve System. Since August 2007, the FOMC has reduced the target rate for federal funds from 5.25 percent to a range of 0.00-0.25 percent in December 2008 and is expected to remain at that range through most of calendar year 2015.

## **Other Miscellaneous**

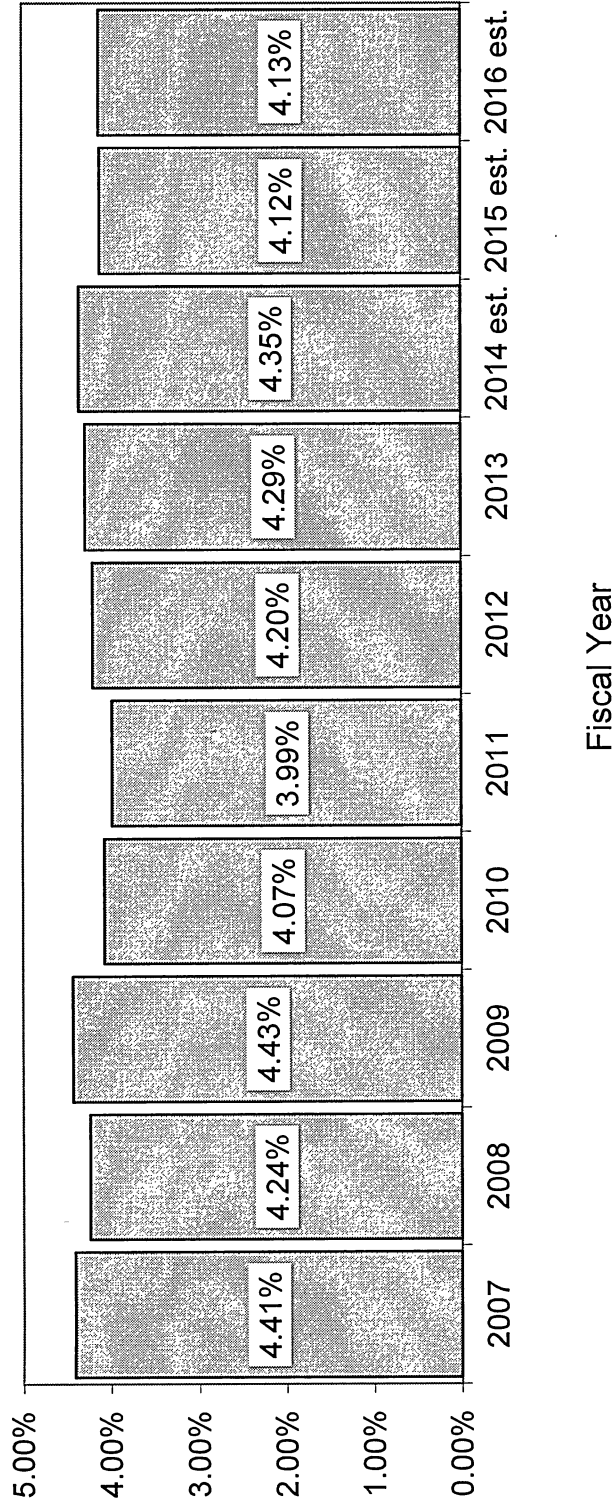
The County receives miscellaneous income from a variety of sources, the largest of which are auction proceeds, rental income for the use of County property, and operating revenue from the Conference Center. These two categories make up 49.5 percent of the total \$11.6 million projected for FY16.

TRENDS AND PROJECTIONS									
DEMOGRAPHIC AND PLANNING INDICATORS	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	
<b>POPULATION</b>									
Annual Increase	1,018,000	1,020,000	1,029,200	1,038,000	1,047,000	1,056,000	1,067,000	1,075,000	
Population Growth Since 2007	8,200	2,000	9,200	8,800	9,000	9,000	11,000	8,000	
County Resident Births (Prior Calendar Year)	8.1%	8.3%	9.3%	10.3%	11.2%	12.2%	13.3%	14.2%	
	13,050	13,150	13,250	13,350	13,450	13,500	13,550	13,550	
<b>HOUSEHOLDS</b>									
Household Annual Growth (%)	371,000	377,500	381,000	385,000	389,000	393,000	397,000	401,000	
Household Growth Since 2007	1.2%	1.8%	0.9%	1.0%	1.0%	1.0%	1.0%	1.0%	
Household Growth Since 1992	5.2%	7.0%	8.0%	9.2%	10.3%	11.4%	12.6%	13.7%	
Household Size	27.4%	29.6%	30.8%	32.2%	33.6%	35.0%	36.3%	37.7%	
	2.74	2.70	2.70	2.70	2.69	2.69	2.69	2.68	
<b>RESIDENT EMPLOYMENT (Jan = Calendar Year)</b>									
Resident Employment Annual Growth (%)	506,300	508,100	522,600	534,400	539,400	542,900	546,400	550,000	
Resident Employment Growth Since 2007	-0.8%	0.4%	2.9%	2.3%	0.9%	0.6%	0.6%	0.7%	
Resident Employment Per Household	0.7%	1.0%	3.9%	6.3%	7.3%	8.0%	8.6%	9.4%	
Jobs in County	1.36	1.35	1.37	1.39	1.39	1.38	1.38	1.37	
	527,700	534,600	540,000	545,400	550,900	556,300	561,700	567,900	
<b>PERSONAL INCOME (\$ Millions)</b>									
Per Capita Personal Income	\$75,940	\$79,300	\$83,360	\$86,850	\$89,720	\$92,260	\$95,970	\$99,870	
Annual Growth (%)	\$74,600	\$77,750	\$81,010	\$83,670	\$85,690	\$87,370	\$89,940	\$92,900	
Inflation Growth (Fiscal Year) Since 2007	0.7%	4.2%	4.2%	3.3%	2.4%	2.0%	2.9%	3.3%	
<b>CONSUMER PRICE INDEX (CPI) - Fiscal Year</b>									
Inflation Growth (Fiscal Year) Since 2007	1.72%	1.72%	1.98%	2.20%	2.33%	2.53%	2.80%	3.13%	
	-49.0%	-49.0%	-41.2%	-34.7%	-30.9%	-24.9%	-16.9%	-7.1%	
<b>CONSUMER PRICE INDEX (CPI) - Calendar Year (%)</b>									
ASSESSABLE TAX BASE (\$ Millions)	1.64%	1.80%	2.15%	2.25%	2.40%	2.65%	2.95%	3.30%	
Annual Growth (%)	\$163,601	\$168,372	\$175,060	\$181,910	\$190,526	\$196,972	\$203,828	\$212,125	
Growth of Base Since 1992 (%)	1.1%	2.9%	4.0%	3.9%	4.7%	3.4%	3.5%	4.1%	
Growth of Base Since 2007 (%)	173.5%	181.5%	192.6%	204.1%	218.5%	229.3%	240.7%	254.6%	
	26.2%	29.9%	35.0%	40.3%	46.9%	51.9%	57.2%	63.6%	
<b>INVESTMENT INCOME YIELD (%)</b>									
MCPS ENROLLMENT (Sept = Calendar Year)	0.15%	0.17%	0.65%	1.25%	1.75%	2.25%	2.75%	3.50%	
Annual Growth (%)	151,289	154,230	156,494	158,813	160,883	162,363	164,036	165,358	
Annual Increase (Decrease)	1.5%	1.9%	1.5%	1.5%	1.3%	0.9%	1.0%	0.8%	
<b>MONTGOMERY COLLEGE ENROLLMENTS (a)</b>									
Annual Growth (%)	2,238	2,941	2,264	2,319	2,070	1,480	1,673	1,322	
Full Time Equivalents (Sept = Calendar Year) (b)	25,517	24,727	24,364	24,135	24,420	24,654	24,654	24,654	
Annual Growth in FTEs (%)	-7.1%	-3.1%	-1.5%	-0.9%	1.2%	1.0%	0.0%	0.0%	
	21,409	21,056	20,587	20,392	20,288	20,519	20,717	20,717	
	-4.1%	-1.6%	-2.2%	-0.9%	-0.5%	1.1%	1.0%	0.0%	

- (a) Projections related to Montgomery College Enrollments are provided by Montgomery College and only include projections through FY19.  
 Since no projections are provided for FY20 or FY21, the projections for FY19 were used for FY20 and FY21.
- (b) Projections related to Montgomery College Full Time Equivalents are provided by Montgomery College and only include projections through FY20.  
 Since no projections are provided for FY21, the projections for FY20 were used for FY21.



# **COUNTY TAXES AS A SHARE OF PERSONAL INCOME** **MONTGOMERY COUNTY**



Prepared by Montgomery County Department of Finance

**REVENUE SUMMARY  
TAX SUPPORTED BUDGETS  
(\$ Millions)**

KEY REVENUE CATEGORIES	App FY15	Estimate FY15	% Chg. FY15-16	Rec FY16 3-16-15	% Chg. FY16-17	Projected FY17	% Chg. FY17-18	Projected FY18	% Chg. FY18-19	Projected FY19	% Chg. FY19-20	Projected FY20	% Chg. FY20-21	Projected FY21
<b>TAXES</b>	5-22-14													
1 Property Tax	1,538.9	1,534.6	2.8%	1,582.6	2.6%	1,624.2	2.8%	1,670.2	3.0%	1,720.1	3.3%	1,777.2	3.0%	1,831.0
2 Income Tax	1,340.6	1,333.1	7.7%	1,443.4	5.6%	1,524.7	5.8%	1,613.7	4.9%	1,692.6	3.8%	1,757.6	3.5%	1,819.1
3 Transfer Tax	97.9	88.7	-1.7%	96.2	13.7%	109.4	5.9%	115.9	6.0%	122.8	3.9%	127.6	4.8%	133.8
4 Recordation Tax	62.8	52.9	-8.3%	57.6	15.0%	66.3	6.4%	70.5	7.1%	75.5	2.0%	77.0	5.0%	80.9
5 Energy Tax	209.2	203.5	-1.4%	206.2	0.8%	207.9	1.1%	210.1	0.6%	211.4	0.5%	212.5	0.7%	214.0
6 Telephone Tax	47.8	49.6	5.4%	50.4	1.8%	51.3	1.0%	51.8	1.4%	52.5	1.3%	53.2	1.5%	54.0
7 Hotel/Motel Tax	17.5	19.6	16.1%	20.3	3.6%	21.1	3.4%	21.8	3.2%	22.5	3.2%	23.2	4.1%	24.2
8 Admissions Tax	3.2	3.0	-1.1%	3.2	6.4%	3.5	4.1%	3.6	6.2%	3.8	6.3%	4.1	6.6%	4.3
9 Total Local Taxes	3,318.0	3,285.1	4.3%	3,460.1	4.3%	3,608.3	4.1%	3,757.6	3.8%	3,901.3	3.4%	4,032.4	3.2%	4,161.2
<b>INTERGOVERNMENTAL AID</b>														
10 Highway User	3.6	3.5	-0.1%	3.6	0.0%	3.6	0.0%	3.6	0.0%	3.6	0.0%	3.6	0.0%	3.6
11 Police Protection	13.9	13.9	-1.2%	13.8	0.0%	13.8	0.0%	13.8	0.0%	13.8	0.0%	13.8	0.0%	13.8
12 Libraries	5.5	4.8	-9.9%	5.1	0.0%	5.1	0.0%	5.1	0.0%	5.1	0.0%	5.1	0.0%	5.1
13 Health Services Case Formula	4.4	4.4	-9.9%	4.0	0.0%	4.0	0.0%	4.0	0.0%	4.0	0.0%	4.0	0.0%	4.0
14 Mass Transit	39.4	39.4	1.1%	39.8	0.0%	39.8	0.0%	39.8	0.0%	39.8	0.0%	39.8	0.0%	39.8
15 Public Schools	618.8	618.8	0.8%	623.7	0.0%	623.7	0.0%	623.7	0.0%	623.7	0.0%	623.7	0.0%	623.7
16 Community College	34.2	33.0	-1.5%	33.7	0.0%	33.7	0.0%	33.7	0.0%	33.7	0.0%	33.7	0.0%	33.7
17 Other	38.3	50.7	38.9%	53.3	-21.6%	41.8	0.0%	41.8	0.0%	41.8	0.0%	41.8	0.0%	41.8
18 Total Intergovernmental Aid	758.1	768.5	2.5%	776.8	-1.5%	765.3	0.0%	765.3	0.0%	765.3	0.0%	765.3	0.0%	765.3
<b>FEES AND FINES</b>														
19 Licenses & Permits	12.6	11.7	3.3%	13.0	1.5%	13.2	1.5%	13.4	1.5%	13.6	1.5%	13.8	1.5%	14.0
20 Charges for Services	69.1	68.8	4.0%	71.9	1.8%	73.2	1.9%	74.5	2.0%	76.0	2.2%	77.7	2.5%	79.7
21 Fines & Forfeitures	22.0	24.3	10.3%	24.3	1.6%	24.7	1.6%	25.1	1.6%	25.5	1.6%	25.9	1.6%	26.3
22 Montgomery College Tuition	83.7	81.6	-0.4%	83.3	1.8%	84.8	1.9%	86.3	2.0%	88.1	2.2%	90.1	2.5%	92.3
23 Total Fees and Fines	187.4	186.4	2.7%	192.5	1.7%	195.8	1.8%	199.4	1.9%	203.2	2.1%	207.5	2.3%	212.3
<b>MISCELLANEOUS</b>														
24 Investment Income	0.5	0.6	296.9%	2.1	86.4%	3.9	38.2%	5.4	27.8%	6.8	21.8%	8.3	26.5%	10.5
25 Other Miscellaneous	10.3	15.9	13.0%	11.6	2.2%	11.9	2.3%	12.2	2.5%	12.5	2.8%	12.8	3.1%	13.2
26 Total Miscellaneous	10.8	16.5	26.8%	13.7	15.0%	15.8	11.2%	17.5	10.3%	19.3	9.5%	21.1	12.3%	23.8
27 TOTAL REVENUES	4,274.3	4,256.4	3.9%	4,443.1	3.2%	4,585.2	3.4%	4,739.9	3.1%	4,889.2	2.8%	5,026.4	2.7%	5,162.6
<b>Calculation for Adjusted Governmental Revenues</b>														
29 Total Tax Supported Revenues	4,274.3	4,256.4	3.9%	4,443.1	3.2%	4,585.2	3.4%	4,739.9	3.1%	4,889.2	2.8%	5,026.4	2.7%	5,162.6
30 Capital Projects Fund	123.4	123.4	0.2%	123.6	-12.4%	108.2	-7.7%	99.9	-2.2%	97.7	7.7%	105.2	0.0%	105.2
31 Grants	116.6	116.6	2.9%	120.1	2.2%	122.7	2.3%	125.6	2.5%	128.7	2.8%	132.3	3.1%	136.5
32 MCG Adjusted Revenues	4,514.3	4,496.4	3.8%	4,666.8	2.8%	4,816.2	3.1%	4,965.3	3.0%	5,115.6	2.9%	5,264.0	2.7%	5,404.3



# County Executive's Recommended FY16-21 Public Services Program Tax Supported Fiscal Plan Summary

(\$ in Millions)														
	App. FY15	Est FY15	% Chg. FY15-16 App/Rec	Rec. FY16 3-16-15	% Chg. FY16-17	Projected FY17	% Chg. FY17-18	Projected FY18	% Chg. FY18-19	Projected FY19	% Chg. FY19-20	Projected FY20	% Chg. FY20-21	Projected FY21
Total Revenues														
Property Tax	1,538.9	1,534.6	2.8%	1,582.6	2.6%	1,624.2	2.8%	1,670.2	3.0%	1,720.1	3.3%	1,777.2	3.0%	1,831.0
Income Tax	1,340.6	1,333.1	7.7%	1,443.4	5.6%	1,524.7	5.8%	1,613.7	4.9%	1,692.6	3.8%	1,757.6	3.5%	1,819.1
Transfer/Recordation Tax	160.7	141.6	-4.3%	153.8	14.2%	175.6	6.1%	186.4	6.4%	198.3	3.2%	204.6	4.9%	214.6
Investment Income	0.5	0.6	296.9%	2.1	86.4%	3.9	38.2%	5.4	27.8%	6.8	21.8%	8.3	26.5%	10.5
Other Taxes	277.7	275.8	0.9%	280.2	1.3%	283.7	1.3%	287.3	1.0%	290.3	0.9%	293.0	1.2%	296.5
Other Revenues	955.8	970.8	2.6%	981.0	-0.8%	973.0	0.4%	976.9	0.4%	981.0	0.5%	985.7	0.5%	990.9
Total Revenues	4,274.3	4,256.4	3.9%	4,443.1	3.2%	4,585.2	3.4%	4,739.9	3.1%	4,889.2	2.8%	5,026.4	2.7%	5,162.6
Net Transfers In (Out)														
	43.3	43.6	-50.9%	21.3	2.2%	21.7	2.3%	22.2	2.5%	22.8	2.8%	23.4	3.1%	24.2
Total Revenues and Transfers Available														
	4,317.6	4,300.0	3.4%	4,464.4	3.2%	4,606.9	3.4%	4,762.1	3.1%	4,911.9	2.8%	5,049.8	2.7%	5,186.8
Non-Operating Budget Use of Revenues														
Debt Service	344.1	339.0	5.4%	362.6	10.0%	399.0	2.3%	408.1	3.8%	423.6	3.9%	440.0	3.5%	455.3
PAYGO	30.0	30.0	8.3%	32.5	0.8%	32.7	1.5%	33.2	0.0%	33.2	0.0%	33.2	0.0%	33.2
CIP Current Revenue	49.4	54.9	20.9%	59.7	21.0%	72.2	-1.4%	71.2	11.2%	79.3	-1.5%	78.1	0.0%	78.1
Change in Montgomery College Reserves	-7.6	-2.8	-25.4%	-9.5	100.0%	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0
Change in MNCPPC Reserves	-4.6	-5.0	34.7%	-3.0	103.0%	0.1	36.6%	0.1	8.3%	0.1	14.7%	0.2	-4.0%	0.1
Change in MCG Special Fund Reserves	-38.2	-6.2	13.1%	-33.2	100.0%	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0
Change in MCG General Fund Reserves	1.6	-3.8	-565.4%	-7.3	100.8%	0.1	-16.3%	0.1	-1.6%	0.1	-4.9%	0.0	-11.4%	0.0
Contribution to General Fund Undesignated Reserves	-92.2	-127.6	92.4%	-7.0	219.1%	8.3	-16.3%	7.0	-1.6%	6.9	-4.9%	6.5	-11.4%	5.8
Contribution to Revenue Stabilization Reserves	22.6	22.7	6.9%	24.2	5.6%	25.6	5.3%	26.9	5.0%	28.3	-47.1%	14.9	-39.4%	9.0
Retiree Health Insurance Pre-Funding	127.8	127.8	-15.2%	108.5	1.3%	109.9	-2.9%	106.7	-3.8%	102.7	-3.1%	99.5	-3.2%	96.3
Set Aside for other uses (supplemental appropriations)	0.1	0.1	-100.0%	0.0	n/a	20.0	0.0%	0.0	0.0%	20.0	0.0%	20.0	0.0%	20.0
Total Other Uses of Resources	433.1	429.1	21.8%	527.4	26.6%	667.9	0.8%	673.3	3.1%	694.1	-0.2%	692.5	0.8%	697.9
Available to Allocate to Agencies (Total Revenues+Net Transfers-Total Other Uses)														
	3,884.5	3,870.9	1.3%	3,936.9	0.1%	3,939.1	3.8%	4,088.8	3.2%	4,217.8	3.3%	4,357.3	3.0%	4,488.8
Agency Uses														
Montgomery County Public Schools (MCPS)	2,138.1	2,106.1	1.4%	2,168.8										
Montgomery College (MC)	244.5	236.3	1.6%	248.5										
MNCPPC (w/o Debt Service)	1,111.9	1,111.9	1.7%	1,113.9										
MCG	1,390.0	1,416.5	1.1%	1,405.7										
Agency Uses	3,884.5	3,870.9	1.3%	3,936.9	0.1%	3,939.1	3.8%	4,088.8	3.2%	4,217.8	3.3%	4,357.3	3.0%	4,488.8
Total Uses	4,317.6	4,300.0	3.4%	4,464.4	3.2%	4,606.9	3.4%	4,762.1	3.1%	4,911.9	2.8%	5,049.8	2.7%	5,186.8
(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.
2. Reserve contributions are at the policy level and consistent with legal requirements.
3. PAYGO, debt service, and current revenue reflect the County Executive's Amendments to the FY15-20 Capital Improvements Program and additional proposed current revenue amendments..

# County Executive's Recommended FY16-21 Public Services Program Tax Supported Fiscal Plan Summary

	App. FY15	Est FY15	% Chg. FY15-16	Rec. FY16	(\$ in Millions)		% Chg. FY17-18	Projected FY18	% Chg. FY18-19	Projected FY19	% Chg. FY19-20	Projected FY20	% Chg. FY20-21	Projected FY21
<b>Beginning Reserves</b>														
Unrestricted General Fund	241.5	281.8	-36.2%	154.1	-4.5%	147.2	5.7%	155.5	4.5%	162.4	4.2%	169.3	3.8%	175.8
Revenue Stabilization Fund	207.2	208.0	11.3%	230.7	10.5%	254.9	10.0%	280.5	9.6%	307.4	9.2%	335.6	4.5%	350.6
<b>Total Reserves</b>	<b>448.7</b>	<b>489.8</b>	<b>-14.2%</b>	<b>384.8</b>	<b>4.5%</b>	<b>402.0</b>	<b>8.4%</b>	<b>435.9</b>	<b>7.8%</b>	<b>469.8</b>	<b>7.5%</b>	<b>504.9</b>	<b>4.2%</b>	<b>526.4</b>
<b>Additions to Reserves</b>														
Unrestricted General Fund	-92.2	-127.6	92.4%	-7.0	219.1%	8.3	-16.3%	7.0	-1.6%	6.9	-4.9%	6.5	-11.4%	5.8
Revenue Stabilization Fund	22.6	22.7	6.9%	24.2	5.6%	25.6	5.3%	26.9	5.0%	28.3	-47.1%	14.9	-39.4%	9.0
<b>Total Change in Reserves</b>	<b>-69.6</b>	<b>-104.9</b>	<b>124.8%</b>	<b>17.2</b>	<b>96.8%</b>	<b>33.9</b>	<b>0.0%</b>	<b>33.9</b>	<b>3.7%</b>	<b>35.1</b>	<b>-38.9%</b>	<b>21.5</b>	<b>-30.9%</b>	<b>14.8</b>
<b>Ending Reserves</b>														
Unrestricted General Fund	149.3	154.1	-1.4%	147.2	5.7%	155.5	4.5%	162.4	4.2%	169.3	3.8%	175.8	3.3%	181.6
Revenue Stabilization Fund	229.8	230.7	10.9%	254.9	10.0%	280.5	9.6%	307.4	9.2%	335.6	4.5%	350.6	2.6%	359.6
<b>Total Reserves</b>	<b>379.1</b>	<b>384.8</b>	<b>6.0%</b>	<b>402.0</b>	<b>8.4%</b>	<b>435.9</b>	<b>7.8%</b>	<b>469.8</b>	<b>7.5%</b>	<b>504.9</b>	<b>4.2%</b>	<b>526.4</b>	<b>2.8%</b>	<b>541.2</b>
<b>Reserves as a % of Adjusted Governmental Revenues</b>	<b>8.4%</b>	<b>8.6%</b>		<b>8.6%</b>		<b>9.1%</b>		<b>9.5%</b>		<b>9.9%</b>		<b>10.0%</b>		<b>10.0%</b>
<b>Other Reserves</b>														
Montgomery College	4.6	10.6	-75.5%	1.1	0.0%	1.1	0.0%	1.1	0.0%	1.1	0.0%	1.1	0.0%	1.1
M-NCPPC	4.1	7.3	5.3%	4.3	2.1%	4.4	2.8%	4.5	3.0%	4.7	3.3%	4.8	3.1%	5.0
MCPS	0.1	33.2	-100.0%	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0
MCG Special Funds	0.6	8.4	77.3%	1.1	5.7%	1.1	4.5%	1.2	4.2%	1.3	3.8%	1.3	3.3%	1.3
<b>MCG + Agency Reserves as a % of Adjusted Govt Revenues</b>	<b>8.6%</b>	<b>9.9%</b>		<b>8.7%</b>		<b>9.2%</b>		<b>9.6%</b>		<b>10.0%</b>		<b>10.1%</b>		<b>10.2%</b>
<b>Retiree Health Insurance Pre-Funding</b>														
Montgomery County Public Schools (MCPS)	85.5	85.5		61.7		63.1		61.3		59.0		56.7		54.4
Montgomery College (MC)	2.0	2.0		1.4		1.5		1.6		1.6		1.5		1.6
MNCPPC	1.8	1.8		1.8		1.8		1.8		1.8		1.8		1.8
MCG	38.6	38.6		43.5		43.5		42.0		40.4		39.5		38.6
<b>Subtotal Retiree Health Insurance Pre-Funding</b>	<b>127.8</b>	<b>127.8</b>		<b>108.5</b>		<b>109.9</b>		<b>106.7</b>		<b>102.7</b>		<b>99.5</b>		<b>96.3</b>
<b>Adjusted Governmental Revenues</b>														
<b>Total Tax Supported Revenues</b>	<b>4,274.3</b>	<b>4,256.4</b>	<b>3.9%</b>	<b>4,443.1</b>	<b>3.2%</b>	<b>4,585.2</b>	<b>3.4%</b>	<b>4,739.9</b>	<b>3.1%</b>	<b>4,889.2</b>	<b>2.8%</b>	<b>5,026.4</b>	<b>2.7%</b>	<b>5,162.6</b>
<b>Capital Projects Fund</b>	<b>123.4</b>	<b>123.4</b>	<b>0.2%</b>	<b>123.6</b>	<b>-12.4%</b>	<b>108.2</b>	<b>-7.7%</b>	<b>99.9</b>	<b>-2.2%</b>	<b>97.7</b>	<b>7.7%</b>	<b>105.2</b>	<b>0.0%</b>	<b>105.2</b>
<b>Grants</b>	<b>116.6</b>	<b>116.6</b>	<b>2.9%</b>	<b>120.1</b>	<b>2.2%</b>	<b>122.7</b>	<b>2.3%</b>	<b>125.6</b>	<b>2.5%</b>	<b>128.7</b>	<b>2.8%</b>	<b>132.3</b>	<b>3.1%</b>	<b>136.5</b>
<b>Total Adjusted Governmental Revenues</b>	<b>4,514.3</b>	<b>4,496.4</b>	<b>3.8%</b>	<b>4,686.8</b>	<b>2.8%</b>	<b>4,816.2</b>	<b>3.1%</b>	<b>4,965.3</b>	<b>3.0%</b>	<b>5,115.6</b>	<b>2.9%</b>	<b>5,264.0</b>	<b>2.7%</b>	<b>5,404.3</b>

**FY16 FEE AND FINE CHANGES\***

DEPARTMENT/FEE AND FINE	FY16 REVENUE CHANGE	METHOD OF CHANGE	NOTE
<b>MONTGOMERY COLLEGE</b> Tuition and Related Fees	4,200,000	Board of Trustees Action	The County Executive recommends the following increase to semester hour rates, which will increase tuition revenue \$2.1 million above the Board's request: from \$115 to \$121 for County residents; \$235 to \$247 for State residents; and \$323 to \$341 for non-residents. The Board of Trustees Budget Request includes the following increases to semester hour rates: from \$115 to \$118 for County residents; from \$235 to \$241 for State residents; and \$323 to \$332 for non-residents.
<b>DEPARTMENT OF PERMITTING SERVICES</b> Commercial and Residential Permits	-1,790,039	Executive Regulation	A new permit fee structure will result in lower permit fees across multiple charges for services, resulting in a more equitable fee structure. The new fee structure shifts from a construction cost based fee for commercial construction to a rate per square foot.
<b>DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS</b> Licensing Fees	292,410	Executive Regulation	Increase licensing fees by \$3.
<b>DEPARTMENT OF RECREATION</b> Program and Facility Rental Fees	388,619	Executive Regulation	Increase facility rental fees by 5 percent. Increase program fees by 3 percent with the following exceptions: increase pool admissions and pool passes/gym combo packages by 5 percent; no increase for Special Recreation Event Fees.
<b>SOLID WASTE SERVICES</b> Solid Waste Service Charges	-2,658,790	Council Resolution	Decrease single family charge per household from \$213.75 to \$205.11; decrease multi-family charge per household from \$16.73 to \$16.06; and decrease non-residential charge from \$621.21 to \$596.13.
Solid Waste Refuse Collection Charge	421,000	Council Resolution	Increase the charge per household from \$66 to \$70.
<b>DEPARTMENT OF TRANSPORTATION</b> Parking Fees - Silver Spring	603,000	Council Resolution	The implementation of demand-based parking rates in Silver Spring is revenue neutral. The expansion of collection hours in Silver Spring Garages 60 and 61 to Monday through Friday, 7am to 7pm (currently Monday through Thursday 7am to 6pm and Friday 7am to 5 pm) is expected to generate an additional \$603,000 in revenue.
<b>GRAND TOTAL</b>	<b>1,456,200</b>		

\* All changes are assumed to be effective July 1, 2015 except as noted.  
Revenues above do not include implementation costs.

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# Capital Improvements Program (CIP)

## INTRODUCTION

The Montgomery County Charter (Section 302) requires the County Executive to submit a comprehensive six-year program for capital improvements, called the Capital Improvements Program (CIP), not later than January 15 of each even-numbered calendar year. The Charter requires that the annual capital budget be consistent with the six-year program. In odd-numbered calendar years, the approved CIP, together with any amendments, continues to guide capital investment.

The CIP includes all capital projects and programs for all agencies for which the County sets tax rates or approves budgets or programs. The CIP includes:

a statement of the objectives of capital programs,  
the relationship of capital programs to the County's long-range development plans,  
recommendations for capital projects and their construction schedules,  
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 in order 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 Amendments to the CIP are published as a separate document, and may be found on the World Wide Web at: <http://www.montgomerycountymd.gov/omb/publications>. The complete Approved CIP can be found at 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, Washington Suburban Sanitary Commission, 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, numbers of households, and businesses. Land use master plans and sector plans for the County's geographic planning areas anticipate needs for roads, schools, and other facilities required by new or changing population. The County continues its efforts to improve the linkages between County planning activities, the CIP and the Operating Budget.

### **General Plan and Master Plans and Sector Plans**

The General Plan Refinement of FY94 recognizes the importance of establishing priorities for the provision of public facilities. The CIP gives high priority to areas of greatest employment and residential density when allocating public investment. Some County master plans include phasing elements which provide guidance about the timing and sequence of capital facilities in order to develop a CIP that serves long-range needs. Copies of the County's General Plan and adopted master plans and sector plans may be obtained directly from the Maryland-National Capital Park and Planning Commission (M-NCPPC).

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## **Growth Policy**

Overall planning policies involve an interdependence between the CIP as a budgeting document which allocates available public resources according to County priorities, and the Growth Policy, the main purpose of which is to manage the location and pace of private development. The development ceiling element of the Growth Policy is designed to affect the staging of development, 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 Policy tests the adequacy of four types of public facilities: transportation; schools; water and sewerage facilities; and police, fire, and health services. Copies of the County's currently approved Growth Policy may be obtained directly from the M-NCPPC.

## **Functional Plans**

Functional plans anticipate needs for government functions and services ranging from provision of water and sewerage to solid waste disposal, libraries, and fire and rescue services. Other studies assess future educational, health, and human services needs. These plans are analyzed for likely new facilities or service delivery requirements and their potential operating costs which will eventually add to annual operating budgets.

## **Public Input**

The five local Citizens' Advisory Boards are encouraged to provide the County Executive with their development priorities during the preparation of each Capital Improvements Program. The County Council holds public hearings after receipt of the County Executive's Recommended Capital Improvements Program before deliberations on the program begin. All Council worksessions 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 Council review process, the Planning Board provides comments to the Council regarding conformance with local plans, and a final determination as to consistency of projects with adopted County plans is made by the County Council. The Council adopts the CIP and approves a list of applicable State participation projects.

## **Fiscal Policies**

Prior to considering specific projects for inclusion in the Capital Improvements Program, 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 resulting from the Metropolitan Council of Governments (COG) Round 8.3 estimates as projected by M-NCPPC. This forecast predicts that the County will continue to experience steady population growth. Besides general population changes, demographic forecasts anticipate a strong growth phase for elementary school enrollment; middle school and high school enrollment are following close behind as the swell of elementary students move up.

## **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 ten percent of the County's total tax supported operating budget. The tax supported operating budget excludes proprietary funds and grants. If those special funds supported by all County taxpayers were to be included, the percentage of debt service would be below ten percent.

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- Total debt outstanding and annual amounts issued, when adjusted for inflation, should not cause real debt per capita (i.e., after eliminating the effects of inflation) to rise significantly.
  - The rate of repayment of bond principal should be kept at existing high levels and in the 60-75 percent range during any ten-year period.
  - Total debt outstanding and annual amounts proposed should not cause the ratio of per capita debt to per capita income to rise significantly above its current level of about 3.5 percent.
  - The debt capacity schedule is displayed later in the Debt Service section.

#### **Spending Affordability Assumptions**

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

The Montgomery and Prince George's County Councils adopt one-year spending limits for Washington Suburban Sanitary Commission (WSSC). 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**

Most capital improvement projects generate future operating budget costs in one or more of three ways: debt service; current revenues which fund projects not eligible for debt financing, and PAYGO which offsets the need to issue debt; and 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 FY16 tax-supported debt service, as displayed later in the Debt Service section, approximates \$357.3 million.

#### **Current Revenue and PAYGO**

Certain CIP projects are funded directly with County current revenues in order 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 FY16 Current Revenue and PAYGO are displayed in Schedule A-3 and approximate \$77.4 million.

#### **Operating Budget Impacts (OBI)**

The construction of government buildings and facilities usually results in new annual costs for maintenance, utilities, and additional staffing required for facility management and operation. Whenever a new or expanded facility involves program expansion, as with new school buildings, libraries, or fire stations, the required staffing and equipment (principals, librarians, fire apparatus) represent additional operating budget expenditures.

The CIP includes analysis of these operating budget impacts to aid in review and decisions on the timing of public facilities and to more clearly show what a new building or road will cost in addition to its construction costs and any required debt service. The project description forms published in the Recommended Amended FY15-20 CIP, display operating budget impacts of individual projects where applicable. The following chart summarizes the impact of the Recommended FY15-20 CIP on the operating budget expenditures of the related departments.

## COUNTY GOVERNMENT OPERATING BUDGET IMPACTS BY

DEPARTMENT AND FUND (\$000s)						
Fund/Department	FY15	FY16	FY17	FY18	FY19	FY20
<b>County General Fund</b>						
General Service & Transportation	3,982	16,264	16,802	12,277	9,438	9,481
Health and Human Services	-	973	1,284	1,307	2,133	2,142
Police	682	682	682	110	110	110
Public Libraries	1,571	2,065	2,065	3,002	2,946	2,946
Technology Services	880	327	337	362	70	88
<b>Mass Transit</b>						
Transit Services	3,989	3,989	4,018	5,716	1,727	1,727
<b>Fire</b>						
Fire and Rescue Service	-	80	160	160	160	160
<b>Recreation</b>						
Recreation	1,354	1,522	2,140	2,090	2,090	2,090
<b>Water Quality Protection Fund</b>						
Environmental Protection	319	576	785	1,517	2,049	2,565
<b>Total</b>	<b>12,777</b>	<b>26,478</b>	<b>28,273</b>	<b>26,541</b>	<b>20,723</b>	<b>21,309</b>

## PROJECT COST PROJECTIONS

Departments and agencies estimate the cost of each proposed capital project in current dollars. For the most part, County agencies use contracted cost estimators to develop project costs, and those estimates are reviewed and verified by County staff. Recent cost changes for construction commodities have been included, and projects are escalated to the mid-point of construction. Inflation is estimated separately, and funds are set aside to allow for inflation-driven cost increases in later years. During each even-numbered calendar year, all existing and proposed projects are reviewed centrally for changes to cost, scope and timing, and adjusted as necessary.

The County Charter (Section 307) provides for supplemental appropriations to address interim project cost increases. Unappropriated resources are set aside during the fiscal planning process to fund potential cost increases, or for new projects which address urgent needs.

## REVENUE SOURCES

The major revenue sources for the Capital Improvements Program are described in the Fiscal Policy section of the County Executive's Recommended Capital Improvements Program. There are three major types of revenue sources for the capital improvements program: current revenues (including PAYGO); proceeds from bonds and other debt instruments; 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 into 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.

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## **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. However, PAYGO may be withdrawn from the CIP in order to maintain operating budget services during difficult economic times.

## **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 also assist in its funding. The County government and four of its Agencies are authorized by State law and/or County Charter to issue debt to finance CIP projects. This debt may be either general obligation or self-supporting debt.

County government general obligation bonds are issued for a wide variety of functions such as transportation, public schools, community college, public safety, and other programs. These bonds are legally-binding general obligations of the County and constitute an irrevocable pledge of its full faith and credit and unlimited taxing power. The money to repay general obligation debt comes primarily from general revenues, except that debt service on general obligation bonds, if any, issued for projects of Parking Districts, Liquor, or Solid Waste funds is supported from the revenues of those enterprises.

M-NCPPC is authorized to issue general obligation bonds, also known as Park and Planning bonds, for the acquisition and development of local and certain special parks and advance land acquisition, with debt limited to that supportable within tax rates established for the Commission.

County Revenue Bonds are bonds authorized by the County to finance specific projects such as parking garages and solid waste facilities, with debt service to be paid from pledged revenues received in connection with the projects. Proceeds from revenue bonds may be applied only to costs of projects for which they are authorized. They are considered separate from general obligation debt and do not constitute a pledge of the full faith and credit or unlimited taxing power of the County.

County revenue bonds have been used in the Bethesda and Silver Spring Parking Districts, supported by parking fees and fines together with parking district property taxes. County revenue bonds have also been issued for County Solid Waste Management facilities, supported with the revenues of the Solid Waste Disposal system.

The Montgomery County Revenue Authority has authority to issue revenue bonds and to otherwise finance projects through notes and mortgages with land and improvements serving as collateral. These are paid through revenues of the Authority's several enterprises, which include golf courses and the Montgomery County Airpark.

The County also uses the Revenue Authority as a conduit for alternative CIP funding arrangements for swim centers, a building to house County and State health and human services functions, and the construction of the Montgomery County Conference Center. The County has entered into long-term leases with the Revenue Authority, and the County lease payments fund the debt service on these Revenue Authority bonds.

Other, specialized bonds are used to finance a variety of public infrastructure, including water distribution and sewage collection lines and required support facilities, stormwater management, and affordable housing. These bonds are paid from non-tax sources including user charges and mortgages, which also cover all operating costs.

## **Intergovernmental Revenues**

CIP projects may be funded in whole or in part through grants, matching funds, or cost sharing agreements with the Federal government, the State of Maryland, the County's incorporated municipalities, or regional consortia such as the Washington Metropolitan Area Transportation Authority (WMATA) and the Washington Area Sewer Authority (WASA).

Federal Aid. Major projects that involve Federal aid include Metro, commuter rail, interstate highway interchanges, bridges, and various environmental construction or planning grants. Most Federal aid is provided directly to the State, and then redistributed to local jurisdictions.

Community Development Block Grant (CDBG) funds are received through annual formula allocations from the U.S. Department of Housing and Urban Development in response to a County application and are used for neighborhood



improvements and facilities in areas where there is significant building deterioration, economic disadvantage, or other need for public intervention in the cycles of urban growth and change.

State Aid includes grants, matching funds, and reimbursements for eligible County expenditures for local projects in public safety, environmental protection, 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. Selected examples of CIP projects are shown here:

### ***A Responsive and Accountable County Government***

- Complete FiberNet connections to all Montgomery County Public Schools elementary schools and Housing Opportunities Commission (HOC) sites targeted in the American Recovery Reinvestment Act (ARRA) grant to support instructional video, telephony, high-speed Internet, and back office applications.
- Continue to replace aging County building roof systems, windows and siding, parking lots, HVAC and electrical systems, and elevator systems.
- Continue to provide funding to ensure County buildings and facilities are in compliance with Title II of the Americans with Disabilities Act (ADA).
- Complete implementation of a new Fuel Management system, enabling county vehicles to fuel at any county fuel site, regardless of agency.
- Support the County Government Technology Modernization project to fund long-needed improvements to the information technology and business processes of the County Government including the Health and Human Services system upgrades needed to address healthcare reform initiatives.
- Continue to provide funding for the Public Safety Systems Modernization (PSSM) program, which will modernize the public safety radio communications system, upgrade the fire station alerting systems at 43 stations, establish a new computer-aided dispatch system to improve performance and response times, and acquire a new records management system for law enforcement agencies.

### ***Affordable Housing in an Inclusive Community***

- Provide additional funds for the Affordable Housing Acquisition and Preservation project for public/private partnerships to maintain and grow the stock of affordable housing.
- Maintain support to improve public housing units.
- Provide funds through a public-private partnership to build a new Progress Place homeless services center in the downtown Silver Spring Central Business District. The project will include personal living quarter (PLQs) units to increase affordable housing in the County.

### ***An Effective and Efficient Transportation Network***

- Include non-vehicular transportation elements whenever feasible in road improvements and new roads.
- Focus highway maintenance funding in the more cost-effective resurfacing program.
- Fund the Bethesda Metro Station South Entrance, the Capital Crescent Trail and the Silver Spring Green Trail projects which support and must be coordinated with the state-funded Purple Line mass transit project.
- Begin facility planning for the MD 355 and US29 corridors of the Rapid Transit System project.
- Fund roadway improvements along East Gude Drive from Crabbs Branch Way to Southlawn Lane to increase roadway capacity and enhance vehicular and pedestrian safety.
- Fund the Clarksburg Transportation Connections project, which funds roadway and intersection improvements for Clarksburg area roads to increase capacity and reduce traffic congestion in this growing area of the County.

- Fund intersection and roadway improvements on Seminary Road to enhance traffic flow and improve vehicular and pedestrian safety.
- In support of the White Flint Sector Plan, continue funding for planning and design, land acquisition, and construction of roadway improvements in the White Flint District.
- Continue to fund Chapman Avenue Extended, Goshen Road South, Platt Ridge Drive Extended, Montrose Parkway East, and Snouffer School Road North.
- Add funding for the design and land acquisition of a new project - Observation Drive Extended, which will support economic development and provide north-south access and needed congestion relief between Germantown and Clarksburg.
- Leverage a public-private partnership to improve pedestrian and vehicle access around the Silver Spring Transit Center with improvements to Ripley Street.
- Support City of Rockville projects to fund Avery Road, Wootton Parkway, and Falls Road sidewalk improvements as well as design work for Maryland Avenue and Dawson Extended.
- Continue to modernize the central traffic signal control system to provide additional capabilities and tools to optimize traffic flow.
- Continue to provide funds for guardrails, streetlights, pedestrian and traffic safety improvements, and storm drain replacement.
- Fund a new Transit Center at Montgomery Mall.
- Replace 32 Ride On buses in fiscal year 2015 and 25 buses in FY16.
- Construct a shared use path along the south side of Needwood Road between Equestrian Lane and Muncaster Mill Road.
- Continue funding to complete Frederick Road Bike Path, MacArthur Boulevard Bikeway Improvements, and Metropolitan Branch Trail, and MD 355 Sidewalks.
- Replace the existing Park Valley Road Bridge over Sligo Creek.
- Replace the existing Piney Meetinghouse Road Bridge over Watts Branch.
- Provide superstructure replacement of the existing Valley Road Bridge over Booze Creek.
- Maintain funding for previously approved Whites Ferry Road, Gold Mine Road, and Elmhirst Parkway Bridges.

## **Children Prepared to Live and Learn**

### Montgomery County Public Schools:

- Address capacity needs from higher enrollment by funding four new elementary schools and two new middle schools, constructing additions in 18 elementary schools, two middle schools, and two high schools. Together, these projects will add 455 classrooms.
- Maintain Board of Education (BOE) requested revitalizations/expansions schedule for 21 elementary schools, four middle schools, and five high schools.
- Address countywide special education needs by adding new funding for one alternative center, Blair Ewing Center Improvements.
- Increase funding for the Heating, Ventilation and Air Conditioning (HVAC) project by \$37 million.
- Maintain requested funding for MCPS Countywide infrastructure projects including roof replacements, school security systems, indoor air quality, and life-cycle asset replacement.

### Montgomery College:

- Continue to address space deficits on the College's Rockville campus by maintaining construction funding for the Science West Building Renovation and the Rockville Student Services projects both of which will provide up-to-date centralized facilities and leverage significant State funding.
- Complete the Rockville Parking Garage (Summer 2015).
- Fund design and construction of the Germantown Science & Applied Studies Phase 1 Renovation project (completion in 2017); and continue to fund design of the Germantown Student Services Center.
- Provide funding for planning, design, and the start of construction for the Takoma Park/Silver Spring Math & Science Center.
- Sustain College infrastructure projects such as Elevator Modernization, Planned Lifecycle Asset Replacement, Roof Replacement, and Site Improvements at the requested levels, to improve facilities and safety on all three campuses.

### Universities at Shady Grove/University of Maryland:

- Provide funding for the design and construction of a parking garage and related site modifications at the Universities at Shady Grove (USG) Campus. The County's commitment to fund the garage and ground modifications leveraged state aid to build a new Biomedical Sciences/Engineering Education (BMSE) academic building.

## **Healthy and Sustainable Communities**

- Maintain the Stormwater Management Program to continue Montgomery County's leadership to improve water quality and comply with the County's Municipal Separate Storm Sewer System (MS4) permit issued by the Maryland Department of the Environment.
- Perform structural repairs on public and private stormwater facilities accepted into the County's maintenance program and funded by the Water Quality Protection Charge.
- Expand the design and construction of environmental site design/low impact development (ESD/LID) stormwater management devices at County facilities.
- Continue support for the nationally recognized Agricultural Land Preservation Program with a goal of protecting 70,000 acres of farmland.
- Provide funds to construct a new Dennis Avenue Health Center in Silver Spring to improve clinical services to residents.
- Provide funds for three Linkages to Learning Centers, two Child Care Centers and one High School Wellness Center and a feasibility study to add an additional wellness center at Kennedy High School.
- Support planning and design for Little Bennett Regional Park Day-Use Area and design and construction funding for Seneca Crossing Local Park.
- Provide funding for a new Josiah Henson Historic Park project to rehabilitate the historic Riley/Bolton House, build a new visitor center, and fund site improvements to provide experiential learning regarding slavery and Josiah Henson, a former slave who served as the inspiration for the world famous novel, Uncle Tom's Cabin.
- Fund the new Western Grove Urban Park project will provide green open space near the densely populated Friendship Heights Metro Station area. The park was acquired through a partnership with the Chevy Chase Village.
- Add funding for Phase V of Brookside Gardens to include construction of a new greenhouse and plant propagation facility.
- Provide funding for Woodside Urban Park in downtown Silver Spring.
- Increase funding for hard surface trail renovations.
- Complete construction of the Bi-County Water Tunnel.
- Continue to enhance wastewater treatment and solids handling facilities at the regional Blue Plains Advanced Wastewater Treatment Plant in order to achieve environmental goals and greater efficiency.
- Replace deteriorating trunk sewers and large water mains to enhance water and sewer system reliability and safety.
- Increase replacement of small diameter water mains from 51 miles in FY14 to 60 miles in FY15.
- Continue to upgrade the Blue Plains, Seneca, and Damascus wastewater treatment plants.

## **Safe Streets and Secure Neighborhoods**

- Institute a new apparatus replacement program to replace 10 aerials, 60 EMS units, 21 engines, 4 all-wheel drive brush/wildland pumpers, 4 rescue squads, and 2 tankers.
- Complete construction of new or replacement fire and rescue stations in Kensington, Glenmont, Clarksburg, and White Flint.
- Provide funding for design and construction of a female facility for the Cabin John (Potomac) and Gaithersburg Fire Stations.
- Replace the existing 2nd District Station in Bethesda with a new station under a public-private partnership between the County and a private developer.
- Establish a new public safety computer aided dispatch and records management systems.
- Build a Training Center at the Montgomery County Correctional Facility to provide practical training for correctional officers.
- Upgrade dietary facilities and make energy efficient improvements at the County's Pre-Release Center.
- Complete construction of the Judicial Center Annex with 10 new courtrooms.

## **A Strong and Vibrant Economy**

- Continue funding for the Smart Growth Initiative to move County facilities so that private, transit-oriented mixed use can occur near the Shady Grove Metro Station.
- Through a public-private partnership, provide funding to the Wheaton Redevelopment program for planning, design and construction of a new Maryland National Capital Area Park and Planning Commission headquarters, other county facilities, and a town center.
- Continue streetscaping, façade easements, and other redevelopment efforts in Burtonsville.
- Provide transportation improvements and related public safety and parking facilities to support White Flint Redevelopment.
- Provide funds for arts facility grants to assist arts organizations in leveraging private funding for their facilities and programs.

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### ***Vital Living for All of Our Residents***

- Provide funds for planning, design and construction of the Wheaton Library and Community Recreation Center.
- Fund construction for modernization of the Ross Boddy and Good Hope Neighborhood Recreation Centers.
- Fund construction of the North Potomac Community Recreation Center project with planned completion in FY16.
- Provide funding to renovate and modernize the Western Outdoor Pool and repair the exterior walls and other core systems of the Kennedy Shriver Aquatic Center.
- Support the Revenue Authority's modifications to the clubhouse food service areas, irrigation, and clubhouse seating improvements to Falls Road, Little Bennett, Needwood, Northwest, and Poolesville golf courses.
- Fund a new project to construct restrooms and a grille/snack bar area near the ninth tee of the Hampshire Green Golf Course.
- Continue to implement the Federal Aviation Administration's capital improvement plan for the Montgomery County Airpark.

## **EXPLANATION OF THE CHART WHICH FOLLOWS**

### ***Expenditure Summary by Category and Sub-Category***

This is a program expenditure summary report for the County Executive's Recommended Amended FY15-20 CIP, as recommended on January 15. That document contains project description forms for each amended capital project which include a description, programmed expenditures, and funding sources.

### ***All Agency Funding Summary***

This is a summary report listing recommended funding support from all sources for the County Executive's Recommended Amended FY15-20 CIP, as recommended on January 15. That document contains project description forms for each capital project which include a description, programmed expenditures, and funding sources.

# Expenditures Summary by Category, Sub-Category (\$000s)

	Total	Thru FY14	Rem FY14	6 Year Total	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs	Approp.
<b>General Government</b>												
County Offices and Other Improvements	717,531	350,033	123,050	236,995	70,000	36,223	30,391	26,160	39,995	33,226	7,253	29,833
Technology Services	70,597	55,290	7,125	16,102	4,517	4,098	3,945	1,422	1,100	1,100	0	4,098
Other General Government	53,987	6,033	11,570	24,700	4,600	4,000	4,000	4,000	4,000	4,100	11,684	0
Technology Investment Fund	1,277	1,252	25	0	0	0	0	0	0	0	0	0
Economic Development	232,839	70,682	2,595	159,562	13,571	22,424	68,951	42,672	11,524	420	0	11,370
<b>General Government</b>	<b>1,084,231</b>	<b>483,290</b>	<b>144,965</b>	<b>437,039</b>	<b>93,268</b>	<b>66,745</b>	<b>107,287</b>	<b>74,254</b>	<b>56,619</b>	<b>36,846</b>	<b>18,937</b>	<b>45,301</b>
<b>Public Safety</b>												
Fire/Rescue Service	246,157	82,414	7,935	155,747	27,432	21,552	21,984	24,552	35,796	24,431	61	14,240
Police	70,868	53,150	11,087	6,631	2,119	320	4,192	0	0	0	0	-619
Correction and Rehabilitation	20,529	7,332	1,363	10,554	0	514	346	3,420	3,690	2,584	1,280	860
Other Public Safety	420,726	306,820	53,689	60,217	59,992	225	0	0	0	0	0	0
<b>Public Safety</b>	<b>758,280</b>	<b>449,716</b>	<b>74,074</b>	<b>233,149</b>	<b>89,543</b>	<b>22,611</b>	<b>26,522</b>	<b>27,972</b>	<b>39,486</b>	<b>27,015</b>	<b>1,341</b>	<b>14,481</b>
<b>Transportation</b>												
Roads	1,036,322	325,011	72,088	300,352	22,891	35,043	53,032	48,323	73,566	67,477	338,871	29,796
Bridges	63,521	27,939	6,888	28,694	7,037	12,258	4,451	1,736	1,676	1,536	0	1,709
Pedestrian Facilities/Bikeways	334,242	41,286	15,070	184,822	44,560	39,591	25,078	23,204	20,965	31,424	93,084	13,510
Traffic Improvements	189,198	95,183	15,096	78,919	14,069	13,663	11,042	14,363	12,891	12,891	0	13,663
Parking	94,284	46,423	21,713	26,148	5,703	4,801	5,303	3,447	3,447	3,447	0	1,442
Mass Transit	613,115	315,280	53,909	240,708	45,254	55,105	51,114	30,872	32,803	25,560	3,218	81,206
Highway Maintenance	406,731	176,065	21,215	209,451	56,351	27,800	29,000	24,500	34,400	37,400	0	27,800
<b>Transportation</b>	<b>2,737,413</b>	<b>1,027,187</b>	<b>205,979</b>	<b>1,068,094</b>	<b>195,865</b>	<b>188,261</b>	<b>179,020</b>	<b>146,445</b>	<b>178,768</b>	<b>178,735</b>	<b>435,153</b>	<b>165,126</b>
<b>Health and Human Services</b>												
Health and Human Services (SC41)	63,552	14,297	12,259	36,996	17,147	13,457	12,219	2,537	2,286	350	0	142
<b>Health and Human Services</b>	<b>63,552</b>	<b>14,297</b>	<b>12,259</b>	<b>36,996</b>	<b>17,147</b>	<b>13,457</b>	<b>12,219</b>	<b>2,537</b>	<b>2,286</b>	<b>350</b>	<b>0</b>	<b>142</b>
<b>Culture and Recreation</b>												
Recreation	140,553	64,183	5,736	66,425	27,621	27,047	3,804	1,949	2,508	3,496	4,209	12,738
Libraries	184,717	82,769	11,647	89,217	19,889	29,303	29,881	4,439	3,705	4,000	2,084	2,370
<b>Culture and Recreation</b>	<b>325,270</b>	<b>146,952</b>	<b>17,383</b>	<b>154,642</b>	<b>47,510</b>	<b>56,350</b>	<b>30,685</b>	<b>6,388</b>	<b>6,213</b>	<b>7,496</b>	<b>6,293</b>	<b>15,108</b>
<b>Conservation of Natural Resources</b>												
Storm Drains	48,879	29,016	3,207	16,576	2,676	2,676	2,806	2,806	2,806	2,806	0	1,876
Stormwater Management	432,310	45,827	23,549	362,934	52,624	56,724	70,368	60,612	60,666	61,940	0	57,572
Ag Land Preservation	12,104	2,547	2,668	6,889	2,251	873	896	924	954	991	0	873
<b>Conservation of Natural Resources</b>	<b>493,293</b>	<b>77,390</b>	<b>29,504</b>	<b>386,399</b>	<b>57,551</b>	<b>60,273</b>	<b>74,070</b>	<b>64,342</b>	<b>64,426</b>	<b>65,737</b>	<b>0</b>	<b>60,321</b>
<b>Community Development and Housing</b>												
Community Development	21,370	9,406	5,538	6,301	825	2,428	675	725	775	875	125	625
Housing (SC69)	145,151	91,398	20,805	32,950	15,950	17,000	0	0	0	0	0	17,000
<b>Community Development and Housing</b>	<b>166,521</b>	<b>100,802</b>	<b>26,343</b>	<b>39,251</b>	<b>16,775</b>	<b>19,428</b>	<b>675</b>	<b>725</b>	<b>775</b>	<b>875</b>	<b>125</b>	<b>17,625</b>

CIP220 - CE Recommended - Working

## Expenditures Summary by Category, Sub-Category (\$000s)

	Total	Thru FY14	Rem FY14	6 Year Total	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs	Approp.
<b>M-NCPPC</b>												
Acquisition	137,841	65,933	20,856	39,020	6,420	6,420	6,420	6,420	6,070	6,670	12,032	5,420
Development	240,943	52,835	26,992	134,383	25,703	22,513	23,894	21,969	20,695	19,609	26,733	12,365
<b>M-NCPPC</b>	<b>378,784</b>	<b>118,768</b>	<b>47,848</b>	<b>173,403</b>	<b>32,123</b>	<b>28,933</b>	<b>30,314</b>	<b>28,389</b>	<b>27,365</b>	<b>26,279</b>	<b>38,765</b>	<b>17,785</b>
<b>Revenue Authority (C14)</b>												
Golf Courses	9,458	6,032	0	3,426	1,382	170	789	895	190	0	0	0
Miscellaneous Projects (Revenue Authority)	61,353	37,530	3,523	20,300	2,800	6,000	11,700	0	0	0	0	6,000
<b>Revenue Authority (C14)</b>	<b>70,811</b>	<b>43,562</b>	<b>3,523</b>	<b>23,726</b>	<b>3,982</b>	<b>6,170</b>	<b>12,489</b>	<b>895</b>	<b>190</b>	<b>0</b>	<b>0</b>	<b>6,000</b>
<b>Montgomery County Public Schools</b>												
Individual Schools	600,909	180,278	52,453	368,178	50,356	107,171	129,634	48,902	27,104	4,811	0	150,576
Countywide (SC50)	2,779,461	923,443	197,284	1,385,022	199,686	227,237	291,580	239,468	206,290	221,381	273,112	287,905
Miscellaneous Projects	0	0	0	0	0	0	0	0	0	0	0	0
<b>Montgomery County Public Schools</b>	<b>3,380,370</b>	<b>1,103,721</b>	<b>249,737</b>	<b>1,753,800</b>	<b>250,042</b>	<b>334,408</b>	<b>421,414</b>	<b>288,370</b>	<b>233,394</b>	<b>226,172</b>	<b>273,112</b>	<b>438,481</b>
<b>WSSC</b>												
Sewerage BI-County	2,277,019	785,053	285,792	1,187,847	354,626	327,976	164,357	136,990	113,311	90,487	18,527	354,626
Sewerage Montgomery County	67,866	18,079	24,833	24,854	15,803	8,122	894	35	0	0	0	15,803
Water BI-County	723,552	260,098	92,958	370,491	103,339	67,417	59,676	62,397	41,631	37,031	5	103,339
Water Montgomery County	39,824	5,468	6,886	27,270	10,955	9,008	5,427	1,880	0	0	0	10,955
<b>WSSC</b>	<b>3,108,051</b>	<b>1,068,698</b>	<b>410,569</b>	<b>1,610,262</b>	<b>484,723</b>	<b>412,523</b>	<b>229,354</b>	<b>201,202</b>	<b>154,942</b>	<b>127,516</b>	<b>18,532</b>	<b>484,723</b>
<b>Solid Waste-Sanitation</b>												
Solid Waste-Sanitation	0	0	0	0	0	0	0	0	0	0	0	0
Solid Waste Management	0	0	0	0	0	0	0	0	0	0	0	0
<b>Solid Waste-Sanitation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Montgomery College</b>												
Higher Education	941,874	430,538	38,475	350,121	76,826	52,692	69,097	58,830	32,019	60,657	122,740	54,862
<b>Montgomery College</b>	<b>941,874</b>	<b>430,538</b>	<b>38,475</b>	<b>350,121</b>	<b>76,826</b>	<b>52,692</b>	<b>69,097</b>	<b>58,830</b>	<b>32,019</b>	<b>60,657</b>	<b>122,740</b>	<b>54,862</b>
<b>Housing Opportunities Commission</b>												
Housing	93,898	31,182	55,216	7,500	1,250	1,250	1,250	1,250	1,250	1,250	0	1,250
<b>Housing Opportunities Commission</b>	<b>93,898</b>	<b>31,182</b>	<b>55,216</b>	<b>7,500</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>	<b>0</b>	<b>1,250</b>
<b>WMATA</b>												
Mass Transit (SC96)	24,731	17,914	6,817	0	0	0	0	0	0	0	0	0
<b>WMATA</b>	<b>24,731</b>	<b>17,914</b>	<b>6,817</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>13,627,089</b>	<b>5,114,017</b>	<b>1,322,692</b>	<b>6,275,382</b>	<b>1,366,625</b>	<b>1,263,099</b>	<b>1,183,396</b>	<b>901,599</b>	<b>798,733</b>	<b>761,930</b>	<b>914,998</b>	<b>1,325,205</b>

CIP220 - CE Recommended - Working

## All Agency Funding Summary (\$000s)

Funding Source	Total	Thru FY14	Rem FY14	6 Year Total	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
Aging Schools Program	5,758	5,155	603	0	0	0	0	0	0	0	0
Agricultural Transfer Tax	3,380	1,432	269	1,679	241	253	266	284	304	331	0
Bond Premium	956	0	956	0	0	0	0	0	0	0	0
Cable TV	52,414	32,698	4,303	15,413	3,748	4,098	3,945	1,422	1,100	1,100	0
Certificates of Participation	33,435	32,283	1,152	0	0	0	0	0	0	0	0
Community Development Block Grant	9,277	5,492	3,785	0	0	0	0	0	0	0	0
Contributions	41,362	11,478	8,898	20,986	7,730	3,817	3,460	2,559	1,360	2,060	0
Contributions - Other (WSSC only)	26,820	3,383	5,387	18,050	9,261	7,249	1,362	178	0	0	0
Current Revenue: General	681,776	315,268	56,759	307,084	50,799	53,753	54,790	48,813	49,464	49,465	2,685
Current Revenue: P & P (ISF)	0	0	0	0	0	0	0	0	0	0	0
Current Revenue: Park and Planning	9,649	38	7,511	2,100	350	350	350	350	350	350	0
Current Revenue: Parking - Bethesda	7,891	1,696	1,382	4,613	1,863	590	590	590	590	590	0
Current Revenue: Parking - Montgomery Hill	100	100	0	0	0	0	0	0	0	0	0
Current Revenue: Parking - Silver Spring	25,666	3,098	2,633	19,935	3,225	4,054	4,556	2,700	2,700	2,700	0
Current Revenue: Parking - Wheaton	1,493	348	203	942	157	157	157	157	157	157	0
Current Revenue: Recordation Tax	389,459	174,819	29,250	185,390	31,991	27,126	29,946	30,772	32,438	33,117	0
Current Revenue: WMATA Surcharge	4,885	0	4,885	0	0	0	0	0	0	0	0
Department of Liquor Control Fund	157	92	65	0	0	0	0	0	0	0	0
Development Approval Payment	5,459	4,338	1,043	78	78	0	0	0	0	0	0
Development District	11,100	487	10,613	0	0	0	0	0	0	0	0
EDAET	7,619	7,619	0	0	0	0	0	0	0	0	0
Enhancement	4,618	3,749	385	484	0	0	484	0	0	0	0
Enterprise Park and Planning	5,403	0	603	4,800	800	800	800	800	800	800	0
Fed Stimulus (State Allocation)	8,296	8,089	207	0	0	0	0	0	0	0	0
Federal Aid	253,278	136,745	16,188	100,345	35,644	38,710	17,171	4,713	1,600	2,507	0
Federal Stimulus	1,624	1,624	0	0	0	0	0	0	0	0	0
Fire Consolidated	26,704	838	1,342	24,524	5,388	4,878	3,721	3,027	2,394	5,116	0
G.O. Bonds	5,360,552	2,091,206	353,963	2,160,713	432,638	371,636	356,750	350,423	338,941	310,325	754,670
HIF Revolving Program	100,000	79,195	13,525	7,280	7,280	0	0	0	0	0	0
HOC Bonds	50,000	8,073	41,927	0	0	0	0	0	0	0	0
Impact Tax	105,146	50,762	5,120	36,675	9,446	5,397	5,397	5,460	5,460	5,515	12,589
Intergovernmental	12,741	5,165	1,901	5,487	79	600	1,275	0	0	3,533	188

# All Agency Funding Summary (\$000s)

Funding Source	Total	Thru FY14	Rem FY14	6 Year Total	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 5 Yrs
Interim Finance	96,853	0	78,463	42,013	15,238	20,162	24,964	-21,654	3,303	0	-23,623
Investment Income	1,339	540	0	799	0	283	470	46	0	0	0
Land Sale	35,115	30,658	4,457	0	0	0	0	0	0	0	0
Land Sale ( P&P Only)	513	0	513	0	0	0	0	0	0	0	0
Land Sale - Bethesda PLD	33,160	32,763	397	0	0	0	0	0	0	0	0
Loan Repayment Proceeds	26,111	9,701	7,280	9,130	6,670	2,460	0	0	0	0	0
Long-Term Financing	146,859	8,070	15,780	123,009	12,706	15,054	40,029	29,971	15,249	10,000	0
M-NCPPC Contributions	3,050	137	2,013	900	150	150	150	150	150	150	0
Major Facilities Capital Projects Fund (MC only)	4,200	0	0	4,200	0	4,200	0	0	0	0	0
Mass Transit Fund	93,315	12,135	5,058	76,122	1,080	14,718	8,044	16,299	20,156	15,825	0
Montgomery Housing Initiative Fund	4,775	2,500	0	2,275	0	2,275	0	0	0	0	0
Motor Pool	550	0	550	0	0	0	0	0	0	0	0
Municipal (WSSC only)	66,204	35,828	8,759	20,594	6,880	4,181	3,581	3,203	2,030	719	1,023
No Funding Sources	0	0	0	0	0	0	0	0	0	0	0
P&P ALA Bonds	0	0	0	0	0	0	0	0	0	0	0
PAYGO	175,317	174,112	1,205	0	0	0	0	0	0	0	0
POS-Stateside (P&P only)	200	200	0	0	0	0	0	0	0	0	0
Park and Planning Bonds	68,763	15,199	6,155	42,248	7,505	7,122	7,021	7,048	7,040	6,512	5,161
Program Open Space	49,661	15,002	6,430	26,423	7,382	4,260	4,360	3,466	3,955	3,000	1,806
Qualified Zone Academy Funds	8,820	7,995	825	0	0	0	0	0	0	0	0
Recreation Fund	645	0	0	645	645	0	0	0	0	0	0
Recordation Tax - PAYGO	7,000	7,000	0	0	0	0	0	0	0	0	0
Recordation Tax Premium	82,529	20,424	5,976	50,479	9,191	7,301	8,060	8,282	8,731	8,914	5,650
Rental Income - General	59	59	0	0	0	0	0	0	0	0	0
Rental Income - Roads	5	5	0	0	0	0	0	0	0	0	0
Revenue Authority	25,377	8,106	88	17,183	14,697	320	1,081	895	190	0	0
Revenue Bonds	30,993	16,087	14,248	658	658	0	0	0	0	0	0
Revenue Bonds: Liquor Fund	132,678	109,855	22,823	0	0	0	0	0	0	0	0
Revolving (P&P only)	17,660	0	11,660	6,000	1,000	1,000	1,000	1,000	1,000	1,000	0
Revolving Fund - Current Revenue	6,804	6,349	455	0	0	0	0	0	0	0	0
Revolving Fund - G.O. Bonds	49,580	11,114	14,466	24,000	4,000	4,000	4,000	4,000	4,000	4,000	0
School Facilities Payment	2,193	170	0	2,023	1,895	138	0	0	0	0	0



# All Agency Funding Summary (\$000s)

Funding Source	Total	Thru FY14	Rem FY14	6 Year Total	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Beyond 6 Yrs
School Financing Bonds	213,300	0	0	213,300	0	73,000	140,300	0	0	0	0
Schools Impact Tax	304,511	47,563	27,046	229,902	48,937	32,183	35,961	36,242	36,671	39,908	0
Short-Term Financing	196,611	103,062	33,990	57,659	22,937	10,986	10,836	5,200	4,200	3,500	0
Short-Term Lease Financing	0	0	0	0	0	0	0	0	0	0	0
Short-term Financing: College	0	0	0	0	0	0	0	0	0	0	0
Solid Waste Collection	421	0	421	0	0	0	0	0	0	0	0
Solid Waste Disposal Fund	738	20	718	0	0	0	0	0	0	0	0
State Aid	1,195,196	495,757	121,834	515,300	121,609	102,189	86,691	74,692	58,995	71,124	62,305
State Bonds (P&P only)	1,275	872	3	400	100	300	0	0	0	0	0
State ICC Funding (M-NCPPC Only)	3,466	133	1,333	2,000	1,500	500	0	0	0	0	0
Stormwater Management Waiver Fees	4,391	4,256	135	0	0	0	0	0	0	0	0
System Development Charge	235,444	145,081	58,293	32,070	23,905	4,345	2,902	918	0	0	0
TEA-21	2,368	2,040	328	0	0	0	0	0	0	0	0
Transportation Enhancement Program	1,589	1,589	0	0	0	0	0	0	0	0	0
Transportation Improvement Credit	1,125	1,125	0	0	0	0	0	0	0	0	0
Urban District - Bethesda	435	243	192	0	0	0	0	0	0	0	0
Urban District - Silver Spring	150	150	0	0	0	0	0	0	0	0	0
WSSC Bonds	2,520,508	767,355	281,159	1,455,182	405,899	363,063	216,169	192,579	150,974	126,498	16,812
Water Quality Protection Bonds	337,304	22,879	9,106	305,319	42,195	45,474	61,534	51,678	51,632	52,806	0
Water Quality Protection Charge	22,914	8,428	295	14,191	3,105	3,926	1,640	1,740	1,840	1,940	0
White Flint - Special Tax District	168,397	4,185	3,680	84,780	6,233	16,041	24,583	24,596	8,959	4,368	75,752
<b>Total</b>	<b>13,627,089</b>	<b>5,114,017</b>	<b>1,322,692</b>	<b>6,275,382</b>	<b>1,366,625</b>	<b>1,263,099</b>	<b>1,168,396</b>	<b>892,599</b>	<b>816,733</b>	<b>767,930</b>	<b>914,998</b>

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# Debt Service

## 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 (MCG, M-NCPPC, MCPS, and Montgomery College), as well as other associated costs. Non-tax supported debt repayment related to the MHI Property Acquisition Fund and Water Quality Protection bonds are also included.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for Debt Service is \$367,558,865 an increase of \$18,649,465 or 5.3 percent from the FY15 approved budget of \$348,909,400. This amount excludes \$63,480 in debt service which is appropriated in non-tax supported funds.

### General Obligation Bonds

General obligation (G.O.) 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, G.O. bonds are anticipated to fund approximately 44.8 percent of the County's capital expenditures (excluding WSSC) for the six years of the Recommended FY15-20 Amended 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, State, and local regulations, interest rates are lower than in the private sector.

"General obligation" refers to the fact that the bonds are backed by the "full faith and credit" of the County and its general revenue stream. 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 G.O. bonds are exempt from Federal taxes and also from State taxes for citizens of Maryland. Finally, the County strives to maintain its total and projected outstanding debt and debt service within certain financial parameters according to the County's fiscal policy. Thus, these financial instruments provide strong advantages in both safety of repayment and investment return for certain categories of 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 G.O. bonds and must specify the total G.O. 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 1, 2013, the County Council approved SAG limits at \$295.0 million for FY15, \$295.0 million for FY16 and \$1,770.0 million for the FY15-20 period. On February 4, 2014, the County Council amended the SAG limits to \$324.5 million for FY15, \$324.5 million for FY16 and \$1,947.0 million for the FY15-20 period. On February 3, 2015, the County Council amended the SAG limits to \$299.5 million in FY15, \$340.0 million in FY16 and \$1,999.5 million for the FY15-20 period. The debt service budget includes the Recommended FY15-20 Amended G.O. bond CIP programmed levels.

### Debt Service Program

The annual Debt Service obligation of all outstanding G.O. bond issues, long-term lease payments, long-term loans, short-term lease payments, and projections of certain related expenditures constitute the total Debt Service budget for FY16. 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 G.O. 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; Recreation Fund; Noise Abatement Districts; Parking Districts; and Solid Waste Disposal Fund. A separate appropriation is made for the General Fund or a special fund (e.g., Fire Tax District, Mass Transit, Recreation, Bradley Noise Abatement, and the Cabin John Noise Abatement Fund) as appropriate. These appropriations include debt service for G.O. bond issues outstanding, long-term lease obligations and short-term financing obligations.

Certain other expenditures and revenues are included in Debt Service budget calculations. 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

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(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, usually at lower rates than with more permanent financing. Cost of issuance includes the legal, administrative, and production cost of rating, issuing, and selling bonds, BANs/commercial paper and short- and long-term lease obligations as well as financial advisory services.

Funding sources which offset the General Fund requirement for Debt Service include investment income on BANs/commercial paper and 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.

### **FY15 Estimated Debt Service**

FY15 estimated general obligation Debt Service and lease expenditure requirements for tax-supported funds total \$333.6 million which is lower than the budget of \$338.7 million due to prior years G.O. bond refundings and actual interest rates that were lower than budget.

### **FY16 Recommended Debt Service Budget**

The FY16 Debt Service budget is predicated on a base of existing Debt Service requirements from past bond issues (through November 2014) plus the following:

- A fall 2015 (FY16) issue of \$324.5 million at an interest cost of 5.5 percent for 20 years with even principal payments (fall bond issues are expected to continue through FY21).
- Interest expense based on an anticipated average BANs/commercial paper balance of \$500.0 million during FY16.
- Other short- and long-term financing obligations displayed in a chart at the end of the section.

The Debt Service assumptions discussed above result in a total FY16 Debt Service requirement for tax supported funds of \$357.3 million, which is a 5.5 percent increase from the FY15 budget of \$338.7 million. The General Fund appropriation requirement is \$292.9 million, or 0.7 percent more than the budgeted FY15 amount of \$290.8 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 for Debt Service is predicated on the bond issue requirements in the Recommended CIP, adjusted for inflation, and implementation of the capital program at a projected 86.5 percent for FY15 and 94.6 percent for FY16-FY20. An estimated interest cost of 5.5 percent is budgeted for the fall 2015 (FY16) issue. Projected interest rates for bond issues for FY16 through FY20 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 \$357.3 million in FY16 to \$448.1 million by FY21 with the General Fund revenue requirement growing from \$292.9 million in FY16 to \$388.5 million by FY21.

## **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 Capital Improvements Program. 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 draw against the Operating Budget each year for 20 years. Debt requirements for past and future 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. Debt Service expenditures take up fiscal capacity that could be diverted to 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 G.O. debt service plus other short- and long-term commitments, are expected to stay manageable, representing about ten percent of General Fund revenues. 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 is displayed at the end of this section. The chart displays the debt issues for the six years which are the basis of the G.O. bond-funded portion of the Recommended FY15-20 Amended CIP.

Annual bond-funding requirements (on which future debt issue projections are based) are based on summations 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, project implementation rate, commitment of County current revenues (PAYGO) as an offset against bond requirements, and a

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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 FY15-20 Amended Capital Improvements Program meets that requirement. The General Obligation Bond Adjustment chart reflecting the Executive's proposals for the Recommended FY15-20 Amended CIP is included at the end of this section.

### **Debt Limit**

The County's outstanding general obligation debt totals \$2,370,500,000 as of June 30, 2014. 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, 2014, is \$10,149,911,046 based upon the assessed valuation \$159,891,865,334 for all real property and \$3,709,327,508 for personal property. The County's outstanding general obligation debt of \$2,370,500,000 plus outstanding short-term commercial paper of \$500,000,000 is 1.75 percent of assessed value, well within the legal debt limit and safely within the County's financial capabilities. A comparison of outstanding debt to legal debt limit is displayed in a chart at the end of this section.

Additional information regarding the County's outstanding general obligation debt and revenue bond debt can be found in the Debt Service Program Direct Debt for Fiscal Year 2014 (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 Booklet.

### **Leases and Other Debt**

Long-term leases 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 financing, where the payments represent a substantial County commitment for the acquisition of assets which have a shorter life, but still result in a substantial asset, are also displayed and appropriated within this Fund.

Loan payments to HUD are related to a HUD Section 108 program loan that was received by the County. The County re-loaned the funds to Housing Opportunities Commission(HOC). Repayment of the loan will be made by HOC to the County through the MHI fund. Transfers from the Montgomery Housing Initiative (MHI) fund support the repayment shown in the Debt Service Fund.

The FY16 appropriations for the long- and short-term financing are displayed in a chart at the end of this section.

### **Other Long-Term Debt**

Other long-term debt includes the debt service costs, offset by a transfer from the MHI Fund, for the issuance of debt to create a property acquisition revolving fund which will significantly increase the County's capacity to acquire and renovate affordable housing. Long-term debt payments to acquire the Silver Spring Music Venue and Site II land are also included.

Commencing in FY12, Water Quality Protection bonds financed stormwater management requirements resulting from the new National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (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.

In FY13 the County entered into a 20 year lease purchase agreement to finance energy systems modernization at the County's Health and Human Services building. The lease purchase qualified as financing under the County's Qualified Energy Conservation Bond (QECB) allocation, which provides a federal tax subsidy.

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, Washington Suburban Sanitary Commission, 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, such as the service payment to the Northeast Maryland Waste Disposal Authority for financing of the Resource Recovery Facility. 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 (since 1993, the first year a rating was sought from Fitch). These high ratings are critical to ensure the lowest possible cost of debt to citizens. High ratings translate into lower interest rates and considerable savings over the 20-year interest

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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**

Three development districts have been created in accordance with Chapter 14 of the Montgomery County Code, the Montgomery County Development District Act enacted in 1994. The West Germantown District was created by Council Resolution 13-1135, the Kingsview Village Center Development District was created by Resolution 13-1377, and the Clarksburg Town Center District was created by Resolution 15-87. The creation of the development 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 of high priority for new development or redevelopment. Special assessments and/or special taxes may be levied to fund the issuance of bonds or other obligations created from the construction or purchase of infrastructure improvements.

The West Germantown Development District was created in an unincorporated area of Montgomery County, encompassing approximately 671 acres. Various transportation, local park, and sewer infrastructure improvements were constructed by developers and acquired by the County at completion for a total cost of \$15.9 million. Special obligation bonds were issued in March 2002. In August 2014 the County issued \$12.02 million of bonds to refund all of the outstanding bonds.

The Kingsview Village Center Development District was created in an unincorporated area of Montgomery County, encompassing approximately 29 acres. Various transportation improvements were constructed by developers and acquired by the County at completion for a total cost of \$2.4 million. Special obligation bonds were issued in December 1999. In August 2014 the County issued \$1.4 million of bonds to refund the outstanding 1999 Series bonds.

In October 2010, the County Council terminated the Clarksburg Town Center development district, therefore no bonds were issued and no special taxes or assessments were levied.

The County issues special obligation bonds to fund the acquisition of the completed infrastructure assets. The debt service on the special obligation debt is funded by an ad valorem tax and special benefit assessment levied on the properties located in the development district. The County Council, by separate resolution, sets the ad valorem tax and special benefit assessment at rates sufficient to pay the principal, interest, any redemption premium on the bonds, and administrative expenses.

Revenues resulting from the ad valorem tax and special benefit assessed, and expenditures for the debt service on the special obligation bonds and administrative expenses, are accounted for in an agency fund, because the County has no obligation whatsoever for the indebtedness. The County acts only as a financing conduit and agent for the property owners and bondholders. In accordance with Section 20A-1 of the Montgomery County Code, the bonds or other obligations issued may not constitute a general obligation debt of the County or a pledge of the County's full faith and credit or taxing power.

In March 2010, the County adopted a new sector plan for the White Flint area of north Bethesda. This smart-growth master plan attempts to transform the area into a pedestrian-friendly, transit-oriented, urban setting that is expected to be a leading economic engine for the County. To successfully implement the sector plan, the County adopted legislation (Bill 50-10, December 2010) to create a new special taxing district in the White Flint area, along with an implementation strategy and a list of the infrastructure necessary to successfully implement that strategy (Resolution No. 16-1570, December 2010). Bill 50-10 creates the White Flint Special Taxing District (Chapter 68C of the County Code) in order to collect ad valorem tax revenues that will provide a stable, reliable and consistent revenue stream to fund the transportation infrastructure improvements identified in the implementation and strategy resolution, by paying for the bonds authorized by the legislation.

## **PROGRAM CONTACTS**

Contact Jacqueline Carter of the Department of Finance at 240.777.8979 or Christopher Mullin of the Office of Management and Budget at 240.777.2772 for more information regarding this department's operating budget.

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>DEBT SERVICE</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Debt Service Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	0	0	0	0	—
Debt Service G.O. Bonds	278,027,403	311,115,210	309,198,700	325,379,080	4.6%
Debt Service Other	21,479,124	27,578,980	24,422,450	31,963,425	15.9%
Capital Outlay	0	0	0	0	—
<b>Debt Service Expenditures</b>	<b>299,506,527</b>	<b>338,694,190</b>	<b>333,621,150</b>	<b>357,342,505</b>	<b>5.5%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
Federal Grants	5,808,511	5,928,730	5,928,730	5,853,000	-1.3%
Investment Income	95,589	0	0	0	—
Miscellaneous Revenues	334,924	0	2,341,570	0	—
Premium on General Obligation Bonds	3,088,117	0	5,236,781	11,488,440	—
<b>Debt Service Revenues</b>	<b>9,327,141</b>	<b>5,928,730</b>	<b>13,507,081</b>	<b>17,341,440</b>	<b>192.5%</b>
<b>DEBT SERVICE - NON-TAX SUPPORTED</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Debt Service - Non-Tax Supported Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	0	0	0	0	—
Debt Service Other	7,965,964	10,215,210	10,215,210	10,216,360	0.0%
Capital Outlay	0	0	0	0	—
<b>Debt Service - Non-Tax Supported Expenditures</b>	<b>7,965,964</b>	<b>10,215,210</b>	<b>10,215,210</b>	<b>10,216,360</b>	<b>0.0%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>307,472,491</b>	<b>348,909,400</b>	<b>343,836,360</b>	<b>367,558,865</b>	<b>5.3%</b>
<b>Total Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>—</b>
<b>Total Revenues</b>	<b>9,327,141</b>	<b>5,928,730</b>	<b>13,507,081</b>	<b>17,341,440</b>	<b>192.5%</b>

DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT							
	Actual FY13	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec	Rec % GO Bonds
<b>GO BOND DEBT SERVICE EXPENDITURES</b>							
General County	31,544,095	42,875,231	47,398,490	46,988,590	53,355,890		16.6%
Roads & Storm Drains	60,350,215	59,990,819	68,437,830	67,503,620	64,069,230		20.0%
Public Housing	-	13,562	65,640	65,630	258,810		0.1%
Parks	9,192,758	9,119,493	9,906,220	9,717,030	8,584,080		2.7%
Public Schools	121,987,885	122,363,519	133,221,530	133,368,500	140,243,070		43.7%
Montgomery College	14,902,744	15,391,009	17,841,820	18,058,120	22,146,830		6.9%
Bond Anticipation Notes/Commercial Paper	753,371	428,377	1,000,000	500,000	1,200,000		
Bond Anticipation Notes/Liquidity & Remarketing	2,719,343	2,574,642	3,000,000	2,600,000	2,500,000		
Cost of Issuance Costs	623,713	661,347	1,000,000	1,000,000	1,023,000		
<b>Total General Fund</b>	<b>242,074,124</b>	<b>253,417,999</b>	<b>281,871,530</b>	<b>279,801,490</b>	<b>293,380,910</b>	<b>4.1%</b>	<b>90.0%</b>
Fire Tax District Fund	6,886,445	7,078,100	8,438,020	8,212,910	7,392,700		2.3%
Mass Transit Fund	6,235,302	8,637,569	11,046,940	11,837,290	17,283,400		5.4%
Recreation Fund	9,270,330	8,893,735	9,758,720	9,347,010	7,322,070		2.3%
Bradley Noise Abatement Fund	23,549	-	-	-	-		0.0%
Cabin John Noise Abatement Fund	7,000	-	-	-	-		0.0%
<b>Total Tax Supported Other Funds</b>	<b>22,422,626</b>	<b>24,609,404</b>	<b>29,243,680</b>	<b>29,397,210</b>	<b>31,998,170</b>	<b>9.4%</b>	<b>10.0%</b>
<b>TOTAL TAX SUPPORTED</b>	<b>264,496,750</b>	<b>278,027,403</b>	<b>311,115,210</b>	<b>309,198,700</b>	<b>325,379,080</b>	<b>4.6%</b>	<b>100.0%</b>
<b>TOTAL GO BOND DEBT SERVICE EXPENDITURES</b>	<b>264,496,750</b>	<b>278,027,403</b>	<b>311,115,210</b>	<b>309,198,700</b>	<b>325,379,080</b>	<b>4.6%</b>	<b>100.0%</b>
<b>LONG-TERM LEASE EXPENDITURES</b>							
Revenue Authority - Conference Center	309,649	645,334	981,140	981,140	985,040		
Revenue Authority - HHS Piccard Drive	636,870	638,689	638,580	391,100	394,400		
Silver Spring Garages	5,070,347	-	-	-	-		
Revenue Authority - Recreation Pools	2,323,016	1,834,050	1,834,300	1,522,160	1,525,040		
Fire and Rescue Equipment	4,418,126	3,780,600	3,741,600	3,741,600	3,723,200		
<b>TOTAL LONG-TERM LEASE EXPENDITURES</b>	<b>12,758,008</b>	<b>6,898,673</b>	<b>7,195,620</b>	<b>6,636,000</b>	<b>6,627,680</b>	<b>-7.9%</b>	
<b>SHORT-TERM LEASE EXPENDITURES / FINANCING</b>							
Technology Modernization Project	5,659,962	5,659,962	6,780,200	5,660,200	7,310,200		
Libraries System Modernization	-	-	98,000	-	128,500		
Ride On Buses	3,801,617	3,802,000	6,675,950	6,628,000	8,396,640		
Public Safety System Modernization	4,373,540	4,373,540	5,223,600	4,373,600	6,990,600		
Fire and Rescue Apparatus	-	-	480,000	-	1,010,200		
Fuel Management System	-	-	-	-	480,000		
<b>TOTAL SHORT-TERM LEASE EXPENDITURES</b>	<b>13,835,119</b>	<b>13,835,502</b>	<b>19,257,750</b>	<b>16,661,800</b>	<b>24,316,140</b>	<b>26.3%</b>	
<b>OTHER LONG-TERM DEBT</b>							
Silver Spring Music Venue - Tax supported	293,155	293,955	295,610	294,650	295,105		
Site II Acquisition - Tax supported	400,000	400,000	400,000	400,000	400,000		
Qualified Energy Conservation Bond - Tax supported	-	50,994	430,000	430,000	324,500		
MHI-HUD Loan - Non-Tax supported	69,769	67,729	65,630	65,640	63,480		
Water Quality Protection Charge Bonds - Non-Tax supported	2,122,601	3,016,160	3,019,200	3,019,200	3,020,250		
MHI - Property Acquisition Fund - Non-Tax supported	4,406,574	4,949,804	7,196,010	7,196,010	7,196,110		
<b>TOTAL OTHER LONG-TERM DEBT</b>	<b>7,292,099</b>	<b>8,778,642</b>	<b>11,406,450</b>	<b>11,405,500</b>	<b>11,299,445</b>	<b>-0.9%</b>	
<b>DEBT SERVICE EXPENDITURES</b>							
<b>Tax Supported</b>	<b>291,783,032</b>	<b>299,506,527</b>	<b>338,694,190</b>	<b>333,621,150</b>	<b>357,342,505</b>		
<b>Non-Tax Supported - Other Long-term Debt</b>	<b>6,598,944</b>	<b>8,033,693</b>	<b>10,280,840</b>	<b>10,280,850</b>	<b>10,279,940</b>		
<b>TOTAL DEBT SERVICE EXPENDITURES</b>	<b>298,381,976</b>	<b>307,540,220</b>	<b>348,975,030</b>	<b>343,902,000</b>	<b>367,622,345</b>	<b>5.3%</b>	
<b>GO BOND DEBT SERVICE FUNDING SOURCES</b>							
General Funds	235,481,958	244,144,296	276,092,800	268,785,979	276,185,470		
Other Interest: Installment Notes, Interest & Penalties	1,284,836	334,924	-	-	-		
BAN/Commercial Paper Investment Income	114	95,589	-	-	-		
Federal Subsidy on General Obligation Bonds	6,111,775	5,808,511	5,778,730	5,778,730	5,707,000		
Premium on General Obligation Bonds	-	3,088,117	-	5,236,781	11,488,440		
<b>Total General Fund Sources</b>	<b>242,878,683</b>	<b>253,471,437</b>	<b>281,871,530</b>	<b>279,801,490</b>	<b>293,380,910</b>		
Fire Tax District Funds	6,799,377	7,781,477	8,438,020	8,212,910	7,392,700		
Mass Transit Fund	5,805,704	8,175,611	11,046,940	11,837,290	17,283,400		
Recreation Fund	8,982,438	8,598,881	9,758,720	9,347,010	7,322,070		
Bradley Noise Abatement Fund	23,549	-	-	-	-		
Cabin John Noise Abatement Fund	7,000	-	-	-	-		
<b>Total Other Funding Sources</b>	<b>21,618,068</b>	<b>24,555,969</b>	<b>29,243,680</b>	<b>29,397,210</b>	<b>31,998,170</b>		
<b>TOTAL GO BOND FUNDING SOURCES</b>	<b>264,496,751</b>	<b>278,027,406</b>	<b>311,115,210</b>	<b>309,198,700</b>	<b>325,379,080</b>		
<b>NON GO BOND FUNDING SOURCES</b>							
General Funds	16,743,522	12,062,471	14,697,130	12,380,690	16,682,345		
MHI Fund - HUD Loan	69,769	67,729	65,630	65,640	63,480		
Water Quality Protection Fund	2,122,601	3,016,160	3,019,200	3,019,200	3,020,250		
MHI - Property Acquisition Fund	4,406,574	4,949,804	7,196,010	7,196,010	7,196,110		
Federal Subsidy - Qualified Energy Conservation Bond	-	-	150,000	150,000	146,000		
Mass Transit Fund	3,801,617	3,802,000	6,675,950	6,628,000	8,396,640		
Recreation Fund	2,323,016	1,834,050	1,834,300	1,522,160	1,525,040		
Fire Tax District Fund	4,418,126	3,780,600	4,221,600	1,400,030	5,213,400		
Fire 2007 Certificates of Participation Closeout	-	-	-	2,341,570	-		
<b>TOTAL NON GO BOND FUNDING SOURCES</b>	<b>33,885,225</b>	<b>29,512,814</b>	<b>37,859,820</b>	<b>34,703,300</b>	<b>42,243,265</b>		
<b>TOTAL FUNDING SOURCES</b>	<b>298,381,976</b>	<b>307,540,220</b>	<b>348,975,030</b>	<b>343,902,000</b>	<b>367,622,345</b>		
<b>TOTAL GENERAL OBLIGATION BOND SALES</b>							
Actual and Estimated Bond Sales	320,000,000	295,000,000	324,500,000	500,000,000	324,500,000		
Council SAG Approved Bond Funded Expenditures	325,000,000	295,000,000	324,500,000	299,500,000	340,000,000		

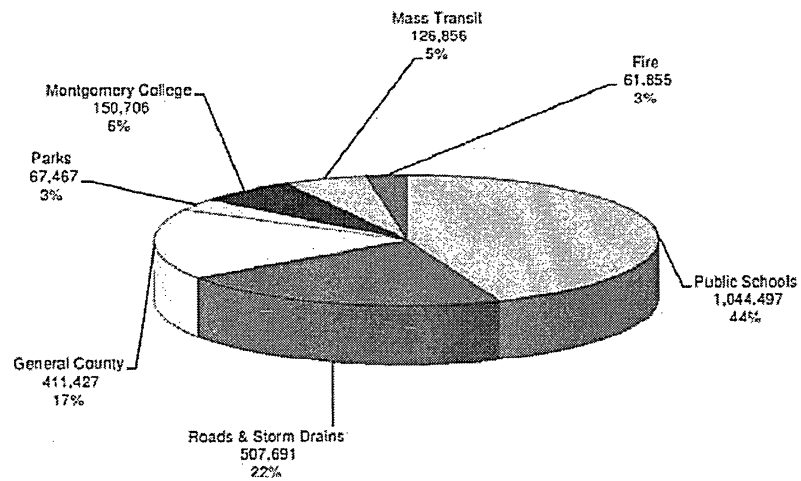
DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT						
	Recommended FY16	Projected FY17	Projected FY18	Projected FY19	Projected FY20	Projected FY21
<b>GO BOND DEBT SERVICE EXPENDITURES</b>						
General County	53,355,890	59,602,490	60,639,090	63,186,840	64,182,450	64,708,820
Roads & Storm Drains	64,069,230	69,785,800	73,665,980	77,393,970	85,398,030	94,268,560
Public Housing	258,810	761,430	741,130	720,830	700,530	680,240
Parks	8,584,080	9,293,610	10,423,180	11,149,850	11,793,320	12,295,430
Public Schools	140,243,070	154,146,710	159,814,420	166,721,400	171,372,110	174,398,990
Montgomery College	22,146,830	23,803,460	25,974,370	26,972,470	27,731,820	29,365,680
Bond Anticipation Notes/Commercial Paper	1,200,000	2,550,000	3,400,000	4,350,000	5,300,000	6,200,000
Bond Anticipation Notes/Liquidity & Remarketing	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Cost of Issuance	1,023,000	1,053,100	1,080,200	1,111,300	1,146,400	1,184,500
<b>Total General Fund</b>	<b>293,380,910</b>	<b>323,496,600</b>	<b>338,238,370</b>	<b>354,106,660</b>	<b>370,124,660</b>	<b>385,602,220</b>
Fire Tax District Fund	7,392,700	8,255,520	9,282,370	10,845,120	13,153,570	14,410,670
Mass Transit Fund	17,283,400	18,906,470	20,614,280	22,537,670	22,916,790	23,385,630
Recreation Fund	7,322,070	7,546,280	7,748,070	7,636,330	7,340,690	7,296,740
<b>Total Tax Supported Other Funds</b>	<b>31,998,170</b>	<b>34,708,270</b>	<b>37,644,720</b>	<b>41,019,120</b>	<b>43,411,050</b>	<b>45,093,040</b>
<b>TOTAL TAX SUPPORTED</b>	<b>325,379,080</b>	<b>358,204,870</b>	<b>375,883,090</b>	<b>395,125,780</b>	<b>413,535,710</b>	<b>430,695,260</b>
<b>TOTAL GO BOND DEBT SERVICE EXPENDITURES</b>	<b>325,379,080</b>	<b>358,204,870</b>	<b>375,883,090</b>	<b>395,125,780</b>	<b>413,535,710</b>	<b>430,695,260</b>
<b>LONG-TERM LEASE EXPENDITURES</b>						
Revenue Authority - Conference Center	985,040	988,540	986,640	989,440	991,850	987,710
Revenue Authority - HHS Piccard Drive	394,400	395,800	-	-	-	-
Revenue Authority - Recreation Pools	1,525,040	1,524,500	1,526,360	1,525,700	-	-
Fire and Rescue Equipment	3,723,200	3,715,800	3,717,900	-	-	-
<b>TOTAL LONG-TERM LEASE EXPENDITURES</b>	<b>6,627,680</b>	<b>6,624,640</b>	<b>6,230,900</b>	<b>2,515,140</b>	<b>991,850</b>	<b>987,710</b>
<b>SHORT-TERM LEASE EXPENDITURES / FINANCING</b>						
Technology Modernization Project	7,310,200	9,110,200	5,479,000	4,464,500	3,450,000	3,100,000
Libraries System Modernization	128,500	128,500	128,500	128,500	128,500	-
Ride On Buses	8,396,640	9,138,890	5,337,690	5,337,690	5,337,690	5,337,690
Public Safety System Modernization	6,990,600	6,302,800	4,330,000	4,330,000	4,330,000	2,563,000
Fire and Rescue Apparatus	1,010,200	1,667,500	2,361,200	2,994,100	3,505,000	3,930,000
Fuel Management System	480,000	960,000	960,000	960,000	960,000	480,000
<b>TOTAL SHORT-TERM LEASE EXPENDITURES</b>	<b>24,316,140</b>	<b>27,307,890</b>	<b>18,596,390</b>	<b>18,214,790</b>	<b>17,711,190</b>	<b>15,410,690</b>
<b>OTHER LONG-TERM DEBT</b>						
Silver Spring Music Venue - Tax supported	295,105	290,500	290,800	291,000	291,000	294,100
Site II Acquisition - Tax supported	400,000	400,000	400,000	400,000	400,000	400,000
Qualified Energy Conservation Bond - Tax supported	324,500	325,500	326,500	327,000	321,500	321,800
MHI-HUD Loan - Non-Tax supported	63,480	61,280	59,020	56,750	54,400	52,050
Water Quality Protection Charge Bonds - Non-Tax supported	3,020,250	7,432,400	7,430,100	12,646,200	12,839,650	12,844,000
MHI - Property Acquisition Fund - Non-Tax supported	7,196,110	7,200,310	7,208,010	7,201,510	7,205,600	7,200,460
<b>TOTAL OTHER LONG-TERM DEBT</b>	<b>11,299,445</b>	<b>15,709,990</b>	<b>15,714,430</b>	<b>20,922,460</b>	<b>21,112,150</b>	<b>21,112,410</b>
<b>DEBT SERVICE EXPENDITURES</b>						
Tax Supported	357,342,505	393,153,400	401,727,680	416,873,710	433,251,250	448,109,560
Non-Tax Supported - Other Long-term Debt	10,279,840	14,693,990	14,697,130	19,904,460	20,099,650	20,096,510
<b>TOTAL DEBT SERVICE EXPENDITURES</b>	<b>367,622,345</b>	<b>407,847,390</b>	<b>416,424,810</b>	<b>436,778,170</b>	<b>453,350,900</b>	<b>468,206,070</b>
<b>GO BOND DEBT SERVICE FUNDING SOURCES</b>						
General Funds	276,185,470	318,046,600	332,888,370	349,036,660	365,254,660	380,932,220
Federal Subsidy on General Obligation Bonds	5,707,000	5,450,000	5,350,000	5,070,000	4,870,000	4,670,000
Premium on General Obligation Bonds	11,488,440	-	-	-	-	-
<b>Total General Fund Sources</b>	<b>293,380,910</b>	<b>323,496,600</b>	<b>338,238,370</b>	<b>354,106,660</b>	<b>370,124,660</b>	<b>385,602,220</b>
Fire Tax District Fund	7,392,700	8,255,520	9,282,370	10,845,120	13,153,570	14,410,670
Mass Transit Fund	17,283,400	18,906,470	20,614,280	22,537,670	22,916,790	23,385,630
Recreation Fund	7,322,070	7,546,280	7,748,070	7,636,330	7,340,690	7,296,740
<b>Total Other Funding Sources</b>	<b>31,998,170</b>	<b>34,708,270</b>	<b>37,644,720</b>	<b>41,019,120</b>	<b>43,411,050</b>	<b>45,093,040</b>
<b>TOTAL GO BOND FUNDING SOURCES</b>	<b>325,379,080</b>	<b>358,204,870</b>	<b>375,883,090</b>	<b>395,125,780</b>	<b>413,535,710</b>	<b>430,695,260</b>
<b>NON GO BOND FUNDING SOURCES</b>						
General Funds	16,682,345	17,800,840	11,805,440	10,798,840	9,787,350	7,544,610
MHI Fund - HUD Loan	63,480	61,280	59,020	56,750	54,400	52,050
Water Quality Protection Fund	3,020,250	7,432,400	7,430,100	12,646,200	12,839,650	12,844,000
MHI - Property Acquisition Fund	7,196,110	7,200,310	7,208,010	7,201,510	7,205,600	7,200,460
Federal Subsidy - Qualified Energy Conservation Bond	146,000	141,000	136,000	131,600	125,500	122,000
Mass Transit Fund	8,396,640	9,138,890	5,337,690	5,337,690	5,337,690	5,337,690
Recreation Fund	1,525,040	1,524,500	1,526,360	1,525,700	-	-
Fire Tax District Fund	5,213,400	6,343,300	7,039,100	3,954,100	4,465,000	4,410,000
<b>TOTAL NON GO BOND FUNDING SOURCES</b>	<b>42,243,265</b>	<b>49,642,520</b>	<b>40,541,720</b>	<b>41,652,390</b>	<b>39,815,190</b>	<b>37,510,810</b>
<b>TOTAL FUNDING SOURCES</b>	<b>367,622,345</b>	<b>407,847,390</b>	<b>416,424,810</b>	<b>436,778,170</b>	<b>453,350,900</b>	<b>468,206,070</b>
<b>TOTAL GENERAL OBLIGATION BOND SALES</b>						
Estimated Bond Sales	324,500,000	327,000,000	332,000,000	332,000,000	332,000,000	332,000,000
Council SAG Approved Bond Funded Expenditures	340,000,000	340,000,000	340,000,000	340,000,000	340,000,000	340,000,000
<b>ESTIMATED INTEREST RATE</b>	<b>5.50%</b>	<b>5.50%</b>	<b>5.50%</b>	<b>5.50%</b>	<b>5.50%</b>	<b>5.50%</b>



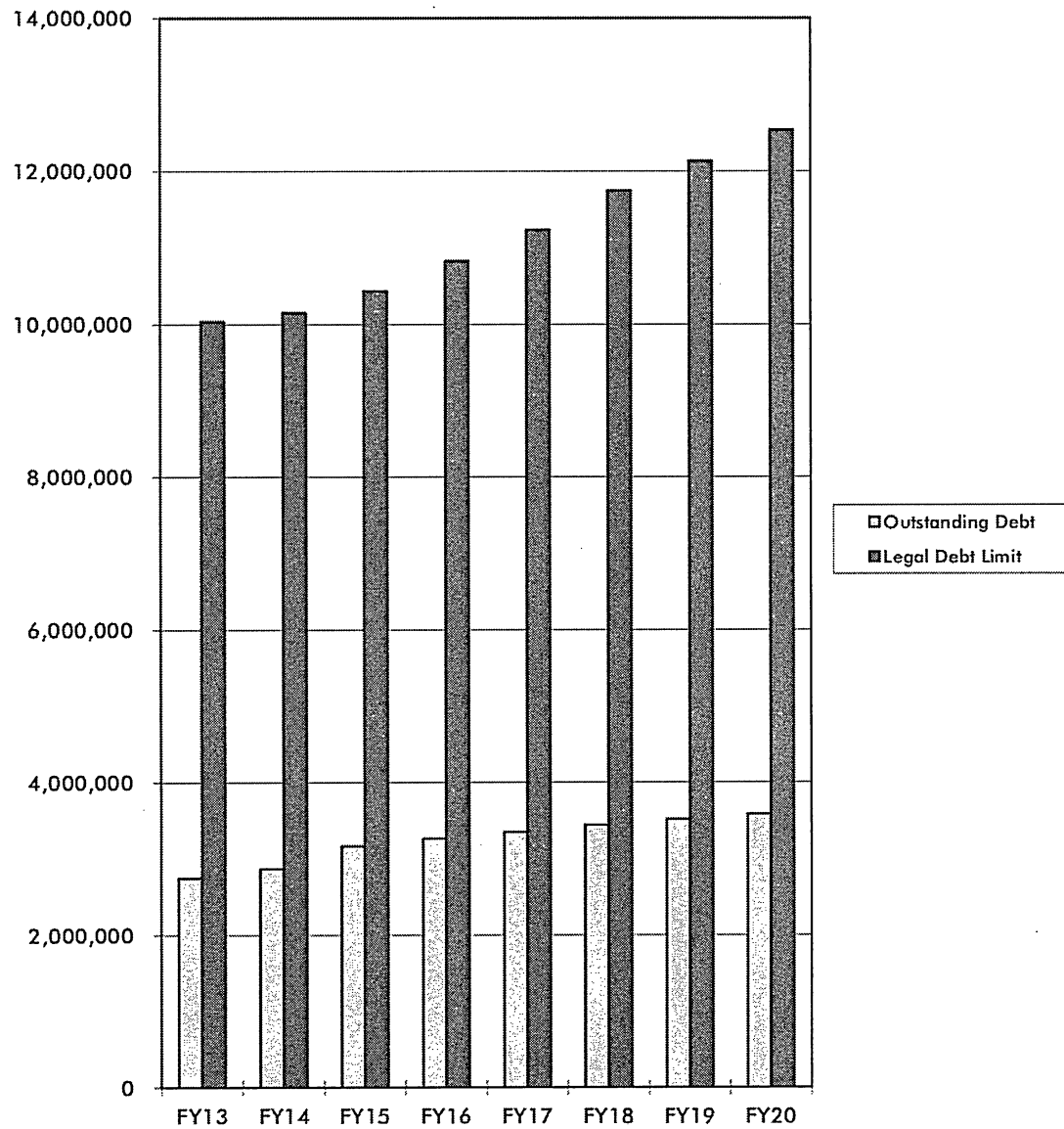
**Projected Debt Obligations  
Schedule of Principal & Interest  
FY16 Recommended Budget**

<b>FUND</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Debt Service Fund	228,839,522	138,719,343	367,558,865
Liquor Control (Section 65)	5,884,100	5,118,500	11,002,600
Montgomery Housing Initiative	43,000	20,480	63,480
Bethesda Parking Lot District (Section 46)	3,245,000	1,715,920	4,960,920
<b>Total</b>	<b>238,011,622</b>	<b>145,574,243</b>	<b>383,585,865</b>

General Obligation Bonds Outstanding by Bond Category  
(\$000s)  
Total \$2,370,500 as of June 30, 2014



**Outstanding Debt and Legal Debt Limit  
(\$000s)**



DEBT CAPACITY ANALYSIS									
FY15-20 Amended Capital Improvements Program									
COUNTY EXECUTIVE RECOMMENDED									
MARCH 16, 2015									
GO BOND 6 YR TOTAL = 1,947.0 MILLION									
GO BOND FY15 TOTAL = 299.5.0 MILLION									
GO BOND FY16 TOTAL = 324.5 MILLION									
	FY14	FY15	FY16	FY17	FY18	FY19	FY20		
1 GO Bond Guidelines (\$000)	295,000	299,500	324,500	327,000	332,000	332,000	332,000		
2 GO Debt/Assessed Value	1.76%	1.87%	1.86%	1.84%	1.80%	1.78%	1.76%		
3 Debt Service + LTL + Short-Term Leases/Revenues (GF)	10.31%	11.40%	11.25%	11.88%	11.69%	11.71%	11.90%		
4 \$ Debt/Capita	2,845	3,101	3,167	3,225	3,282	3,327	3,355		
5 \$ Real Debt/Capita (FY14 = 100%)	2,845	3,039	3,044	3,033	3,016	2,982	2,925		
6 Capita Debt/Capita Income	3.70%	3.82%	3.91%	3.85%	3.83%	3.81%	3.73%		
7 Payout Ratio	68.62%	67.41%	67.81%	68.27%	68.73%	69.60%	70.44%		
8 Total Debt Outstanding (\$000s)	2,870,500	3,162,750	3,259,180	3,347,715	3,435,845	3,513,100	3,579,665		
9 Real Debt Outstanding (FY14 = 100%)	2,870,500	3,099,824	3,132,315	3,148,145	3,157,452	3,148,783	3,121,056		
10 Note: OP/PSP Growth Assumption (2)		3.0%	3.9%	3.2%	3.4%	3.1%	2.8%		

Notes:

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

(2) OP/PSP Growth Assumption equals change in revenues from FY15 approved budget to FY16 budget for FY16 and budget to budget for FY17-20.

GENERAL OBLIGATION BOND ADJUSTMENT CHART							
FY15-20 Amended Capital Improvements Program							
CE RECOMMENDED							
March 16, 2015							
(\$ millions)	6 YEARS	FY15	FY16	FY17	FY18	FY19	FY20
BONDS PLANNED FOR ISSUE	1,947.000	299.500	324.500	327.000	332.000	332.000	332.000
Plus PAYGO Funded	194.700	29.950	32.450	32.700	33.200	33.200	33.200
Adjust for Implementation **	136.077	46.903	18.487	18.188	18.003	17.512	16.983
Adjust for Future Inflation **	(82.247)	-	-	(7.743)	(15.998)	(24.615)	(33.891)
SUBTOTAL FUNDS AVAILABLE FOR DEBT ELIGIBLE PROJECTS (after adjustments)	2,195.530	376.353	375.437	370.145	367.205	358.097	348.292
Less Set Aside: Future Projects	110.257	0.929	14.648	18.324	19.099	19.290	37.967
	5.02%						
TOTAL FUNDS AVAILABLE FOR PROGRAMMING	2,085.272	375.424	360.789	351.821	348.106	338.807	310.325
MCPS	(772.762)	(119.158)	(138.761)	(136.484)	(153.119)	(124.107)	(101.133)
MONTGOMERY COLLEGE	(153.700)	(37.570)	(20.427)	(30.663)	(25.817)	(12.452)	(26.771)
M-NCPPC PARKS	(67.788)	(9.789)	(11.103)	(13.135)	(12.677)	(11.222)	(9.862)
TRANSPORTATION	(608.312)	(105.073)	(78.496)	(78.212)	(96.334)	(122.492)	(127.705)
MCG - OTHER	(558.151)	(161.048)	(122.849)	(98.256)	(62.476)	(68.668)	(44.854)
Programming Adjustment - Unspent Prior Years*	75.441	57.214	10.847	4.929	2.317	0.134	-
SUBTOTAL PROGRAMMED EXPENDITURES	(2,085.272)	(375.424)	(360.789)	(351.821)	(348.106)	(338.807)	(310.325)
AVAILABLE OR (GAP)	-	-	-	-	-	-	-
NOTES:							
* See additional information on the GO Bond Programming Adjustment for Unspent Prior Year Detail Chart							
** Adjustments Include:							
Inflation =		2.03%	1.98%	2.20%	2.33%	2.53%	2.80%
Implementation Rate =		86.46%	94.61%	94.61%	94.61%	94.61%	94.61%

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# Workforce/Compensation

## SUMMARY OF FY16 RECOMMENDATIONS

### A. SUMMARY OF AGENCY REQUESTS

**Montgomery County Public Schools (MCPS):** The MCPS workforce for FY16, as recommended by the Board of Education (BOE), is 21,850.6 FTEs, or 269.6 FTEs greater than the approved FY15 workforce of 21,581.0 FTEs. In FY15, the BOE completed labor negotiations with the public schools' bargaining units through FY17, 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). MCPS' budget request contains \$59.5 million, net of other savings in employee benefits, for a cost of living increase of 2.0 percent effective October 2015 and step increases for eligible employees in FY16. For more information on compensation and workforce changes, please see the Board of Education FY16 recommended budget document.

**Montgomery College (MC):** There is an increase of 24.0 FTEs in the size of the Montgomery College complement for FY16, as requested by the College and its Board of Trustees. This is accompanied by an increase in personnel costs of about \$8.8 million. The primary factors for these cost increases are compensation enhancements, including service increments and general wage adjustments, reclassifications, promotions, and benefit changes. For more information on compensation and workforce changes, please consult the Adopted FY16 Montgomery College Operating Budget Request, available on the College's website.

**Maryland-National Capital Park & Planning Commission (M-NCPPC):** The net impact on the M-NCPPC workforce for FY16, as recommended by the Planning Board, is an increase of 37.0 FTEs. The Commission's requested budget includes an increase in personnel costs of \$4.6 million. The increase also includes retirement and group insurance adjustments and a compensation place holder (to address collectively bargained compensation increases and pass through costs). For more information on compensation and workforce changes, please see the M-NCPPC FY16 requested budget document.

**Montgomery County Government (MCG):** The net impact on the County government workforce for FY16, as recommended by the Executive, is an increase of 103 positions.

The recommended budget contains an increase in total personnel costs of \$12.3 million, or 1.2 percent. The primary factors in these changes are:

	<u>Millions</u>
• General Wage Adjustment	\$16.2
• Decrease in group insurance and retirement	-\$9.9
• Service increments and longevity	\$7.6
• Net decrease in positions and other changes in personnel costs, including annualization of positions, turnover, and lapse	-\$1.7

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 Montgomery County Volunteer Fire and Rescue Association (MCVFRA). Certain provisions of the agreements have been extended to unrepresented employees, as noted below.

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## **B. COUNTY GOVERNMENT SALARY AND WAGES**

**GENERAL WAGE ADJUSTMENT:** The Executive recommends the following general wage adjustments (GWA) in FY16: 2 percent for all employees in the Office, Professional, and Technical (OPT) and Service, Labor, and Trades (SLT) units, all employees in the Police bargaining unit and Police uniformed managers, all employees in the Fire and Rescue bargaining unit and Fire and Rescue uniformed managers, and all non-represented employees, including Management Leadership Service (MLS) employees, effective the first full pay period after July 1, 2015.

FY16 salary schedules can be found on the County's website at <http://www.montgomerycountymd.gov/ohr/classification/classcomp.html>.

**SERVICE INCREMENTS:** The Executive recommends service increments of 3.5 percent for all eligible employees.

**LONGEVITY INCREMENTS:** The Executive recommends longevity increments in FY16 for all eligible employees.

**PERFORMANCE-BASED PAY:** The Executive recommends \$1,611,171 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**

**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 2015 and projected changes for 2016. The employer rates are 6.2 percent for social security and 1.45 percent for Medicare and 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, 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 \$11,026 per position, and the contribution for life insurance is based on fixed rates per coverage amounts based on an employee's salary.

It is projected for the long term that the annual cost of group insurance for the County, including active employees and retirees, could increase an average of approximately nine percent annually between FY16 and FY20. 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.

**Retirement Benefits:** Montgomery County Government maintains a system of retirement pay and benefits for its employees which are intended to provide income during their retirement years. The Employees' Retirement System, which currently provides benefits to approximately 6,242 retirees and survivors, is administered by Montgomery County Employee Retirement Plans (MCERP). MCERP oversees all facets of the retirement plans including investments, administration, and accounting. Retirement plan design changes occurring through the collective bargaining process and by other means are coordinated with MCERP in consultation with the Office of Human Resources, the County's actuaries, the Finance Department, and the Office of Management and Budget.

**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 prefunding for retiree pension benefits. The reasons for doing this are simple: Due to exponential growth in expected retiree health costs, the cost of funding these benefits, which

were being paid out as the bills came due, would soon become unaffordable. Setting aside money now and investing it in a Trust Fund, which is invested in a similar manner as the pension fund, not only is a prudent and responsible approach, but will result in significant savings over the long term.

<b>Proposed FY16 Consolidated Retiree Health Benefits Trust Contributions</b>	
<b>Montgomery County Government (MCG)</b>	<b>FY16</b>
<u>General Fund:</u>	
Retiree Health Benefits Trust NDA	\$43,520,060
<u>Proprietary Funds:</u>	
Bethesda Parking District	\$152,630
Wheaton Parking District	15,790
Silver Spring Parking District	105,260
Solid Waste Collection	21,050
Solid Waste Disposal	399,990
Liquor Control	2,157,840
Permitting Services	1,063,130
Community Use of Public Facilities	142,100
Motor Pool	1,057,870
Risk Management	52,630
Central Duplicating	163,150
<u>Participating Agency Contributions</u>	\$1,534,500
<b>Total MCG Trust Contributions</b>	<b>\$50,386,000</b>
<b>Consolidated Trust: Montgomery County Public Schools</b>	<b>\$61,733,000</b>
<b>Consolidated Trust: Montgomery College</b>	<b>\$1,428,000</b>
<b>Park and Planning Commission Trust Fund*</b>	<b>\$1,860,322</b>
<b>Total Contributions/Assets Held in Trust</b>	<b>\$115,407,322</b>
* MNCPPC's contribution from tax supported funds is \$1,789,414.	

One approach used to address retiree health benefits funding is 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 Annual OPEB Cost or "AOC," 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 as needed 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 committed to an approach of "ramping up" to the AOC amount over several years, with the amount set aside each year increasing steadily until the full AOC is reached. A total of \$31.9 million for all tax supported agencies was budgeted for this purpose in FY08. In May 2008, the County Council passed resolution No. 16-555 which confirmed an eight-year phase-in approach to the AOC. Consistent with this approach and based on the County's economic situation, the County contributed \$14.0 million to the Trust in FY08, \$19.7 million in FY09, \$3.3 million in FY10, and \$7.3 million in FY11. Due to fiscal constraints, the County did not budget a contribution for the General Fund in FY10 and FY11, but did resume contributions in FY12. For FY12, the County contributed

\$26.1 million from the General Fund to the Retiree Health Benefits Trust. In addition, on June 26, 2011, 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 for employees of Montgomery County Public Schools and Montgomery County College. In FY12, the County appropriated \$20 million and \$1 million for contributions on behalf of MCPS and the College, respectively. In FY13, these contributions were \$41.4 million (County General Fund), \$58.9 million (MCPS Consolidated Trust), and \$1.8 million (Montgomery College Consolidated Trust). In FY14, these contributions were \$48.9 million (County General Fund), \$83.7 million (MCPS Consolidated Trust), and \$2.4 million (Montgomery College Consolidated Trust). In FY15, these contributions were \$38.6 million (County General Fund), \$85.5 million (MCPS Consolidated Trust), and \$2.0 million (Montgomery College Consolidated Trust). These contributions allowed the County to achieve full pre-funding in FY15. A detailed breakdown of FY16 recommended contributions to the Consolidated Retiree Health Benefit Trust for County Government tax supported agencies, participating agencies, Montgomery County Public Schools, and Montgomery College is displayed in the table above. 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 will reduce retiree drug insurance costs and the County's OPEB liability. The Executive is recommending that the Retiree Health Benefits Trust provide \$27.2 million to Montgomery County Public Schools for the payment of retiree health insurance claims in FY16.

**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, 2014, there were 6,242 retirees and survivors and 5,535 active members, including 1,263 in the Guaranteed Retirement Income Plan (GRIP). Retirement plan design changes occurring through the collective bargaining process and by other means are coordinated by the MCERP staff, in consultation with the County's actuaries, the Office of Human Resources, the Finance Department, and the Office of Management and Budget.



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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 UFCW Local 1994 MCGEO. Eligibility to participate has been passed through to non-represented employees and participants of participating agencies. All full and part-time non-public safety employees hired before January 1, 2009 enrolled in the RSP were eligible to make a one-time irrevocable election to transfer to the GRIP by June 1, 2009. Eligible employees hired after January 1, 2009, have the option to participate in either the RSP or the GRIP. As with the RSP, the County and employee each make contributions at a set percentage of pay. The salient feature of the GRIP is that the plan provides guaranteed annual earnings of 7.25%, credited monthly.

2) The Retirement Savings Plan (RSP), a defined contribution plan, was established for all new OPT/SLT (non-public safety) and non-represented employees hired on or after October 1, 1994. Eligible employees hired after January 1, 2009, have the option to participate in either the RSP or the GRIP. Eligible employees in the ERS are allowed to transfer to the Retirement Savings Plan. Both regular full-time and part-time employees can participate. Under this plan, the County and employee each make contributions at a set percentage of pay. These monies are deposited into employee accounts and invested based on each employee's selection of an investment vehicle(s) established by the Board of Investment Trustees.

3) The Montgomery County Deferred Compensation Plan (DCP) was established by the County to make a deferred compensation plan available pursuant to Section 457 of the Internal Revenue Code. Employee contributions are made on a voluntary basis with the monies deposited into employee accounts and invested based on each employee's selection of an investment vehicle(s) established by the Board of Investment Trustees. In FY 2005, 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 Directors of Human Resources, Finance, and Management and Budget; the Council Administrator; 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 declined by 134 and the number of public safety employees increased by 173, for a combined total active enrollment of 4,272. GRIP membership increased by 61 employees, to 1,263 in FY14. The RSP had 115 more active employees enrolled in FY15 than in FY14, for a total FY15 enrollment of 3,585.

Funds for the County's contribution to the ERS for each member employee are included in the appropriate County government departmental budget or agency budget. The County uses multiple contribution rates designating the percentage of payroll for the various employee groups to determine the retirement contribution.

County contributions are determined using actuarially sound assumptions to assure the financial health of the Fund. Factors that affect the County's contributions include the impact of compensation adjustments, changes in the size of the workforce, investment returns, and collectively bargained benefit changes. The ERS contribution rates reflect projections of revenues and expenses to the fund. Revenues include County and member contributions which are set at fixed percentages of salaries and investment income which is driven by both earnings in the various financial markets and the size of the Fund balance invested.

Expenses of the Fund include pension payments which are affected by mandated cost-of-living increases and changes in the number of retirees and survivors; administrative and operational expenses of the Fund managers and financial consultants; and charges for services provided by the MCERP staff, as well as staff from Finance and Human Resources.

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## COLLECTIVE BARGAINING

### Fire and Rescue Bargaining Unit:

The current agreement became effective on July 1, 2013, and expires on June 30, 2016. The agreement's salient economic terms for FY16 include:

- ❖ Reopener for the third year (FY16) of the contract. Negotiations covered the following topics: wages, service increments, longevity, special duty differentials, casual leave, and Workers' Compensation and disability leave.
- ❖ Assignment pay differentials. An additional differential of \$2,037 was added for Meter Technician and Air Compressor Technician.
- ❖ Longevity step increases. A longevity step increase will be paid to eligible employees.
- ❖ General Wage Adjustment. A 2 percent GWA will be paid the first full pay period following July 1, 2015.
- ❖ Service Increments. A service increment of 3.5 percent will be paid in FY16 for eligible unit members.

### MC GEO Bargaining Unit:

The current agreement expires on June 30, 2016. The agreement's salient economic terms for FY16 include:

- ❖ A reopener for the third year (FY16) of the contract. Negotiations covered the following topics: wages, service increments, longevity, any Workers' Compensation and disability leave issues not resolved within the Labor Management Wellness Committee, and the inclusion of a DROP program in the Public Safety Retirement Plan.
- ❖ General Wage Adjustment. A 2 percent GWA will be paid the first full pay period following July 1, 2015.
- ❖ Longevity step increases. A longevity step increase will be paid to eligible employees.
- ❖ Service Increments. A service increment of 3.5 percent will be paid in FY16 for eligible unit members.
- ❖ DROP. The creation of a DROP program in the Public Safety Retirement Plan (Group E) for sworn deputy sheriffs and uniformed correctional officers.
- ❖ Retirement plans. The default retirement selection for new MC GEO members hired after July 1, 2015 will be the GRIP. RSP participants will have the option to purchase an annuity from the ERS.

### Police Bargaining Unit:

The current agreement expires on June 30, 2015. The negotiated agreement becomes effective July 1, 2015, and expires on June 30, 2016. The agreement's salient economic terms include:

- ❖ Service Increments. A service increment of 3.5 percent will be paid in FY16 for eligible unit members.
- ❖ Longevity step increases. A longevity step increase will be paid to eligible employees.
- ❖ General Wage Adjustment. A 2 percent GWA will be paid the first full pay period following July 1, 2015.
- ❖ Prescription Drug Plan. Beginning January 1, 2016, the Prescription Drug Plan will include additional Pharmacy Benefit Management programs.
- ❖ Line of Duty Death Benefits. The benefit provided in the event of a line-of-duty death of a bargaining unit member will be no less than a Police Officer III pay grade P4, Step 5.

### Volunteer Fire and Rescue Bargaining Unit:

The current agreement became effective on July 1, 2014, and expires on June 30, 2017. The agreement's salient economic terms include:

- ❖ A reopener from June 1, 2015 to July 31, 2015. Negotiations will be over length of service modifications.
- ❖ Nominal fee. A nominal fee increase will be paid in FY16 and FY17. The nominal fee for eligible volunteers increases in July 2015 by \$50 to \$350 and by \$100 to \$600, depending on level of service.
- ❖ Association funding. Funding for the Association will increase by 1.5 percent on July 1, 2015 and on July 1, 2016.

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## 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 FY16 Operating Budget for the County government.

Overall changes are calculated in comparison to the Approved Personnel Complement for FY15, which began on July 1, 2014. Changes shown reflect such factors as the addition of grant-funded positions; abolishments and creations to implement approved job sharing agreements; and other miscellaneous changes. Changes recommended by the Executive for FY16 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, 2015; and technical changes.

**Summary:** The recommended budget includes funding for 9,139 full-time positions, a net increase of 104 from the approved FY15 Personnel Complement of 9,035 full-time positions. Funding for 962 part-time positions is also included, a net decrease of 1 position from the approved FY15 Personnel Complement of 963 positions. FTEs increased by 171.8 to 9,850.7.

Detailed below are the significant net changes in the number of positions in the FY16 Recommended Budget.

<u>Workforce Changes</u>	<u>Position Change</u>
<ul style="list-style-type: none"><li>Liquor Control – Change is due to additional positions approved during FY15 to improve operations and the addition of three new retail stores in FY16.</li></ul>	44
<ul style="list-style-type: none"><li>Fire and Rescue Services – Increase is due to upstaffing in Sandy Spring to improve Advanced Life Support response time and to add a second shift at the apparatus maintenance facility to improve vehicle availability.</li></ul>	25
<ul style="list-style-type: none"><li>Police - Change is due to year one of a three year plan to consolidate and civilianize the Emergency Communications Center and positions added to manage the body camera program.</li></ul>	24

MONTGOMERY COUNTY GOVERNMENT - MEDICAL PLAN ENROLLMENT, ACTIVE EMPLOYEES														
HEALTH PLAN	2014					2015					CHANGE			
	EMP	EMP+1	FAM	TOTAL	% OF INSURED	EMP	EMP+1	FAM	TOTAL	% OF INSURED	EMP	EMP+1	FAM	TOTAL %Dif
Carefirst POS	1,421	1,041	2,032	4,494	100.0%	1,428	1,002	2,014	4,444	100.0%	7	(39)	(18)	(50) 0.0%
Carefirst POS Std	228	140	193	561	12.5%	256	144	205	605	13.6%	28	4	12	44 1.1%
Kaiser	604	318	488	1,410	31.4%	675	333	504	1,512	34.0%	71	15	16	102 2.6%
United Healthcare	562	401	843	1,806	40.2%	615	404	857	1,876	42.2%	53	3	14	70 2.0%
Grand Total				8,271					8,437					166

MONTGOMERY COUNTY GOVERNMENT WORKFORCE CHANGE SUMMARY COUNTY EXECUTIVE RECOMMENDED: FY16					
	POSITIONS		FULL-TIME EQUIVALENTS		
	Full Time	Part Time	Tax Supported	Non-Tax Supp.	TOTAL
FY15 APPROVED COMPLEMENT	9,035	963	7,989.7	1,689.2	9,678.8
FY16 RECOMMENDED COMPLEMENT	9,139	962	8,076.1	1,774.5	9,850.7
CHANGE IN WORKFORCE (GROSS)	104	(1)	86.5	85.4	171.8
Percentage Change	1.2%	(0.1%)	1.1%	5.1%	1.8%

## RETIREMENT FUNDS: ENROLLMENT & COUNTY CONTRIBUTION RATES

Employee Retirement System Plans	Number	Fiscal 2015	Number	Fiscal 2016	Number	Contribution
	<u>Employees</u>	<u>Contribution</u>	<u>Employees</u>	<u>Contribution</u>	<u>Employees</u>	<u>Rate</u>
	(7/1/13)	%	(7/1/14)	%	(7/13 v. 7/14)	(7/13 v. 7/14)
<b>Public Safety</b>						
Optional, Nonintegrated <sup>1</sup>	1	1712.49%	1	983.25%	-	-729.24%
Optional, Integrated	1	0.00%	1	0.00%	-	0.00%
Mandatory Integrated	2,771	44.65%	2,944	37.28%	173	-7.37%
<b>Subtotal Public Safety</b>	<b>2,773</b>	<b>45.17%</b>	<b>2,946</b>	<b>37.73%</b>	<b>173</b>	
<b>Non-Public Safety</b>						
Optional, Nonintegrated	20	137.47%	16	191.37%	(4)	53.90%
Optional, Integrated	37	157.58%	31	223.16%	(6)	65.58%
Mandatory Integrated	1,403	36.89%	1,279	34.95%	(124)	-1.94%
<b>Subtotal Non-Public Safety</b>	<b>1,460</b>	<b>41.04%</b>	<b>1,326</b>	<b>40.02%</b>	<b>(134)</b>	
<b>Guaranteed Retirement Income Plan</b>	<b>1,202</b>	<b>6.72%</b>	<b>1,263</b>	<b>6.61%</b>	<b>61</b>	<b>-0.11%</b>
<b>Total ERS System Plans</b>	<b>5,435</b>		<b>5,535</b>		<b>100</b>	
<b>Retirement Savings Plan</b>	<b>3,470</b>	<b>8.00%</b>	<b>3,585</b>	<b>8.00%</b>	<b>115</b>	<b>0.00%</b>

PROPOSED OPERATING BUDGET DEFERRED COMPENSATION MANAGEMENT							
ITEM	FY14 APPR	FY14 ACT	FY15 APPR	FY15 EST	FY16 REC	\$ Change	% Change
<b>EXPENSES</b>							
Salaries and Benefits	125,700	112,448	102,390	156,000	190,000	87,610	85.6%
Professional Services	5,000	21,218	3,085	12,400	7,200	4,115	133.4%
Due Diligence/Education	2,000	1,237	2,000	3,100	3,600	1,600	80.0%
Office Management	6,700	5,175	6,650	8,500	9,000	2,350	35.3%
Investment Management	9,000	4,800	9,000	5,500	6,000	(3,000)	(33.3%)
<b>TOTAL EXPENSES</b>	<b>\$148,400</b>	<b>\$144,878</b>	<b>\$123,125</b>	<b>\$185,500</b>	<b>\$215,800</b>	<b>92,675</b>	<b>74.1%</b>

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	FY14 APPR	FY14 ACT	FY15 APPR	FY15 EST	FY16 REC	\$ Change	% Change
<b>EXPENSES</b>							
Salaries and Benefits	211,110	243,066	269,920	239,920	341,690	71,770	26.6%
Professional Services	75,000	746	152,500	152,460	80,000	(72,500)	(47.5%)
Due Diligence/Education	48,000	17,204	48,000	40,000	48,000	0	0.0%
Office Management	9,400	10,864	15,000	20,000	20,000	5,000	33.3%
Investment Management	1,500,000	1,104,977	2,710,000	2,200,000	3,100,000	390,000	14.4%
<b>TOTAL EXPENSES</b>	<b>\$1,843,510</b>	<b>\$1,376,857</b>	<b>\$3,195,420</b>	<b>\$2,652,380</b>	<b>\$3,589,690</b>	<b>\$394,270</b>	<b>12.3%</b>

PROPOSED OPERATING BUDGET EMPLOYEES' RETIREMENT SYSTEM							
ITEM	FY14 APPR	FY14 ACT	FY15 APPR	FY15 EST	FY16 REC	FY16 vs. FY15 Appr. \$ Change	% Change
<b>REVENUE</b>							
Contributions	146,400,000	171,172,514	143,900,000	164,000,000	136,200,000	(7,700,000)	(5.4%)
Investment Income	241,000,000	553,599,474	261,000,000	90,000,000	279,000,000	18,000,000	6.9%
Miscellaneous Income	950,000	1,156,078	950,000	1,100,000	1,300,000	350,000	36.8%
<b>TOTAL REVENUE</b>	<b>\$ 388,350,000</b>	<b>\$ 725,928,066</b>	<b>\$ 405,850,000</b>	<b>\$ 255,100,000</b>	<b>\$ 416,500,000</b>	<b>10,650,000</b>	<b>2.6%</b>
<b>EXPENSES</b>							
<b>OPERATING EXPENSES</b>							
Retirement Benefits	245,000,000	233,994,554	254,500,000	245,000,000	265,000,000	10,500,000	4.1%
Investment Management	23,000,000	20,357,819	25,000,000	23,000,000	25,000,000	0	0.0%
<b>SUBTOTAL</b>	<b>268,000,000</b>	<b>254,352,373</b>	<b>279,500,000</b>	<b>268,000,000</b>	<b>290,000,000</b>	<b>10,500,000</b>	<b>3.8%</b>
<b>ADMINISTRATIVE EXPENSES</b>							
Salaries and Benefits	1,582,700	1,343,377	1,785,000	1,585,000	1,972,000	187,000	10.5%
Professional Services	895,900	1,441,471	942,400	1,052,000	1,208,500	266,100	28.2%
Benefit Processing	130,000	114,016	140,000	130,000	140,000	0	0.0%
Due Diligence/Education	64,700	34,253	63,700	54,300	62,500	(1,200)	(1.9%)
Office Management	99,300	91,283	103,000	439,500	443,500	340,500	330.6%
<b>SUBTOTAL</b>	<b>2,772,600</b>	<b>3,024,400</b>	<b>3,034,100</b>	<b>3,260,800</b>	<b>3,826,500</b>	<b>792,400</b>	<b>26.1%</b>
<b>TOTAL EXPENSES</b>	<b>\$270,772,600</b>	<b>\$257,376,773</b>	<b>\$282,534,100</b>	<b>\$271,260,800</b>	<b>\$293,826,500</b>	<b>11,292,400</b>	<b>4.0%</b>
<b>NET REVENUE</b>	<b>\$117,577,400</b>	<b>\$468,551,293</b>	<b>\$123,315,900</b>	<b>(\$16,160,800)</b>	<b>\$122,673,500</b>	<b>(642,400)</b>	<b>(0.5%)</b>

PROPOSED OPERATING BUDGET RETIREMENT SAVINGS PLAN							
ITEM	FY14 APPR	FY14 ACT	FY15 APPR	FY15 EST	FY16 REC	FY16 vs. FY15 Appr. \$ Change	% Change
<b>REVENUE</b>							
Investment Income	600	1,600	600	1,000	1,200	600	100.0%
Miscellaneous Income	90,000	396,592	235,000	300,000	250,000	15,000	6.4%
<b>TOTAL REVENUE</b>	<b>90,600</b>	<b>398,192</b>	<b>235,600</b>	<b>301,000</b>	<b>251,200</b>	<b>15,600</b>	<b>6.6%</b>
<b>EXPENSES</b>							
<b>OPERATING EXPENSES</b>							
Investment Management	9,000	4,800	9,000	5,500	6,000	(3,000)	(33.3%)
<b>SUBTOTAL</b>	<b>9,000</b>	<b>4,800</b>	<b>9,000</b>	<b>5,500</b>	<b>6,000</b>	<b>(3,000)</b>	<b>(33.3%)</b>
<b>ADMINISTRATIVE EXPENSES</b>							
Salaries and Benefits	157,400	139,885	200,000	200,000	237,000	37,000	18.5%
Professional Services	89,200	51,123	79,700	65,400	60,700	(19,000)	(23.8%)
Due Diligence/Education	2,000	1,237	2,000	3,100	3,600	1,600	80.0%
Office Management	6,700	5,208	6,650	8,500	9,000	2,350	35.3%
<b>SUBTOTAL</b>	<b>255,300</b>	<b>197,453</b>	<b>288,350</b>	<b>277,000</b>	<b>310,300</b>	<b>21,950</b>	<b>7.6%</b>
<b>TOTAL EXPENSES</b>	<b>\$264,300</b>	<b>\$202,253</b>	<b>\$297,350</b>	<b>\$282,500</b>	<b>\$316,300</b>	<b>18,950</b>	<b>6.4%</b>

Source: Montgomery County Employee Retirement Plans

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

<u>Article</u>	<u>Item</u>	<u>Description</u>	<u>FY16</u>	<u>Annual Cost Beyond FY16</u>
24	Insurance	Inclusion of Pharmacy Benefit Management	-\$117,089	-\$234,179
	Coverage	Programs		
28	Service	Service Increment of 3.5 Percent for Eligible	\$1,541,890	\$2,471,441
	Increments	Employees		
28	Longevity	Longevity Step Increase of 3.5 Percent for Eligible	\$74,348	\$99,625
		Employees		
36	Wages	2 Percent General Wage Adjustment in July 2015	\$2,595,501	\$2,595,501
<b>Total</b>			<b>\$4,094,651</b>	<b>\$4,932,388</b>

## Police Uniformed Management Pass-Through Estimates\*\*

	<u>Item</u>	<u>Description</u>	<u>FY16</u>	<u>Annual Cost Beyond FY16</u>
	Wages	2 Percent General Wage Adjustment in July 2015	\$183,875	\$183,875
	Longevity	Longevity Step Increase of 3.5 Percent for Eligible	\$9,549	\$11,740
		Employees		
	Insurance	Inclusion of Pharmacy Benefit Management	-\$5,003	-\$10,006
	Coverage	Programs		
<b>Total</b>			<b>\$188,421</b>	<b>\$185,610</b>

\* Estimates reflect the impact to all funds. Increases apply in the first full pay period during the month noted.

\*\*No Police Uniformed Management is currently eligible to receive a service increment in FY16.

Note: Line of duty death benefit is not anticipated to have a fiscal impact.

**Montgomery County Career Fire Fighters Association, Inc  
International Association of Fire Fighters, Local 1664  
Fiscal Impact Summary\***

<u>Article</u>	<u>Item</u>	<u>Description</u>	<u>FY16</u>	<u>Annual Cost Beyond FY16</u>
6.16	Leave Slots	Leave Slots for the Fire & Explosives Investigation Section	-\$13,100	-\$13,100
17.1	Special Duty Differentials	Assignment Pay Differentials for Meter Technicians and Air Compressor Technicians at \$2,037**	\$12,096	\$12,096
19.1	Wages	2 Percent General Wage Adjustment in July 2015	\$2,387,598	\$2,387,598
19	Longevity	Longevity Step Increases of 3.5 Percent for Eligible Employees	\$97,007	\$157,821
55	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	\$982,053	\$1,909,740
<b>Total</b>			<b>\$3,465,654</b>	<b>\$4,454,156</b>

**Fire and Rescue Uniformed Management Pass-Through  
Estimates\*\*\***

<u>Item</u>	<u>Description</u>	<u>FY16</u>	<u>Annual Cost Beyond FY16</u>
Wages	2 Percent General Wage Adjustment in FY 15	\$151,895	\$151,895
Longevity	Longevity Step Increases of 3.5 Percent for Eligible Employees	\$16,186	\$38,360
<b>Total</b>		<b>\$168,081</b>	<b>\$190,255</b>

\* Estimates reflect the impact to all funds. Increases apply in the first full pay period during the month noted.

\*\* For a complete list of special duty differential increases, please refer to the Collective Bargaining - Fire and Rescue Bargaining Unit section of the chapter.

\*\*\* No Fire and Rescue Uniformed Management is currently eligible to receive a service increment in FY16.



**Municipal and County Government Employees Organization  
United Food and Commercial Workers, Local 1994  
Fiscal Impact Summary\***

<u>Article</u>	<u>Item</u>	<u>Description</u>	<u>FY16</u>	<u>Annual Cost Beyond FY16</u>
5	Wages	2 Percent General Wage Adjustment in July 2015	\$6,751,208	\$6,751,208
5.1	Longevity	Longevity Step Increase of 3 Percent for Eligible Employees	\$88,981	\$229,595
6	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	\$3,628,623	\$7,173,198
41.11	DROP	DROP Program for Sworn Deputy Sheriffs and Uniformed Correctional Officers in Group E Retirement Plan	\$0	\$85,825 to \$230,505
<b>Total</b>			<b>\$10,468,812</b>	<b>\$14,239,826 to \$14,384,506</b>

**Non-Represented Pass-Through Estimates**

<u>Item</u>	<u>Description</u>	<u>FY16</u>	<u>Annual Cost Beyond FY16</u>
Wages	2 Percent General Wage Adjustment in July 2015	\$4,141,812	\$4,141,812
Longevity	Longevity Step Increase of 2 Percent for Eligible Employees	\$42,631	\$76,176
Service Increments	Service Increment of 3.5 Percent for Eligible Employees	\$1,161,942	\$2,233,397
DROP	DROP Program for Sworn Deputy Sheriff Management and Uniformed Correctional Officer Management in Group E Retirement Plan	\$0	-\$1,150 to \$23,174
<b>Total</b>		<b>\$5,346,385</b>	<b>\$6,450,235 to \$6,474,559</b>

\* Estimates reflect the impact to all funds. Increases apply in the first full pay period during the month noted.

Notes: Both the RSP annuity and GRIP default are expected to be cost neutral.

One time estimated cost of \$40,000 to accommodate system changes necessary for GRIP and DROP. Fidelity will charge a one time \$30,000 fee for DROP implementation.

Range shown is due to varying assumptions related to age at entry into DROP and at retirement.

## Montgomery County Volunteer Fire and Rescue Association Fiscal Impact Summary\*

<u>Article</u>	<u>Item</u>	<u>Description</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>Annual Cost Beyond FY17</u>
5	Printed Contracts	75 printed contracts in FY15	\$300	\$0	\$0	\$0
11	Uniforms & Equipment	Include leather boots and jacket as new gear, provide gear bags in FY15	\$93,100	\$69,000	\$69,000	\$0
12	Nominal Fee	Nominal fee of \$300/\$500 in FY15, \$350/\$600 in FY16, and \$425/\$625 in FY17**	\$114,544	\$201,740	\$249,241	\$0
16	Training	Provide \$10,000 funding for training and \$5,000 for Pro-Board certification	\$15,000	\$15,000	\$15,000	\$0
22	Volunteer Basic Orientation Course	Training fee not to exceed \$18,000 each year of the agreement	\$2,000	\$2,000	\$2,000	\$0
Side Letter	Association Operating Funds	Association funding effective July 1 each year of the agreement	\$11,750	\$15,275	\$18,853	\$0
<b>Total</b>			<b>\$236,694</b>	<b>\$303,015</b>	<b>\$354,094</b>	<b>\$0</b>

\* Estimates reflect the impact to all funds.  
\*\* Nominal fee paid to eligible volunteers on July 1 of the fiscal year.

**HISTORY OF APPROVED COUNTY GOVERNMENT POSITIONS  
PER 1,000 POPULATION BY FUNDING CATEGORY  
FY00-FY15 Approved Workyears and FTEs, FY16 Recommended FTEs<sup>1</sup>**

	2000, WYs: 9.62 9.34	2001, 9.62	2002, 9.75	2003, 9.53	2004, 9.25	2005, 9.51	2006, 9.72	2007, 10.21	2008, 10.81	2009, 10.46	2010, 9.99	2011, 9.05	2012, 9.12	2013, 9.23	2014, 9.31	2015, 9.49	2016, 9.57
	0.29	0.39	0.39	0.32	0.32	0.29	0.31	0.28	0.30	0.55	0.54	0.53	0.52	0.50	0.50	0.49	0.47
	1.02	0.95	0.99	1.01	1.00	1.03	1.06	1.12	1.45	1.19	1.15	1.07	1.15	1.15	1.16	1.17	1.25
	3.55	3.62	3.71	3.62	3.53	3.72	3.79	4.14	4.26	4.16	4.01	3.69	3.74	3.70	3.69	3.77	3.78
	4.48	4.66	4.67	4.58	4.41	4.48	4.56	4.67	4.81	4.57	4.29	3.76	3.70	3.87	3.96	4.06	4.06

☐ Total Tax Supported Non Public Safety  
 ☐ Total Tax Supported Public Safety  
 ☐ Total Non-Tax Supported  
 ☐ Total Grant Funded

<sup>1</sup> From FY00 through FY12, workyears are used; beginning in FY13, full-time equivalent (FTE) positions will be used.



**MONTGOMERY COUNTY PRODUCTION REPORT**  
**FY16 CE OMB Recommended**  
**TOTAL COUNTY COST OF EMPLOYEE BENEFITS**

	<b>SOCIAL SECURITY</b>	<b>GROUP INSURANCE</b>	<b>RETIREMENT</b>	<b>TOTAL</b>
<b>General Fund</b>				
<i>General Government</i>				
Board of Appeals (02D)	30,034	44,104	64,054	138,191
Board of Elections (24D)	218,236	305,315	174,774	698,325
Circuit Court (10D)	481,566	978,484	921,967	2,382,017
Community Engagement Cluster (16D)	154,288	233,258	241,803	629,349
County Attorney (30D)	259,828	394,777	748,759	1,403,363
County Council (01D)	562,513	930,446	1,137,026	2,629,985
County Executive (15D)	229,874	342,725	486,100	1,058,698
Ethics Commission (19D)	21,066	33,078	19,617	73,761
Finance (32D)	637,048	1,026,310	1,065,140	2,728,498
General Services (36D)	856,398	1,657,105	1,974,000	4,487,503
Human Resources (33D)	303,836	477,025	514,434	1,295,294
Human Rights (46D)	56,949	88,208	79,980	225,137
Inspector General (06D)	41,486	44,104	38,838	124,427
Intergovernmental Relations (20D)	42,074	58,438	65,634	166,146
Legislative Oversight (03D)	75,030	115,540	175,593	366,163
Management and Budget (31D)	207,230	295,840	376,466	879,535
Merit System Protection Board (04D)	8,512	22,052	4,261	34,825
Public Information (23D)	219,965	457,209	383,135	1,060,309
State's Attorney (11D)	832,935	1,497,657	1,284,516	3,615,108
Technology Services (34D)	1,160,620	1,533,301	2,177,629	4,871,550
Zoning and Administrative Hearings (05D)	29,685	44,104	29,950	103,739
<b>Total General Government</b>	<b>6,429,171</b>	<b>10,579,078</b>	<b>11,963,673</b>	<b>28,971,922</b>
<i>Public Safety</i>				
Consumer Protection (39D)	113,735	180,903	451,433	746,071
Correction and Rehabilitation (42D)	3,270,463	5,675,957	11,435,948	20,382,368
Emergency Management and Homeland Security (49D)	61,894	99,234	119,960	281,088
Police (47D)	11,519,152	21,434,084	40,391,107	73,344,343
Sheriff (48D)	1,046,804	1,892,842	3,992,954	6,932,600
<b>Total Public Safety</b>	<b>16,012,047</b>	<b>29,283,020</b>	<b>56,391,402</b>	<b>101,686,470</b>
<i>Transportation</i>				
Transportation (50D)	1,088,278	2,461,216	2,782,404	6,331,899
<i>Health and Human Services</i>				
Health and Human Services (60D)	6,435,033	12,853,374	12,836,938	32,125,345
<i>Libraries, Culture, and Recreation</i>				
Public Libraries (71D)	1,690,925	4,471,345	4,012,899	10,175,170
<i>Community Development and Housing</i>				
Economic Development (78D)	227,043	337,947	410,510	975,500
Housing and Community Affairs (76D)	254,687	438,212	602,763	1,295,661
<b>Total Community Development and Housing</b>	<b>481,730</b>	<b>776,159</b>	<b>1,013,272</b>	<b>2,271,161</b>



**MONTGOMERY COUNTY PRODUCTION REPORT  
FY16 CE OMB Recommended  
TOTAL COUNTY COST OF EMPLOYEE BENEFITS**

	<b>SOCIAL SECURITY</b>	<b>GROUP INSURANCE</b>	<b>RETIREMENT</b>	<b>TOTAL</b>
<b>Environment</b>				
Environmental Protection (80D)	84,395	132,787	191,370	408,552
<b>Other County Government Functions</b>				
NDA - Compensation and Employee Benefit Adjustments (99V05)	9,166	14,339	9,904	33,410
NDA - Conference Center (99V19)	7,097	11,026	7,422	25,544
NDA - Legislative Branch Communications Outreach (99V44)	11,112	22,052	10,467	43,632
NDA - State Positions Supplement (99V03)	4,318	0	0	4,318
<b>Total Other County Government Functions</b>	<b>31,693</b>	<b>47,417</b>	<b>27,793</b>	<b>106,904</b>
<b>Total General Fund</b>	<b>32,253,272</b>	<b>60,604,398</b>	<b>89,219,752</b>	<b>182,077,421</b>
<b>Special Funds - Tax Supported</b>				
Fire (C01)	9,076,269	13,726,836	37,557,742	60,360,847
Recreation (C02)	1,204,297	1,197,599	1,592,604	3,994,499
Bethesda Urban District (C03)	6,598	11,026	33,764	51,387
Silver Spring Urban District (C04)	122,460	399,492	202,933	724,885
Wheaton Urban District (C05)	74,382	241,315	86,355	402,053
Mass Transit (C06)	3,886,918	8,974,279	5,696,416	18,557,612
Economic Development Fund (C09)	7,815	11,026	8,172	27,013
<b>Total Special Funds - Tax Supported</b>	<b>14,378,738</b>	<b>24,561,574</b>	<b>45,177,985</b>	<b>84,118,297</b>
<b>Total Tax Supported Funds</b>	<b>46,632,010</b>	<b>85,165,971</b>	<b>134,397,738</b>	<b>266,195,718</b>
<b>Special Funds - NonTax Supported</b>				
Montgomery Housing Initiative (C10)	97,355	166,465	212,045	475,865
Cable TV (C11)	210,783	336,293	482,124	1,029,200
Water Quality Protection (C12)	469,789	837,865	788,182	2,095,836
Grant Fund (C90)	2,889,045	6,269,482	5,036,474	14,195,000
<b>Total Special Funds - NonTax Supported</b>	<b>3,666,972</b>	<b>7,610,105</b>	<b>6,518,825</b>	<b>17,795,902</b>
<b>Enterprise Funds</b>				
Liquor (C30)	1,740,940	4,822,325	2,445,839	9,009,104
Solid Waste Disposal (C31)	545,019	990,200	1,121,573	2,656,792
Solid Waste Collection (C32)	74,594	127,225	136,341	338,160
Leaf Vacuuming (C33)	176,545	345,136	239,503	761,185
Community Use of Public Facilities (C34)	156,321	305,702	315,696	777,719
Bethesda Parking (C35)	121,929	227,759	260,678	610,366
Silver Spring Parking (C36)	133,773	255,544	287,564	676,881
Montgomery Hills Parking (C37)	2,720	5,388	4,849	12,957
Wheaton Parking (C38)	20,277	38,162	48,291	106,730
Permitting (C39)	1,357,258	2,175,292	3,446,488	6,979,039
<b>Total Enterprise Funds</b>	<b>4,329,376</b>	<b>9,292,734</b>	<b>8,306,823</b>	<b>21,928,933</b>
<b>Total Non-Tax Supported</b>	<b>7,996,348</b>	<b>16,902,839</b>	<b>14,825,648</b>	<b>39,724,835</b>



**MONTGOMERY COUNTY PRODUCTION REPORT**  
**FY16 CE OMB Recommended**  
**TOTAL COUNTY COST OF EMPLOYEE BENEFITS**

	<u>SOCIAL</u> <u>SECURITY</u>	<u>GROUP</u> <u>INSURANCE</u>	<u>RETIREMENT</u>	<u>TOTAL</u>
<b>Internal Service Funds</b>				
Motor Pool (C50)	1,163,663	2,194,748	1,595,497	4,953,908
Central Duplicating (C51)	129,150	317,812	277,304	724,266
Risk Management (C52)	228,354	336,563	456,328	1,021,245
Employee Health Self Insurance (C53)	134,707	249,167	142,104	525,978
<b>Total Internal Service Funds</b>	<b>1,655,874</b>	<b>3,098,290</b>	<b>2,471,233</b>	<b>7,225,396</b>



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# County Government

## MISSION STATEMENT

The mission of the Montgomery County Government is to provide for the peace, good government, health, safety, and welfare of the County in accordance with, and under authority of, the Constitution and laws of Maryland, and the Montgomery County Charter. To accomplish this mission, the Montgomery County Government provides: public laws and oversight through the County Council and the offices and boards of the Legislative Branch; the administration of judicial offices; and public programs, services, and infrastructure through the County Executive and departments, offices, boards, and commissions within the Executive Branch.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the County Government is \$1,948,483,859 an increase of \$10,641,916 or 0.5 percent from the FY15 approved budget of \$1,937,841,943 (excludes debt service). The total recommended FY16 tax supported operating budget for the County Government is \$1,512,395,333, a decrease of \$3,648,223 or 0.2 percent from the FY15 approved tax supported budget of \$1,516,043,556.

The 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. 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 2015, the Council approved FY16 Spending Affordability Guidelines (SAG) of \$1,567.3 million for Montgomery County Government tax supported funds, a 3.4 percent increase from the original \$1,516.0 million FY15 budget. For FY16, the Executive recommends \$1,512.4 million in tax supported funds.

## Government Functions

The County Government functions organize 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 Alex Espinosa of the Office of Management and Budget at 240.777.2767 for more information regarding this agency's operating budget.





# Montgomery County Public Schools

## MISSION STATEMENT

The Montgomery County Public Schools (MCPS) operates a countywide system of public schools for students from pre-kindergarten through high school. For the 2014-15 school year (FY15), 153,852 students in pre-kindergarten classes through grade 12 attend 202 separate public educational facilities. For the 2015-16 school year (FY16), enrollment is estimated at 156,514 students.

## BUDGET OVERVIEW

The County Executive's role in the MCPS budget process is to present to the County Council a recommended total budget. The total recommended FY16 Operating Budget is \$2,308.7 million, an increase of \$31.9 million or 1.4 percent over the original FY15 approved budget of \$2,276.8 million and meets the State's Maintenance of Effort law.

The County Executive also recommends providing additional resources of \$27.2 million by distributing funds from the County's Consolidated Retiree Health Benefits Trust to MCPS for the purpose of paying retiree health insurance claims in FY16. This action allows for a reduction of Category 12 (Fixed Charges) appropriation, which can be reallocated to other categories for educational purposes.

The Board of Education's (BOE) Operating Budget request for FY16 totaled \$2,393.5 million. The County Executive's recommendation would fund 96.5 percent of the Board of Education's (BOE) request. With the additional resources provided through the Consolidated Retiree Health Benefits Trust, the County Executive's recommendation would fund 97.6 percent of the BOE's request.

The County also supports the operations of the school system through the expenditures of other departments. For example, school health services, childhood wellness, and Linkages to Learning programs are provided by the Department of Health and Human Services; research and internet resources are made available in the Montgomery County Public Libraries; crossing guards are provided by the Department of Police; sports academies for youth are sponsored by the Department of Recreation; reimbursements for classrooms and school sports fields rented by residents are made by Community Use of Public Facilities; and the Maryland-National Capital Park and Planning Commission provides maintenance of MCPS ballfields. In addition to the total recommended Operating Budget for the public schools, this agency's Capital Improvements Program (CIP) requires County funding. Approximately \$18.8 million in FY16 current revenue and \$24.2 million in recordation taxes are recommended in the amended FY15-20 CIP. The debt service requirement for the MCPS capital program is estimated at \$140.2 million in FY16.

The County Executive has recommended \$728,900 for full funding of a Network Operations Center for the FiberNet network in FY16. Costs will be shared according to proportional bandwidth usage; resulting in an allocation of 52% for Montgomery County Government (or \$379,028) and 48% for Montgomery County Public Schools (or \$349,872).

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

<b>Additional County Support for MCPS FY16</b>	
<b>MCPS Budget (in millions)</b>	<b>\$2,168.8</b>
<b>Additional County funding (not included in MCPS budget)</b>	
• Debt service on school construction bonds	\$140.2
• Pre-funding retiree health benefits	\$61.7
• Support services	\$62.5
• Technology modernization	\$23.5
<b>Total additional County funding</b>	<b>\$287.9</b>
<b>Total expenditures for MCPS</b>	<b>\$2,456.7</b>

Sources: Recommended FY16 Operating and Capital Budgets

The recommended budget includes the County's contribution of \$1,463.3 million plus \$33.2 million in carryover funds and \$44.4 million for State retirement (66.7 percent of all recommended funding), State aid and grants of \$624.3 million (27.0 percent), Federal grants and aid of \$70.0 million (3.0 percent), and tuition, fees, and private grants of \$10.8 million (0.5 percent). The recommended appropriation for the fee supported enterprise funds is \$61.1 million (2.6 percent) and for the special revenue fund is \$1.7 million (0.1 percent).

### **Tax Supported Funding for the Public Schools**

For FY16, the total tax supported portion of the Executive's recommendation (excluding grants and enterprise funds) is \$2,168.8 million, an increase of \$30.7 million or 1.4 percent over the original FY15 approved Operating Budget.

The tax supported portion of the recommendation includes a FY16 local contribution of \$1,463.3 million, plus carryover of \$33.2 million and \$44.4 million for State retirement for a total local contribution of \$1,540.8 million. The Executive's recommendation for local funding fulfills the State Maintenance of Effort (MOE) requirement.

### **Fiscal Summary**

The Executive's total budget recommendation from all funding sources is \$2,308.7 million and funds 96.5 percent of the BOE's request. The Executive relies on the BOE to determine the most appropriate manner to deliver educational services within its recommended budget allocation.

### **Spending Affordability**

In February 2015, the Montgomery County Council approved FY16 Spending Affordability Guidelines (SAG) of \$2,130.7 million for the tax supported funds of MCPS. The BOE requested \$2,253.5 million in tax supported funds.

### **Additional Budget Details**

The Executive affirms the authority of the BOE to establish educational policy and to 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 FY16 Operating Budget adopted by the BOE on February 10, 2015. Copies of that budget are available at Montgomery County libraries, on the MCPS website and, upon request, from the school system.

## **LINKAGE TO COUNTY RESULT AREAS**

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ **Children Prepared to Live and Learn**

## **ACCOMPLISHMENTS AND INITIATIVES**

- ❖ **Support MCPS programs through expenditures in other County departments, such as Health and Human Services, Public Libraries, Recreation, Community Use of Public Facilities, and Police.**
- ❖ **Make a County contribution to MCPS of \$1,540.8 million, including \$33.2 million in carryover and \$44.4 million of local contribution for State retirement.**
- ❖ **Provide additional resources of \$27.2 million from the County's Consolidated Retiree Health Benefits Trust to MCPS to pay for FY16 retiree health insurance claims, allowing for reduction of Category 12 (Fixed Charges) appropriation. These funds may be reallocated to other categories for educational programs. With the additional resources provided through the Consolidated Retiree Health Benefits Trust, the County Executive's recommendation would fund 97.6 percent of the BOE's request.**
- ❖ **Provide resources to accommodate enrollment of 156,514 students.**
- ❖ **Eight MCPS high schools rank in the top 200 of The Washington Post's 2014 High School Challenge and all 25 MCPS high schools appear on this list, which only includes the top nine percent of high schools in the country.**
- ❖ **Eleven MCPS high schools made the U.S. News & World Report 2014 list of Best High Schools. MCPS had the top four high schools in the state of Maryland.**

- ❖ **Seventeen high schools made the annual list of America's Best High Schools, published by Newsweek/The Daily Beast. Two MCPS high schools made the top 100 nationally, and the district had the top six schools in the state of Maryland.**
- ❖ **Across the district, 15 students were semifinalists in the 2014 Intel Science Talent Search. Nine semifinalists were from Montgomery Blair High School, among the most of any high school in the nation.**

## PROGRAM CONTACTS

Contact Thomas Klausing of the Montgomery County Public Schools at 301.279.3547 or Jedediah Millard of the Office of Management and Budget at 240.777.2769 for more information regarding this agency's operating budget.

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>CURRENT FUND MCPS</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Current Fund MCPS Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	2,110,158,231	2,138,069,401	2,106,089,401	2,168,760,952	1.4%
Capital Outlay	0	0	0	0	—
<b>Current Fund MCPS Expenditures</b>	<b>2,110,158,231</b>	<b>2,138,069,401</b>	<b>2,106,089,401</b>	<b>2,168,760,952</b>	<b>1.4%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	20,032.00	20,391.94	20,391.94	20,602.50	1.0%
<b>REVENUES</b>					
Basic State Aid	305,782,989	310,456,913	310,456,913	317,819,187	2.4%
Federal Revenues	193,173	400,000	400,000	200,000	-50.0%
Foster Care/Miscellaneous	232,670	400,000	400,000	400,000	—
GCEI - Geographic Cost of Education Index	33,636,554	34,394,095	34,394,095	17,504,312	-49.1%
Students With Disabilities	52,252,933	51,202,771	51,202,771	53,806,005	5.1%
Thornton Legislation	179,615,574	184,221,187	184,221,187	194,344,891	5.5%
Transportation	36,985,683	38,090,967	38,090,967	39,786,572	4.5%
Tuition-Other Sources	3,992,554	3,875,708	3,875,708	4,105,755	5.9%
<b>Current Fund MCPS Revenues</b>	<b>612,692,130</b>	<b>623,041,641</b>	<b>623,041,641</b>	<b>627,966,722</b>	<b>0.8%</b>
<b>GRANT FUND MCPS</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund MCPS Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	74,809,399	77,903,934	77,903,934	77,170,491	-0.9%
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCPS Expenditures</b>	<b>74,809,399</b>	<b>77,903,934</b>	<b>77,903,934</b>	<b>77,170,491</b>	<b>-0.9%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	590.30	564.90	564.90	624.05	10.5%
<b>REVENUES</b>					
Federal Grants	73,795,010	69,455,580	69,455,580	69,795,287	0.5%
Private Grants	1,014,389	8,448,354	8,448,354	6,731,204	-20.3%
State Grants	0	0	0	644,000	—
<b>Grant Fund MCPS Revenues</b>	<b>74,809,399</b>	<b>77,903,934</b>	<b>77,903,934</b>	<b>77,170,491</b>	<b>-0.9%</b>
<b>FOOD SERVICE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Food Service Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	52,926,067	51,222,406	51,222,406	53,166,879	3.8%
Capital Outlay	0	0	0	0	—
<b>Food Service Fund Expenditures</b>	<b>52,926,067</b>	<b>51,222,406</b>	<b>51,222,406</b>	<b>53,166,879</b>	<b>3.8%</b>

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	582.95	585.45	585.45	585.45	—
<b>REVENUES</b>					
Child Care Food Service	0	1,334,335	1,334,335	0	—
Federal Food	31,640,881	28,821,508	28,821,508	29,207,955	1.3%
Sale of Meals	19,343,941	18,829,956	18,829,956	21,699,064	15.2%
State Food	1,614,566	2,236,607	2,236,607	2,259,860	1.0%
<b>Food Service Fund Revenues</b>	<b>52,599,388</b>	<b>51,222,406</b>	<b>51,222,406</b>	<b>53,166,879</b>	<b>3.8%</b>
<b>REAL ESTATE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Real Estate Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	2,845,571	3,166,047	3,166,047	3,257,703	2.9%
Capital Outlay	0	0	0	0	—
<b>Real Estate Fund Expenditures</b>	<b>2,845,571</b>	<b>3,166,047</b>	<b>3,166,047</b>	<b>3,257,703</b>	<b>2.9%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	7.00	7.00	7.00	7.00	—
<b>REVENUES</b>					
Real Estate Fund	2,744,862	3,166,047	3,166,047	3,257,703	2.9%
<b>Real Estate Fund Revenues</b>	<b>2,744,862</b>	<b>3,166,047</b>	<b>3,166,047</b>	<b>3,257,703</b>	<b>2.9%</b>
<b>FIELD TRIP FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Field Trip Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	1,803,944	1,895,960	1,895,960	1,991,533	5.0%
Capital Outlay	0	0	0	0	—
<b>Field Trip Fund Expenditures</b>	<b>1,803,944</b>	<b>1,895,960</b>	<b>1,895,960</b>	<b>1,991,533</b>	<b>5.0%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	4.50	4.50	4.50	4.50	—
<b>REVENUES</b>					
Field Trip Fees	1,786,478	1,895,960	1,895,960	1,991,533	5.0%
<b>Field Trip Fund Revenues</b>	<b>1,786,478</b>	<b>1,895,960</b>	<b>1,895,960</b>	<b>1,991,533</b>	<b>5.0%</b>
<b>ENTREPRENEURIAL ACTIVITIES FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Entrepreneurial Activities Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	2,356,182	2,910,612	2,910,612	2,700,509	-7.2%
Capital Outlay	0	0	0	0	—
<b>Entrepreneurial Activities Fund Expenditures</b>	<b>2,356,182</b>	<b>2,910,612</b>	<b>2,910,612</b>	<b>2,700,509</b>	<b>-7.2%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	12.60	12.60	12.60	13.60	7.9%
<b>REVENUES</b>					
Entrepreneurial Activities Fee	1,974,638	2,910,612	2,910,612	2,700,509	-7.2%
<b>Entrepreneurial Activities Fund Revenues</b>	<b>1,974,638</b>	<b>2,910,612</b>	<b>2,910,612</b>	<b>2,700,509</b>	<b>-7.2%</b>
<b>INSTRUCTIONAL TELEVISION FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Instructional Television Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	1,538,549	1,595,624	1,595,624	1,654,209	3.7%
Capital Outlay	0	0	0	0	—
<b>Instructional Television Fund Expenditures</b>	<b>1,538,549</b>	<b>1,595,624</b>	<b>1,595,624</b>	<b>1,654,209</b>	<b>3.7%</b>

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	12.50	13.50	13.50	13.50	—
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>2,246,437,943</b>	<b>2,276,763,984</b>	<b>2,244,783,984</b>	<b>2,308,702,276</b>	<b>1.4%</b>
<b>Total Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>21,241.85</b>	<b>21,579.89</b>	<b>21,579.89</b>	<b>21,850.60</b>	<b>1.3%</b>
<b>Total Revenues</b>	<b>746,606,895</b>	<b>760,140,600</b>	<b>760,140,600</b>	<b>766,253,837</b>	<b>0.8%</b>

<b>MCPS EXPENDITURES FY80-FY16</b>					
<b>County Fiscal Year</b>	<b>Total Expenditures</b>	<b>Total Enrollment</b>	<b>Per Pupil</b>	<b>County Funding</b>	<b>As Percent of Total</b>
80	\$283,964,983	102,519	\$2,770	\$217,458,068	76.6%
81	\$310,301,970	98,843	\$3,139	\$243,994,370	78.6%
82	\$331,546,219	95,587	\$3,469	\$267,891,955	80.8%
83	\$351,939,986	92,517	\$3,804	\$286,965,658	81.5%
84	\$371,322,717	91,030	\$4,079	\$303,726,901	81.8%
85	\$399,916,181	91,704	\$4,361	\$330,035,065	82.5%
86	\$436,875,791	92,871	\$4,704	\$361,788,973	82.8%
87	\$475,866,930	94,460	\$5,038	\$398,053,264	83.6%
88	\$519,622,140	96,271	\$5,397	\$434,582,576	83.6%
89	\$577,957,669	98,519	\$5,866	\$488,062,505	84.4%
90	\$642,553,932	100,259	\$6,409	\$545,768,528	84.9%
91	\$702,260,084	103,732	\$6,770	\$601,407,797	85.6%
92	\$712,896,646	107,140	\$6,654	\$603,939,300	84.7%
93	\$738,767,864	110,037	\$6,714	\$622,732,456	84.3%
94*	\$793,907,907	113,429	\$6,999	\$666,557,884	84.0%
95	\$830,010,147	117,082	\$7,089	\$695,512,609	83.8%
96	\$878,160,420	120,291	\$7,300	\$718,938,647	81.9%
97	\$915,141,097	122,505	\$7,470	\$740,984,871	81.0%
98	\$958,416,196	125,035	\$7,665	\$765,835,476	79.9%
99	\$1,034,768,530	127,852	\$8,093	\$820,833,423	79.3%
00	\$1,105,644,145	130,689	\$8,460	\$870,940,869	78.8%
01	\$1,216,096,599	134,180	\$9,063	\$959,754,838	78.9%
02	\$1,323,625,477	136,832	\$9,673	\$1,029,703,651	77.8%
03	\$1,412,161,822	138,891	\$10,167	\$1,079,188,698	76.4%
04	\$1,501,381,116	139,203	\$10,786	\$1,136,392,169	75.7%
05	\$1,609,382,533	139,337	\$11,550	\$1,217,214,553	75.6%
06	\$1,713,736,154	139,387	\$12,295	\$1,296,325,112	75.6%
07	\$1,851,496,287	137,798	\$13,436	\$1,384,725,787	74.8%
08	\$1,985,017,619	137,745	\$14,411	\$1,456,912,582	73.4%
09	\$2,066,683,294	137,763	\$15,002	\$1,531,482,602	74.1%
10	\$2,200,577,000	140,500	\$15,662	\$1,573,754,447	71.5%
11	\$2,104,188,040	143,309	\$14,683	\$1,425,385,344	67.7%
12	\$2,086,786,613	146,497	\$14,245	\$1,387,101,480	66.5%
13	\$2,160,029,595	149,018	\$14,495	\$1,436,513,701	66.5%
14	\$2,225,421,052	151,289	\$14,710	\$1,475,223,045	66.3%
15	\$2,276,763,984	153,852	\$14,798	\$1,515,027,760	66.5%
16 CE Rec	\$2,308,702,276	156,514	\$14,751	\$1,540,794,230	66.7%

Sources: Approved Operating Budgets

**Notes:**

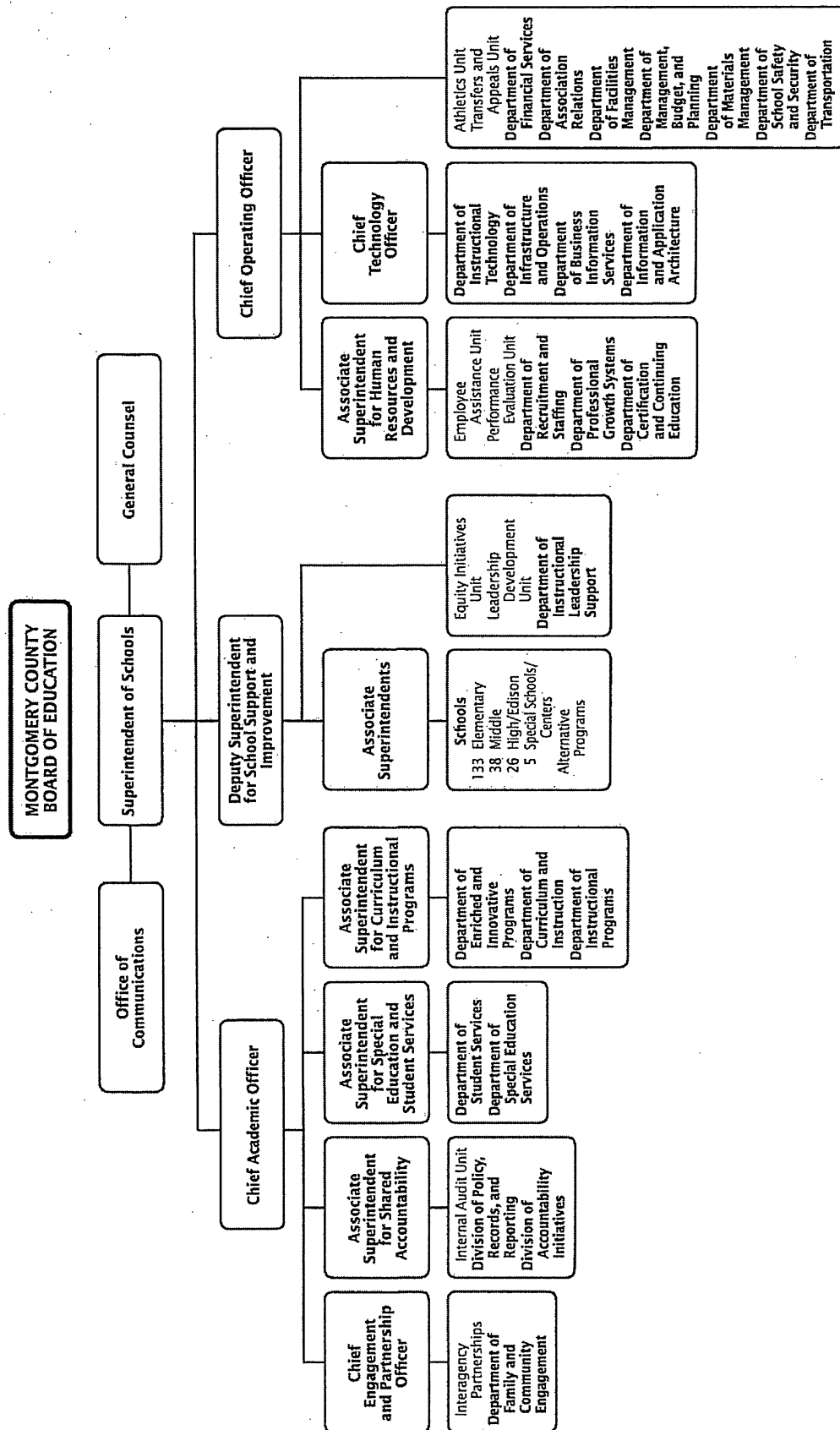
\* State legislative action shifted responsibility for teacher Social Security payments to local jurisdictions in FY94.

Per pupil spending represents all sources of funds

In addition to MCPS appropriations, the following County departments also support MCPS programs:

- School Health Nurses and Health Room Technicians (Health and Human Services)
- Childhood Wellness (Health and Human Services)
- Linkages to Learning (Health and Human Services)
- Research and Internet Resources (Public Libraries)
- Sports Academies (Recreation)
- Crossing Guards (Police)
- Reimbursements for Rented Classrooms and Sports Fields (Community Use of Public Facilities)
- Stormwater Facility Maintenance (Environmental Protection)
- Capital Improvements Program (CIP) Current Revenue
- Debt Service on School Facilities

# MONTGOMERY COUNTY PUBLIC SCHOOLS ORGANIZATION—FY 2016







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# Montgomery College

## MISSION STATEMENT

Montgomery Community College provides postsecondary educational programs from campuses located in Takoma Park/Silver Spring, Rockville, and Germantown. 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 preparatory to another program;
- Those who want to prepare for a career not requiring a bachelor's degree;
- Highly capable high school juniors and seniors who participate in special programs; and
- Adults who want to continue their education, either to improve job skills or for personal enrichment.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for Montgomery College is \$306.2 million, an increase of \$9.1 million or 3.1 percent from the FY15 approved budget of \$297.1 million. The County Executive recommendation funds 98 percent of the College's request and provides an affordable and sustainable level of support.

The County Executive recommends a total County contribution of \$120.4 million, which represents an increase of \$3 million, or 2.6 percent, over the FY15 approved budget.

Related Current Fund revenues (excluding the County contribution) are \$118.6 million, which represents a decrease of \$0.9 million, or 0.8 percent, compared to the approved FY15 budget.

In addition to the total recommended Operating Budget for the College, the agency's Capital Improvement Program (CIP) requires current revenue funding. Approximately \$10.9 million in FY16 current revenues is assumed in the amended FY15-20 CIP.

Montgomery College's budget request is not detailed in this document. The College budget request may be obtained by contacting the Office of Budget and Management Studies, Montgomery College, 900 Hungerford Drive, Room 345, Rockville, Maryland 20850, phone 240.567.7290, or may be found on the College's web site at [www.montgomerycollege.edu/Departments/budget](http://www.montgomerycollege.edu/Departments/budget).

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. After final action by the Council in May, the Board adopts the approved budget in June. The College's approved budget is included in the Council Approved FY16 Operating and Capital Budgets and is prepared by the Office of Management and Budget in July.

The College prepared an FY16 budget requesting additional local funding of \$15.1 million, an increase of 12.8 percent from the approved FY15 budget. The College's request assumes a \$3/\$6/\$9 per semester hour (in-county, in-state, out-of-state) tuition increase for students.

The Executive relies on the Board of Trustees to determine the most appropriate manner and use to deliver educational services within its recommended budget appropriations.

## Spending Affordability Guidelines

In February 2015, the Council approved FY16 Spending Affordability Guidelines (SAG) of \$160.9 million (net of tuition) for the tax-supported funds of Montgomery College. The Board of Trustees requested \$174.7 million (net of tuition and fees), which is \$13.8 million, or 8.6 percent, above the guideline.

## Enrollment

Enrollment is projected by the College to decrease in FY16 and is estimated by the College for FY16 at 16,244 full-time equivalent (FTE) students in credit programs. An FTE student for one year is calculated as the total number of credit hours divided by 30. The College projects a 0.5 percent decrease in FY16 in FTE student enrollment compared to its FY15 estimate. The College projects enrollment to continue to decline further between FY16 and FY18. The College's projections assume approval of the proposed renovation and construction schedule in the Capital Improvements Program.

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## **Tuition**

For FY16, the College request is based on an increase to tuition fees of \$3 per semester hour, from \$115 to \$118, for County residents; a \$6 per semester hour increase for State residents to \$241; and a \$9 per semester hour increase for out-of-state residents to \$332.

The County Executive's recommended budget assumes an increase to tuition fees of \$6 per semester hour, from \$115 to \$121 for County residents; a \$12 per semester hour increase for State residents to \$247; and a \$18 per semester hour increase for out-of-state residents to \$341.

The consolidated fee for all students would remain at 20 percent of tuition. The Board of Trustees will make tuition decisions in April 2015.

Tuition and other student fees represent approximately 34.8 percent of the revenue proposed by the College to fund the FY16 budget, compared to 38.1 percent of revenues assumed in the FY15 approved budget. The County Executive's recommended budget assumes tuition and other student fees at approximately 38.1 percent, which is equivalent to the percentage assumed in the FY15 approved budget.

## **State Funding**

The total amount of State funding assumed in the Executive's Recommended FY16 budget is estimated to be \$39.6 million. It is comprised of \$33.7 million allocated to the Current Fund and \$5.9 million to the Workforce and Development Fund. The College allocates formula funds to the Current Fund and Continuing Education Fund based on the proportionate share of FTE students for most University System of Maryland institutions.

## **Tax-Supported Funds**

The County Executive recommends a total appropriation of \$248.5 million in the three tax-supported funds (Current, Emergency Plant Maintenance and Repair, and Tax-Supported Grants). This amount is an increase of \$4.0 million or 1.6 percent more than the \$244.5 million approved in FY15.

### **Current Fund**

In the Current Fund, the County Executive is recommending an appropriation of \$247.8 million, an increase of \$4.0 million or 1.7 percent over the \$243.8 million approved in FY15. This recommendation is based on the College's estimated tuition and fees, which includes the increases in tuition rates recommended above. The Executive's recommendation increases local funding to the College by \$3.0 million, or 2.6 percent, in the Current Fund. In addition, the County Executive recommends a tuition increase of \$3/\$6/\$9 above the College requested increase, and assumes additional use of fund balance of \$4.0 million.

### **Emergency Plant Maintenance and Repair Fund**

The Emergency Plant Maintenance and Repair Fund provides for unanticipated expenditures to make emergency repairs not funded elsewhere in the budget. The County Executive recommends the Board's request, an appropriation of \$350,000, the same level as the FY15 approved budget.

### **Tax-Supported Grant Fund**

The Tax-Supported Grant Fund provides for community needs not met elsewhere. The County Executive recommends the Board's request, an appropriation of \$400,000, to support the College's adult literacy programs.

## **Other Funds**

### **Cable Television**

The College requests and the County Executive recommends an appropriation of \$1.6 million for the Cable Television Fund, which provides for production and operation of the College's higher education channel on the County's cable system. The requested amount 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 in section 64-1.

### **Special Funds**

The College's Workforce Development and Continuing Education Fund is supported by a combination of student tuition and fees and State reimbursements, which are based on the FTE student enrollment in the academic year that occurred two years prior to the current year. The County Executive recognizes the importance of higher education to the economic development of Montgomery County and recommends the Board's request, an appropriation of \$18.7 million for this Fund, nearly \$500,000 more than the amount approved in FY15.

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The Auxiliary Enterprises Fund includes the Bookstore, the Child Care Center, and Food Services, and is supported by revenue earned from these activities. The College requests and the County Executive recommends an appropriation of \$5.4 million for this fund.

The Grants and Contracts Fund includes grants and contracts received by the College from all sources. The College requests and the County Executive recommends an appropriation of \$19.8 million for this fund.

## **LINKAGE TO COUNTY RESULT AREAS**

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***Children Prepared to Live and Learn***
- ❖ ***Strong and Vibrant Economy***
- ❖ ***Vital Living for All of Our Residents***

## **PROGRAM CONTACTS**

Contact Linda Hickey of the Montgomery College at 240.567.7292 or Jennifer Bryant of the Office of Management and Budget at 240.777.2761 for more information regarding this agency's operating budget.

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>CURRENT FUND MC</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Current Fund MC Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	220,800,930	243,770,455	235,648,014	247,795,651	1.7%
Capital Outlay	0	0	0	0	—
<b>Current Fund MC Expenditures</b>	<b>220,800,930</b>	<b>243,770,455</b>	<b>235,648,014</b>	<b>247,795,651</b>	<b>1.7%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1,715.10	1,785.10	1,785.10	1,809.10	1.3%
<b>REVENUES</b>					
Current Fund: Interest	61,917	55,000	54,640	55,000	—
Current Fund: Other Revenue	1,198,422	1,135,000	1,127,562	1,135,000	—
Current Fund: Performing Arts Center	55,661	135,000	55,000	135,000	—
Fed. State & Priv. Gifts & Grants	367,933	325,000	322,870	325,000	—
Other Student Fees: Current Fund	1,489,985	1,438,157	1,402,203	1,395,656	-3.0%
State Aid	31,688,491	34,238,669	32,974,239	33,708,582	-1.5%
Tuition and Fees: Current Fund	80,132,943	82,221,884	80,166,337	81,892,029	-0.4%
<b>Current Fund MC Revenues</b>	<b>114,995,352</b>	<b>119,548,710</b>	<b>116,102,851</b>	<b>118,646,267</b>	<b>-0.8%</b>
<b>EMERGENCY REPAIR FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Emergency Repair Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	349,997	350,000	275,000	350,000	—
Capital Outlay	0	0	0	0	—
<b>Emergency Repair Fund Expenditures</b>	<b>349,997</b>	<b>350,000</b>	<b>275,000</b>	<b>350,000</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
EPMRF: Investment Income Non-Pooled	1,236	0	0	0	—
<b>Emergency Repair Fund Revenues</b>	<b>1,236</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>GRANT FUND MC</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund MC Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	10,658,183	19,773,000	10,658,183	19,773,000	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MC Expenditures</b>	<b>10,658,183</b>	<b>19,773,000</b>	<b>10,658,183</b>	<b>19,773,000</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
Federal/State/Private Grants	10,658,183	19,773,000	10,658,183	19,773,000	—
<b>Grant Fund MC Revenues</b>	<b>10,658,183</b>	<b>19,773,000</b>	<b>10,658,183</b>	<b>19,773,000</b>	<b>—</b>
<b>AUXILIARY FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Auxiliary Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	4,513,089	5,838,157	4,796,341	5,414,054	-7.3%
Capital Outlay	0	0	0	0	—
<b>Auxiliary Fund Expenditures</b>	<b>4,513,089</b>	<b>5,838,157</b>	<b>4,796,341</b>	<b>5,414,054</b>	<b>-7.3%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Part-Time	0	0	0	0	—
FTEs	50.00	50.00	50.00	50.00	—
<b>REVENUES</b>					
Auxiliary Fund: Interest Income	4,792	12,000	9,344	4,000	-66.7%
Other Revenues: Miscellaneous	1,200,572	1,849,000	1,459,212	1,608,000	-13.0%
Sales	3,103,715	3,612,400	2,901,079	3,162,200	-12.5%
<b>Auxiliary Fund Revenues</b>	<b>4,309,079</b>	<b>5,473,400</b>	<b>4,369,635</b>	<b>4,774,200</b>	<b>-12.8%</b>
<b>WORKFORCE DEVELOPMENT &amp; CONTINUING ED</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Workforce Development &amp; Continuing Ed Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	13,744,210	18,200,205	14,111,040	18,675,686	2.6%
Capital Outlay	0	0	0	0	—
<b>Workforce Development &amp; Continuing Ed Expenditures</b>	<b>13,744,210</b>	<b>18,200,205</b>	<b>14,111,040</b>	<b>18,675,686</b>	<b>2.6%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	85.00	93.50	93.50	93.50	—
<b>REVENUES</b>					
Other Revenues: Interest	6,347	30,000	12,073	8,000	-73.3%
Other Revenues; Miscellaneous	5,358	380,000	152,927	380,000	—
State Aid	6,147,053	6,541,288	6,370,003	5,971,322	-8.7%
Tuition and Fees: Continuing Education	7,032,778	9,650,000	7,100,000	9,843,000	2.0%
<b>Workforce Development &amp; Continuing Ed Revenues</b>	<b>13,191,536</b>	<b>16,601,288</b>	<b>13,635,003</b>	<b>16,202,322</b>	<b>-2.4%</b>
<b>CABLE TELEVISION FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Cable Television Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	1,361,743	1,505,000	1,475,000	1,634,073	8.6%
Capital Outlay	0	0	0	0	—
<b>Cable Television Fund Expenditures</b>	<b>1,361,743</b>	<b>1,505,000</b>	<b>1,475,000</b>	<b>1,634,073</b>	<b>8.6%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	11.00	11.00	11.00	11.00	—
<b>REVENUES</b>					
Cable: Other Revenue	470	0	425	0	—
<b>Cable Television Fund Revenues</b>	<b>470</b>	<b>0</b>	<b>425</b>	<b>0</b>	<b>—</b>
<b>ENDOWMENT FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Endowment Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	65,000	263,000	0	263,000	—
Capital Outlay	0	0	0	0	—
<b>Endowment Fund Expenditures</b>	<b>65,000</b>	<b>263,000</b>	<b>0</b>	<b>263,000</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
Interest	885	1,000	900	1,000	—
<b>Endowment Fund Revenues</b>	<b>885</b>	<b>1,000</b>	<b>900</b>	<b>1,000</b>	<b>—</b>
<b>MAJOR FACILITIES RESERVE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Major Facilities Reserve Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	2,351,957	3,500,000	2,352,956	7,500,000	114.3%
Capital Outlay	0	0	0	0	—
<b>Major Facilities Reserve Fund Expenditures</b>	<b>2,351,957</b>	<b>3,500,000</b>	<b>2,352,956</b>	<b>7,500,000</b>	<b>114.3%</b>

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
Interest Income	14,422	20,000	15,000	14,000	-30.0%
Student Fees	3,069,654	3,075,000	2,879,125	2,900,000	-5.7%
<b>Major Facilities Reserve Fund Revenues</b>	<b>3,084,076</b>	<b>3,095,000</b>	<b>2,894,125</b>	<b>2,914,000</b>	<b>-5.8%</b>
<b>MC GRANTS TAX SUPPORTED FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>MC Grants Tax Supported Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	400,000	400,000	400,000	400,000	—
Capital Outlay	0	0	0	0	—
<b>MC Grants Tax Supported Fund Expenditures</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>TRANSPORTATION FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Transportation Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	2,788,189	3,500,000	3,212,319	4,400,000	25.7%
Capital Outlay	0	0	0	0	—
<b>Transportation Fund Expenditures</b>	<b>2,788,189</b>	<b>3,500,000</b>	<b>3,212,319</b>	<b>4,400,000</b>	<b>25.7%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
<b>REVENUES</b>					
Miscellaneous Other	219,247	21,000	480,319	270,000	1185.7%
Student Fees	2,389,153	2,975,000	2,682,000	3,875,000	30.3%
<b>Transportation Fund Revenues</b>	<b>2,608,400</b>	<b>2,996,000</b>	<b>3,162,319</b>	<b>4,145,000</b>	<b>38.4%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>257,033,298</b>	<b>297,099,817</b>	<b>272,928,853</b>	<b>306,205,464</b>	<b>3.1%</b>
<b>Total Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>1,862.10</b>	<b>1,940.60</b>	<b>1,940.60</b>	<b>1,964.60</b>	<b>1.2%</b>
<b>Total Revenues</b>	<b>148,849,217</b>	<b>167,488,398</b>	<b>150,823,441</b>	<b>166,455,789</b>	<b>-0.6%</b>

## PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

The Maryland Higher Education Commission (MHEC) requires an annual report ("Performance Accountability Report" [PAR]) from the state's community colleges that updates institutional progress on several broad goals that are part of the State Plan for Postsecondary Education. Those goals are accompanied by 35 Indicators on which community colleges set targets ("benchmarks") for the end of the five-year cycle, which will be the report issued in July, 2016 and will reflect data through FY 2015 or Fall 2015, as appropriate. A selection of some of those Indicators is provided here as Performance Measures for Montgomery College.

### Accessibility and Affordability

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>Target FY 2015</u>
Annual unduplicated headcount						
<b>Credit Students</b>	35,604	37,510	37,391	38,197	38,014	41,636
<b>Non-credit Students</b>	25,636	24,881	23,624	25,050	24,395	25,435
						<u>Target - Fall 2015</u>
	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>	
MC Share of Montgomery County Residents in MD Colleges	49.4%	49.2%	45.1%	46.0%	43.1%	52.0%
						<u>Target FY 2015</u>
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	
Enrollment in online courses	9,989	14,417	15,790	17,315	18,829	15,234
						<u>Target FY 2015</u>
	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>	
MC Tuition & Fees as pct. of MD public four-year colleges	58.7%	56.7%	56.0%	55.1%	53.8%	57.0%

### Quality and Effectiveness

	<u>Grads of 2000</u>	<u>Grads of 2002</u>	<u>Grads of 2005</u>	<u>Grads of 2008</u>	<u>Grads of 2011</u>	<u>Grads of 2014</u>
Graduate satisfaction with educational goal achievement	99.0%	97.0%	93.0%	98.0%	97.0%	92.0%
Graduate satisfaction with preparation for transfer	79.0%	88.0%	91.0%	77.4%	78.1%	90.0%
	<u>Spring 2003</u>	<u>Spring 2005</u>	<u>Spring 2007</u>	<u>Spring 2009</u>	<u>Spring 2011</u>	<u>Spring 2015</u>
Non-returning students' goal attainment	79.0%	82.0%	74.0%	81.0%	79.0%	82.0%

### Diversity

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>	<u>Fall 2015</u>
Minority student enrollment						
<b>MC minority percent</b>	60.3%	64.2%	68.0%	70.1%	71.3%	68.0%
<b>Minority pct. of county adults</b>	45.6%	48.3%	48.6%	49.3%	50.3%	
Minority percent of FT faculty	28.2%	29.5%	29.4%	31.9%	32.8%	32.0%
Minority percent of admin/prof. staff	37.2%	38.4%	40.1%	42.5%	42.8%	42.0%



## PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

### Economic Growth and Workforce Development

	Grads of 2000	Grads of 2002	Grads of 2005	Grads of 2008	Grads of 2011	Grads of 2014
Graduate satisfaction with job preparation	76.0%	79.0%	89.0%	83.0%	69.0%	85.0%
	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2015</u>
Licensure exam pass rates						
Radiologic Technology	95.0%	94.0%	94.0%	100.0%	100.0%	90.0%
Nursing	91.3%	95.2%	84.8%	93.0%	89.7%	90.0%
Physical Therapy Asst.	64.0%	83.0%	93.0%	94.0%	93.0%	80.0%
Contract Training Courses						
Annual unduplicated headcount	2,392	1,864	2,681	3,133	2,889	3,500
Annual enrollment in courses	4,993	4,202	3,861	6,544	6,563	6,000

### Community Outreach and Impact

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2015</u>
Noncredit community service and lifelong learning						
Annual unduplicated headcount	11,113	9,508	11,903	9,409	8,572	12,000
Annual enrollment in courses	16,287	18,889	17,756	13,800	12,443	19,000
Noncredit basic skills and literacy						
Annual unduplicated headcount	6,449	6,252	6,619	6,634	7,655	6,400
Annual enrollment in courses	11,251	11,022	11,910	12,521	13,933	11,000

### Effective Use of Public Funding

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2015</u>
Expenditures on Instruction as a percent of total expenditures	41.2%	40.9%	41.4%	41.4%	34.7%	41.0%
Expenditures on Instruction + Academic Support as percent of total	54.4%	53.3%	53.7%	52.3%	50.1%	54.0%

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graph TD
    BOT[Board of Trustees] --> P[President]
    P --> CSO[Chief of Staff/CSO]
    P --> GC[General Counsel]
    P --> CCO[Chief Compliance Officer]
    P --> SVPAS[Senior VP for Administrative & Fiscal Services]
    P --> SVPSS[Senior VP for Student Services]
    P --> SVPAA[Senior VP for Academic Affairs]
    P --> SVPACE[Senior VP for Advancement & Community Engagement]
    
    CSO --> CGRO[Chief Government Relations Officer]
    CSO --> CPIO[Chief for Planning & Institutional Effectiveness]
    
    SVPAS --> ASVPAS[Associate SVP for Admin & Fiscal Services]
    SVPAS --> ASVPAS2[Associate SVP for HRSTM]
    SVPAS --> VPFF[VP of Finance/CFO]
    SVPAS --> DIPP[Dir II/Dir of Procurement]
    SVPAS --> VPM[Budget]
    SVPAS --> VPS[Security]
    SVPAS --> VPI[Info Tech/CIO]
    
    SVPSS --> ASVPSS[Associate SVP for Student Svcs]
    SVPSS --> DSSS[Dean of Student Svcs (Success)]
    SVPSS --> DSSA[Dean of Student Svcs (Access)]
    SVPSS --> DSSS2[Dean of Student Svcs (Engagement)]
    SVPSS --> CESFAO[Chief Enroll Svcs-Finan Aid Officer]
    
    SVPAA --> ASVPAA[Assoc SVP for Academic Affairs]
    SVPAA --> ASVPAA2[Assoc SVP for Academic Affairs]
    SVPAA --> VPEL[VP of e-Learning, Innov, & Teachg Excellence]
    
    SVPACE --> VPCom[VP of Communications]
    SVPACE --> DIII[Dir III/Dir. of Development & Exec Dir of MC Foundation]
    SVPACE --> DIBD[Dir II/Dir of Business Dev & Grants]
    SVPACE --> DII[Dir of Community Eng]
    SVPACE --> DILE[Dir of HP Life Sci PK]
    
    VPProv1[VP and Provost] --> DI[Dean of Instruc, Math & Statistics]
    VPProv1 --> DI2[Dean of Instruc, English & Reading]
    VPProv1 --> DI3[Dean of Instruc, Education & Social Science]
    VPProv1 --> DI4[Dean of Instruc, Bus, Econ, Acct, Comp App, Hosp Mgt, & Paralegal Studies]
    VPProv1 --> DIEW1[Dir of Evening & Weekend Ops]
    
    VPProv2[VP and Provost] --> DI5[Dean of Instruc, Arts]
    VPProv2 --> DI6[Dean of Instruc, English & Reading]
    VPProv2 --> DI7[Dean of Instruc, Education & Social Science]
    VPProv2 --> DI8[Dean of Instruc, Bus, Econ, Acct, Comp App, Hosp Mgt, & Paralegal Studies]
    VPProv2 --> DIEW2[Dir of Evening & Weekend Ops]
    
    VPProv3[VP and Provost] --> DI9[Dean of Instruc, Health Sci, Health, & Phy Education]
    VPProv3 --> DI10[Dean of Instruc, Communications, AELP, & Linguistics]
    VPProv3 --> DIEW3[Dir of Evening & Weekend Ops]
    
    VPProv4[VP and Provost] --> DI11[Dean of Instruc, Business, Info Tech, & Safety]
    VPProv4 --> DI12[Dean of Instruc, Community Ed & Extended Learning Services]
    VPProv4 --> DI13[Dean of Instruc, Adult ESOL/Literacy Programs]
    VPProv4 --> DI14[Dean of Instruc, Applied Tech & Gudelsky Institute]
  
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The organizational chart for the University of the South Pacific (USP) is structured as follows:

- Board of Trustees**
  - President**
    - Chief of Staff/CSO
      - Chief Government Relations Officer
      - Chief for Planning & Institutional Effectiveness
    - General Counsel
    - Chief Compliance Officer
    - Senior VP for Administrative & Fiscal Services**
      - Associate SVP for Admin & Fiscal Services
      - Associate SVP for HRSTM
      - VP of Finance/CFO
      - Dir II/Dir of Procurement
      - VP of Mgmt & Budget
      - VP of Facilities & Security
      - VP of Instruction & Info Tech/CIO
    - Senior VP for Student Services**
      - Associate SVP for Student Svcs
      - Dean of Student Svcs (Success)
      - Dean of Student Svcs (Access)
      - Dean of Student Svcs (Engagement)
      - Chief Enroll Svcs-Finan Aid Officer
    - Senior VP for Academic Affairs**
      - Assoc SVP for Academic Affairs
      - Assoc SVP for Academic Affairs
      - VP of e-Learning, Innov, & Teachg Excellence
    - Senior VP for Advancement & Community Engagement**
      - VP of Communications
      - Dir III/Dir. of Development & Exec Dir of MC Foundation
      - Dir II/Dir of Business Dev & Grants
      - Dir II/Dir of Community Eng
      - Dir I/Exec Dir of HP Life Sci PK
- VP and Provost** (Three positions)
  - Dean of Instruc, Math & Statistics
  - Dean of Instruc, English & Reading
  - Dean of Instruc, Education & Social Science
  - Dean of Instruc, Bus, Econ, Acct, Comp App, Hosp Mgt, & Paralegal Studies
  - Dir of Evening & Weekend Ops
- VP and Provost** (Three positions)
  - Dean of Instruc, Arts
  - Dean of Instruc, English & Reading
  - Dean of Instruc, Education & Social Science
  - Dean of Instruc, Bus, Econ, Acct, Comp App, Hosp Mgt, & Paralegal Studies
  - Dir of Evening & Weekend Ops
- VP and Provost** (One position)
  - Dean of Instruc, Health Sci, Health, & Phy Education
  - Dean of Instruc, Communications, AELP, & Linguistics
  - Dir of Evening & Weekend Ops
- VP and Provost** (One position)
  - Dean of Instruc, Business, Info Tech, & Safety
  - Dean of Instruc, Community Ed & Extended Learning Services
  - Dean of Instruc, Adult ESOL/Literacy Programs
  - Dean of Instruc, Applied Tech & Gudelsky Institute



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# Maryland-National Capital Park and Planning Commission

## 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. As a bi-county agency, the Commission is a corporate body of, and an agency created by, the State of Maryland. The Commission operates in each county through a Planning Board and, in Montgomery County, a 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 to the Commissioners' Office, the Department of Parks, the Planning Department, and Central Administrative Services.

On January 15 each year, M-NCPPC submits to the County Council and the County Executive the M-NCPPC proposed budget for the upcoming fiscal year. 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 301.454.1731 or visiting the Commission's website at [www.mncppc.org](http://www.mncppc.org). Summary data only are included in this presentation.

## ***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 the Regional District.

The Advance Land Acquisition (ALA) Debt Service Fund supports the payment of debt service on bonds issued to purchase land for a variety of public purposes. The Advance Land Acquisition Debt Service Fund has a countywide taxing area.

## ***Non-Tax Supported Funds***

There are three non-tax supported funds within the M-NCPPC that are financed and operated in a manner similar to private enterprise. These self-supporting operations are the Enterprise Fund, the Property Management Fund, and the Special Revenue Fund.

Grants are extracted from the tax supported portion of the fund displays and displayed in the Grant Fund. The Grant Fund, as displayed, consists of grants from the Park and Administration Funds.

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.

## ***Spending Affordability Guidelines***

In February 2015, the Council approved FY16 Spending Affordability Guidelines (SAG) of \$116,400,000 for the tax-supported funds of the M-NCPPC, which is a 4.0 percent increase from the \$111,947,772 approved FY15 budget. For FY16, the Commission has requested \$118,704,547 excluding debt service and retiree health insurance prefunding, \$2,304,547 above the total SAG amount of \$116,400,000.

The total requested budgets for the Enterprise Fund, Property Management Fund, Special Revenue Funds, ALA Debt Service Fund, and Grant Fund, are \$16,131,049, a 0.7 percent decrease from the \$16,243,346 total FY15 approved budget.

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## **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**

The mission of Central Administrative Services (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 the individual department needs. Certain functions are allocated based on labor distribution or a cost driver such as number of employees paid. Some functions, such as the Merit System Board, are funded evenly by both counties.

## **Department of Parks**

The Department of Parks provides recommendations, information, analysis, and services to the Montgomery County Planning Board (who also serve as the Park Commission), the County Council, the County Executive, other government agencies, and the general public. The Department also oversees the 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 36,400 acres in 416 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 recreational opportunities and maintains and provides security for the park system.

## **Debt Service - Park Fund**

Park Debt Service pays principal and interest on the Commission's acquisition and development bonds. The proceeds of these bonds are used to fund the Local Parks portion of the M-NCPPC Capital Improvements Program.

## **Debt Service - Advance Land Acquisition Debt Service Fund and Revolving Fund**

The Advance Land Acquisition Debt Service Fund pays principal and interest on the Commission's Advance Land Acquisition bonds. The proceeds of the Advance Land Acquisition bonds support the Advanced Land Acquisition Revolving Fund (ALARF).

ALARF activities include the 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 the approval of the Montgomery County Council.

## **Enterprise Fund**

The Enterprise Fund accounts for various park facilities and services which are entirely supported by user fees. Recreational activities include: ice rinks, indoor tennis, event centers, boating, camping, trains, carousel, mini-golf, driving range, and splash and skate parks. Operating profits are reinvested in new or existing public revenue-producing facilities through the operating budget and Capital Improvements Program.

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## **Property Management Fund**

The Property Management Fund manages leased facilities located on parkland throughout the County, including single family houses, apartment units, businesses, farmland, and facilities which house County programs.

## **COUNTY EXECUTIVE RECOMMENDATIONS**

The County Executive recommends an FY16 tax supported appropriation for M-NCPPC of \$115,694,360, 1.7 percent above the FY15 approved budget for tax supported funds, exclusive of debt service.

### **Park Fund**

The County Executive recommends funding of \$86,240,763, excluding debt service. This proposed funding represents a \$1,213,562 or 1.4 percent increase from the FY15 approved budget and a reduction of \$4,053,001 from the Commission's request. Park Fund debt service decreased by \$83,653 from \$5,142,738 in FY15 to \$5,059,085 in FY16.

### **Administration Fund**

The County Executive recommends funding of \$29,453,597. This represents a \$743,612 or 2.6 percent increase from the FY15 approved budget and a reduction of \$746,600 from the Commission's request.

### **ALA Debt Service**

The County Executive concurs with the M-NCPPC request for funding of \$166,160. This represents a decrease of \$116,700 or 41.3 percent from the FY15 approved budget.

### **Enterprise Fund**

The County Executive concurs with the M-NCPPC request for funding of \$8,631,262. This represents a \$8,655 or 0.1 percent decrease from the FY15 approved budget of \$8,639,917.

### **Property Management Fund**

The County Executive concurs with the M-NCPPC request for funding of \$1,126,800. This represents a \$100,480 or 9.8 percent increase from the FY15 approved budget of \$1,026,320.

### **Special Revenue Fund**

The County Executive concurs with the M-NCPPC request for funding of \$5,656,827. This represents an \$87,422 or 1.5 percent decrease from the FY15 approved budget. The Executive recommends a transfer of \$811,500 from the General Fund to cover costs associated with the maintenance of MCPS Ballfields.

In addition, this agency's Capital Improvement Program (CIP) requires Current Revenue funding.

## **PROGRAM CONTACTS**

Contact John Kroll of the M-NCPPC at 301.454.1731 or Jedediah Millard of the Office of Management and Budget at 240.777.2769 for more information regarding this agency's operating budget.

## BUDGET SUMMARY

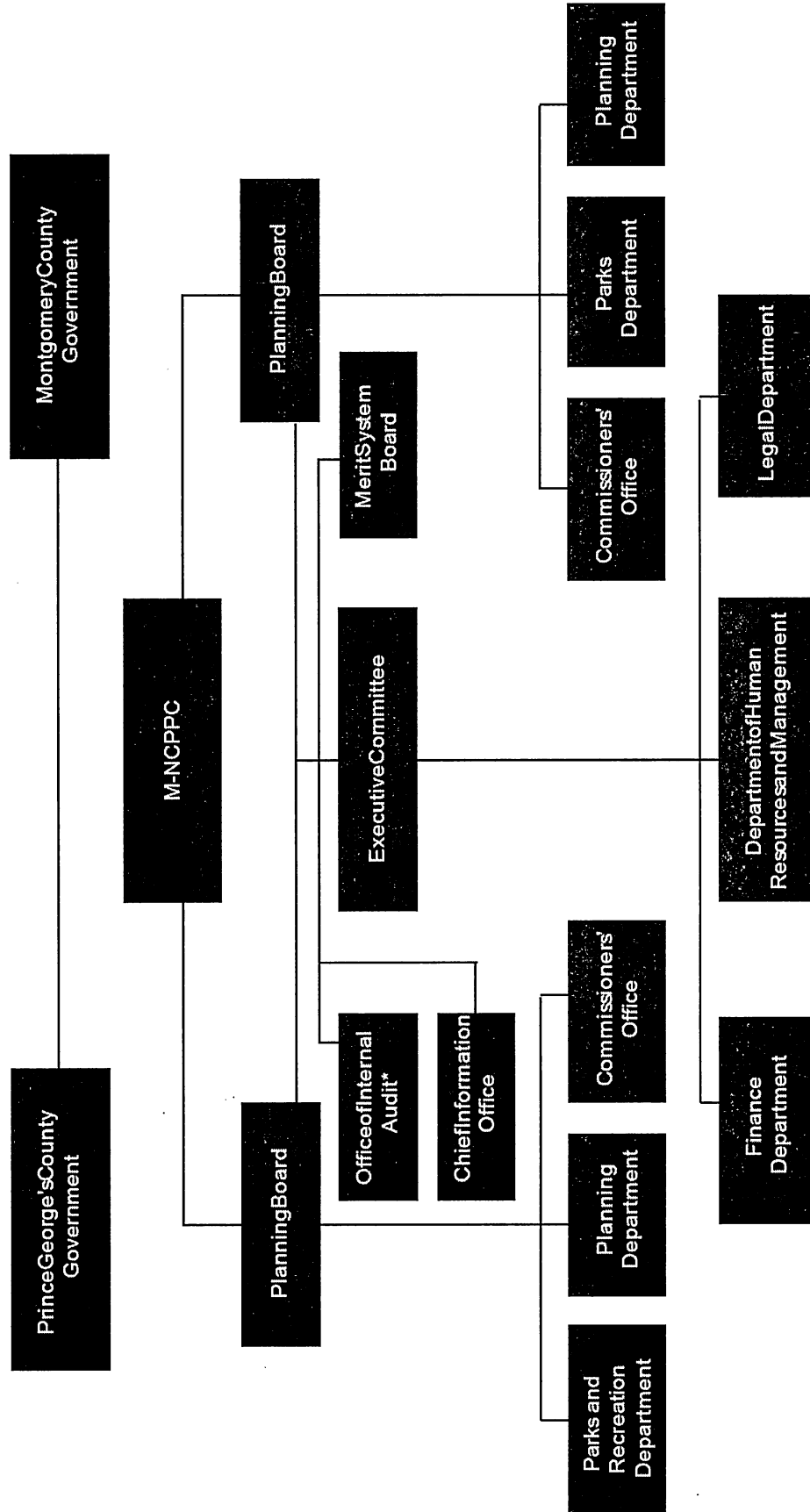
	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>ADMINISTRATION FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Administration Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	25,750,755	28,709,985	28,701,000	29,453,597	2.6%
Capital Outlay	0	0	0	0	—
<b>Administration Fund Expenditures</b>	<b>25,750,755</b>	<b>28,709,985</b>	<b>28,701,000</b>	<b>29,453,597</b>	<b>2.6%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	174.28	179.35	179.35	182.24	1.6%
<b>REVENUES</b>					
Intergovernmental	409,595	400,400	400,400	400,400	—
Investment Income	35,915	20,500	20,500	35,000	70.7%
Property Tax	26,360,981	25,395,989	25,289,793	27,795,118	9.4%
User Fees	180,366	240,580	240,580	144,000	-40.1%
<b>Administration Fund Revenues</b>	<b>26,986,857</b>	<b>26,057,469</b>	<b>25,951,273</b>	<b>28,374,518</b>	<b>8.9%</b>
<b>PARK FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Park Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	79,883,156	85,027,201	85,027,201	86,240,763	1.4%
Debt Service Other	3,881,641	5,142,738	5,142,738	5,059,085	-1.6%
Capital Outlay	0	0	0	0	—
<b>Park Fund Expenditures</b>	<b>83,764,797</b>	<b>90,169,939</b>	<b>90,169,939</b>	<b>91,299,848</b>	<b>1.3%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	635.10	657.10	657.10	691.00	5.2%
<b>REVENUES</b>					
Facility User Fees	2,420,570	2,356,200	2,356,200	2,424,443	2.9%
Intergovernmental	2,034,400	2,468,155	2,468,155	2,739,782	11.0%
Investment Income	6,370	5,000	5,000	5,000	—
Investment Income: CIP	-36,872	0	0	0	—
Miscellaneous	167,261	122,000	122,000	126,300	3.5%
Property Tax	77,558,047	83,657,376	83,307,553	84,943,728	1.5%
<b>Park Fund Revenues</b>	<b>82,149,776</b>	<b>88,608,731</b>	<b>88,258,908</b>	<b>90,239,253</b>	<b>1.8%</b>
<b>ALA DEBT SERVICE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>ALA Debt Service Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	0	0	0	0	—
Debt Service Other	296,160	282,860	282,860	166,160	-41.3%
Capital Outlay	0	0	0	0	—
<b>ALA Debt Service Fund Expenditures</b>	<b>296,160</b>	<b>282,860</b>	<b>282,860</b>	<b>166,160</b>	<b>-41.3%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
Property Tax	1,704,476	1,723,014	1,718,387	1,783,340	3.5%
<b>ALA Debt Service Fund Revenues</b>	<b>1,704,476</b>	<b>1,723,014</b>	<b>1,718,387</b>	<b>1,783,340</b>	<b>3.5%</b>
<b>GRANT FUND MNCPPC</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund MNCPPC Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	53,086	550,000	550,000	550,000	—

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec.
Capital Outlay	0	0	0	0	—
<b>Grant Fund MNCPPC Expenditures</b>	<b>53,086</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	—
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
Administration Fund Grants	0	150,000	150,000	150,000	—
Park Fund Grants	53,086	400,000	400,000	400,000	—
<b>Grant Fund MNCPPC Revenues</b>	<b>53,086</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	—
<b>ENTERPRISE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Enterprise Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
Operating Expenses	8,009,815	8,639,917	8,894,621	8,631,262	-0.1%
Debt Service Other	226,052	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>Enterprise Fund Expenditures</b>	<b>8,235,867</b>	<b>8,639,917</b>	<b>8,894,621</b>	<b>8,631,262</b>	<b>-0.1%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	116.00	110.30	110.30	110.00	-0.3%
<b>REVENUES</b>					
Fees and Charges	6,241,021	6,055,910	5,897,450	6,257,493	3.3%
Intergovernmental	66,687	0	0	0	—
Merchandise Sales	618,549	627,350	584,000	584,300	-6.9%
Non-Operating Revenues/Interest	18,197	8,000	7,800	20,000	150.0%
Rentals	3,152,468	3,036,245	3,122,610	3,454,248	13.8%
<b>Enterprise Fund Revenues</b>	<b>10,096,922</b>	<b>9,727,505</b>	<b>9,611,860</b>	<b>10,316,041</b>	<b>6.1%</b>
<b>PROP MGMT MNCPPC</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Prop Mgmt MNCPPC Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
Operating Expenses	872,655	1,026,320	1,026,320	1,126,800	9.8%
Capital Outlay	0	0	0	0	—
<b>Prop Mgmt MNCPPC Expenditures</b>	<b>872,655</b>	<b>1,026,320</b>	<b>1,026,320</b>	<b>1,126,800</b>	<b>9.8%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	6.00	7.00	7.00	7.00	—
<b>REVENUES</b>					
Investment Income	3,110	1,820	1,820	3,000	64.8%
Miscellaneous	5,631	0	0	0	—
Rental Income	1,014,976	1,024,500	1,024,500	1,123,800	9.7%
<b>Prop Mgmt MNCPPC Revenues</b>	<b>1,023,717</b>	<b>1,026,320</b>	<b>1,026,320</b>	<b>1,126,800</b>	<b>9.8%</b>
<b>SPECIAL REVENUE FUNDS</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Special Revenue Funds Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
Operating Expenses	4,529,732	5,744,249	5,463,685	5,656,827	-1.5%
Capital Outlay	0	0	0	0	—
<b>Special Revenue Funds Expenditures</b>	<b>4,529,732</b>	<b>5,744,249</b>	<b>5,463,685</b>	<b>5,656,827</b>	<b>-1.5%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	27.17	24.85	24.85	24.85	—
<b>REVENUES</b>					
Intergovernmental	81,423	55,000	55,000	55,000	—
Investment Income	16,957	8,300	7,300	6,300	-24.1%
Miscellaneous	172,828	0	0	0	—



	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Service Charges	2,200,585	2,634,700	2,666,600	2,705,498	2.7%
<b>Special Revenue Funds Revenues</b>	<b>2,471,793</b>	<b>2,698,000</b>	<b>2,728,900</b>	<b>2,766,798</b>	<b>2.5%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>123,503,052</b>	<b>135,123,270</b>	<b>135,088,425</b>	<b>136,884,494</b>	<b>1.3%</b>
<b>Total Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>958.55</b>	<b>978.60</b>	<b>978.60</b>	<b>1,015.09</b>	<b>3.7%</b>
<b>Total Revenues</b>	<b>124,486,627</b>	<b>130,391,039</b>	<b>129,845,648</b>	<b>135,156,750</b>	<b>3.7%</b>

# Maryland-National Capital Park and Planning Commission





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# Housing Opportunities Commission

## MISSION STATEMENT

The mission of the Housing Opportunities Commission is to provide affordable housing and supportive housing services that enhance the lives of low-and moderate income families and individuals throughout Montgomery County, Maryland, so that:

The mission of the Housing Opportunities Commission is to provide affordable housing 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 Montgomery County is living in substandard housing;
- We strengthen families and communities as good neighbors;
- We establish an efficient and productive environment that fosters trust, open communication and mutual respect.
- We work with advocates, providers and community members 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 Public Affairs Office of the Commission at 240.627.9400. Copies of the budget are available online at [www.hocmc.org](http://www.hocmc.org).

The FY16 Recommended appropriation in the Non-Departmental Account for services to be provided by the HOC is \$6,401,480. The Department of Finance reflects the amount as a transfer in the County's financial statements. This amount represents an increase of \$24,928 from the FY15 approved budget of \$6,376,480.

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 Jennifer Bryant of the Office of Management and Budget at 240.777.2761 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 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 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 (CAO) 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 operating costs of the Agency. 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 fiscal year.

## BUDGETARY REQUIREMENTS

The six-year Capital Improvements Program (CIP) of the Revenue Authority and the Capital Budget are subject to Executive review and Council approval, with further Executive approval required prior to the start of any specific project. Operating costs of maintaining, preparing, and operating 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 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, Executive Director of the Revenue Authority at 301.762.9080 or Jennifer Bryant of the Office of Management and Budget at 240.777.2761 for more information regarding this agency's operating budget.



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# Washington Suburban Sanitary Commission

## MISSION STATEMENT

The Washington Suburban Sanitary Commission (WSSC) 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, the Town of Poolesville and portions of the City of Rockville are outside of the District.

## WSSC'S PROPOSED BUDGET

WSSC's proposed budget is not detailed in this document. The Commission's budget can be obtained from WSSC's Budget Group at the WSSC Headquarters Building, 14501 Sweitzer Lane, Laurel, Maryland 20707 (phone 301.206.8110) or from their website at <http://www.wsscwater.com>.

Prior to January 15 of each year, the Commission prepares preliminary proposed capital and operating budgets for the next fiscal year. On or before February 15, the Commission conducts public hearings in both counties. WSSC 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 the proposed budgets, recommendations on the proposed budgets, and the record of the public hearings held by WSSC to their respective County Councils.

Each County Council may hold public hearings on WSSC's proposed operating and capital budgets, but no earlier than 21 days after receipt from the County Executive. Each County Council may add to, delete from, increase, or decrease any item in either budget. Additionally, each Council is required by law to transmit by May 15 any proposed changes to the other County Council for review and concurrence. The failure of both Councils to concur on changes constitutes approval of the item as originally proposed by WSSC. Should the Councils fail to approve the budgets on or before June 1 of each year, WSSC'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 wastewater treatment plants, 5,600 miles of water main, and 5,550 miles of sewer main 24 hours a day, seven days a week.***
- ❖ ***Continue funding a large valve assessment, repair, and replacement program (begun in FY15) for valves 16" or greater with the goal of repairing 85 valves per year and replacing five valves of the 775 valves of this kind in the WSSC system.***
- ❖ ***Continue to renew WSSC's underground infrastructure through the Water and Sewer Reconstruction Programs. In FY16, the Commission will reconstruct 57 miles (the approximate length of the Capital Beltway) of small water mains and rehabilitate 56 miles of sewers mains and lateral lines.***
- ❖ ***Continue to inspect, repair, and install acoustic fiber optic cable (an early warning system) for six miles of large diameter pre-stressed concrete cylinder pipe (PCCP) water mains. Also during FY16, WSSC will continue inspecting PCCP water mains at 36 inches or smaller, inspecting a total of 20 miles of PCCP pipe.***
- ❖ ***To maintain the current ratings of WSSC-issued debt, the commission will continue to increase the operating reserve to maintain a reserve equal to 10 percent of water and sewer rate revenues.***
- ❖ ***Expanding personnel support for WSSC infrastructure repair programs in an effort to maintain the growth in this program area. In FY16, WSSC will be adding five workyears to the Large Valve program and six workyears to the PCCP pipe repair program.***



## Spending Control Limits

The spending control limits process requires that the two counties set annual ceilings on WSSC's water and sewer rate increase and on debt (bonded indebtedness as well as debt service) and then adopt corresponding limits on the size of the capital and operating budgets. The two councils must not approve capital and operating budgets in excess of the approved spending control limits unless a majority of each council votes to approve them. If the two councils cannot agree on expenditures above the spending control limits, they must approve budgets within these limits.

The following table shows the FY16 spending control limits adopted by the Montgomery and Prince George's County councils, compared to the spending control results projected under WSSC's Proposed FY16 Budget and under the County Executive's Recommended Budget for WSSC. The Commission's Proposed Budget complies with all of the spending control limits approved by the two county councils.

FY16 Spending Control Limits Comparison				
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	2.1%	2.1%	1.0%	6.0%*
New Debt (\$millions)	\$442.5	\$442.5	\$445.6	\$445.6
Water and Sewer Debt Service (\$millions)	\$235.5	\$235.5	\$235.5	\$235.5
Total Water and Sewer Operating Expenses (\$millions)	\$701.8	\$701.8	\$693.6	\$693.6

## FY16 COUNTY EXECUTIVE RECOMMENDATIONS

### Operating Budget

The County Executive recommends that WSSC's proposed FY16 operating budget be approved with the following changes:

- \*The County Executive does not recommend the changes to the Ready to Serve Charge proposed by WSSC in FY16, which includes a recalibration of the Account Maintenance Fee (AMF) and the addition of an Infrastructure Investment Fee. As a result, the County Executive is recommending a 6.0% rate increase for FY16, which WSSC indicated in the Commission's proposed budget would be the needed rate increase to provide for operations in FY16 without changing the fee structure. The County Executive believes that the proposed changes in the fee structure will disproportionately impact the lowest consumers who are often those with the lowest income. Additionally, the changes in the fee structure are contrary to the Commission's water conservation goals.
- The County Executive recommends that the Commission provide a salary enhancement no greater than what has been recommended for Montgomery County general government employees in FY16 as part of the County Executive's FY16 Recommended Operating Budget and Public Services Program. This will ensure that the compensation enhancements to be provided to WSSC employees in FY16 are consistent with those to be provided to Montgomery County general government employees under the County's Proposed FY16 Operating Budget and Public Services Program.
- The County Executive directs WSSC to adjust the Commission's proposed budget expenditures in FY16-21 to ensure gaps in revenue or negative fund balances do not occur.

### Capital Budget

The County Executive recommended the WSSC FY16-21 Capital Improvements Program (CIP) budget, including the updates provided by DC Water for the Blue Plains projects, as submitted with the exception of the Anaerobic Digestion/Combined Heat and Power project. As a result, the WSSC Operating Budget request has been reduced by the debt service associated with the six-year period expenditures for this project as noted in the fiscal projections table below.

FY16 fiscal projections for all funds and budgets are shown below. Six-year projections for the Water and Sewer Operating Budget are shown on page 15-4.

Expenditures by Category - FY16 WSSC Proposed and Executive Recommended						
(S000s)						
Expenditure Categories	WSSC Total	WSSC Total	CE Capital	CE Operating	CE Total	% Change (CE Rec. vs. WSSC Proposed)
	Approved FY15	Proposed FY16	Recommended FY16	Recommended FY16	Recommended FY16	
Salaries and Wages	132,389	140,235	26,856	113,379	140,235	0.0%
Heat, Light, & Power	22,906	23,353	--	23,353	23,353	0.0%
Regional Sewage Disposal	55,176	54,895	--	54,895	54,895	0.0%
Contract Work	348,052	421,992	421,992	--	421,992	0.0%
Consulting Engineers	63,753	60,359	60,359	--	60,359	0.0%
All Other	433,586	415,376	171,711	243,665	415,376	0.0%
PAYGO	19,996	18,271	--	18,271	18,271	0.0%
Reserve Contribution	2,300	6,300	--	6,300	6,300	0.0%
Debt Service	254,413	255,219	0	245,789	245,789	-3.7%
<b>Total Budget</b>	<b>1,332,571</b>	<b>1,396,000</b>	<b>680,918</b>	<b>705,652</b>	<b>1,386,570</b>	<b>-0.7%</b>
Note: Total expenditures include the water and sewer operating funds, the general bond debt service fund, and the three capital funds.						

## PROGRAM CONTACTS

Contact Letitia Carolina-Powell of the Washington Suburban Sanitary Commission at 301.206.8379 or Matt Schaeffer of the Office of Management and Budget at 240.777.2751 for more information regarding this agency's capital and operating budgets.

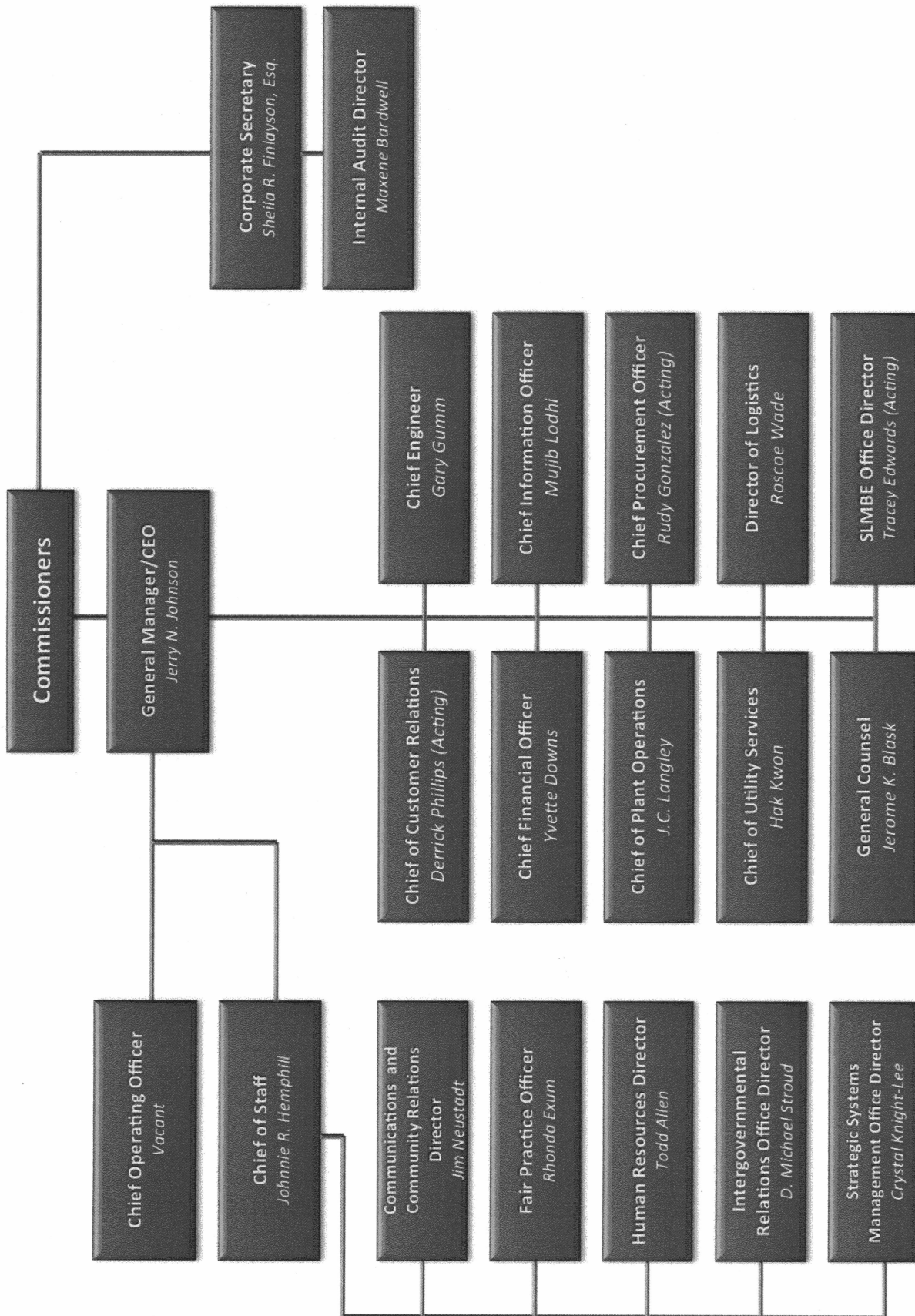
# **WSSC PROPOSED BUDGET: SIX-YEAR FORECAST FOR WATER AND SEWER OPERATING FUNDS**

FISCAL PROJECTIONS	FY15 ESTIMATED	FY16 PROPOSED	FY16 CE REC	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION	FY21 PROJECTION
<b>SPENDING AFFORDABILITY RESULTS</b>								
New Water and Sewer Debt (\$millions)	\$384.6	\$445.5	\$445.5	\$416.4	\$422.3	\$332.5	\$284.2	\$224.6
Total Water and Sewer Operating Expenses (\$millions)	\$678.1	\$693.6	\$693.6	\$725.9	\$780.1	\$825.5	\$870.6	\$909.9
Debt Service (\$millions)	\$227.0	\$235.5	\$235.5	\$256.2	\$280.5	\$297.5	\$313.9	\$324.5
Average Water and Sewer Rate Increase	5.50%	1.00%	6.00%	7.90%	8.50%	6.60%	6.10%	5.30%
<b>BEGINNING FUND BALANCE (\$000)</b>	<b>132,932</b>	<b>105,039</b>	<b>105,039</b>	<b>64,830</b>	<b>12,455</b>	<b>-47,781</b>	<b>-98,883</b>	<b>-149,736</b>
<b>REVENUES (\$000)</b>								
Water and Sewer Rate Revenue	586,255	583,375	577,576	612,029	660,278	716,389	763,367	810,095
Interest Income	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Account Maintenance Fee	22,900	32,374	23,138	23,461	23,584	23,707	23,831	23,954
Infrastructure Investment Fee	0	19,418	0	0	0	0	0	0
Miscellaneous	26,574	26,693	26,693	27,084	27,163	27,357	27,513	27,732
<b>Total Revenues</b>	<b>636,729</b>	<b>662,860</b>	<b>628,407</b>	<b>663,574</b>	<b>712,025</b>	<b>768,453</b>	<b>815,711</b>	<b>862,781</b>
SDC Debt Service Offset	1,167	728	728	207	0	0	0	0
Reconstruction Debt Service Offset (REDO)	10,000	8,500	8,500	6,375	4,250	2,125	0	0
Use of Prior Year Net Revenue	30,193	21,486	21,486	7,525	7,725	7,925	8,125	4,200
<b>TOTAL FUNDS AVAILABLE</b>	<b>678,089</b>	<b>693,574</b>	<b>659,121</b>	<b>677,681</b>	<b>724,000</b>	<b>778,503</b>	<b>823,836</b>	<b>866,981</b>
<b>EXPENDITURES (\$000)</b>								
Salaries and Wages	107,087	112,715	112,715	119,010	124,961	131,209	136,673	144,656
Heat, Light, and Power	22,906	23,353	23,353	25,473	26,513	27,951	28,726	29,916
Regional Sewage Disposal	55,176	54,895	54,895	56,926	59,032	61,216	63,481	65,830
Debt Service	227,042	227,042	217,612	256,185	251,157	297,462	313,938	324,521
PAYGO	19,996	18,271	18,271	23,222	32,255	38,735	44,407	49,143
All Other	243,582	250,998	250,998	241,715	282,593	265,107	279,339	291,656
Reserve Contribution	2,300	6,300	6,300	3,400	3,600	3,800	4,000	4,200
<b>TOTAL USE OF RESOURCES</b>	<b>678,089</b>	<b>693,574</b>	<b>684,144</b>	<b>725,931</b>	<b>780,111</b>	<b>825,480</b>	<b>870,564</b>	<b>909,922</b>
<b>REVENUE/EXPENDITURE SURPLUS/(GAP)</b>	<b>0</b>	<b>0</b>	<b>(25,023)</b>	<b>(48,250)</b>	<b>(56,111)</b>	<b>(46,977)</b>	<b>(46,728)</b>	<b>(42,941)</b>
<b>YEAR END FUND BALANCE w/o additional reserve contribution</b>	<b>102,739</b>	<b>83,553</b>	<b>58,530</b>	<b>9,055</b>	<b>(51,381)</b>	<b>(102,683)</b>	<b>(153,736)</b>	<b>(196,877)</b>
<b>Additional Reserve Contribution</b>	<b>2,300</b>	<b>6,300</b>	<b>6,300</b>	<b>3,400</b>	<b>3,600</b>	<b>3,800</b>	<b>4,000</b>	<b>4,200</b>
<b>TOTAL YEAR END FUND BALANCE</b>	<b>105,039</b>	<b>89,853</b>	<b>64,830</b>	<b>12,455</b>	<b>(47,781)</b>	<b>(98,883)</b>	<b>(149,736)</b>	<b>(192,677)</b>
Debt Service as a Percentage of Water and Sewer Operating Budget	33.5%	32.7%	31.8%	35.3%	32.2%	36.0%	36.1%	35.7%
Estimated Water Production (MGD)	164.0	166.0	166.0	166.0	166.0	166.0	166.0	166.0
Total End of Fiscal Year Operating Reserve	53,300	59,600	59,600	63,000	66,600	70,400	74,400	78,600
Total Operating Reserve as a Percentage of Water and Sewer Rate Revenue	9.1%	10.2%	10.3%	10.3%	10.1%	9.8%	9.7%	9.7%
Total Workyears (all funds)	1,545	1,747	1,747	--	--	--	--	--

**Assumptions:**

- The County Executive's operating budget recommendation is for FY16 only and incorporates the Executive's revenue and expenditure assumptions for that budget.
- The FY17-21 projections reflect WSSC's multi-year forecast and assumptions, which are not adjusted to conform to the County Executive's Recommended budget for WSSC. 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 County Executive's Recommended FY16 water and sewer operating budget for WSSC.
- The FY15 estimated spending affordability results are the values for the four spending affordability parameters implied by the FY15 budget jointly approved by Montgomery and Prince George's counties. The FY16 Proposed spending affordability results are the values of the spending affordability parameters associated with WSSC's proposed FY16 budget. The FY16 recommended spending affordability results are the spending affordability parameters associated with the County Executive's recommended WSSC budget for FY16. The FY17-21 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.
- The total FY15 estimated workyears shown correspond to the actual workyears as of December, 2014.
- Estimates of revenue in FY17-21 assume the rate increases projected by WSSC in the Average Water and Sewer Rate Increase line.

# WSSC Organization Chart





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# County Council

## 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 FY16 Operating Budget for the County Council is \$10,826,866, an increase of \$444,866 or 4.3 percent from the FY15 Approved Budget of \$10,382,000. Personnel Costs comprise 94.5 percent of the budget for 87 full-time positions and five part-time positions, and a total of 82.20 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 5.5 percent of the FY16 budget.

## PROGRAM CONTACTS

Contact Mary Jane Berry of the County Council at 240.777.7930 or Crystal B. Sallee of the Office of Management and Budget at 240.777.2778 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### **Councilmember Offices**

The nine 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 worksessions throughout the year. Each Councilmember serves on two of the following six Council Committees: Education; Health and Human Services; Government Operations and Fiscal Policy; Planning, Housing, and Economic Development; Public Safety; and Transportation, Infrastructure, Energy and Environment. Five 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,975,345</b>	<b>46.45</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	156,876	1.15
<b>FY16 CE Recommended</b>	<b>5,132,221</b>	<b>47.60</b>

### **Council Staff Operations**

Council Staff Operations is responsible for four activities in support of the Council: Legislative Program, Planning, and Budget; Legislative Information Services; 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 performs 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 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>5,406,655</b>	<b>32.60</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	287,990	2.00
<b>FY16 CE Recommended</b>	<b>5,694,645</b>	<b>34.60</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	6,687,848	7,110,721	7,102,282	7,602,725	6.9%
Employee Benefits	2,354,375	2,424,084	2,482,135	2,629,985	8.5%
<b>County General Fund Personnel Costs</b>	<b>9,042,223</b>	<b>9,534,805</b>	<b>9,584,417</b>	<b>10,232,710</b>	<b>7.3%</b>
Operating Expenses	694,899	847,195	829,134	594,156	-29.9%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>9,737,122</b>	<b>10,382,000</b>	<b>10,413,551</b>	<b>10,826,866</b>	<b>4.3%</b>
<b>PERSONNEL</b>					
Full-Time	79	81	81	87	7.4%
Part-Time	6	6	6	5	-16.7%
FTEs	77.05	79.05	79.05	82.20	4.0%

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>10,382,000</b>	<b>79.05</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY15 Mid-Year Changes - Personnel	446,899	3.50
Increase Cost: FY16 Compensation Adjustment	256,748	0.00
Increase Cost: Retirement Adjustment	49,502	0.00
Increase Cost: Group Insurance Adjustment	22,901	0.00
Decrease Cost: Printing and Mail	-8,039	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-78,145	-0.35
Decrease Cost: Decrease in Operating Expenses	-245,000	0.00
<b>FY16 RECOMMENDED:</b>	<b>10,826,866</b>	<b>82.20</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Councilmember Offices	4,975,345	46.45	5,132,221	47.60
Council Staff Operations	5,406,655	32.60	5,694,645	34.60
<b>Total</b>	<b>10,382,000</b>	<b>79.05</b>	<b>10,826,866</b>	<b>82.20</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Cable Television	Cable Television	179,358	1.30	485,476	4.30
NDA - Legislative Branch Communications Outreach	County General Fund	169,813	2.00	188,892	2.00
Total		349,171	3.30	674,368	6.30



## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(\$000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>10,827</b>	<b>10,827</b>	<b>10,827</b>	<b>10,827</b>	<b>10,827</b>	<b>10,827</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>10,827</b>	<b>10,856</b>	<b>10,856</b>	<b>10,856</b>	<b>10,856</b>	<b>10,856</b>

# Board of Appeals

## MISSION STATEMENT

The mission of the Board of Appeals is to implement the flexibility provided in the Zoning Ordinance as approved by the County Council and to assist County residents in understanding and participating in the special exception, variance, and administrative appeal process.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Board of Appeals is \$589,425, an increase of \$22,829 or 4.0 percent from the FY15 Approved Budget of \$566,596. Personnel Costs comprise 91.2 percent of the budget for three full-time positions, and a total of 3.50 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 8.8 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

❖ **A Responsive, Accountable County Government**

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Program Measures</b>					
Number of Administrative Appeals (AAs) filed	11	5	5	5	5
Number of Administrative Appeals heard	12	8	8	8	8
Number of Administrative Appeals decided	9	10	10	10	10
Average days to Administrative Appeals hearing notice <sup>1</sup>	11	9	TBD	TBD	TBD
Average days to issue written Administrative Appeals decisions <sup>2</sup>	45	26	TBD	TBD	TBD
Average days to Administrative Appeals hearing <sup>3</sup>	74	69	70	70	70
Number of Variances filed	13	16	16	16	16
Number of Variances heard	10	19	16	16	16
Number of Variances decided	16	19	16	16	16
Average days to Variance hearing notice	11	14	TBD	TBD	TBD
Average days to issue Variance decisions <sup>4</sup>	18	25	TBD	TBD	TBD
Average days to Variances hearing	64	52	50	50	50
Number of Special Exceptions filed <sup>5</sup>	21	4	0	0	0
Number of Special Exceptions heard	32	6	0	0	0
Number of Special Exceptions decided	34	3	0	0	0
Average days to Special Exceptions hearing notice <sup>6</sup>	19	10	0	0	0
Average days to Special Exceptions written decision <sup>7</sup>	15	19	0	0	0
Average days to Special Exception hearing	149	112	0	0	0
Number of Worksessions held	24	22	22	22	22
Number of Administrative Actions taken	259	154	150	150	150
Average days to Worksession Resolutions	N/A	27	30	30	30
Number of Walk-in Clients assisted	206	288			
Number of Telephone Inquiries Answered	500	679			

<sup>1</sup> County Code requires mailing of written notices of hearings within 7 days after the filing of any application for administrative appeal, variance or special exception.

<sup>2</sup> Board of Appeals Rule 9.1 requires issuance of administrative appeal opinions within 45 days of close of record.

<sup>3</sup> County Code requires that the hearing on an administrative appeal be held not fewer than 30 days after issuance of written notice of the hearing.

<sup>4</sup> Board of Appeals Rule 9.1 requires issuance of variance opinions within 30 days of close of record.

<sup>5</sup> October 30, 2014 changes to Zoning Ordinance remove new special exception (conditional use) applications from BOA jurisdiction.

<sup>6</sup> County Code requires that the hearings for special exceptions be held not fewer than 60 days following issuance of written notice of the hearing, and that the hearing on any matter within the Board's jurisdiction be held in not fewer than 30 days.

<sup>7</sup> Board of Appeals Rule 9.1 requires issuance of special exception opinions within 30 days of close of record.

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## ACCOMPLISHMENTS AND INITIATIVES

### ❖ *Productivity Improvements*

- *Website is updated to provide more electronic information. Paper is recycled for scratch pads. Volunteer assistance is used to help meet statutory deadlines.*

## PROGRAM CONTACTS

Contact Katherine Freeman of the Board of Appeals at 240.777.6600 or Crystal B. Sallee of the Office of Management and Budget at 240.777.2778 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### ***Zoning Related Hearings and Administrative Appeals***

The Board of Appeals hears requests for special exceptions and variances as provided in the Zoning Ordinance. The Zoning Ordinance requires that requests for certain uses (special exceptions) be considered for approval by the Board. Development standards for each zone are also set by the Zoning Ordinance. Variances from these standards require approval by the Board. 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.

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	367,161	382,027	408,347	399,425	4.6%
Employee Benefits	124,906	127,462	138,000	138,191	8.4%
<b>County General Fund Personnel Costs</b>	<b>492,067</b>	<b>509,489</b>	<b>546,347</b>	<b>537,616</b>	<b>5.5%</b>
Operating Expenses	67,563	57,107	41,469	51,809	-9.3%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>559,630</b>	<b>566,596</b>	<b>587,816</b>	<b>589,425</b>	<b>4.0%</b>
<b>PERSONNEL</b>					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.50	3.50	3.50	3.50	—
<b>REVENUES</b>					
Board of Appeals Fees	156,979	306,334	306,334	306,334	—
Other Charges/Fees	-27,161	0	0	0	—
<b>County General Fund Revenues</b>	<b>129,818</b>	<b>306,334</b>	<b>306,334</b>	<b>306,334</b>	—

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>566,596</b>	<b>3.50</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	12,067	0.00
Increase Cost: Annualization of FY15 Personnel Costs	11,164	0.00
Increase Cost: Retirement Adjustment	2,711	0.00
Increase Cost: Group Insurance Adjustment	1,164	0.00
Increase Cost: FY16 Stipend Increase for Board Members	646	0.00
Increase Cost: Annualization of FY15 Stipend Increase for Board Members	375	0.00
Decrease Cost: Printing and Mail	-298	0.00
Decrease Cost: Decrease Operating Funds	-5,000	0.00
<b>FY16 RECOMMENDED:</b>	<b>589,425</b>	<b>3.50</b>

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(\$000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>589</b>	<b>589</b>	<b>589</b>	<b>589</b>	<b>589</b>	<b>589</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>589</b>	<b>591</b>	<b>591</b>	<b>591</b>	<b>591</b>	<b>591</b>



# Inspector General

## MISSION STATEMENT

The mission of the Office of Inspector General (OIG) is to promote the effectiveness and efficiency of programs and operations of County government and independent County agencies; prevent and detect fraud, waste, and abuse in government activities; and propose ways to increase the legal, fiscal, and ethical accountability of County government and County-funded agencies.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Office of Inspector General is \$784,041, an increase of \$26,995 or 3.6 percent from the FY15 Approved Budget of \$757,046. Personnel Costs comprise 94.3 percent of the budget for four full-time positions, and a total of five 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 5.7 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ **A Responsive, Accountable County Government**
- ❖ **Strong and Vibrant Economy**
- ❖ **Vital Living for All of Our Residents**

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Program Measures</b>					
Percent of recommendations accepted	100%	86%	90%	90%	90%
Percent of complaints reviewed and action initiated within 5 business days	96%	100%	98%	98%	98%
Percent of initial inquiries (with no reports or memo) completed within 60 days	72%	85%	85%	85%	85%
Percent of Preliminary Inquiry Memorandums issued to management within 90 days	N/A	N/A	20%	50%	50%
Percent of audit/inspection/investigation reports completed within 180 days	50%	43%	25%	50%	50%

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ **The OIG will continue to use contracted Subject Matter Experts (SMEs) to assist in the conduct of specific audits and investigations. The OIG will only use SMEs in those areas where the technical issues are beyond the expertise of OIG staff. The specific subject matter expertise required and the related costs will depend on external circumstances that the OIG can neither predict nor control.**
- ❖ **The OIG will use data analytics to the fullest extent possible to identify management/internal control weaknesses or deficiencies of organizations and technology systems; to allow auditors to review 100 percent of available data rather than just a smaller statistical sample; and to detect "needles in a haystack" instances of fraud.**
- ❖ **In addition to addressing issues arising from complaints, the OIG will in FY 2016-2017 focus on acquisitions/procurements and ultimate accountability of the County government, Independent County agencies, and others receiving County funds.**

## PROGRAM CONTACTS

Contact Ed Blansitt of the Office of Inspector General at 240.777.8241 or Crystal B. Saltee of the Office of Management and Budget at 240.777.2778 for more information regarding this department's operating budget.

## 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 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 FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	544,608	569,225	584,091	614,713	8.0%
Employee Benefits	113,162	119,519	111,102	124,427	4.1%
<b>County General Fund Personnel Costs</b>	<b>657,770</b>	<b>688,744</b>	<b>695,193</b>	<b>739,140</b>	<b>7.3%</b>
Operating Expenses	132,252	68,302	69,678	44,901	-34.3%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>790,022</b>	<b>757,046</b>	<b>764,871</b>	<b>784,041</b>	<b>3.6%</b>
<b>PERSONNEL</b>					
Full-Time	5	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	5.00	5.00	5.00	5.00	—

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>757,046</b>	<b>5.00</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	28,974	0.00
Increase Cost: Annualization of FY15 Personnel Costs	10,078	0.00
Increase Cost: Group Insurance Adjustment	1,164	0.00
Decrease Cost: Printing and Mail	-397	0.00
Decrease Cost: Retirement Adjustment	-521	0.00
Decrease Cost: Operating Expenses	-12,303	0.00
<b>FY16 RECOMMENDED:</b>	<b>784,041</b>	<b>5.00</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.			(\$000's)		
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>784</b>	<b>784</b>	<b>784</b>	<b>784</b>	<b>784</b>	<b>784</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>784</b>	<b>789</b>	<b>789</b>	<b>789</b>	<b>789</b>	<b>789</b>





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# Legislative Oversight

## 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 FY16 Operating Budget for the Office of Legislative Oversight is \$1,479,274, an increase of \$43,771 or 3.0 percent from the FY15 Approved Budget of \$1,435,503. Personnel Costs comprise 98.3 percent of the budget for 11 full-time positions, 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 1.7 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

❖ ***A Responsive, Accountable County Government***

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***OLO's youth and work report provided an inventory of all Montgomery County Government and Montgomery College workforce development programs serving disconnected (unemployed and out of school) youth in the County.***
- ❖ ***OLO's report, Performance of Montgomery County Public Schools' High Schools, described changes in student demographics and student achievement among high-poverty and low-poverty high schools and provided an update on the school systems progress in narrowing the achievement gap over the past four years.***
- ❖ ***OLO developed the Interactive Fiscal Plan, an online tool that allows users to better understand the relationship among budget elements and to explore alternative approaches to balancing the budget.***
- ❖ ***OLO's report on streamlining the development process presented data about approval completion times by phase and cycle for preliminary plans, site plans and record plats; a summary of past and current streamlining efforts and a review of the metrics and approaches surrounding jurisdictions use to manage their approval processes.***
- ❖ ***Productivity Improvements***
  - ***As a result of an OLO report's recommendations on how to improve coordination between the County Department of Transportation and local utilities, the County Government and the Washington Suburban Sanitary Commission developed a new system to track and coordinate construction work in County rights-of-way.***

## PROGRAM CONTACTS

Contact Chris Cihlar of the Office of Legislative Oversight at 240.777.7987 or Crystal B. Sallee of the Office of Management and Budget at 240.777.2778 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, audits, and other special studies in accordance with a Council-approved work program. OLO studies the effectiveness of legislation enacted by the Council and makes findings and recommendations concerning the performance, management, and operation of programs and functions for which funds are approved or appropriated by the Council. OLO is also the designated administrator for the Council's audit contracts, as required under Section 315 of the County Charter.

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	948,399	1,073,102	1,079,125	1,088,001	1.4%
Employee Benefits	330,293	336,199	353,884	366,163	8.9%
<b>County General Fund Personnel Costs</b>	<b>1,278,692</b>	<b>1,409,301</b>	<b>1,433,009</b>	<b>1,454,164</b>	<b>3.2%</b>
Operating Expenses	19,767	26,202	26,081	25,110	-4.2%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>1,298,459</b>	<b>1,435,503</b>	<b>1,459,090</b>	<b>1,479,274</b>	<b>3.0%</b>
<b>PERSONNEL</b>					
Full-Time	11	11	11	11	—
Part-Time	0	0	0	0	—
FTEs	11.00	11.00	11.00	11.00	—

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>1,435,503</b>	<b>11.00</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment	46,692	0.00
Technical Adj: Mid-Year Change - Position reclassification	20,244	0.00
Increase Cost: Retirement Adjustment	9,122	0.00
Increase Cost: Group Insurance Adjustment	3,201	0.00
Decrease Cost: Printing and Mail	-1,092	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-34,396	0.00
<b>FY16 RECOMMENDED:</b>	<b>1,479,274</b>	<b>11.00</b>

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(\$000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>1,479</b>	<b>1,479</b>	<b>1,479</b>	<b>1,479</b>	<b>1,479</b>	<b>1,479</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>1,479</b>	<b>1,488</b>	<b>1,488</b>	<b>1,488</b>	<b>1,488</b>	<b>1,488</b>

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# Merit System Protection Board

## 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 FY16 Operating Budget for the Merit System Protection Board is \$161,605, an increase of \$3,308 or 2.1 percent from the FY15 Approved Budget of \$158,297. Personnel Costs comprise 90.4 percent of the budget for no full-time positions and two part-time positions, and a total of one FTE. 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 9.6 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

❖ ***A Responsive, Accountable County Government***

## PROGRAM CONTACTS

Contact Natasha Harris of the Merit System Protection Board at 240.777.6620 or Crystal B. Sallee of the Office of Management and Budget at 240.777.2778 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 the employee. Personnel Management Oversight includes investigations, audits, or special studies of all aspects of the merit system. The Board publishes an annual report and convenes an annual public forum on personnel management issues.

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	112,806	108,776	88,212	111,272	2.3%
Employee Benefits	29,014	34,013	24,406	34,825	2.4%
<b>County General Fund Personnel Costs</b>	<b>141,820</b>	<b>142,789</b>	<b>112,618</b>	<b>146,097</b>	<b>2.3%</b>
Operating Expenses	14,412	15,508	42,136	15,508	—
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>156,232</b>	<b>158,297</b>	<b>154,754</b>	<b>161,605</b>	<b>2.1%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	2	2	2	2	—
FTEs	1.00	1.00	1.00	1.00	—

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>158,297</b>	<b>1.00</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	2,990	0.00
Increase Cost: Group Insurance Adjustment	582	0.00
Increase Cost: FY16 Stipend Increase for Board Members	200	0.00
Increase Cost: Annualization of FY15 Stipend Increase for Board Members	116	0.00
Decrease Cost: Retirement Adjustment	-218	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-362	0.00
<b>FY16 RECOMMENDED:</b>	<b>161,605</b>	<b>1.00</b>

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(\$000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>162</b>	<b>162</b>	<b>162</b>	<b>162</b>	<b>162</b>	<b>162</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>162</b>	<b>162</b>	<b>162</b>	<b>162</b>	<b>162</b>	<b>162</b>

# Zoning and Administrative Hearings

## MISSION STATEMENT

The mission of the Office of Zoning and Administrative Hearings is to conduct due process hearings in land use and other administrative matters in a manner that protects the rights of the participants, provides a complete record in each case, results in a thorough and balanced report or decision and serves the public interest.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Office of Zoning and Administrative Hearings is \$624,000, an increase of \$36,585 or 6.2 percent from the FY15 Approved Budget of \$587,415. Personnel Costs comprise 87.8 percent of the budget for three full-time positions and one part-time position, and a total of 3.75 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 12.2 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

❖ **A Responsive, Accountable County Government**

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Program Measures</b>					
Average time from filing a case until the first hearing date is scheduled (months) <sup>1</sup>	4.5	4.5	4.0	4.0	4.0
Number of Hearing Examiner decisions overturned on appeal	0	0	0	0	0
Percentage of all legal deadlines and requirements met	100	100	100	100	100
Percentage of Hearing Examiner recommendations accepted by County Council, the Human Rights Commission and the CCOC, and the percentage of Hearing Examiner decisions upheld by the Board of Appeals <sup>2</sup>	100	100	100	100	100
Total cases completed <sup>3</sup>	52	28	28	28	28

<sup>1</sup> One outlier case was excluded from the average because its hearing was long delayed by the applicant's request. The timing of hearings in rezoning and conditional use cases will continue to be dictated by applicants' continuance requests and by the time needed by M-NCPPC Technical Staff and the Planning Board to complete their reviews.

<sup>2</sup> The District Council accepted the hearing examiners' recommendations in the four cases in which hearing examiner reports and recommendations were submitted in FY 2014. The Board of Appeals accepted the hearing examiners' recommendations in all of the special exceptions it decided in FY 2014.

<sup>3</sup> The decline in the number of cases completed in FY14 does not accurately reflect OZAH's FY14 workload. OZAH processed some very time-consuming matters in FY14, including DPA 13-02, which required 8 days of hearings, and S-2863, in which 37 days of hearings were held.

## ACCOMPLISHMENTS AND INITIATIVES

❖ **OZAH actively participated in the project to re-write the County's Zoning Ordinance and the project to streamline the process for handling zoning and permitting applications. Since the new Zoning Ordinance was adopted, effective October 30, 2014, OZAH has begun to accept all new conditional use applications, in addition to its continuing function to accept all other land use applications. To ensure full compliance with practices modified by the new Zoning Ordinance, OZAH completely rewrote its Rules of Procedure, and those new Rules were adopted by the Council in Resolution Nos. 17-1210 and 17-1249. OZAH also produced a new fee schedule for rezonings, development plan amendments, floating zone plan amendments and conditional use applications, which was approved by the Council in Resolution No.17-1168. To assist the public in applying the new Zoning Ordinance, OZAH published checklists and new forms on its website applicable to filing of rezonings, development plan amendments, floating zone plan amendments and conditional use applications.**

## PROGRAM CONTACTS

Contact Martin Grossman of the Office of Zoning and Administrative Hearings at 240.777.6667 or Crystal B. Sallee of the Office of Management and Budget at 240.777.2778 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 special exception and conditional use cases; schedules and conducts referral hearings from other departments, such as the Commission on Human Rights and the Commission on Common Ownership Communities; adjudicates objections from findings of the Department of Housing and Community Affairs regarding accessory apartment applications; maintains administrative records for public inspection; collects zoning application fees; responds to public inquiries on zoning, special exception 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 FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	389,628	411,359	415,787	444,146	8.0%
Employee Benefits	94,766	99,642	94,439	103,738	4.1%
<b>County General Fund Personnel Costs</b>	<b>484,394</b>	<b>511,001</b>	<b>510,226</b>	<b>547,884</b>	<b>7.2%</b>
Operating Expenses	59,490	76,414	76,415	76,116	-0.4%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>543,884</b>	<b>587,415</b>	<b>586,641</b>	<b>624,000</b>	<b>6.2%</b>
<b>PERSONNEL</b>					
Full-Time	3	3	3	3	—
Part-Time	1	1	1	1	—
FTEs	3.75	3.75	3.75	3.75	—
<b>REVENUES</b>					
Zoning Fees	54,032	65,000	65,000	65,000	—
Other Charges/Fees	-2,750	0	0	0	—
<b>County General Fund Revenues</b>	<b>51,282</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>	—

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>587,415</b>	<b>3.75</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment	21,797	0.00
Increase Cost: Hearing Examiners' Salary Increase	21,036	0.00
Increase Cost: Group Insurance Adjustment	1,164	0.00
Decrease Cost: Printing and Mail	-298	0.00
Decrease Cost: Retirement Adjustment	-673	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-6,441	0.00
<b>FY16 RECOMMENDED:</b>	<b>624,000</b>	<b>3.75</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.			(S000's)		
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>624</b>	<b>624</b>	<b>624</b>	<b>624</b>	<b>624</b>	<b>624</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>624</b>	<b>629</b>	<b>629</b>	<b>629</b>	<b>629</b>	<b>629</b>





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# Circuit Court

## 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 and child support cases in accordance with the Constitution while administering justice in an honest, fair, and efficient manner.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Circuit Court is \$14,020,516, an increase of \$41,424 or 0.3 percent from the FY15 Approved Budget of \$13,979,092. Personnel Costs comprise 80.1 percent of the budget for 112 full-time positions and four part-time positions, and a total of 114.00 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 19.9 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***Vital Living for All of Our Residents***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***In FY14, Montgomery County Circuit Court processed 36,041 filings and 36,301 terminations, 646 more terminations than in FY13, resulting in a clearance rate of 101%.***
- ❖ ***The Court met or exceeded case processing performance standards set by the Maryland Judiciary in FY14 for Family-Limited Divorce cases and Termination of Parental Rights cases.***
- ❖ ***In FY14, the Court improved its case processing performance in Civil cases (95% to 97%), Child in Need of Assistance Shelter cases (72% to 81%), and Child in Need of Assistance Non-Shelter cases (66% to 89%).***
- ❖ ***The Court opened the South Tower on April 28, 2014, adding 10 courtrooms, 8 hearings rooms, and office space for the Family Division, the Family Law Self-Help Center, and the Juvenile Division.***
- ❖ ***For the first six months of FY15, the Court processed 15,796 filings and 16,258 terminations, respectively. The annual filings and terminations for FY15 (compared to FY14) are estimated to increase by 8% reaching 39,062 filings and 39,348 terminations.***
- ❖ ***The Court annually updates its web-based performance dashboard that displays 10 nationally-recognized trial court performance measures (CourTools) developed by the National Center for State Courts. In FY15, the Court presented data in support of the court employee satisfaction measure, which highlights results from the Court's first annual survey of court employees. More information can be found at: <http://www.montgomerycountymd.gov/circuitcourt/court/publications/publications.html>.***
- ❖ ***The Adult Drug Court commemorated its 10th Anniversary on November 12, 2014. Since the program's inception, 148 participants have graduated.***

- ❖ *During the first half of FY15, the Court opened a newly-renovated Jury Lounge, now located on the second floor of the North Tower. Other projects currently underway include construction of the Child Waiting Area in the South Tower and, in the North Tower, renovations to the Clerk of the Court's office and the office space for the retired judges. These projects are expected to be completed before the end of the fiscal year.*
- ❖ *The Court will be performing more detailed analyses of its Juvenile Delinquency cases and reviewing select cases where an extraordinary cause postponement was granted to determine if efficiencies are to be gained in case processing.*
- ❖ *The U.S. Census estimates that by 2040 one in five of the county's residents will be 65 years or older (compared to one in ten in 2000). To meet the anticipated needs of this segment of the county's population, the Court anticipates the continuation of its Adult Guardianship Grant program. This program is designed to help guardians successfully fulfill their responsibilities.*
- ❖ *The Adult Drug Court will continue to support the mission of eliminating drug abuse, crime, the consequences of crime, thereby increasing public safety by leveraging new initiatives in the areas of education and life skills. The GED program will be improved to include supportive services and partnerships will be forged with the local business community to provide career-based employment opportunities for qualified participants.*
- ❖ *The Maryland Electronic Courts (MDEC) case management and electronic filing system was deployed in Fall 2014. The Court will continue to analyze the technical challenges associated with integrating this eventual statewide case management system with the functionality of its own case management system as well as its differentiated case management policies.*
- ❖ *Based on the information obtained from its first employee satisfaction survey, the Court will define and implement several administrative initiatives related to employee development and the management of court operations. The initiatives will further develop the skills of court personnel in an effort to improve upon the quality service currently delivered to internal and external customers. Gains in operational efficiency are anticipated to occur without hindering the Court's ability to administer justice in an honest and fair manner.*
- ❖ **Productivity Improvements**
  - *Updated policies and practices related to the Family Differentiated Case Management (DCM) plan. The existing Family DCM plan will be modified to allow for specified cases to be assigned to an individual Circuit Court Judge and Family Division Support Team for the totality of the litigation process, in essence One Family, One Judge. The approach was recognized by the National Council of Juvenile and Family Court Judges as one of the key elements to provide expedited and coordinated resolutions for cases involving children, youth and families. It is anticipated that any stress created when families are shuttled between different departments and courtrooms to resolve a variety of issues will be reduced with this approach. In addition, case progression is anticipated to be more efficient since the assigned judge will already be familiar with the family's general situation.*
  - *The Court's Jury Office will transition from a two-step to a one-step process in jury selection; join a statewide jury management system; install kiosks to streamline the juror check-in process; and convert to cash payment for jury service.*
  - *The Court is undertaking several initiatives aimed at improving services to self-represented litigants who visit the Court for assistance. One initiative focuses on examining the front and back-office processes in the Family Law self-Help Center to address increased demand and evaluate service delivery. Another project is to increase the type of information collected from the client intake form to better inform the Court's understanding of the quality of service delivery.*
  - *The Court has automated the process of collecting and analyzing the 'To Be Assigned' docket. Overall, the percentage of 'To Be Assigned' cases reached between April 2011 and June 2014 is 98%. This analysis enables the Court to better manage its workload through more efficient scheduling and better management of resources.*

## **PROGRAM CONTACTS**

Contact Judy Rupp of the Circuit Court at 240.777.9103 or Elyse Greenwald of the Office of Management and Budget at 240.777.2768 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### 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.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
<b>Case Filings (includes re-opened cases)</b>					
Criminal (including District Court appeals)	6,380	6,160	6,799	6,866	6,935
Civil (including Registrar of Wills, District Court appeals)	12,280	12,515	13,921	14,059	14,197
Domestic Relations	14,596	14,607	15,435	15,623	15,812
Juvenile (including Delinquency, CINA, and TPR)	3,573	2,759	2,907	2,697	2,485
<b>TOTAL Case Filings</b>	<b>36,829</b>	<b>36,041</b>	<b>39,062</b>	<b>39,245</b>	<b>39,429</b>
<b>Case Terminations (includes re-opened cases)</b>					
Criminal	6,444	6,176	6,803	6,869	6,936
Civil	11,036	12,765	14,009	14,158	14,305
Domestic Relations	14,428	14,477	15,474	15,679	15,883
Juvenile	3,747	2,883	3,062	2,878	2,694
<b>TOTAL Case Terminations</b>	<b>35,655</b>	<b>36,301</b>	<b>39,348</b>	<b>39,584</b>	<b>39,818</b>
<b>Case Clearance Rate (includes re-opened cases)</b>					
Criminal	101%	100%	100%	100%	100%
Civil	90%	102%	101%	101%	101%
Domestic Relations	99%	99%	100%	100%	100%
Juvenile	105%	104%	105%	107%	108%
<b>OVERALL Case Clearance Rate</b>	<b>97%</b>	<b>101%</b>	<b>101%</b>	<b>101%</b>	<b>101%</b>
<b>Total Trials</b>	<b>1,586</b>	<b>1,558</b>	<b>1,627</b>	<b>1,675</b>	<b>1,722</b>

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,248,990</b>	<b>10.28</b>
Decrease Cost: Office Supplies	-3,609	0.00
Reduce: Mediation Services	-3,900	0.00
Reduce: Supervised Visitation Center for the non-custodial parent	-11,200	0.00
Reduce: Arbitration Services	-12,250	0.00
Decrease Cost: Furniture and facilities-related items	-23,543	0.00
Decrease Cost: Rental and Maintenance/Technical Services & Technology Equipment	-30,862	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.	58,664	-0.08
<b>FY16 CE Recommended</b>	<b>3,222,290</b>	<b>10.20</b>

### Adjudication

Adjudication encompasses support staff for the Judiciary and DCM. Conceptually, this division monitors case assignment (criminal, civil, and family cases), provides expedited case disposition for incarcerated offenders, and provides judicial supervision consistent with the complexity of each case filed. Adjudication and DCM improves the efficiency of case processing and reduces 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,277,559</b>	<b>32.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	85,118	-2.00
<b>FY16 CE Recommended</b>	<b>3,362,677</b>	<b>30.00</b>

## 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 hearing. 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>794,938</b>	<b>7.00</b>
Decrease Cost: Lapse one Domestic Relations Master to reflect current workload	-173,419	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	20,931	0.00
<b>FY16 CE Recommended</b>	<b>642,450</b>	<b>7.00</b>

## Case Assignment

The Assignment Office schedules and maintains all hearings, trials, and motion dates as well as special event dates for Judges and Family Magistrates of the Court, and ensures that these events are scheduled in accordance with the Court's Differentiated Case Management plans. The Assignment Office maintains all scheduling information related to criminal indictments and informations; criminal jury demands and appeals; civil, juvenile, and family trial assignments; civil, family, and juvenile motions; and bench warrants. The Assignment Office also manages all courtroom information sheets, locates all files for assigned calendars, reviews each file, and delivers files to various court hearing rooms.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,277,137</b>	<b>14.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	62,462	1.00
<b>FY16 CE Recommended</b>	<b>1,339,599</b>	<b>15.00</b>

## 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>744,347</b>	<b>4.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	18,000	0.00
<b>FY16 CE Recommended</b>	<b>762,347</b>	<b>4.00</b>

## Family Division Services

This program provides a variety of services for children and families, most of them funded by the Family Law Grant. Services include case managers that provide day-to-day management of cases between Family Magistrates, judges, counsel, and litigants; custody mediation involving litigants in an effort to obtain a settlement of custody issues prior to litigation; the Family Law Self Help Center (formerly the Pro Se Project) 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 (formerly guardian ad litem) 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 Juvenile Division is also a part of Family Division Services and is responsible for oversight of delinquency petitions, CINA petitions, 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>709,701</b>	<b>8.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	28,716	1.00
<b>FY16 CE Recommended</b>	<b>738,417</b>	<b>9.00</b>

## Technical Services

Technical Services manages the central recording location that electronically records all courtroom and hearing room proceedings for the Circuit Court. 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>901,917</b>	<b>10.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	31,409	0.00
<b>FY16 CE Recommended</b>	<b>933,326</b>	<b>10.00</b>

## 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 on-line 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>436,937</b>	<b>3.00</b>
Decrease Cost: Funding for Library Books for Circuit Court's Law Library	-9,600	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	9,649	0.00
<b>FY16 CE Recommended</b>	<b>436,986</b>	<b>3.00</b>

## 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 for guardianships of the person of a disabled person. The Trust Clerk examines the Annual Fiduciary Reports filed and prepares the Report of Trust Clerk for the Court.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>191,531</b>	<b>2.50</b>
Decrease Cost: Lapse one Data Preparation Operator to reflect current workload	-30,187	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.	5,959	0.00
<b>FY16 CE Recommended</b>	<b>167,303</b>	<b>2.50</b>

## Grants

The Family Law Grant is funded by the State 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 Researchers assigned to the Administration Program. These individuals provide research, analysis, statistical support, and related reports on County and judiciary-wide research projects.

The Montgomery County Adult Office of Problem Solving grant is funded by the State. 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 Rule of Law Grant is designed to improve the capacity of international legal institutions to implement reform. This initiative has been instrumental in the development of educational programs for bar associations, judges, lawyers, administrators, and - more recently - the executive and legislative branches of government. It has promoted the adoption of alternative dispute resolution methods, provided instruction in the use of technology, and trained legal professionals to effectively implement reforms to bring justice to citizens and help ensure a more democratic society.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,396,035</b>	<b>23.23</b>
Increase Cost: Grant Fund Adjustments	19,086	0.07
<b>FY16 CE Recommended</b>	<b>2,415,121</b>	<b>23.30</b>

## BUDGET SUMMARY

	<b>Actual FY14</b>	<b>Budget FY15</b>	<b>Estimated FY15</b>	<b>Recommended FY16</b>	<b>% Chg Bud/Rec</b>
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	5,755,943	6,616,302	6,242,751	6,644,553	0.4%
Employee Benefits	2,280,610	2,284,932	2,344,764	2,382,017	4.2%
<b>County General Fund Personnel Costs</b>	<b>8,036,553</b>	<b>8,901,234</b>	<b>8,587,515</b>	<b>9,026,570</b>	<b>1.4%</b>
Operating Expenses	2,412,273	2,681,823	2,681,822	2,578,825	-3.8%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>10,448,826</b>	<b>11,583,057</b>	<b>11,269,337</b>	<b>11,605,395</b>	<b>0.2%</b>
<b>PERSONNEL</b>					
Full-Time	90	89	89	89	—
Part-Time	5	3	3	3	—
FTEs	91.05	90.78	90.78	90.70	-0.1%
<b>REVENUES</b>					
Magistrates	214,348	168,912	170,660	170,660	1.0%
Miscellaneous Revenues	55,235	0	0	0	—
State Interpreter Fee Reimbursement	291,122	314,709	314,709	314,709	—
State Jury Fee Reimbursement	377,710	404,245	404,245	404,245	—
<b>County General Fund Revenues</b>	<b>938,415</b>	<b>887,866</b>	<b>889,614</b>	<b>889,614</b>	<b>0.2%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,559,289	1,660,475	1,660,475	1,618,794	-2.5%
Employee Benefits	533,144	558,507	558,507	579,757	3.8%
<b>Grant Fund MCG Personnel Costs</b>	<b>2,092,433</b>	<b>2,218,982</b>	<b>2,218,982</b>	<b>2,198,551</b>	<b>-0.9%</b>
Operating Expenses	149,595	177,053	177,053	216,570	22.3%
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>2,242,028</b>	<b>2,396,035</b>	<b>2,396,035</b>	<b>2,415,121</b>	<b>0.8%</b>
<b>PERSONNEL</b>					
Full-Time	22	23	23	23	—
Part-Time	4	1	1	1	—
FTEs	26.45	23.23	23.23	23.30	0.3%
<b>REVENUES</b>					
State Grants	2,128,161	2,396,035	2,396,035	2,415,121	0.8%
<b>Grant Fund MCG Revenues</b>	<b>2,128,161</b>	<b>2,396,035</b>	<b>2,396,035</b>	<b>2,415,121</b>	<b>0.8%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>12,690,854</b>	<b>13,979,092</b>	<b>13,665,372</b>	<b>14,020,516</b>	<b>0.3%</b>
<b>Total Full-Time Positions</b>	<b>112</b>	<b>112</b>	<b>112</b>	<b>112</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>9</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>—</b>
<b>Total FTEs</b>	<b>117.50</b>	<b>114.01</b>	<b>114.01</b>	<b>114.00</b>	<b>0.0%</b>
<b>Total Revenues</b>	<b>3,066,576</b>	<b>3,283,901</b>	<b>3,285,649</b>	<b>3,304,735</b>	<b>0.6%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>11,583,057</b>	<b>90.78</b>
<b><u>Changes (with service impacts)</u></b>		
Reduce: Mediation Services [Administration]	-3,900	0.00
Reduce: Supervised Visitation Center for the non-custodial parent [Administration]	-11,200	0.00
Reduce: Arbitration Services [Administration]	-12,250	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	362,229	0.00
Increase Cost: Retirement Adjustment	46,911	0.00
Increase Cost: Group Insurance Adjustment	26,830	0.00
Increase Cost: CourtSmart Maintenance Support/Services	1,987	0.00
Decrease Cost: Motor Pool Rate Adjustment	-1,188	0.00
Decrease Cost: Office Supplies [Administration]	-3,609	0.00
Decrease Cost: Printing and Mail	-8,833	0.00
Decrease Cost: Funding for Library Books for Circuit Court's Law Library [Law Library]	-9,600	0.00
Decrease Cost: Furniture and facilities-related items [Administration]	-23,543	0.00
Decrease Cost: Lapse one Data Preparation Operator to reflect current workload [Trust and Guardianships]	-30,187	0.00
Decrease Cost: Rental and Maintenance/Technical Services & Technology Equipment [Administration]	-30,862	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-107,028	-0.08
Decrease Cost: Lapse one Domestic Relations Master to reflect current workload [Family Magistrates]	-173,419	0.00
<b>FY16 RECOMMENDED:</b>	<b>11,605,395</b>	<b>90.70</b>
<b>GRANT FUND MCG</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>2,396,035</b>	<b>23.23</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Grant Fund Adjustments [Grants]	19,086	0.07
<b>FY16 RECOMMENDED:</b>	<b>2,415,121</b>	<b>23.30</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Administration	3,248,990	10.28	3,222,290	10.20
Adjudication	3,277,559	32.00	3,362,677	30.00
Family Magistrates	794,938	7.00	642,450	7.00
Case Assignment	1,277,137	14.00	1,339,599	15.00
Jury	744,347	4.00	762,347	4.00
Family Division Services	709,701	8.00	738,417	9.00
Technical Services	901,917	10.00	933,326	10.00
Law Library	436,937	3.00	436,986	3.00
Trust and Guardianships	191,531	2.50	167,303	2.50
Grants	2,396,035	23.23	2,415,121	23.30
<b>Total</b>	<b>13,979,092</b>	<b>114.01</b>	<b>14,020,516</b>	<b>114.00</b>



## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(S000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>11,605</b>	<b>11,605</b>	<b>11,605</b>	<b>11,605</b>	<b>11,605</b>	<b>11,605</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>86</b>	<b>86</b>	<b>86</b>	<b>86</b>	<b>86</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>11,605</b>	<b>11,691</b>	<b>11,691</b>	<b>11,691</b>	<b>11,691</b>	<b>11,691</b>

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# State's Attorney

## MISSION STATEMENT

The State's Attorney is a constitutionally created independent agency. The mission of the Office of the State's Attorney 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 with regard to criminal justice issues; provide training to lawyers for future service; address inequality and promote fairness in the criminal justice system; ensure access to the criminal justice system; promote professional relations with judges and attorneys; and further the efficient use of criminal justice resources.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Office of the State's Attorney is \$15,748,153, an increase of \$739,904 or 4.9 percent from the FY15 Approved Budget of \$15,008,249. Personnel Costs comprise 94.9 percent of the budget for 131 full-time positions and 12 part-time positions, and a total of 138.86 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 5.1 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***Safe Streets and Secure Neighborhoods***

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***In FY15, the State's Attorney created the Crimes Against Seniors and Vulnerable Adults Unit (CASVA) to aggressively prosecute crimes where these targeted populations are victims. The unit is comprised of experienced Assistant State's Attorneys and investigative staff who handle cases of physical neglect and abuse as well as financial exploitation.***
- ❖ ***In September 2014 the State's Attorney's Office, along with the Montgomery County Police, Montgomery County Sheriff's Office, and Charles County Sheriff's Office, received the Anti-Defamation League Shield Award for its investigation and prosecution of local members of the Moorish Nation, part of the sovereign citizen movement. Charges included Theft over \$100,000, First Degree Burglary and Conspiracy.***
- ❖ ***The State's Attorney's Office continues to recruit undergraduate and law school students as volunteers. The interns screen District Court criminal cases, assist in case preparation, contact witnesses and gather evidence. During the Spring 2013, semester volunteers donated 9,000 hours of service to the office. In the Summer and Fall semesters of 2014, volunteers donated 25,200 hours of service to the State's Attorney's Office. This equates to over 12 FTEs of donated service hours.***
- ❖ ***In FY16, enhance Truancy Court from 10 middle schools to 15 by using an additional Program Coordinator and increasing the number of volunteer mentors.***
- ❖ ***In FY16, hire three full time Assistant State's Attorneys and contract attorneys to handle District Court commissioner initial appearance hearings as a result of the DeWolfe v. Richmond court decision.***

## PROGRAM CONTACTS

Contact Lisa Russo of the Office of the State's Attorney at 240.777.7407 or Elyse Greenwald of the Office of Management and Budget at 240.777.2768 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### ***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 felony, drug distribution, gang crimes, internet crimes, and environmental cases. The Family Violence Unit prosecutes crimes of domestic violence, child abuse, and elder abuse. Prosecutors in this unit have specialized training to attack these difficult and often devastating crimes. In addition, appeals and demands for jury trials in District Court cases are litigated in the Circuit Court.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>6,684,303</b>	<b>51.45</b>
Increase Cost: Staff the Central Processing Unit	309,601	3.00
Increase Cost: Annualization of Salary Plan	112,910	0.00
Decrease Cost: Turnover savings	-57,557	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.	516,957	3.54
<b>FY16 CE Recommended</b>	<b>7,566,214</b>	<b>57.99</b>

### **District Court Screening**

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 reduce to writing an agreement by which all sides will abide.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>388,208</b>	<b>4.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	228,529	2.50
<b>FY16 CE Recommended</b>	<b>616,737</b>	<b>7.00</b>

### **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 Office of the State's Attorney. 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,308,422</b>	<b>13.10</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	213,059	1.50
<b>FY16 CE Recommended</b>	<b>1,521,481</b>	<b>14.60</b>

### **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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>358,330</b>	<b>4.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	21,032	0.00
<b>FY16 CE Recommended</b>	<b>379,362</b>	<b>4.00</b>

### **Special Prosecutions Division**

The Special Prosecutions Division program investigates allegations of complex financial crimes such as real estate and other business investment fraud schemes for which the Department of Police is unable to provide investigative resources. The program

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 provides guidance to police officers and investigators from other agencies in situations where financial crimes may be suspected.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>719,609</b>	<b>7.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-289,100	-2.00
<b>FY16 CE Recommended</b>	<b>430,509</b>	<b>5.00</b>

## **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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,175,504</b>	<b>9.00</b>
Enhance: Truancy Court from 10 to 15 middle schools using a contract Program Coordinator	57,000	0.00
Increase Cost: Westlaw contract annual price adjustment	5,340	0.00
Increase Cost: Justware licenses	918	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.	-47,628	0.25
<b>FY16 CE Recommended</b>	<b>1,191,134</b>	<b>9.25</b>

## **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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>983,477</b>	<b>7.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-100,509	-1.00
<b>FY16 CE Recommended</b>	<b>882,968</b>	<b>6.00</b>

## **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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,390,396</b>	<b>39.55</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-230,647	-4.53
<b>FY16 CE Recommended</b>	<b>3,159,749</b>	<b>35.02</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	9,962,203	10,834,857	10,553,552	11,203,903	3.4%
Employee Benefits	3,234,391	3,377,834	3,315,750	3,615,108	7.0%
<b>County General Fund Personnel Costs</b>	<b>13,196,594</b>	<b>14,212,691</b>	<b>13,869,302</b>	<b>14,819,011</b>	<b>4.3%</b>
Operating Expenses	880,415	678,088	960,875	807,842	19.1%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>14,077,009</b>	<b>14,890,779</b>	<b>14,830,177</b>	<b>15,626,853</b>	<b>4.9%</b>
<b>PERSONNEL</b>					
Full-Time	114	116	116	129	11.2%
Part-Time	11	12	12	11	-8.3%
FTEs	130.60	134.38	134.38	137.68	2.5%
<b>REVENUES</b>					
Discovery Materials	29,825	30,000	30,000	30,000	—
Other Charges/Fees	6,730	13,000	13,000	7,000	-46.2%
<b>County General Fund Revenues</b>	<b>36,555</b>	<b>43,000</b>	<b>43,000</b>	<b>37,000</b>	<b>-14.0%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	99,627	91,209	91,209	100,574	10.3%
Employee Benefits	21,162	26,261	26,261	20,726	-21.1%
<b>Grant Fund MCG Personnel Costs</b>	<b>120,789</b>	<b>117,470</b>	<b>117,470</b>	<b>121,300</b>	<b>3.3%</b>
Operating Expenses	31,779	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>152,568</b>	<b>117,470</b>	<b>117,470</b>	<b>121,300</b>	<b>3.3%</b>
<b>PERSONNEL</b>					
Full-Time	2	2	2	2	—
Part-Time	1	1	1	1	—
FTEs	1.50	1.22	1.22	1.18	-3.3%
<b>REVENUES</b>					
Federal Grants	57,535	60,000	60,000	60,000	—
State Grants	49,535	57,470	57,470	61,300	6.7%
<b>Grant Fund MCG Revenues</b>	<b>107,070</b>	<b>117,470</b>	<b>117,470</b>	<b>121,300</b>	<b>3.3%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>14,229,577</b>	<b>15,008,249</b>	<b>14,947,647</b>	<b>15,748,153</b>	<b>4.9%</b>
<b>Total Full-Time Positions</b>	<b>116</b>	<b>118</b>	<b>118</b>	<b>131</b>	<b>11.0%</b>
<b>Total Part-Time Positions</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>12</b>	<b>-7.7%</b>
<b>Total FTEs</b>	<b>132.10</b>	<b>135.60</b>	<b>135.60</b>	<b>138.86</b>	<b>2.4%</b>
<b>Total Revenues</b>	<b>143,625</b>	<b>160,470</b>	<b>160,470</b>	<b>158,300</b>	<b>-1.4%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>14,890,779</b>	<b>134.38</b>
<b>Changes (with service impacts)</b>		
Enhance: Truancy Court from 10 to 15 middle schools using a contract Program Coordinator [Prosecution Management]	57,000	0.00
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment	600,883	0.00
Increase Cost: Staff the Central Processing Unit [Circuit Court Prosecution]	309,601	3.00
Increase Cost: Annualization of Salary Plan [Circuit Court Prosecution]	112,910	0.00
Increase Cost: Retirement Adjustment	51,023	0.00
Increase Cost: Group Insurance Adjustment	39,221	0.00
Increase Cost: Westlaw contract annual price adjustment [Prosecution Management]	5,340	0.00
Increase Cost: Justware licenses [Prosecution Management]	918	0.00
Decrease Cost: Motor Pool Rate Adjustment	-7,672	0.00
Decrease Cost: Printing and Mail	-11,512	0.00
Decrease Cost: Turnover savings [Circuit Court Prosecution]	-57,557	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-364,081	0.30

	Expenditures	FTEs
<b>FY16 RECOMMENDED:</b>	<b>15,626,853</b>	<b>137.68</b>
<b>GRANT FUND MCG</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>117,470</b>	<b>1.22</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Grant Awards for Drug Court and Gun Violence Reduction Grant	3,830	-0.04
<b>FY16 RECOMMENDED:</b>	<b>121,300</b>	<b>1.18</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Circuit Court Prosecution	6,684,303	51.45	7,566,214	57.99
District Court Screening	388,208	4.50	616,737	7.00
Juvenile Court Prosecution	1,308,422	13.10	1,521,481	14.60
Victim/Witness Court Assistance	358,330	4.00	379,362	4.00
Special Prosecutions Division	719,609	7.00	430,509	5.00
Prosecution Management	1,175,504	9.00	1,191,134	9.25
Administration	983,477	7.00	882,968	6.00
District Court Prosecution	3,390,396	39.55	3,159,749	35.02
<b>Total</b>	<b>15,008,249</b>	<b>135.60</b>	<b>15,748,154</b>	<b>138.86</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Police	County General Fund	108,227	0.50	108,816	0.50

## FUTURE FISCAL IMPACTS

Title	CE REC.	(\$000's)				
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>15,627</b>	<b>15,627</b>	<b>15,627</b>	<b>15,627</b>	<b>15,627</b>	<b>15,627</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>149</b>	<b>149</b>	<b>149</b>	<b>149</b>	<b>149</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>15,627</b>	<b>15,775</b>	<b>15,775</b>	<b>15,775</b>	<b>15,775</b>	<b>15,775</b>

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# County Executive

## MISSION STATEMENT

The Office of the County Executive provides political 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 FY16 Operating Budget for the Office of the County Executive is \$5,204,117, an increase of \$145,905 or 2.9 percent from the FY15 Approved Budget of \$5,058,212. Personnel Costs comprise 89.6 percent of the budget for 32 full-time positions and five part-time positions, and a total of 32.60 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 10.4 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULTS AREAS

The Office of the County Executive supports and also enforces all eight of the County Results Areas.

## PERFORMANCE MEASURES

The primary focus of the Office of the County Executive is to provide policy direction, reinforce accountability, and ensure the achievement of results for our residents. In support of these objectives, this office primarily uses the following tools to measure the effectiveness of the policy directions provided to County departments:

1. Departmental performance plans, headline performance measures and program performance measures that are reviewed and monitored on a routine basis;
2. A "Dashboard" reporting system on departments' headline performance measures and program performance measures that monitors and reports to the public, in real time, the County's successes and challenges; and
3. High level indicators of County performance and quality of life, that serve as a barometer of County performance benchmarked against a regional and national grouping of comparable jurisdictions.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Facilitated the creation of the open data prioritization process. This included organizing open data town halls and other outreach events. The result was a precedent-setting, prioritized pipeline of datasets. This process has been recognized by the Sunlight Foundation as "near perfect" and by the National Association of Counties with an achievement award.***
- ❖ ***The Innovation Program was recognized by the White House and the U.S. Chief Technology Officer for achievements in cyber physical systems and remote health sensing technology. The Program established the Safe Community Alert (SCALE) system as part of the Smart America Challenge organized by the White House Presidential Innovation Fellows and the National Institutes of Standards and Technology.***
- ❖ ***Launched a significant entrepreneurship and workforce development initiative involving the food industry. The kitchen incubator project is currently in the site selection phase and expects to move forward in 2015.***
- ❖ ***Hosted Innovation Week in March 2014. Innovation Week was an event packed full of workshops for County managers on topics ranging from open data to 3-D printing. These workshops focused on getting our Management Leadership Service up-to-speed on trends that will change the way we govern for years to come.***
- ❖ ***Productivity Improvements***



- **CountyStat implemented a new web-based data and supporting narrative intake system that streamlines two competing and often time-consuming processes.**
- **CountyStat will retire current online performance dashboard and replace it with the Socrata "Open Performance" system. This new presentation layer brings Montgomery County's performance data display in line with the new dataMontgomery, budgetMontgomery, spendingMontgomery, and contractsMontgomery tools (also utilizing Socrata).**
- **Increasing the use of CountyStat as an in-house resource for analysis and survey administration rather than contracting-out those services.**

## PROGRAM CONTACTS

Contact Sonetta Neufville of the Office of the County Executive at 240.777.2516 or Jane Mukira of the Office of Management and Budget at 240.777.2754 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### **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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,024,836</b>	<b>7.00</b>
Decrease Cost: Motor Pool Rate Adjustment	-8,415	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	70,465	0.00
<b>FY16 CE Recommended</b>	<b>1,086,886</b>	<b>7.00</b>

### **Chief Administrative Officer - Oversight 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 tools to carry out his responsibilities:

- 1) CountyStat provides a forum for ongoing monitoring and measurement of the effectiveness and efficiency of County government services in order to improve performance, reinforce accountability and focus on results.
- 2) The Constituent Services section coordinates responses to correspondence and electronic mail from our residents and identifies community/residents concerns that require special attention/response.
- 3) The Criminal Justice Coordinating Commission (CJCC) function 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.
- 4) The Innovation program provides an organized enterprise approach to innovation in Montgomery County. The core function of this program is to engage County employees and residents in order to facilitate innovation and assist with the design, development and implementation of innovative ideas.
- 5) White Flint Sector Plan implementation is managed by the Implementation Coordinator to ensure that the various public and private elements of the Plan are met. The White Flint area has a State designation as a Transit Oriented Development area. That TOD designation requires that specific performance measures be met by development projects.
- 6) Smart Growth Initiative related development projects are coordinated and facilitated by this office. Multiple development projects involving various County agencies, the Maryland-National Capital Park and Planning Commission and Montgomery County Public Schools are involved in this initiative.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,238,347</b>	<b>20.60</b>
Increase Cost: FY16 Compensation Adjustment	115,232	0.00
Decrease Cost: Printing and Mail	-2,977	0.00
Decrease Cost: Professional Services Contracts	-34,500	0.00
Decrease Cost: Increase lapse	-76,355	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.	47,098	1.00
<b>FY16 CE Recommended</b>	<b>3,286,845</b>	<b>21.60</b>

### **Base Realignment and Closure Grant**

This program coordinates the review and analysis of referrals regarding Bethesda Naval Base Realignment related matters and also manages the Base Realignment and Closure grant.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>130,358</b>	<b>1.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,292	0.00
<b>FY16 CE Recommended</b>	<b>133,650</b>	<b>1.00</b>

### **Internal Audit**

The Internal Audit program provides independent strategic risk-based auditing services. The core function of this program is to improve internal controls and provide reasonable assurance of reliable financial reporting; effective and efficient operations; legal and regulatory compliance; fraud investigations and deterrence; and the safeguarding of County assets.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>416,886</b>	<b>1.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	6,020	0.00
<b>FY16 CE Recommended</b>	<b>422,906</b>	<b>1.00</b>

### **Administration**

The Administration program provides budget development and analysis, fiscal and inventory control, personnel and payroll management, training and supervision, procurement, and contract administration.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>247,785</b>	<b>2.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	26,045	0.00
<b>FY16 CE Recommended</b>	<b>273,830</b>	<b>2.00</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	3,209,903	3,329,595	3,466,454	3,477,535	4.4%
Employee Benefits	969,597	991,133	987,449	1,058,698	6.8%
<b>County General Fund Personnel Costs</b>	<b>4,179,500</b>	<b>4,320,728</b>	<b>4,453,903</b>	<b>4,536,233</b>	<b>5.0%</b>
Operating Expenses	530,829	607,126	485,716	534,234	-12.0%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>4,710,329</b>	<b>4,927,854</b>	<b>4,939,619</b>	<b>5,070,467</b>	<b>2.9%</b>
<b>PERSONNEL</b>					
Full-Time	28	30	30	31	3.3%
Part-Time	5	5	5	5	—
FTEs	29.60	30.60	30.60	31.60	3.3%
<b>REVENUES</b>					
Other Charges/Fees	-45	0	0	0	—
<b>County General Fund Revenues</b>	<b>-45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	97,156	99,558	99,558	102,153	2.6%
Employee Benefits	20,988	26,316	26,316	27,013	2.6%
<b>Grant Fund MCG Personnel Costs</b>	<b>118,144</b>	<b>125,874</b>	<b>125,874</b>	<b>129,166</b>	<b>2.6%</b>
Operating Expenses	21,414	4,484	4,484	4,484	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>139,558</b>	<b>130,358</b>	<b>130,358</b>	<b>133,650</b>	<b>2.5%</b>
<b>PERSONNEL</b>					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
<b>REVENUES</b>					
Federal Grants	136,923	130,358	130,358	133,650	2.5%
Miscellaneous Revenues	18,732	0	0	0	—
<b>Grant Fund MCG Revenues</b>	<b>155,655</b>	<b>130,358</b>	<b>130,358</b>	<b>133,650</b>	<b>2.5%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>4,849,887</b>	<b>5,058,212</b>	<b>5,069,977</b>	<b>5,204,117</b>	<b>2.9%</b>
<b>Total Full-Time Positions</b>	<b>29</b>	<b>31</b>	<b>31</b>	<b>32</b>	<b>3.2%</b>
<b>Total Part-Time Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>—</b>
<b>Total FTEs</b>	<b>30.60</b>	<b>31.60</b>	<b>31.60</b>	<b>32.60</b>	<b>3.2%</b>
<b>Total Revenues</b>	<b>155,610</b>	<b>130,358</b>	<b>130,358</b>	<b>133,650</b>	<b>2.5%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>4,927,854</b>	<b>30.60</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Annualization of FY15 Personnel Costs	125,795	1.00
Increase Cost: FY16 Compensation Adjustment [Chief Administrative Officer - Oversight of Executive Branch Departments]	115,232	0.00
Increase Cost: Retirement Adjustment	14,230	0.00
Increase Cost: Group Insurance Adjustment	9,603	0.00
Decrease Cost: Printing and Mail [Chief Administrative Officer - Oversight of Executive Branch Departments]	-2,977	0.00
Decrease Cost: Motor Pool Rate Adjustment [County Executive - Policy Planning and Development]	-8,415	0.00
Decrease Cost: Professional Services Contracts [Chief Administrative Officer - Oversight of Executive Branch Departments]	-34,500	0.00
Decrease Cost: Increase lapse [Chief Administrative Officer - Oversight of Executive Branch Departments]	-76,355	0.00
<b>FY16 RECOMMENDED:</b>	<b>5,070,467</b>	<b>31.60</b>

	Expenditures	FTEs
<b>GRANT FUND MCG</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>130,358</b>	<b>1.00</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Grant award for Base Realignment and Closure (BRAC)	3,292	0.00
<b>FY16 RECOMMENDED:</b>	<b>133,650</b>	<b>1.00</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
County Executive - Policy Planning and Development	1,024,836	7.00	1,086,886	7.00
Chief Administrative Officer - Oversight of Executive Branch Departments	3,238,347	20.60	3,286,845	21.60
Base Realignment and Closure Grant	130,358	1.00	133,650	1.00
Internal Audit	416,886	1.00	422,906	1.00
Administration	247,785	2.00	273,830	2.00
<b>Total</b>	<b>5,058,212</b>	<b>31.60</b>	<b>5,204,117</b>	<b>32.60</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	189,998	2.00	147,907	2.00

## FUTURE FISCAL IMPACTS

Title	CE REC.	(\$000's)				
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>5,070</b>	<b>5,070</b>	<b>5,070</b>	<b>5,070</b>	<b>5,070</b>	<b>5,070</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>5,070</b>	<b>5,079</b>	<b>5,079</b>	<b>5,079</b>	<b>5,079</b>	<b>5,079</b>



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# Board of Elections

## 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 FY16 Operating Budget for the Montgomery County Board of Elections is \$6,406,351, a decrease of \$319,087 or 4.7 percent from the FY15 Approved Budget of \$6,725,438. Personnel Costs comprise 56.0 percent of the budget for 28 full-time positions, and a total of 50.98 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 44.0 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ **A Responsive, Accountable County Government**
- ❖ **Vital Living for All of Our Residents**

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ **EARLY VOTING:** *Montgomery County increased the number of Early Voting Centers from five to nine in 2014. To increase convenience for the voters, and provide greater geographic coverage, these new centers were located in Damascus, Bethesda, Gaithersburg, and Wheaton. The Centers ran smoothly and the voters expressed an appreciation for the opportunity to choose the time and location for their voting experience.*
- ❖ **RECYCLING EFFORTS:** *The Board of Elections partnered with the Division of Solid Waste Services to minimize the amount of recycling materials that are left at the Early Voting Centers and the Election Day Polling Places. Additional recycling containers were provided at Early Voting Centers and Polling Places on Election Day to encourage paper recycling.*
- ❖ **SAME DAY VOTER REGISTRATION:** *The Maryland Legislature expanded Early Voting for the 2014 election cycle and then offered same day voter registration for the 2016 elections. Beginning in 2016 at the Early Voting Centers, voters will be able to register then vote immediately.*
- ❖ **NEW VOTING SYSTEM:** *The State of Maryland will be replacing its statewide voting system before the presidential primary election in 2016. The Montgomery County Board of Elections will implement training programs for Election Judges and a countywide voter education effort.*
- ❖ **Productivity Improvements**
  - **PAPERLESS CALL TRACKING:** *The Board of Elections receives 1,500 calls from voters and Election Judges seeking technical support. In 2014, the Board of Elections eliminated paper call tickets in favor of a web-based call tracking system to achieve cost savings and improve the quality and timeliness of information available for analysis and problem solving. The department intends to expand the use of this platform for the 2016 presidential election.*

## PROGRAM CONTACTS

Contact Margaret A. Jurgensen of the Montgomery County Board of Elections at 240.777.8523 or Helen P. Vallone of the Office of Management and Budget at 240.777.2755 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### ***Voter Registration Services***

The Voter Registration Services program provides clerical and administrative support to register new voters and maintains the currency of information in the official registry. The Federal Help America Vote Act mandated the establishment of a statewide voter registration database (MDVOTERS) that occurred in 2006 moving the County voter registration database to a statewide platform under the aegis of the State Board of Elections. In addition, this program processes all changes of name, address, and party affiliation and maintains a delete file, removing voters for reasons of death, felony conviction, ineligibility for jury duty, moving out of the jurisdiction, and 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 CDs of registered voters; verifies nominating or referenda petitions submitted; and issues and canvasses absentee and provisional ballots. Implementation of the National Voter Registration Act of 1993, on January 1, 1995, requires all motor vehicle and State social service agencies to solicit voter registration applications and information changes from every client or customer resulting in an increase in the number of applications and changes received for processing, many of which require research to clarify inaccurate or incomplete information. The program also tracks returned mail and sends a second mailing in order to accurately maintain the database.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of absentee ballots requested (000s) (Active registered voters)	45	8	17	30	60
Number of absentee ballots voted/returned (000s)	40	6	14	20	40
Number of Active Registered Voters (000s)	620	630	635	698	768
Number of provisional ballots issued on election day(s) (Active registered voters)	14000	2460	6553	9000	18000
Number of Voter Registration Transactions (000s)	600	620	650	680	700

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,869,232</b>	<b>18.10</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-30,516	0.00
<b>FY16 CE Recommended</b>	<b>1,838,716</b>	<b>18.10</b>

### ***Election Operations***

The Election Operations program provides administrative, clerical, and technical support for the conduct of local, State, and Federal elections. The Election Operations program assists individuals seeking elective office with candidate filings; provides information, guidance, and monitoring of required campaign committee filings and financial report submissions; delineates and maintains accurate precinct boundaries; prepares and produces various district and precinct maps; administers the results of redistricting; acquires and maintains required polling places; surveys and monitors compliance of handicapped accessibility at all polling places; obtains and provides all polling place supplies and logistics to properly equip the polling places for voting; and develops training materials, recruits, and trains election judges to staff the polling places. In 2010, the State of Maryland mandated the implementation of early voting in all jurisdictions. Montgomery County is required to provide staffing and supplies for nine early voting centers, open ten hours per day, for eight days prior to each election.

An example of a four-year election cycle, is shown below.

Year One: Federal Primary Elections (FY12)

Year Two: Federal General Elections (FY13)

Year Three: Federal, State and County Primary Elections (FY14)

Year Four: Federal, State and County General Elections (FY15)

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of designated polling places per general election.	261	291	291	291	291
Number of election judges recruited, trained, and placed per general election	3186	2253	2416	3200	3200
Percent of election judge compliance with chain of custody procedure	100%	100%	100%	100%	100%
Percent of polling places opening on time	100%	100%	100%	100%	100%
Percent of provisional ballots that were issued because of a clerical error	0.1%	0.1%	0%	0%	0%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,676,242</b>	<b>20.23</b>
Decrease Cost: Printing and Mail	-2,779	0.00
Decrease Cost: Cellular Phone Line Charges	-4,000	0.00
Decrease Cost: General Office Supplies	-14,140	0.00
Decrease Cost: Communication Circuits and Modems	-32,000	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15	-46,456	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.	10,084	-1.00
<b>FY16 CE Recommended</b>	<b>2,586,951</b>	<b>19.23</b>

## Administration

The Administration program of the Board of Elections includes budget development; fiscal control; administration of personnel and contractual issues; procurement; program planning and evaluation; and coordination and cooperation with Federal, State, and local government agencies, elected officials, and political organizations. This includes ensuring that the requirements of Section 203 of the Voting Rights Act are met by providing all election related materials in both English and Spanish languages. The program is also responsible for providing accessible voting for all registered voters and coordinating all technology needs and activities with the State and County technology systems. Finally, the program is responsible for programming and coordinating resources for a voting system comprised of voting machines, express poll books, and printers and required peripheral equipment for deployment to polling places and early voting centers within Montgomery County.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of electronic poll books prepared and used on election days	995	943	995	995	995
Number of voting units prepared and used on election days	3000	2948	2948	3000	3000
Percent of required voting units per precinct that were operable on general election day	100%	100%	100%	100%	100%
Total ballots cast (000s) (Active registered voters)	460	111	247	300	500

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,179,964</b>	<b>12.65</b>
Increase Cost: FY16 Compensation Adjustment	105,402	0.00
Increase Cost: Electronic Poll Book Maintenance	65,000	0.00
Increase Cost: Group Insurance Adjustment	8,148	0.00
Increase Cost: Retirement Adjustment	2,664	0.00
Decrease Cost: Sample Ballot Printing Contract	-5,000	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-10,123	0.00
Decrease Cost: Polling Place Phone Lines	-15,000	0.00
Decrease Cost: Motor Pool Rate Adjustment	-18,282	0.00
Decrease Cost: Legal/Attorney Services	-25,000	0.00
Decrease Cost: Payment to the State for voting machines is completed	-312,521	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.	5,432	1.00
<b>FY16 CE Recommended</b>	<b>1,980,684</b>	<b>13.65</b>



## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	2,573,181	2,803,615	2,805,243	2,892,248	3.2%
Employee Benefits	601,389	680,866	777,453	698,324	2.6%
<b>County General Fund Personnel Costs</b>	<b>3,174,570</b>	<b>3,484,481</b>	<b>3,582,696</b>	<b>3,590,572</b>	<b>3.0%</b>
Operating Expenses	2,674,275	3,240,957	3,151,465	2,815,779	-13.1%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>5,848,845</b>	<b>6,725,438</b>	<b>6,734,161</b>	<b>6,406,351</b>	<b>-4.7%</b>
<b>PERSONNEL</b>					
Full-Time	28	28	28	28	—
Part-Time	0	0	0	0	—
FTEs	31.35	50.98	50.98	50.98	—
<b>REVENUES</b>					
Other Charges/Fees	9,613	2,500	10,000	10,000	300.0%
<b>County General Fund Revenues</b>	<b>9,613</b>	<b>2,500</b>	<b>10,000</b>	<b>10,000</b>	<b>300.0%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>6,725,438</b>	<b>50.98</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment [Administration]	105,402	0.00
Increase Cost: Electronic Poll Book Maintenance [Administration]	65,000	0.00
Increase Cost: Group Insurance Adjustment [Administration]	8,148	0.00
Increase Cost: Retirement Adjustment [Administration]	2,664	0.00
Decrease Cost: Printing and Mail [Election Operations]	-2,779	0.00
Decrease Cost: Cellular Phone Line Charges [Election Operations]	-4,000	0.00
Decrease Cost: Sample Ballot Printing Contract [Administration]	-5,000	0.00
Decrease Cost: Annualization of FY15 Personnel Costs [Administration]	-10,123	0.00
Decrease Cost: General Office Supplies [Election Operations]	-14,140	0.00
Decrease Cost: Facility Maintenance	-15,000	0.00
Decrease Cost: Polling Place Phone Lines [Administration]	-15,000	0.00
Decrease Cost: Motor Pool Rate Adjustment [Administration]	-18,282	0.00
Decrease Cost: Legal/Attorney Services [Administration]	-25,000	0.00
Decrease Cost: Communication Circuits and Modems [Election Operations]	-32,000	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15 [Election Operations]	-46,456	0.00
Decrease Cost: Payment to the State for voting machines is completed [Administration]	-312,521	0.00
<b>FY16 RECOMMENDED:</b>	<b>6,406,351</b>	<b>50.98</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Voter Registration Services	1,869,232	18.10	1,838,716	18.10
Election Operations	2,676,242	20.23	2,586,951	19.23
Administration	2,179,964	12.65	1,980,684	13.65
<b>Total</b>	<b>6,725,438</b>	<b>50.98</b>	<b>6,406,351</b>	<b>50.98</b>

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(S000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>6,406</b>	<b>6,406</b>	<b>6,406</b>	<b>6,406</b>	<b>6,406</b>	<b>6,406</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>6,406</b>	<b>6,429</b>	<b>6,429</b>	<b>6,429</b>	<b>6,429</b>	<b>6,429</b>



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# Community Engagement Cluster

## MISSION STATEMENT

The Community Engagement Cluster (CEC) works to build stronger, more informed and inclusive communities. The Cluster is responsible for strengthening Montgomery County's commitment to civic engagement and community service by engaging residents, organizations, businesses and other community groups. The Cluster maximizes our communities' assets - time, talents, and other resources - working collaboratively to address and resolve community issues.

The cluster is a combination of the five Regional Services Centers, the Commission for Women, and the Office of Community Partnerships, including the Gilchrist Center and the Volunteer Center, that has been operating as one unit since July 1, 2011. As a cluster, these offices/functions have combined facilities, resources, and support staff while retaining staff expertise and experience, as well as most of the objectives of the separate entities involved.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Community Engagement Cluster is \$3,551,447, a decrease of \$2,583 or 0.1 percent from the FY15 Approved Budget of \$3,554,030. Personnel Costs comprise 81.3 percent of the budget for 18 full-time positions and two part-time positions, and a total of 22.25 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 18.7 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***Vital Living for All of Our Residents***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***The Bethesda Chevy Chase Regional Services Center (B-CC RSC) added YMCA Family and Youth Services counseling to the list of non-profit services offered at the Center in 2014. YMCA joins Conflict Resolution Center of Montgomery County, Bethesda Live & Learn, Suburban Hospital, and others in providing classes and services at the Center.***
- ❖ ***The B-CC RSC continued work with the Department of Corrections and Rehabilitation weekend work crew providing maintenance services in White Flint. The Center provides a weekly task list to Corrections as well as materials and supplies. The crew provides basic sidewalk and right-of-way cleaning.***
- ❖ ***In 2009, County Executive Leggett launched a Sister Cities program to connect the County to the world by encouraging and fostering friendship, partnership, and mutual cooperation through educational, cultural, social, economic, humanitarian, and charitable exchanges. In 2014, County Executive Leggett signed the County's fourth Sister City agreement with Hyderabad, India. Morazán, El Salvador was the first Sister City in 2011 with Gondar, Ethiopia following in 2012 and Xi'an, China in 2014.***
- ❖ ***The Community Engagement Cluster (CEC) sponsored or played a major role in organizing dozens of community and ethnic heritage events that drew thousands of residents and visitors in 2014. These events are possible because of the work done by volunteers and public and private partners brought together by CEC staff. These events are funded with private funds raised by the Committee for Montgomery, a fund of the Community Foundation for***

**Montgomery County that was established to support important community building events and resulting in limited use of tax payer funds.**

- ❖ **The Montgomery County Volunteer Center (MCVC) continues to strengthen the culture of giving and serving in Montgomery County by connecting volunteers with critical community needs. In FY14, 729 agencies received 35,455 referrals from 9,560 volunteers through the Volunteer Center website. The MCVC partnership with Montgomery County Public Schools (MCPS) to manage the Student Service Learning (SSL) graduation requirement makes the MCVC website an essential tool for the 77,000 students who are working on meeting their SSL requirements.**
- ❖ **MCVC's Retired and Senior Volunteer Program (RSVP) engages those 55 and older in volunteer opportunities including the professional consultant services with Pro Bono Consulting and as Tax Aide Volunteers. In FY 14 Tax Aide Volunteers completed 4,497 tax returns for low and moderate income residents bringing total tax refunds of over four million dollars back to County residents.**
- ❖ **The Charles W. Gilchrist Center for Cultural Diversity is the County's resource center for immigrants and helps build a network of community service providers in the County. The Center has increased its outreach activity at MCPS International Admissions Office this year to reach out to newly arrived families, especially those involved with children fleeing violence. It has also opened new locations in the East County Regional Services Center and the Gaithersburg Library. By opening these sites, the Gilchrist Center will be able to reach out to approximately 80% of potential clients.**
- ❖ **The Silver Spring Regional Services Center (RSC), working with the Long Branch Business League, the University of Maryland, and community organizations in the area collaborated to do three community engagement events using student and area artists (i.e.: mural unveiling; performing art on the sidewalk; and more).**
- ❖ **Silver Spring RSC provided key coordination for the Purple Line efforts, including working with Prince George's County, the State, the University of Maryland, and many business and community organizations.**

## PROGRAM CONTACTS

Contact Fariba Kassiri of the Offices of the County Executive at 240.777.2512 or Helen P. Vallone of the Office of Management and Budget at 240.777.2755 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Community Partnerships

The Office of Community Partnerships (OCP) is a bridge between our diverse community residents and organizations and the County government. The staff provides outreach and liaison services to ethnic, multilingual, and multicultural communities; works closely with the County's nonprofit and faith community organizations; and coordinates a number of community-building events throughout the year. The Volunteer Center connects residents and businesses to volunteer assignments in hundreds of nonprofits across Montgomery County.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Overall satisfaction with The Office of Community Partnerships' provision of information, access and support to ethnic, multilingual and multicultural communities (scale 1-5)	4.2	4.2	4.6	4.6	4.6

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,052,664</b>	<b>6.50</b>
Decrease Cost: Retired and Senior Volunteer Program (RSVP) grant adjustment	-4,676	-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.	-42,995	3.50
<b>FY16 CE Recommended</b>	<b>1,004,993</b>	<b>9.95</b>

### The Gilchrist Center for Cultural Diversity

The Charles W. Gilchrist Center for Cultural Diversity is the County's Welcome Center for newcomers and helps to build the network of immigrant service providers in the County. The Center offers various immigrant integration services at various locations throughout the County that prepare residents to contribute to our economy and our community.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Gilchrist Center: Overall participant satisfaction with their experience at the Gilchrist Center (scale 1-5)	4.6	4.7	4.7	4.7	4.7
Gilchrist Center: Overall satisfaction of participants in Gilchrist classes (scale 1-5)	4.7	4.8	4.7	4.7	4.7

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>336,330</b>	<b>5.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-60,634	-3.50
<b>FY16 CE Recommended</b>	<b>275,696</b>	<b>2.00</b>

## 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 the local, state, and federal agencies on issues of concern to women, including organizing events relating to these issues.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Overall satisfaction of the Commissioners with the effectiveness of the CFW's identification of needs, problems and issues for the women of Montgomery County and the advocacy of resolution of these issues (scale 1-5)	4.8	4.6	4.8	4.8	4.8

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>471,712</b>	<b>2.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-323,992	-1.00
<b>FY16 CE Recommended</b>	<b>147,720</b>	<b>1.00</b>

## Regional Centers

The County has five Regional Centers: Bethesda-Chevy Chase, Eastern Montgomery, 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 in liaison between Montgomery County and its residents. The Regional Directors of the Silver Spring, Wheaton and Bethesda/Chevy Chase regions provide oversight of the operations of their respective Urban Districts.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Overall satisfaction of Regional Citizen Advisory Boards with the effectiveness and timeliness of the Centers' service as liaisons between County residents and the government (scale 1-5)	4.3	4.4	4.4	4.4	4.4
Overall satisfaction of Regional Citizen Advisory Boards with the effectiveness of the Centers' assessment of community needs, problems and issues (scale 1-5)	4.5	4.5	4.5	4.5	4.5
Overall satisfaction of the Urban Districts Advisory boards with the effectiveness of the Urban Districts' promotion of their jurisdiction (scale 1-5)	3.8	4.2	4.2	4.2	4.2
Overall satisfaction with Urban Districts' provision of maintenance of streetscape amenities (scale 1-5)	3.9	4.3	4.3	4.3	4.3

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,693,324</b>	<b>8.30</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-540,605	-3.30
<b>FY16 CE Recommended</b>	<b>1,152,719</b>	<b>5.00</b>

## Administration

Administrative Management for the Community Engagement Cluster (CEC) is handled by a group of staff known as the CEC Business Management Team (BMT). The BMT staff's core function is to handle all aspects of budget, procurement, financial,

contracts/grants, personnel and administrative matters of the CEC units (Regional Centers, Commission for Women, Office of Community Partnerships, including the Gilchrist Center and the Volunteer Center). In addition, the BMT staff are responsible for implementing the CEC's shared resource model related to various duties pertaining to the Advisory Boards, Committees and Commissions, community outreach, community events, database and webpage development and maintenance, newsletters, and many other vital community related functions.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>0</b>	<b>0.00</b>
Decrease Cost: Community Access Pilot Program (CAPP) to actual level of spending	-30,000	0.00
Decrease Cost: Counseling Services to actual level of spending	-70,000	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.	1,070,319	4.30
<b>FY16 CE Recommended</b>	<b>970,319</b>	<b>4.30</b>

## BUDGET SUMMARY

	<b>Actual FY14</b>	<b>Budget FY15</b>	<b>Estimated FY15</b>	<b>Recommended FY16</b>	<b>% Chg Bud/Rec</b>
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	2,254,576	2,030,392	2,037,037	2,190,509	7.9%
Employee Benefits	653,245	665,686	665,687	629,349	-5.5%
<b>County General Fund Personnel Costs</b>	<b>2,907,821</b>	<b>2,696,078</b>	<b>2,702,724</b>	<b>2,819,858</b>	<b>4.6%</b>
Operating Expenses	387,580	786,910	786,910	665,223	-15.5%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>3,295,401</b>	<b>3,482,988</b>	<b>3,489,634</b>	<b>3,485,081</b>	<b>0.1%</b>
<b>PERSONNEL</b>					
Full-Time	17	17	17	17	—
Part-Time	2	2	2	2	—
FTEs	21.53	21.55	21.55	21.55	—
<b>REVENUES</b>					
Facility Rental Fees	8,242	10,500	10,500	10,500	—
Other Charges/Fees	-1,343	0	0	0	—
Parking Fees	-3,965	0	0	0	—
Recreation Fees	8,425	0	0	0	—
<b>County General Fund Revenues</b>	<b>11,359</b>	<b>10,500</b>	<b>10,500</b>	<b>10,500</b>	—
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	47,638	55,076	55,076	50,962	-7.5%
Employee Benefits	15,146	15,966	15,966	15,503	-2.9%
<b>Grant Fund MCG Personnel Costs</b>	<b>62,784</b>	<b>71,042</b>	<b>71,042</b>	<b>66,465</b>	<b>-6.4%</b>
Operating Expenses	41,930	0	0	-99	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>104,714</b>	<b>71,042</b>	<b>71,042</b>	<b>66,366</b>	<b>-6.6%</b>
<b>PERSONNEL</b>					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	0.77	0.75	0.75	0.70	-6.7%
<b>REVENUES</b>					
Federal Grants	102,740	71,042	71,042	66,366	-6.6%
<b>Grant Fund MCG Revenues</b>	<b>102,740</b>	<b>71,042</b>	<b>71,042</b>	<b>66,366</b>	<b>-6.6%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>3,400,115</b>	<b>3,554,030</b>	<b>3,560,676</b>	<b>3,551,447</b>	<b>-0.1%</b>
<b>Total Full-Time Positions</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	—
<b>Total Part-Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	—
<b>Total FTEs</b>	<b>22.30</b>	<b>22.30</b>	<b>22.30</b>	<b>22.25</b>	<b>-0.2%</b>
<b>Total Revenues</b>	<b>114,099</b>	<b>81,542</b>	<b>81,542</b>	<b>76,866</b>	<b>-5.7%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>3,482,988</b>	<b>21.55</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment	74,172	0.00
Technical Adj: Annualization of FY15 Personnel Costs	37,531	0.00
Increase Cost: Retirement Adjustment	6,170	0.00
Increase Cost: Group Insurance Adjustment	5,907	0.00
Decrease Cost: Printing and Mail	-1,687	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15	-20,000	0.00
Decrease Cost: Community Access Pilot Program (CAPP) to actual level of spending [Administration]	-30,000	0.00
Decrease Cost: Counseling Services to actual level of spending [Administration]	-70,000	0.00
<b>FY16 RECOMMENDED:</b>	<b>3,485,081</b>	<b>21.55</b>
<b>GRANT FUND MCG</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>71,042</b>	<b>0.75</b>
<b>Other Adjustments (with no service impacts)</b>		
Decrease Cost: Retired and Senior Volunteer Program (RSVP) grant adjustment [Community Partnerships]	-4,676	-0.05
<b>FY16 RECOMMENDED:</b>	<b>66,366</b>	<b>0.70</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Community Partnerships	1,052,664	6.50	1,004,993	9.95
The Gilchrist Center for Cultural Diversity	336,330	5.50	275,696	2.00
Commission for Women	471,712	2.00	147,720	1.00
Regional Centers	1,693,324	8.30	1,152,719	5.00
Administration	0	0.00	970,319	4.30
<b>Total</b>	<b>3,554,030</b>	<b>22.30</b>	<b>3,551,447</b>	<b>22.25</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.	(\$000's)				
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>3,485</b>	<b>3,485</b>	<b>3,485</b>	<b>3,485</b>	<b>3,485</b>	<b>3,485</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>3,485</b>	<b>3,493</b>	<b>3,493</b>	<b>3,493</b>	<b>3,493</b>	<b>3,493</b>





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# County Attorney

## MISSION STATEMENT

The mission of the Office of the County Attorney is to act as the chief legal officer of Montgomery County Government and to conduct all its legal business.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Office of the County Attorney is \$5,660,259, an increase of \$279,023 or 5.2 percent from the FY15 Approved Budget of \$5,381,236. Personnel Costs comprise 90.0 percent of the budget for 72 full-time positions and five part-time positions, and a total of 43.50 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 10.0 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

❖ ***A Responsive, Accountable County Government***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***From July 1, 2013 through June 20, 2014, the Debt Collection (DC) Unit has registered \$19 million in collections from debts owed to the County. The DC Unit continues to achieve greater efficiency by streamlining the collection process and reducing paper usage and printing costs through enhanced interface with the Enterprise Imaging system.***
- ❖ ***Reduced legal publications subscription cost by 85% by switching to West Publishing which provides online resources and eliminated the need for expensive print copies.***
- ❖ ***Reduced operating cost of in-house editing of the County Code, Zoning, and COMAR by out-sourcing the task of editing and sales of CDs and print copies to American Legal Publishing.***
- ❖ ***Productivity Improvements***
  - ***The office replaced its current case management system, CountyLaw, with a web-based system that is integrated with Outlook and has a robust reporting system. The new system allows attorneys and managers to track, assemble and manage the status of any case and provides accurate and easy-to-run ad hoc reports.***
  - ***The office made the Debt Collection Unit a new module in the Case management system.***
  - ***The office automated the litigation preservation request process by implementing eDiscovery workflow.***

## PROGRAM CONTACTS

Contact Dennis Via of the Office of the County Attorney at 240.777.6715 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Insurance Defense Litigation

Provides legal defense for cases involving Montgomery County and fourteen local government Self-Insurance Fund participants (including such entities as the Montgomery County Board of Education, City of Rockville, Maryland-National Capital Park and Planning Commission, Montgomery College, and the Housing Opportunities Commission) and all of their employees. The attorneys appear regularly before State and Federal courts in Maryland and the District of Columbia for trials and oral arguments and before the Workers' Compensation Commission. These cases involve litigation in the following areas: common law torts; Police civil rights claims; Other Federal and State civil rights - constitutional torts; Americans with Disabilities Act; Individuals with Disabilities Education Act; Workers' Compensation; and employment discrimination.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Last Settlement Amount Demanded by Plaintiff (\$)	\$91,618,668	\$296,041,754	\$212,306,550	\$212,306,550	\$212,306,550
Number of Judgments in County's Favor	55	57	59	59	59
Number of Judgments Paid	7	6	9	9	9
Number of Workers' Compensation hearings	2,144	1,911	2,007	2,007	2,007
Ratio Amount Paid by County Versus Amount Demanded by Plaintiff	0.31%	0.28%	0.42%	0.42%	0.42%
Self-Insurance Litigation: Win/Loss Ratio	89%	90%	89%	89%	89%
Subrogation Collected (\$)	\$500	\$0	\$0	\$0	\$0
Total Number of Settlements	29	35	35	35	35
Total Paid to Plaintiff by the County (\$)	\$288,490	\$82,561	\$379,847	\$379,847	\$379,847
Worker's Compensation Cases: Total Net Gain to the County	\$2,045,674.00	\$2,309,944.30	\$2,159,439.70	\$2,159,439.70	\$2,159,439.70

FY16 Recommended Changes	Expenditures	FTEs
<b>FY15 Approved</b>	<b>52,907</b>	<b>0.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-52,907	0.00
<b>FY16 CE Recommended</b>	<b>0</b>	<b>0.00</b>

### Health and Human Services

The attorneys in this division act as counsel and give legal advice to the Department of Health and Human Services, including the Office of the Director and Management Services, Adult Mental Health, Aging and Disability Services, Children, Youth and Family Services, Child Welfare Services, Crisis, Income and Victim Services, Emergency Services and Public Health Services. The attorneys also represent Child Welfare Services in the Juvenile Court, in cases involving child abuse and child neglect, and Aging and Disability Services in the Circuit Court, in adult guardianship cases.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Child Welfare Litigation - Ratio of TPR/CINA Adjudicated Granted/Denied	97.87%	97.67%	97.3%	97.3%	97.3%
Number of Adoptions Granted	30	14	24	24	24
Number of Children in Need of Assistance (CINA) or Guardianship Hearings	2,279	2,177	2,292	2,292	2,292
Number of CINA Cases Closed	141	226	222	222	222
Number of New Adoption Petitions Filed	30	16	20	20	20
Number of New CINA Petitions Filed	198	188	198	198	198
Number of New Termination of Parental Rights (TPR) Petitions Filed	30	25	27	27	27
Number of Termination of Parents Rights (TPR's) Granted	26	20	26	26	26

FY16 Recommended Changes	Expenditures	FTEs
<b>FY15 Approved</b>	<b>992,380</b>	<b>7.52</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	143,144	-0.12
<b>FY16 CE Recommended</b>	<b>1,135,524</b>	<b>7.40</b>

### Finance and Procurement

Acts as counsel and gives legal advice to the County Executive, County Council, and to several County departments, agencies, boards, and commissions. The Division represents the County Government in tax and procurement matters before State, Federal, and local administrative agencies and courts; drafts and reviews agreements, legislation, regulations, and other legal documents; conducts negotiations; and prepares and issues legal opinions.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Average rating from Internal Customer Satisfaction Survey: Overall	3.31	2.99	3.2	3.2	3.2
Code Enforcement Collected (\$)	\$393,269	\$570,385	\$478,528	\$478,528	\$478,528
Code Enforcement: Ratio of Win Versus Loss	97.80%	98.65%	97.60%	97.60%	97.60%
Debt Collection (\$)	\$14,233,604	\$19,544,780	\$16,302,289	\$16,302,289	\$16,302,289
Debt Collection: Collected / Total Referred Ratio	150.0%	184.0%	143.0%	143.0%	143.0%
Debt Collection: Cost / Revenue Ratio	3.0%	2.5%	3.0%	3.0%	3.0%
Forfeitures Collected (\$)	\$10,430	\$235,406	\$95,327	\$95,327	\$95,327

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>664,746</b>	<b>6.00</b>
Decrease Cost: Increase Lapse	-73,608	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.	598,140	6.00
<b>FY16 CE Recommended</b>	<b>1,189,278</b>	<b>12.00</b>

## Support Services

Provide administrative, research, and technical guidance and support to the other programs within the Department. The program is designed to allow for an equitable distribution of work assignments, to cross-train staff, and to evaluate fairly the performance of the program staff. The program provides administrative support to the Risk Management Fund, and revenue support to the Risk Management Fund, Revenue Authority, and Solid Waste Fund.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>139,081</b>	<b>3.90</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	158,471	2.00
<b>FY16 CE Recommended</b>	<b>297,552</b>	<b>5.90</b>

## Human Resources

Attorneys act as counsel and give legal advice to the following agencies: Montgomery County Fire and Rescue Service, Ethics Commission, Board of Investment Trustees, Office of Human Resources, Department of Correction and Rehabilitation, Office of Public Information, Department of Transportation (Transit Services Division, Taxicab Unit), Human Rights Commission, Board of Appeals, and the Police Department (Internal Affairs Division). Attorneys also defend or prosecute contested cases involving the County, Self-Insurance Fund agencies, and their employees, while pending before State and Federal appellate courts. The mission of the Ethics Commission is to enforce the Montgomery County Code of Ethics that ensures the ethical conduct of individuals who serve in County government.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Appeals Lost	11	7	7	7	7
Appeals Won	9	17	16	16	16
Percent of appeals in the Appellate Court won	45.0%	54.5%	60.0%	60.0%	60.0%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>734,665</b>	<b>5.23</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-130,561	-0.73
<b>FY16 CE Recommended</b>	<b>604,104</b>	<b>4.50</b>

## Zoning, Land Use and Economic Development

Represents and advises the County Executive, the County Council, and various County departments, including the Department of General Services, the Department of Transportation, the Department of Housing and Community Affairs, the Department of Economic Development, and the Department of Public Libraries. Represents and advises agencies and commissions, including the Historic Preservation Commission, the Revenue Authority, Community Use of Public Facilities, and the Cable Compliance Commission. Advises the County Executive and County Council regarding telecommunications and cable matters. Represents the County with respect to land acquisitions and real estate transactions. Represents the County before Federal, State, and administrative courts. Drafts legal opinions and amendments to the County code and County regulations.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>278,087</b>	<b>4.20</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-127,996	-1.50
<b>FY16 CE Recommended</b>	<b>150,091</b>	<b>2.70</b>

## Public Interest Litigation

The Division provides litigation and other legal services to County agencies and departments in support of their mission to promote general welfare and protect vulnerable citizens. The Division acts as counsel and gives legal advice to the Police Department, the Departments of Emergency Management and Homeland Security, Environmental Protection, Permitting Services, Consumer Affairs, and Recreation. It also provides counsel to the Office of Landlord and Tenant Affairs, the Historic Preservation Commission, and the Inspector General's Office. The program represents these entities in contested cases before the County Board of Appeals and in both State and Federal courts. The program also drafts and reviews agreements, legislation, regulations and other legal documents. Attorneys from the program conduct negotiations, issue legal opinions, and testify before public bodies. It is primarily responsible for the processing and prosecution of code enforcement violations from all departments, agencies, boards, and commissions which are presented in the District Court of Maryland. The Debt Litigation or Collection Unit collects all monies owed to Montgomery County that have been referred to the County Attorney, including past due real property taxes, personal property taxes, code enforcement judgements, subrogation claims, bounced checks, unpaid fines, and miscellaneous amounts billed by the County.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Ratio of Costs/Collection	3.2%	2.5%	3.0%	3.0%	3.0%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,161,157</b>	<b>11.60</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-1,161,157	-11.60
<b>FY16 CE Recommended</b>	<b>0</b>	<b>0.00</b>

Notes: This program is being eliminated in FY16. Funding and FTEs have been distributed among other programs with the bulk shifted to the new Government Operations program.

## Administration

Provides internal personnel, financial, and operational management for the Office of the County Attorney.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Average Internal Customer Satisfaction Rating: Timeliness	3.33	3.33	3.25	3.25	3.25

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,358,213</b>	<b>4.80</b>
Increase Cost: PEPCO - Related Legal Work	100,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	77,279	1.20
<b>FY16 CE Recommended</b>	<b>1,535,492</b>	<b>6.00</b>

## Government Operations

Drafts and reviews County and State legislation; Represents the County in legal challenges to its legislative acts; Drafts and coordinates formal legal advice given by the Office of the County Attorney; Provides legal assistance to the Office of Management and Budget, Ethics Commission, Office of the Inspector General, and the Charter Review Commission; Provides legal guidance on the Open Meetings Act and the Public Information Act; Oversees the publication of the County Code; and provides legal guidance to the Special Assistant to the Executive for Boards, Committees, and Commissions.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>0</b>	<b>0.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	748,218	5.00
<b>FY16 CE Recommended</b>	<b>748,218</b>	<b>5.00</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	3,742,342	3,623,625	3,746,932	3,689,896	1.8%
Employee Benefits	1,452,944	1,283,466	1,415,305	1,403,364	9.3%
<b>County General Fund Personnel Costs</b>	<b>5,195,286</b>	<b>4,907,091</b>	<b>5,162,237</b>	<b>5,093,260</b>	<b>3.8%</b>
Operating Expenses	847,525	474,145	574,145	566,999	19.6%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>6,042,811</b>	<b>5,381,236</b>	<b>5,736,382</b>	<b>5,660,259</b>	<b>5.2%</b>
<b>PERSONNEL</b>					
Full-Time	73	72	72	72	—
Part-Time	3	5	5	5	—
FTEs	43.00	43.25	43.25	43.50	0.6%
<b>REVENUES</b>					
Federal Financial Participation Reimbursements	198,734	231,165	231,165	231,165	—
Miscellaneous Revenues	100	0	0	0	—
Other Charges/Fees	-8	75,000	75,000	75,000	—
Other Intergovernmental	136,890	45,630	45,630	45,630	—
<b>County General Fund Revenues</b>	<b>335,716</b>	<b>351,795</b>	<b>351,795</b>	<b>351,795</b>	—

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>5,381,236</b>	<b>43.25</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment	199,474	0.00
Increase Cost: PEPCO - Related Legal Work [Administration]	100,000	0.00
Increase Cost: Retirement Adjustment	51,580	0.00
Increase Cost: Group Insurance Adjustment	13,503	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-4,780	0.25
Decrease Cost: Printing and Mail	-7,146	0.00
Decrease Cost: Increase Lapse [Finance and Procurement]	-73,608	0.00
<b>FY16 RECOMMENDED:</b>	<b>5,660,259</b>	<b>43.50</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Insurance Defense Litigation	52,907	0.00	0	0.00
Health and Human Services	992,380	7.52	1,135,524	7.40
Finance and Procurement	664,746	6.00	1,189,278	12.00
Support Services	139,081	3.90	297,552	5.90
Human Resources	734,665	5.23	604,104	4.50
Zoning, Land Use and Economic Development	278,087	4.20	150,091	2.70
Public Interest Litigation	1,161,157	11.60	0	0.00
Administration	1,358,213	4.80	1,535,492	6.00
Government Operations	0	0.00	748,218	5.00
<b>Total</b>	<b>5,381,236</b>	<b>43.25</b>	<b>5,660,259</b>	<b>43.50</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Board of Appeals	County General Fund	93,141	0.50	95,579	0.50
Cable Television	Cable Television	109,621	0.50	118,688	0.50
CIP	CIP	362,737	3.00	384,095	3.00

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
Finance	County General Fund	173,849	1.05	178,262	1.05
Finance	Self Insurance Internal Service Fund	2,633,229	20.00	2,728,803	19.75
Health and Human Services	Grant Fund MCG	194,294	2.40	194,294	2.40
Housing and Community Affairs	County General Fund	82,898	0.50	84,892	0.50
Housing and Community Affairs	Montgomery Housing Initiative	165,797	1.00	169,783	1.00
Human Resources	Employee Health Benefit Self Insurance	16,105	0.10	16,958	0.10
Intergovernmental Relations	County General Fund	25,582	0.30	26,574	0.30
NDA - Mont. County Employee Retirement Plans	County General Fund	16,427	0.10	16,958	0.10
NDA - Mont. County Employee Retirement Plans	Employee Retirement System	67,079	0.42	71,224	0.42
NDA - Mont. County Employee Retirement Plans	Retirement Savings Plan	16,427	0.10	16,958	0.10
NDA - Retiree Health Benefits Trust	Retiree Health Benefits	27,379	0.17	28,829	0.17
NDA - Retiree Health Benefits Trust	RSP-Disability Benefits LTD2	9,583	0.06	10,175	0.06
Parking District Services	Bethesda Parking District	20,907	0.10	21,931	0.10
Parking District Services	Silver Spring Parking District	41,814	0.20	43,862	0.20
Permitting Services	Permitting Services	137,352	1.00	219,309	1.00
Solid Waste Services	Solid Waste Collection	39,047	0.25	41,259	0.25
Solid Waste Services	Solid Waste Disposal	117,140	0.75	123,777	0.75
<b>Total</b>		<b>4,350,408</b>	<b>32.50</b>	<b>4,592,210</b>	<b>32.25</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.		(\$000's)			
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>5,660</b>	<b>5,660</b>	<b>5,660</b>	<b>5,660</b>	<b>5,660</b>	<b>5,660</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>37</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>5,660</b>	<b>5,697</b>	<b>5,697</b>	<b>5,697</b>	<b>5,697</b>	<b>5,697</b>

# Ethics Commission

## 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 FY16 Operating Budget for the Ethics Commission is \$382,007, an increase of \$26,366 or 7.4 percent from the FY15 Approved Budget of \$355,641. Personnel Costs comprise 93.1 percent of the budget for three full-time positions, and a total of three FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 6.9 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

### ❖ *A Responsive, Accountable County Government*

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Program Measures</b>					
Number of Financial Disclosure Statements Required (calendar year)	2034	2037	2037	2037	2037
Number of Formal Opinions, Waivers and Guidance (calendar year)	11	6	6	6	6
Number of Lobbyists Registered (calendar year)	177	199	199	199	199
Number of Lobbyist Activity Reports (calendar year)	216	251	251	251	251
Number of Outside Employment Requests Processed (calendar year)	1157	975	975	975	975

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ *The Commission submitted proposed financial disclosure and gift legislation to align Montgomery County ethics law with State requirements.*
- ❖ *The Commission is developing protocols for addressing ethics enforcement.*
- ❖ *The Commission continues to develop its educational role to promote understanding of and compliance with Public Ethics Law requirements, including participating in the bi-weekly orientation of new County employees.*
- ❖ *The Commission coordinated with the Board of Elections to accelerate reporting timelines for financial disclosure by candidates running for elected office in the County.*
- ❖ *Commission staff is working with the Department of Technology Services on an online system for filing outside employment request forms. The new system will eliminate paper applications and manual data input processes.*
- ❖ *Productivity Improvements*
  - *The Commission continued to refine the lobbying registration and reporting systems implemented in calendar year 2013 by adding new features to improve transparency, compliance with legal requirements, and to improve functionality of the systems.*



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## PROGRAM CONTACTS

Contact Robert Cobb of the Ethics Commission at 240-777-6674 or Phil Weeda of the Office of Management and Budget at 240-777-2780 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### ***Ethics Program Compliance***

**Financial Disclosure:** The Public Ethics Law requires filing of financial disclosure reports by certain County employees. The Ethics Commission prepares and distributes financial disclosure forms and maintains reports filed by employees; it administers the electronic filing system for reporting and coordinates with the Office of Human Resources and all County agencies as regards to the status of filers, and resolves all anomalous circumstances and questions from filers that routinely arise associated with the filing of financial disclosure reports and the administration of 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 prepares and makes available Outside Employment request forms and administers a process pursuant to which agency approvals are obtained. The Ethics Commission staff prepares all requests for consideration by the Ethics Commission, to include obtaining additional information from requestors and County agencies and conducting preliminary legal analysis of requests. The Ethics Commission approves requests, as appropriate, setting conditions on approval as necessary to ensure compliance with ethics requirements, and staff notifies requestors by letter of the disposition of requests. The Ethics Commission publishes and updates approved Outside Employment information required to be made public by the Public Ethics Law.

**Lobbying:** The Public Ethics Law requires certain persons who spend or receive over \$500 to communicate with County officials and employees to register as lobbyists and to file semi-annual activity reports with the Ethics Commission. Annual registration fees are required and are paid to the Ethics Commission and processed and deposited in the General Fund. The Ethics Commission publishes and updates information required to be made public by the Public Ethics Law.

**Complaints, Investigations and Hearings:** Pursuant to the Public Ethics Laws, the Ethics Commission receives complaints and, as appropriate: conducts investigations, conducts hearings, makes findings, and imposes sanctions and penalties if warranted.

**Advisory Opinions, Waivers, Advice:** In accordance with the Public Ethics Law, the Ethics Commission answers inquiries on the application of the 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 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 County Attorney's Office 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, to include managing a website that reflects Ethics Commission programs, activities, and publications such as annual reports, approvals of outside employment requests, lobbying data, and waivers and opinions.

**Administration:** The Staff of the Ethics Commission is responsible for assuring that Ethics Commission meetings are run in accordance with the Open Meetings Act and other applicable law, and the Ethics Commission members are informed and advised as to all material matters under their jurisdiction; Ethics Commission staff are also responsible for budget, procurement, human resources, and resource management for the operation of the office in accordance with Montgomery County policies, and attend required training in these and other office management areas.

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	209,219	261,162	269,184	281,988	8.0%
Employee Benefits	52,742	67,922	65,850	73,760	8.6%
<b>County General Fund Personnel Costs</b>	<b>261,961</b>	<b>329,084</b>	<b>335,034</b>	<b>355,748</b>	<b>8.1%</b>
Operating Expenses	54,959	26,557	25,438	26,259	-1.1%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>316,920</b>	<b>355,641</b>	<b>360,472</b>	<b>382,007</b>	<b>7.4%</b>
<b>PERSONNEL</b>					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.00	3.00	3.00	3.00	—
<b>REVENUES</b>					
Miscellaneous Revenues	27,257	20,000	25,000	25,000	25.0%
<b>County General Fund Revenues</b>	<b>27,257</b>	<b>20,000</b>	<b>25,000</b>	<b>25,000</b>	<b>25.0%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>355,641</b>	<b>3.00</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Annualization of FY15 Personnel Costs	17,550	0.00
Increase Cost: FY16 Compensation Adjustment	8,761	0.00
Increase Cost: Group Insurance Adjustment	873	0.00
Decrease Cost: Printing and Mail	-298	0.00
Decrease Cost: Retirement Adjustment	-520	0.00
<b>FY16 RECOMMENDED:</b>	<b>382,007</b>	<b>3.00</b>

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(\$000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>382</b>	<b>382</b>	<b>382</b>	<b>382</b>	<b>382</b>	<b>382</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>382</b>	<b>383</b>	<b>383</b>	<b>383</b>	<b>383</b>	<b>383</b>



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# Finance

## 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 FY16 Operating Budget for the Department of Finance is \$74,203,366, an increase of \$1,921,362 or 2.7 percent from the FY15 Approved Budget of \$72,282,004. Personnel Costs comprise 21.5 percent of the budget for 116 full-time positions, and a total of 125.93 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 78.5 percent of the FY16 budget.

The Finance Operating Budget is comprised of a General Fund component (the Director's Office and the Divisions of Fiscal Management, Treasury and Controller) and the Division of Risk Management, which is funded by the Liability and Property Coverage Self-Insurance Fund. The total FY16 Operating Budget for the General Fund component is \$13,712,942 an increase of \$300,505 or 2.2 percent over the FY15 approved budget of \$13,412,437. Personnel Costs comprise approximately 84.9 percent of the General Fund budget for 106 full-time positions. A total of 95.81 FTEs includes these positions as well as any seasonal, temporary, and positions charged to or from other departments or funds. Operating Expenses account for the remaining 15.1 percent of the budget.

The total FY16 Operating Budget for the Self-Insurance Fund component of Finance (Risk Management) is \$60,490,424, an increase of \$1,620,857 or 2.8 percent over the FY15 approved budget of \$58,869,567. Personnel Costs comprise approximately 7.1 percent of the Self-Insurance Fund budget for 10 full-time positions. A total of 30.12 FTEs includes these positions as well as any seasonal, temporary, and positions charged to or from other departments or funds. Operating Expenses account for the remaining 92.9 percent of the budget. Included in the total FTEs are 19.75 FTEs charged to the Self-Insurance Fund by the Office of the County Attorney and 0.37 FTEs charged by the General Fund component of Finance (Controller Division) for services provided in support of Risk Management.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Strong and Vibrant Economy***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Successfully retained the County's AAA bond rating from the three major credit rating agencies in the fall of 2014.***
- ❖ ***Sold \$500 million in GO Bonds and \$298 million in Refunding Bonds in November 2014 resulting in \$23 million in savings.***
- ❖ ***Released spendingMontgomery, a live database disclosing the County's spending information in a multidimensional format in December 2014.***
- ❖ ***Prepared an implementation plan and legislation to establish a Commercial Property Assessed Clean Energy (PACE) program. PACE will provide financing to commercial property owners for energy efficiency and renewable energy improvements. Finance will assist lenders and property owners by collecting the annual loan repayment on the County's property tax bill. This reduces the annual repayment cost for the property owner. It will provide***

greater security to lenders in terms of loan repayment, as well as potentially reduce interest costs for the borrower.

- ❖ Received the **GFOA Certificate of Achievement for Excellence in Financial Reporting for the FY13 Comprehensive Annual Financial Report (CAFR)**. This will be the 44th year for this achievement, longer than any other government in the United States and Canada.
- ❖ Conducted a claims management audit that returned an overall rating of 95% - the highest rating the program has achieved since the 1978 inception of the Self-Insurance Program. This was the result of a team of professionals who used a continuous improvement model for developing processes and procedures to improve efficiency and effectiveness of claim handling.
- ❖ Upgrade the **MUNIS tax billing system** to enhance the efficiency of the collection of \$2 billion in County and municipal revenues.
- ❖ Investigate and solicit the purchase and implementation of a **Risk Management Information System** in order to provide program management statistics and information to be utilized by Risk Management and the various department, division, and agency representatives responsible for managing their programs.
- ❖ **Productivity Improvements**
  - In FY15, began conducting an enterprise wide assessment to ensure adherence to Payment Card Industry and National Automated Clearing House Association guidelines.
  - In FY15, the Controller's Division initiated and will continue to implement and enhance a Shared Services Model with other County departments for both Accounts Receivable and Accounts Payable activities.
  - Migrated the Tax Assessment System from a legacy Information Technology infrastructure to a more modern environment which leveraged automation, web browser access, and robust auditing.
  - Continued enhancement of the Volunteer Tracking Database web application.
  - Continued enhancement of the Self Inspection web application which expedites safety inspections.

## PROGRAM CONTACTS

Contact Nancy Moseley of the Department of Finance at 240.777.8886 or Elyse Greenwald of the Office of Management and Budget at 240.777.2768 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### 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 accurate revenue and economic forecasting, and publishing reports on economic and revenue analysis on a monthly and quarterly basis for dissemination to the County Council and public. The program's primary goal is to maintain the County's AAA General Obligation Bond debt rating, and to actively invest the County's working capital to minimize risk while generating maximum investment income. 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; 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 and economic 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; and high quality financial consulting services for County agencies, managers, staff, elected officials, and residents.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
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	Expected	Expected
Interest Rate - True Interest Cost for Montgomery County General Obligation Bonds (the most common debt instrument used by the County)	2.3	3.1	2.7	4.0	5.0

	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Interest Rate Benchmarking - County GO vs. Municipal Market Data Index (basis point spread)	-22	-6	-10	-10	-10
Investment Return - Rate of return on Montgomery County's investments	0.16%	0.15%	0.17%	0.65%	1.25%
Investment Return Benchmarking - County Return vs. S&P Local Government Investment Pool Index (basis point spread)	8	10	10	10	10
Revenue forecasting - Percent variance between actual revenue and projected revenue	1.95%	3.26%	-1.00%	0.00%	0.00%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,197,240</b>	<b>8.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	184,457	1.00
<b>FY16 CE Recommended</b>	<b>1,381,697</b>	<b>9.00</b>

## Information Technology

This program provides planning, direction, and support for finance and core business systems, technology, and business processes to support effective and efficient achievement of the Department's mission. Activities are proactively coordinated with the Department of Technology Services, other County departments, vendors, and Department staff to ensure consistency of Department systems and financial controls with countywide automation policies and standards and with appropriate financial control standards. The program oversees and coordinates business requirements analysis, development, selection, procurement, implementation, maintenance, administration, security, and training on and reporting from, the Finance Department's automated systems and applications. This program is also responsible for managing data integrity associated with daily and year-end processing, providing timely response to customer questions and proactive troubleshooting of financial transaction issues, supporting continuity of Finance Department business operations, managing service contracts and vendor relationships, and providing responses to FOIA-related and auditor requests of Finance.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,358,833</b>	<b>4.00</b>
Decrease Cost: MCtime- funds designated for short-term loans to purchase hardware, software and licenses.	-90,240	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.	344	0.00
<b>FY16 CE Recommended</b>	<b>1,268,937</b>	<b>4.00</b>

## Accounts Payable

This program 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. Payments to vendors are initiated and approved by individual departments. The Accounts Payable program is responsible for review and final approval of payments of \$10,000 or more, as well as most refunds and other non-expenditure disbursements. Payments under \$10,000 are individually reviewed and approved by operating departments subject to post-payment audit by Accounts Payable.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Procurement Card rebate revenue generated	264,320	467,129	475,000	475,000	475,000

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>831,657</b>	<b>9.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	172,895	1.00
<b>FY16 CE Recommended</b>	<b>1,004,552</b>	<b>10.00</b>

## Accounts Receivable

This program 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, this program provides for development of standardized policies and procedures, and provision of services including invoicing/billing, collection, accounting, reconciliation, and reporting reconciliation of monies due. This program will provide greater accountability through improved reporting, enhanced tracking of payment trends, and increased opportunities for maximizing collectibility.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>702,639</b>	<b>7.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	51,852	0.00
<b>FY16 CE Recommended</b>	<b>754,491</b>	<b>7.00</b>

## General Accounting

This program is 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 County resources; adherence to budgetary policies established by management; and compliance with Federal, State, and County mandates. The program prepares the Comprehensive Annual Financial Report, Debt Service Booklet, 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.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Receive the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting <sup>1</sup>	Received	Expected	Expected	Expected	Expected

<sup>1</sup> The County has been awarded this certificate more times than any other county in the nation (FY13 = 44 times).

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,936,465</b>	<b>17.81</b>
Decrease Cost: Chargeback to Department of Liquor Control for preparation of year-end financial statements	-41,730	-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.	-175,556	-2.00
<b>FY16 CE Recommended</b>	<b>1,719,179</b>	<b>15.31</b>

## Grants Accounting

This program is responsible for the analysis, interpretation, and presentation of the County's financial position relating to grants through timely, accurate, and professional financial reports. These reports provide public assurance as to the accountability and integrity of the use of Federal, State, and other outside resources; adherence to budgetary policies established by management; and compliance with Federal, State, and County mandates. The program prepares the Single Audit Report on expenditures of Federal awards, and 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 grant financial transactions.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>565,365</b>	<b>5.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	18,430	0.00
<b>FY16 CE Recommended</b>	<b>583,795</b>	<b>5.00</b>

## Payroll

This program is responsible for managing and maintaining the County's payroll system and functions as prescribed by Federal, State, and County laws, and local regulations. The program 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. The program proactively operates in conjunction with other County departments to maintain and develop efficient and effective improvements to the personnel/payroll and electronic timekeeping systems.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Pension and Long-term Disability (LTD2) Payroll Payments Processed <sup>1</sup>	65,000	65,000	66,000	66,500	67,000

<sup>1</sup> FY13 First year pension and Long-term Disability (LTD2) payroll payments were processed in-house.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>879,563</b>	<b>8.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	37,914	0.00
<b>FY16 CE Recommended</b>	<b>917,477</b>	<b>8.00</b>

## Tax Operations

This program is responsible for the timely and accurate collection and processing of all County administered taxes, including property taxes (which are the County's largest revenue source), transfer and recordation taxes (relating to real property transfers and recordation of instruments of writing), and several excise taxes (fuel/energy, telephone, hotel/motel). The program is also responsible for the administration of the County's Working Families Income Supplement program, the Public Advocate for Assessments and Taxation (Public Advocate) program, and numerous tax credit, deferral, and assistance programs. The property tax portion of this program provides the calculation and distribution of tax bills; accounting and distribution of tax collections to the State of Maryland, municipalities, and other entities; collection of delinquent accounts through the tax lien sale process; and communication of and access to tax and account information by attorneys and title companies for preparation of property settlements; and customer service assistance to the public for complex tax-related matters and issues. The transfer and recordation tax portion of this program ensures that all other taxes, fees, and charges associated with the property tax account are paid in full prior to recording of the deed for that property by the State of Maryland. The Public Advocate program provides an independent review of State-determined property assessment valuations for fairness and accuracy and, therefore, protects the public interest by acting on behalf of the taxpayers and the County.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Property tax accounts billed	365,495	366,847	367,000	367,000	367,000

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,011,672</b>	<b>20.35</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	189,557	1.00
<b>FY16 CE Recommended</b>	<b>2,201,229</b>	<b>21.35</b>

## Treasury Operations

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, and excise taxes; fines and fees; and offers specific employee services, such as the fare media pass. Functioning as a banking operation, the tellers are a primary provider of person-to-person customer service to County residents.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Cashier transactions processed	40,208	35,730	35,000	35,000	35,000

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>315,935</b>	<b>4.15</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	16,144	0.00
<b>FY16 CE Recommended</b>	<b>332,079</b>	<b>4.15</b>

## Insurance

The Montgomery County Self-Insurance Program, established under County Code 20-37, provides comprehensive property and casualty insurance for the County and participating agencies. The program is funded through contributions from the agencies, which are based upon an annual actuarial analysis of outstanding and projected future claims filed against the participants. The program provides accurate and timely insurance and risk management advice to 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; avoiding risk; operating proactive safety programs; and purchasing commercial insurance policies.



<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of contract review actions to ensure adequate insurance coverage and compliance <sup>1</sup>	7,389	7,460	7,500	7,500	7,500
Workers Compensation - Cost per \$100 of payroll	\$3.16	\$3.50	\$3.34	\$3.37	\$3.37
Workers Compensation - Number of Montgomery County Government cases resulting in lost work time	513	499	544	596	647

<sup>1</sup> Measurement of contract review actions consist of: Mandatory Insurance Requirements issued; Certificates of Insurance approved; and email responses requesting clarification, corrections or additional information. Contracts include Amendments, RFPs, IFBs, Leases, Right-of-Entry Agreements, MOUs, License Agreements, Bridge Contracts, DPOs, Business Associate.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>55,065,455</b>	<b>4.00</b>
Increase Cost: Claims Expense	597,000	0.00
Increase Cost: Commercially Purchased Property and Casualty Insurance	375,000	0.00
Increase Cost: Claims Service Contract Administrative costs	230,883	0.00
Increase Cost: Professional Service - Claims Audit Contract	40,000	0.00
Increase Cost: Workers Compensation Payroll Tax	6,600	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	33,295	0.00
<b>FY16 CE Recommended</b>	<b>56,348,233</b>	<b>4.00</b>

## Occupational Safety and Health

This program coordinates reporting to Federal and State regulatory agencies on health and safety issues. The State-required injury reports and the mandated safety training and record keeping are completed on schedule. The program responds promptly to inspections and queries from the Maryland Occupational Safety and Health Administration. Accident prevention programs are conducted, and training is provided continuously in loss prevention and loss control to promote a safe and healthy work environment for County employees.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Training classes conducted by Safety and Health Specialists <sup>1</sup>	68	93	100	125	150

<sup>1</sup> FY13 implemented a "Train-the-Trainer" program for Fleet Management

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>571,809</b>	<b>3.00</b>
Increase Cost: Motor Pool Rate Adjustment	7,178	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	32,840	0.00
<b>FY16 CE Recommended</b>	<b>611,827</b>	<b>3.00</b>

## Legal Services

This program funds activities of the Office of the County Attorney, which provides legal services including investigation, negotiation, and litigation on behalf of the County and agencies that participate in the Self-Insurance Program.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,633,229</b>	<b>20.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	220,960	-0.25
<b>FY16 CE Recommended</b>	<b>2,854,189</b>	<b>19.75</b>

## 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,212,142</b>	<b>15.37</b>
Increase Cost: MTime - contractual services for annual maintenance and support	15,240	0.00
Increase Cost: Retiree Health Insurance Pre-Funding Adjustment	4,670	0.00
Decrease Cost: Printing and Mail	-992	0.00
Shift: Chargeback for Billing, Collection and Processing Services for Non-Tax Supported Funds	-3,900	0.00
Decrease Cost: Printing and Mail	-11,512	0.00
Decrease Cost: Contractual Resources: Indirect Cost Analysis and Services	-40,000	0.00
Decrease Cost: Delay Implementation of Property Tax Billing IT Application	-40,000	0.00
Decrease Cost: Contractual Services - Payroll	-124,000	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.	214,033	0.00
<b>FY16 CE Recommended</b>	<b>4,225,681</b>	<b>15.37</b>

## BUDGET SUMMARY

	<b>Actual FY14</b>	<b>Budget FY15</b>	<b>Estimated FY15</b>	<b>Recommended FY16</b>	<b>% Chg Bud/Rec</b>
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	6,906,911	8,441,163	7,947,571	8,919,005	5.7%
Employee Benefits	2,537,435	2,529,612	2,764,859	2,728,497	7.9%
<b>County General Fund Personnel Costs</b>	<b>9,444,346</b>	<b>10,970,775</b>	<b>10,712,430</b>	<b>11,647,502</b>	<b>6.2%</b>
Operating Expenses	2,652,691	2,441,662	2,684,831	2,065,440	-15.4%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>12,097,037</b>	<b>13,412,437</b>	<b>13,397,261</b>	<b>13,712,942</b>	<b>2.2%</b>
<b>PERSONNEL</b>					
Full-Time	113	116	116	106	-8.6%
Part-Time	1	0	0	0	—
FTEs	94.31	95.31	95.31	95.81	0.5%
<b>REVENUES</b>					
Miscellaneous Revenues	466,521	496,700	475,000	475,000	-4.4%
Other Charges/Fees	244,566	253,680	243,480	244,360	-3.7%
Other Fines/Forfeitures	29,814	50,000	15,000	15,000	-70.0%
Other Intergovernmental	156,462	149,680	149,680	141,220	-5.7%
<b>County General Fund Revenues</b>	<b>897,363</b>	<b>950,060</b>	<b>883,160</b>	<b>875,580</b>	<b>-7.8%</b>
<b>SELF INSURANCE INTERNAL SERVICE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	2,784,178	2,944,729	2,944,731	3,265,501	10.9%
Employee Benefits	945,217	981,499	981,497	1,021,245	4.0%
<b>Self Insurance Internal Service Fund Personnel Costs</b>	<b>3,729,395</b>	<b>3,926,228</b>	<b>3,926,228</b>	<b>4,286,746</b>	<b>9.2%</b>
Operating Expenses	49,212,148	54,943,339	54,943,339	56,203,678	2.3%
Capital Outlay	0	0	0	0	—
<b>Self Insurance Internal Service Fund Expenditures</b>	<b>52,941,543</b>	<b>58,869,567</b>	<b>58,869,567</b>	<b>60,490,424</b>	<b>2.8%</b>
<b>PERSONNEL</b>					
Full-Time	10	10	10	10	—
Part-Time	0	0	0	0	—
FTEs	30.37	30.37	30.37	30.12	-0.8%
<b>REVENUES</b>					
Investment Income	88,614	65,810	162,780	632,940	861.8%
Miscellaneous Revenues	656,087	0	1,000,000	1,000,000	—
Self Insurance Revenues	65,843,710	69,489,767	68,489,767	64,803,243	-6.7%
<b>Self Insurance Internal Service Fund Revenues</b>	<b>66,588,411</b>	<b>69,555,577</b>	<b>69,652,547</b>	<b>66,436,183</b>	<b>-4.5%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>65,038,580</b>	<b>72,282,004</b>	<b>72,266,828</b>	<b>74,203,366</b>	<b>2.7%</b>
<b>Total Full-Time Positions</b>	<b>123</b>	<b>126</b>	<b>126</b>	<b>116</b>	<b>-7.9%</b>
<b>Total Part-Time Positions</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>124.68</b>	<b>125.68</b>	<b>125.68</b>	<b>125.93</b>	<b>0.2%</b>
<b>Total Revenues</b>	<b>67,485,774</b>	<b>70,505,637</b>	<b>70,535,707</b>	<b>67,311,763</b>	<b>-4.5%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>13,412,437</b>	<b>95.31</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	370,503	0.00
Increase Cost: Annualization of FY15 Personnel Costs	136,491	1.00
Shift: Enterprise Resource Planning (ERP) staff support from Capital Improvement Program (CIP) to Operating budget (eleven positions are transferred to the Department of Technology Services)	53,378	0.00
Increase Cost: Retirement Adjustment	45,706	0.00
Increase Cost: Group Insurance Adjustment	30,569	0.00
Increase Cost: MCTime - contractual services for annual maintenance and support [Operations and Administration]	15,240	0.00
Shift: Chargeback for Billing, Collection and Processing Services for Non-Tax Supported Funds [Operations and Administration]	-3,900	0.00
Decrease Cost: Printing and Mail [Operations and Administration]	-11,512	0.00
Decrease Cost: Contractual Resources: Indirect Cost Analysis and Services [Operations and Administration]	-40,000	0.00
Decrease Cost: Delay Implementation of Property Tax Billing IT Application [Operations and Administration]	-40,000	0.00
Decrease Cost: Chargeback to Department of Liquor Control for preparation of year-end financial statements [General Accounting]	-41,730	-0.50
Decrease Cost: MCTime- funds designated for short-term loans to purchase hardware, software and licenses. [Information Technology]	-90,240	0.00
Decrease Cost: Contractual Services - Payroll [Operations and Administration]	-124,000	0.00
<b>FY16 RECOMMENDED:</b>	<b>13,712,942</b>	<b>95.81</b>
<b>SELF INSURANCE INTERNAL SERVICE FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>58,869,567</b>	<b>30.37</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Claims Expense [Insurance]	597,000	0.00
Increase Cost: Commercially Purchased Property and Casualty Insurance [Insurance]	375,000	0.00
Increase Cost: Claims Service Contract Administrative costs [Insurance]	230,883	0.00
Increase Cost: Annualization of FY15 Personnel Costs	181,266	-0.25
Increase Cost: FY16 Compensation Adjustment	148,572	0.00
Increase Cost: Professional Service - Claims Audit Contract [Insurance]	40,000	0.00
Increase Cost: Retirement Adjustment	21,950	0.00
Increase Cost: Group Insurance Adjustment	8,730	0.00
Increase Cost: Motor Pool Rate Adjustment [Occupational Safety and Health]	7,178	0.00
Increase Cost: Workers Compensation Payroll Tax [Insurance]	6,600	0.00
Increase Cost: Retiree Health Insurance Pre-Funding Adjustment [Operations and Administration]	4,670	0.00
Decrease Cost: Printing and Mail [Operations and Administration]	-992	0.00
<b>FY16 RECOMMENDED:</b>	<b>60,490,424</b>	<b>30.12</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Fiscal Management	1,197,240	8.00	1,381,697	9.00
Information Technology	1,358,833	4.00	1,268,937	4.00
Accounts Payable	831,657	9.00	1,004,552	10.00
Accounts Receivable	702,639	7.00	754,491	7.00
General Accounting	1,936,465	17.81	1,719,179	15.31
Grants Accounting	565,365	5.00	583,795	5.00
Payroll	879,563	8.00	917,477	8.00
Tax Operations	2,011,672	20.35	2,201,229	21.35
Treasury Operations	315,935	4.15	332,079	4.15
Insurance	55,065,455	4.00	56,348,233	4.00
Occupational Safety and Health	571,809	3.00	611,827	3.00
Legal Services	2,633,229	20.00	2,854,189	19.75
Operations and Administration	4,212,142	15.37	4,225,681	15.37
<b>Total</b>	<b>72,282,004</b>	<b>125.68</b>	<b>74,203,366</b>	<b>125.93</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	1,593,724	12.00	140,943	1.00
Community Use of Public Facilities	Community Use of Public Facilities	6,380	0.04	6,670	0.04
Environmental Protection	Water Quality Protection Fund	376,376	3.20	385,313	3.20
General Services	Printing and Mail Internal Service Fund	6,020	0.05	6,210	0.05
Human Resources	Employee Health Benefit Self Insurance	101,260	0.75	108,490	0.75
Human Resources	Retiree Health Benefits	39,920	0.25	41,690	0.25
Liquor Control	Liquor Control	0	0.00	41,730	0.50
NDA - Mont. County Employee Retirement Plans	BIT 457 Deferred Comp. Plan	4,790	0.03	5,000	0.03
NDA - Mont. County Employee Retirement Plans	Employee Retirement System	59,090	0.37	61,710	0.37
NDA - Mont. County Employee Retirement Plans	Retirement Savings Plan	11,170	0.07	11,680	0.07
NDA - Mont. County Employee Retirement Plans	RSP-Disability Benefits LTD2	25,550	0.16	26,690	0.16
Parking District Services	Bethesda Parking District	64,707	0.70	68,551	0.71
Parking District Services	Montgomery Hills Parking District	6,949	0.05	7,177	0.05
Parking District Services	Silver Spring Parking District	56,798	0.52	59,033	0.52
Parking District Services	Wheaton Parking District	15,267	0.13	15,571	0.12
Permitting Services	Permitting Services	11,070	0.10	11,340	0.10
Solid Waste Services	Solid Waste Collection	90,610	0.34	91,070	0.34
Solid Waste Services	Solid Waste Disposal	218,990	2.38	221,600	2.38
Transportation	Vacuum Leaf Collection	81,491	0.23	82,110	0.23
Total		2,770,162	21.37	1,392,578	10.87

## FUTURE FISCAL IMPACTS

Title	CE REC.		(\$000's)			
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>13,713</b>	<b>13,713</b>	<b>13,713</b>	<b>13,713</b>	<b>13,713</b>	<b>13,713</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>63</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Contractual Resources for Indirect Cost Analysis and Services</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>40</b>
Indirect Cost Analysis through contract.						
<b>Property Tax Billing IT Application</b>	<b>0</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>
Delayed moving an IT system to the cloud, an FY16 budget reduction.						
<b>Kronos Annual Maintenance and Support</b>	<b>0</b>	<b>16</b>	<b>32</b>	<b>49</b>	<b>66</b>	<b>66</b>
Kronos annual maintenance and support is a contractual obligation with a 3% cap increase per year based on the current contract, expiring December 31, 2018.						
<b>Subtotal Expenditures</b>	<b>13,713</b>	<b>13,872</b>	<b>13,848</b>	<b>13,904</b>	<b>13,881</b>	<b>13,921</b>
<b>SELF INSURANCE INTERNAL SERVICE FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>60,490</b>	<b>60,490</b>	<b>60,490</b>	<b>60,490</b>	<b>60,490</b>	<b>60,490</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Professional Services - Claims Audit Contract</b>	<b>0</b>	<b>-40</b>	<b>0</b>	<b>-40</b>	<b>0</b>	<b>-40</b>
The Claims Audit is conducted every other year and is not needed in odd years.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>0</b>	<b>-2</b>	<b>-4</b>	<b>-5</b>	<b>-6</b>
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
<b>Subtotal Expenditures</b>	<b>60,490</b>	<b>60,477</b>	<b>60,515</b>	<b>60,473</b>	<b>60,512</b>	<b>60,471</b>



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# General Services

## MISSION STATEMENT

The Department of General Services 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. In so doing, the Department of General Services contributes directly towards the County Executive's objectives of "A Responsive and Accountable County Government," "Healthy and Sustainable Neighborhoods," and "A Strong and Vibrant Economy."

## County Government Reorganization

In December 2014, the County Executive announced a Six Point Economic Development Plan which resulted in the creation of the Office of Procurement in order to improve effectiveness, customer service, accessibility, and efficiency. As part of this plan, the Office of Procurement was created to provide more emphasis on procurement programs. The new Office of Procurement will include procurement support, procurement operations, and Business Relations and Compliance which were previously housed in the Department of General Services.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Department of General Services is \$34,245,921, a decrease of \$3,292,409 or 8.8 percent from the FY15 Approved Budget of \$37,538,330. Personnel Costs comprise 42.6 percent of the budget for 221 full-time positions and two part-time positions, and a total of 158.55 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 Capital Outlay account for the remaining 57.4 percent of the FY16 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***Strong and Vibrant Economy***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Office of Energy and Sustainability***
  - ***Recognized by Maryland Energy Administration as a Smart Energy Community***

***Looking ahead:***

- ***Deploy Solar Photovoltaic systems throughout County facilities.***
- ***Eliminate electricity supply disruptions to critical County facilities through microgrids and on-site generation.***
- ***Benchmark energy performance for County facilities.***
- ***Increase clean electricity purchases from 50 percent in FY15 to 100 percent in FY16.***
- ***Purchase the cleanest and most environmentally responsible energy supply for County operations.***
- ***Coordinate sustainability outreach with County building occupants.***
- ***Forge public private partnerships, grants and other funds to support sustainability initiatives.***

- ❖ **The Office of Real Estate is "greening" the County's leases to include language that will allow DGS to comply with new energy benchmarking requirements.**
- ❖ **The Division of Facilities Management:**
  - Oversees 10 million square feet of County properties consisting of 410 buildings and 5000+ acres.
  - Reprogrammed 1st District Police Station into a multipurpose office building to support swing space and interim office hoteling for County programs.
  - Provides daily operational and maintenance services on newly constructed LEED facilities, including Equipment Maintenance Transit Operations Center (EMTOC) and Judicial Center Annex requiring "green" operational and maintenance services.
  - Stabilized dam systems supporting the campus of the County Public Safety Office Building.
  - Installed a self-contained modular building at the Silver Spring Worker Center.
  - Provided snow removal services and maintained buildings throughout over 300 buildings for 26 snow and storm events during the 2015 winter season.
  - Renovated former animal shelter for use by the Department of Health and Human Services Employment and Training Program.
  - Renovated the Ken-Gar Community Center providing for the renovation/repair/stabilization of the facility with partial support through a State bond bill.
- ❖ **The Division of Central Services:**
  - Piloted state of the art Assistive Listening capabilities in Executive Office Building 9th floor conference room in its Americans with Disabilities Act Program.
- ❖ **Productivity Improvements**
  - **Office of Real Estate**
    - Implemented Oracle's Property Manager module to more efficiently manage the property portfolio.
  - **Information Services**
    - Implemented the Work Order Requester pilot program which allows the Department of Recreation to create and monitor DGS Facilities Work Order requests in the County's ERP production system.
  - **Print and Mail**
    - Converted to the Smart Copier Initiative that saved an estimated one million sheets of paper per year.
  - Implemented the Digital Store Front to allow for 24 hour on-line access to submit print jobs, streamlining the billing process and report capabilities.

## PROGRAM CONTACTS

Contact Angela Dizelos of the Department of General Services at 240.777.6028 or Erika Lopez-Finn of the Office of Management and Budget at 240.777.2771 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Procurement

This program has been moved to the Office of Procurement. Please refer to section 31.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percent of Procurements Completed in Agreed Upon Time <sup>1</sup>	81.0	84.0	79.0	79.0	79.0

<sup>1</sup> This figure represents the average for the following: Invitation For Bid - 73%; Request For Proposals - 84%; and Construction: 96% for FY14.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,742,924</b>	<b>23.90</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-2,742,924	-23.90
<b>FY16 CE Recommended</b>	<b>0</b>	<b>0.00</b>

### Business Relations and Compliance

This program has been moved to the Office of Procurement. Please refer to section 31.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Business Relations and Compliance: small, local business percentage of contract dollars	25	25	25	25	25
Percent of Contract Dollars Awarded to Minority/Female/Disabled owned businesses	20	20	20	20	20

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>487,370</b>	<b>5.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-487,370	-5.00
<b>FY16 CE Recommended</b>	<b>0</b>	<b>0.00</b>

## Automation

The Automation Program provides staffing, material, and support to develop and maintain information systems in support of the Department's business operations. This includes purchase and maintenance of Information Technology (IT) equipment, service and support for major end use systems on a County-wide basis. IT management of applications, databases, systems, and department website design and maintenance is included in this program as well as coordination with the County Department of Technology Services.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>442,468</b>	<b>4.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-442,468	-4.00
<b>FY16 CE Recommended</b>	<b>0</b>	<b>0.00</b>

Notes: This reduction is associated with shifting a portion of operations to the Office of Procurement and the rest of operations to Administration.

## Facilities Management

The Division of Facilities Management's mission is to provide for 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, correctional and conditional maintenance; housekeeping; grounds maintenance; recycling; building structure and envelope maintenance; electrical/mechanical systems operations and maintenance; small to mid-sized remodeling projects; snow removal, and damage repair from snow, wind, rain, and storm events; and customer service. The Energy Management Program provides technicians to monitor and maintain heating and cooling systems to ensure the most efficient use of these services. In addition, Facilities Management manages several comprehensive Capital Improvements Program (CIP) projects aimed at sustaining efficient and reliable facility operation to protect and extend the life of the County's investment in facilities and equipment.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Condition of Non-critical Building Systems and Aesthetics	4,512,148	6,335,328	7,343,395	7,343,395	7,343,395
Facilities Maintenance: (ELEVATOR) Number of hours offline for critical building systems such as heating, ventilation, and air conditioning	296	324	300	250	250
Facilities Maintenance: (Heating/Cooling) Number of hours offline for critical building systems such as heating, ventilation, and air conditioning	34	24	24	25	25
Facilities Maintenance: (POWER) Number of hours offline for critical building systems such as heating, ventilation, and air conditioning	243.0	89.0	250.0	250.0	250.0
Facilities Maintenance: (Water Sewage) Number of hours offline for critical building systems such as heating, ventilation, and air conditioning	15	30	30	30	30
Facilities: Customer rating of the aesthetics and comfort of County-maintained buildings	3.50	3.80	3.80	3.80	3.80

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>22,812,792</b>	<b>103.90</b>
Increase Cost: Contract Inflation	224,045	0.00
Increase Cost: Annualization of Maintenance Costs for Buildings Opened in FY15	85,445	0.00
Increase Cost: Maintenance Costs for Buildings Opening in FY16	80,179	0.00
Decrease Cost: Supplies, equipment, and other operating expenses	-25,081	0.00
Decrease Cost: Lapse Building Services Worker I	-51,442	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.	-51,245	-0.10
<b>FY16 CE Recommended</b>	<b>23,074,693</b>	<b>103.80</b>



## Energy and Sustainability

The Office of Energy and Sustainability (ES) is responsible for facilitating comprehensive energy and sustainability strategies across County facilities. ES specifically will reduce the environmental impacts of government operations through collaboration, leadership, special projects, innovative partnerships, and performance measurement. Areas of engagement include building energy performance; planning; water; biodiversity; clean energy; fleet and transit; purchasing; materials and resource recovery; and culture and innovation. Specific core functions include executing the County's utility purchasing strategy, monitoring day-to-day utility activities, managing data related to the environmental impacts of operations (e.g., greenhouse gas emissions), deploying renewable energy initiatives, and implementing energy efficiency projects.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Environmental Stewardship: Carbon Footprint from Facilities and Fleet Operations (in metric ton carbon dioxide equivalents)	154,322	164,894	130,992	71,726	71,726

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>101,570</b>	<b>1.00</b>
Shift: Capital Projects Manager position to Office of Energy and Sustainability from the CIP	107,383	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.	19,008	0.00
<b>FY16 CE Recommended</b>	<b>227,961</b>	<b>2.00</b>

## Central Duplicating, Imaging, Archiving & Mail Svcs.

This program provides timely and efficient document management through: high-speed photocopying service to all County agencies; desktop and electronic publishing; high-speed color copying; bindery; digital imaging; and electronic and physical archiving of County records. This program also administers and manages the countywide paper and copier contracts. This program also provides for the daily receipt, sorting, and distribution of mail deliveries from the U.S. Postal Service and inter-office mail to County agencies.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>8,070,305</b>	<b>30.75</b>
Decrease Cost: Abolish Printing Technician III position- Stonestreet	-84,254	-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.	-76,448	0.00
<b>FY16 CE Recommended</b>	<b>7,909,603</b>	<b>29.75</b>

## Real Estate

This program provides for leasing, site acquisition/disposition, space management, and site evaluation. The leasing function recommends, plans, coordinates, implements, and administers the leasing of real property for both revenue and expense leases, including closed school facilities, at the best economic and operational value to the County. Site acquisition is the purchase of property for County use and disposition is the sale or lease of surplus property. The space management function provides for the efficient and aesthetic utilization of space in County-owned and leased facilities. The site evaluation function provides technical support to site evaluation committees for Capital Improvements Program (CIP) projects.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
County Rent vs. Average Market Rent for Leased Space	20.20	21.72	22.80	23.95	25.15
Real Estate: Average amount Montgomery County pays in rent (in dollars per square foot)	20.20	22.74	23.53	24.36	25.21

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>900,523</b>	<b>7.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	49,177	0.00
<b>FY16 CE Recommended</b>	<b>949,700</b>	<b>7.00</b>

## 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, designing 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. The planning, design, and construction of facilities is accomplished in

accordance with LEED Silver standards as required by County regulation, and following best practices in project design and construction estimating, and the timely delivery of facilities based on project schedules developed for and published in the County CIP. This program is fully charged to the CIP.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Building Design and Construction – Percent of projects meeting initial design timeline	75	83	83	83	83
Building Design and Construction: Percent of projects meeting initial construction costs	94	93	93	93	93
Building Design and Construction: Percent of projects meeting initial construction timeline	88	86	86	86	86
Building Design and Construction: Percent of projects meeting initial design costs	83	83	83	83	83

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>0</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>0</b>	<b>0.00</b>

Notes: This program is funded through the Capital Improvements Program budget, not the operating budget.

## Administration

Administration services in the Department are provided in three key areas:

- The Director's Office provides overall leadership for the Department, including policy development, planning, accountability, service integration, and customer service. The Director's Office also handles administration of the day-to-day operations of the Department, including direct service delivery, operating and capital budget preparation and administration, training, contract management logistics, and facilities support and human resources.
- The County Executive's Strategic Growth Initiative and other key strategic capital initiatives are also directed through the Office of Planning and Development in the Director's office.
- The Division of Central Services provides oversight and direction of the preparation and monitoring of the Operating and Capital Improvements Program (CIP) budgets for the department; fuel management; payment processing; inventory and facility management; the management and administration of computer and office automation activities; oversight of all personnel activities of the Department of General Services; Strategic Planning for the Director; and oversight and management for increasing access to County facilities for residents and employees with disabilities.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Customer Satisfaction: Average Score Given to all DGS Operations in a Survey across Montgomery County Government	2.85	2.90	2.90	3.00	3.00

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,980,378</b>	<b>15.20</b>
Decrease Cost: Turnover Savings from Property Manager I	-49,105	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.	152,691	0.80
<b>FY16 CE Recommended</b>	<b>2,083,964</b>	<b>16.00</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	11,514,321	11,060,595	11,743,600	8,698,611	-21.4%
Employee Benefits	4,265,866	4,105,273	4,612,903	3,447,667	-16.0%
<b>County General Fund Personnel Costs</b>	<b>15,780,187</b>	<b>15,165,868</b>	<b>16,356,503</b>	<b>12,146,278</b>	<b>-19.9%</b>
Operating Expenses	22,563,821	14,302,157	15,533,365	14,190,040	-0.8%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>38,344,008</b>	<b>29,468,025</b>	<b>31,889,868</b>	<b>26,336,318</b>	<b>-10.6%</b>
<b>PERSONNEL</b>					
Full-Time	220	222	222	192	-13.5%
Part-Time	3	3	3	1	-66.7%
FTEs	153.58	160.00	160.00	128.80	-19.5%
<b>REVENUES</b>					
Miscellaneous Revenues	100,571	85,000	120,000	120,000	41.2%
<b>County General Fund Revenues</b>	<b>100,571</b>	<b>85,000</b>	<b>120,000</b>	<b>120,000</b>	<b>41.2%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	8,263	0	0	0	—
Employee Benefits	2,272	0	0	0	—
<b>Grant Fund MCG Personnel Costs</b>	<b>10,535</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	161,044	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>171,579</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>PRINTING AND MAIL INTERNAL SERVICE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,580,429	1,697,306	1,572,607	1,716,797	1.1%
Employee Benefits	680,622	717,108	716,116	724,266	1.0%
<b>Printing and Mail Internal Service Fund Personnel Costs</b>	<b>2,261,051</b>	<b>2,414,414</b>	<b>2,288,723</b>	<b>2,441,063</b>	<b>1.1%</b>
Operating Expenses	3,970,634	5,523,891	5,533,891	5,336,540	-3.4%
Capital Outlay	0	132,000	0	132,000	—
<b>Printing and Mail Internal Service Fund Expenditures</b>	<b>6,231,685</b>	<b>8,070,305</b>	<b>7,822,614</b>	<b>7,909,603</b>	<b>-2.0%</b>
<b>PERSONNEL</b>					
Full-Time	29	30	30	29	-3.3%
Part-Time	1	1	1	1	—
FTEs	29.50	30.75	30.75	29.75	-3.3%
<b>REVENUES</b>					
Imaging/Archiving Revenues	1,381,446	0	3,100,000	1,300,249	—
Mail Revenues	2,010,942	2,424,973	2,335,317	2,328,351	-4.0%
Miscellaneous Revenues	30,675	0	0	0	—
Print Revenues	2,803,591	3,357,627	1,561,724	2,851,559	-15.1%
Other Charges/Fees	1,302,876	3,094,244	1,749,159	1,500,000	-51.5%
<b>Printing and Mail Internal Service Fund Revenues</b>	<b>7,529,530</b>	<b>8,876,844</b>	<b>8,746,200</b>	<b>7,980,159</b>	<b>-10.1%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>44,747,272</b>	<b>37,538,330</b>	<b>39,712,482</b>	<b>34,245,921</b>	<b>-8.8%</b>
<b>Total Full-Time Positions</b>	<b>249</b>	<b>252</b>	<b>252</b>	<b>221</b>	<b>-12.3%</b>
<b>Total Part-Time Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>-50.0%</b>
<b>Total FTEs</b>	<b>183.08</b>	<b>190.75</b>	<b>190.75</b>	<b>158.55</b>	<b>-16.9%</b>
<b>Total Revenues</b>	<b>7,630,101</b>	<b>8,961,844</b>	<b>8,866,200</b>	<b>8,100,159</b>	<b>-9.6%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>29,468,025</b>	<b>160.00</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	392,735	0.00
Increase Cost: Contract Inflation [Facilities Management]	224,045	0.00
Shift: Capital Projects Manager position to Office of Energy and Sustainability from the CIP [Energy and Sustainability]	107,383	1.00
Increase Cost: Retirement Adjustment	102,205	0.00
Increase Cost: Annualization of Maintenance Costs for Buildings Opened in FY15 [Facilities Management]	85,445	0.00
Increase Cost: Maintenance Costs for Buildings Opening in FY16 [Facilities Management]	80,179	0.00
Increase Cost: Group Insurance Adjustment	38,716	0.00
Decrease Cost: Printing and Mail	-18,857	0.00
Decrease Cost: Supplies, equipment, and other operating expenses [Facilities Management]	-25,081	0.00
Decrease Cost: Motor Pool Rate Adjustment	-32,778	0.00
Decrease Cost: Turnover Savings from Property Manager I [Administration]	-49,105	0.00
Decrease Cost: Lapse Building Services Worker I [Facilities Management]	-51,442	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-124,056	-0.20
Shift: Reorganization and Creation of Office of Procurement	-3,861,096	-32.00
<b>FY16 RECOMMENDED:</b>	<b>26,336,318</b>	<b>128.80</b>
<b>PRINTING AND MAIL INTERNAL SERVICE FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>8,070,305</b>	<b>30.75</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	75,409	0.00
Increase Cost: Retirement Adjustment	27,080	0.00
Increase Cost: Retiree Health Insurance Pre-funding Adjustment	19,260	0.00
Increase Cost: Group Insurance Adjustment	8,789	0.00
Increase Cost: Anniversary Circle lease	6,060	0.00
Decrease Cost: Motor Pool Rate Adjustment	-60	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-375	0.00
Decrease Cost: Printing and Mail	-2,977	0.00
Decrease Cost: Abolish Printing Technician III position- Stonestreet [Central Duplicating, Imaging, Archiving & Mail Svcs.]	-84,254	-1.00
Decrease Cost: Replacement Equipment Purchases	-98,000	0.00
Decrease Cost: Supplies and other operating expenses	-111,634	0.00
<b>FY16 RECOMMENDED:</b>	<b>7,909,603</b>	<b>29.75</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Procurement	2,742,924	23.90	0	0.00
Business Relations and Compliance	487,370	5.00	0	0.00
Automation	442,468	4.00	0	0.00
Facilities Management	22,812,792	103.90	23,074,693	103.80
Energy and Sustainability	101,570	1.00	227,961	2.00
Central Duplicating, Imaging, Archiving & Mail Svcs.	8,070,305	30.75	7,909,603	29.75
Real Estate	900,523	7.00	949,700	7.00
Building Design and Construction	0	0.00	0	0.00
Administration	1,980,378	15.20	2,083,964	16.00
<b>Total</b>	<b>37,538,330</b>	<b>190.75</b>	<b>34,245,921</b>	<b>158.55</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	7,701,345	57.58	7,872,539	55.80
Fleet Management Services	Motor Pool Internal Service Fund	561,065	3.10	553,836	2.80
Liquor Control	Liquor Control	348,960	1.20	359,565	1.20
Parking District Services	Bethesda Parking District	6,165	0.05	0	0.00
Parking District Services	Silver Spring Parking District	6,165	0.05	0	0.00
Solid Waste Services	Solid Waste Disposal	105,717	0.60	48,223	0.10
Transit Services	Mass Transit	23,533	0.20	0	0.00
Undefined Work Orders	Undefined Fund	749,029	3.50	749,029	3.50
Total		9,501,979	66.28	9,583,192	63.40

## FUTURE FISCAL IMPACTS

Title	CE REC.		(\$000's)			
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>26,336</b>	<b>26,336</b>	<b>26,336</b>	<b>26,336</b>	<b>26,336</b>	<b>26,336</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>26,336</b>	<b>26,383</b>	<b>26,383</b>	<b>26,383</b>	<b>26,383</b>	<b>26,383</b>
<b>PRINTING AND MAIL INTERNAL SERVICE FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>7,910</b>	<b>7,910</b>	<b>7,910</b>	<b>7,910</b>	<b>7,910</b>	<b>7,910</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>0</b>	<b>-6</b>	<b>-12</b>	<b>-15</b>	<b>-18</b>
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
<b>Subtotal Expenditures</b>	<b>7,910</b>	<b>7,925</b>	<b>7,920</b>	<b>7,914</b>	<b>7,910</b>	<b>7,907</b>

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# Fleet Management Services

## MISSION STATEMENT

The mission of the Department of General Services Fleet Management Services (Motor Pool Internal Service Fund) is to plan for, acquire, maintain, 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 eleven fuel sites Countywide.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Division of Fleet Management Services is \$77,829,594, a decrease of \$1,264,339 or 1.6 percent from the FY15 Approved Budget of \$79,093,933. Personnel Costs comprise 26.0 percent of the budget for 200 full-time positions, and a total of 204.10 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Capital Outlay account for the remaining 74.0 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***An Effective and Efficient Transportation Network***
- ❖ ***Healthy and Sustainable Neighborhoods***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Initiated Vehicle and Equipment Replacement Strategy and demonstrated lower maintenance and fuel consumption costs in FY15, which are expected to continue in FY16 and beyond.***
- ❖ ***Established a comprehensive Green Fleet Plan incorporating the following: Fleet Utilization and Optimization, Replacement Methodology, Reduce Miles Traveled, Centralized Motor Pools, Idle Time Reduction, Telematics, Maintenance Best Practices, and Driver Education.***
- ❖ ***Implemented web-based automated motor pool and identified locations across the county for the creation of "shared" motor pools. These pools optimize existing County fleet resources enabling reduction in fleet size, petroleum consumption, and greenhouse gas emissions. Employees access a web portal to reserve vehicles and use convenient key kiosks.***
- ❖ ***Strategically placed ten level 2 Electric Vehicle Charging stations across the county and purchased five battery electric and ten plug-in hybrid vehicles for the County Fleet. This infrastructure will reduce an estimated 45,000 gallons over the next ten years.***
- ❖ ***Improved preventive maintenance accountability by automating preventive maintenance reporting to supervisors to ensure consistent communication of maintenance requirements. Other exception and escalation tools are used to ensure compliance, establish accountability, and improve performance. The Training and Quality Assurance Section works with each maintenance shop to conduct random quality inspections and weekly meetings to review compliance, identify obstacles, and determine areas for improvement. These measures are tied to staff performance plans.***

- ❖ **Assisted the City of Rockville with developing a strategy for a city-wide fleet plan and the utilization of shared resources.**
- ❖ **Created a comprehensive petroleum and greenhouse gas tracking tool as part of the County's Green Fleet Plan. This tool provides detailed tracking and accountability of the County's fleet inventory, as well as out-year targets based on Green Fleet Plan goals. This tool was identified by the Maryland Energy Administration as a model fleet accountability tool.**
- ❖ **Productivity Improvements**
  - **Worked diligently to update vehicle replacement methodology. The formula-based system not only takes into account vehicle age and mileage but also considers maintenance costs, recent major repairs, fuel consumption, greenhouse gas emissions, and mission criticality. This detailed formula enables better replacement decisions.**
  - **Implemented an aggressive training and quality assurance program with key components including: new technician on-boarding and evaluation process, creation of learning paths for mechanic technician career field, and advanced training modules to improve technician diagnostic capability.**
  - **Implemented a Training and Quality Assurance Section using existing resources. During the year, the team standardized the transit bus preventive maintenance program, created a comprehensive policy approved by the Federal Transit Administration, and created a training curriculum to ensure consistency. This has improved preventive maintenance compliance and increased transit bus reliability 20 percent since implementation.**
  - **Incorporated the use of tablets on the shop floor improving technician efficiency by digitizing paper shop manuals and schematics.**
  - **Completed a pilot on telematics enabling the reduction of idling time and fuel consumption in piloted County administrative fleet vehicles.**

## PROGRAM CONTACTS

Contact Peggy Lynch of the Division of Fleet Management Services at 240.777.5759 or Corey Orlosky of the Office of Management and Budget at 240.777.2762 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Heavy Equipment and Automotive Services

This program is responsible for the maintenance and repair of the heavy equipment fleet which includes heavy dump trucks, construction equipment, snow plows, leafers, mowers, backhoes, hydraulic excavators, and other specialized pieces of equipment. In addition, the program is responsible for the maintenance and repair of the automotive fleet which includes all administrative vehicles, public safety vehicles, vans, and light trucks. The maintenance and repair service for the automotive and light truck fleet is provided through contractual service at the Seven Locks Maintenance facility.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Fleet Maintenance and Operations: Mean distance between failure: Administrative light equipment (in miles)	12,590	9,182	11,000	11,000	11,000
Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles)	11,927	17,140	17,140	17,140	17,140
Fleet Maintenance and Operations: Mean distance between failure: Public safety light equipment (in miles)	17,760	25,263	25,263	25,263	25,263
Heavy Equipment Fleet Availability	89.0	87.95	88.3	88.5	88.5
Percentage of Customer Satisfaction for Police Vehicle Maintenance	99.3	97.8	98.0	98.5	98.7
Percentage of Fleet Availability for Police Vehicle Maintenance	98.0	98.0	98.0	98.0	98.0
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days)	2.1	2.2	2.0	2.0	2.0
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy Equipment (in days)	6.9	5.7	5.5	5.3	5.0
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days)	2.0	1.9	1.5	1.5	1.5

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>9,699,572</b>	<b>39.00</b>
Increase Cost: Light fleet Maintenance contract - non-preventive maintenance	2,000,000	0.00
Increase Cost: Light fleet Maintenance contract - preventative maintenance	476,617	0.00
Enhance: Police vehicle equipment	36,385	0.00
Decrease Cost: Final master lease payment for bus lift	-62,460	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.	-239,873	-1.00
<b>FY16 CE Recommended</b>	<b>11,910,241</b>	<b>38.00</b>

## Transit Equipment Services

This program is responsible for the scheduled and non-scheduled maintenance and repair of the Ride-On Bus fleet at three locations.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Average Days Out of Service per Bus for Parts	3.39	2.96	2.95	2.95	2.95
Fleet Maintenance and Operations: Mean distance between failure: Transit equipment (in miles)	8,359	9,970	10,000	10,000	10,000
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days)	1.9	1.5	1.5	1.4	1.4

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>15,845,064</b>	<b>116.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	408,336	-3.00
<b>FY16 CE Recommended</b>	<b>16,253,400</b>	<b>113.00</b>

## Management Services

This program provides policy development and planning; operational, personnel, and administrative oversight; and support for division activities. This program is also the central coordinator for the County on environmental stewardship and energy-related matters pertaining to emissions and motor fuel to include alternative fuels and applicable State and Federal legislation and fuel management oversight. Additionally, the program oversees the parts inventory, facilities management, and vehicle acquisition and disposal functions.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Clean Air Commitment - Gallons Alternative Fuels Used	1,487,392	1,073,432	1,073,432	1,073,432	1,073,432
Clean Air Commitment - Gallons Diesel/Unleaded Used	5,221,939	5,430,482	5,430,482	5,430,482	5,430,482
Fiscal Inventory Parts Turn Rate	1.91	1.92	2.0	2.1	2.2
Percentage of workorders completed without delay for parts	90.4	91.3	91.5	91.7	91.8

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>36,435,631</b>	<b>14.10</b>
Shift: Program Manager II Position Returned from ERP and Eliminate Backfill	65,996	0.00
Decrease Cost: Fuel price reduction	-4,770,007	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.	1,141,958	6.00
<b>FY16 CE Recommended</b>	<b>32,873,578</b>	<b>20.10</b>

## Administrative Services

This program includes the preparation and monitoring of the division operating and capital budgets. The program also oversees financial management of the Motor Pool Internal Service Fund; payment processing; solicitations and contracts; and computer and office automation system activities.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>17,113,666</b>	<b>35.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-321,291	-2.00
<b>FY16 CE Recommended</b>	<b>16,792,375</b>	<b>33.00</b>



## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>MOTOR POOL INTERNAL SERVICE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	14,149,937	15,066,368	14,579,100	15,288,773	1.5%
Employee Benefits	4,389,471	4,830,694	4,708,091	4,953,908	2.6%
<b>Motor Pool Internal Service Fund Personnel Costs</b>	<b>18,539,408</b>	<b>19,897,062</b>	<b>19,287,191</b>	<b>20,242,681</b>	<b>1.7%</b>
Operating Expenses	46,281,065	48,015,621	63,046,224	46,405,663	-3.4%
Capital Outlay	0	11,181,250	0	11,181,250	—
<b>Motor Pool Internal Service Fund Expenditures</b>	<b>64,820,473</b>	<b>79,093,933</b>	<b>82,333,415</b>	<b>77,829,594</b>	<b>-1.6%</b>
<b>PERSONNEL</b>					
Full-Time	201	201	201	200	-0.5%
Part-Time	0	0	0	0	—
FTEs	205.30	204.10	204.10	204.10	—
<b>REVENUES</b>					
Insurance Recoveries	951,548	1,510,000	1,510,000	1,510,000	—
Investment Income	15,815	4,000	29,080	113,070	2726.8%
Miscellaneous Revenues	1,438,518	465,000	665,000	665,000	43.0%
Motor Pool Charges/Fees	77,826,760	79,885,128	80,243,268	74,851,362	-6.3%
<b>Motor Pool Internal Service Fund Revenues</b>	<b>80,232,641</b>	<b>81,864,128</b>	<b>82,447,348</b>	<b>77,139,432</b>	<b>-5.8%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>MOTOR POOL INTERNAL SERVICE FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>79,093,933</b>	<b>204.10</b>
<b>Changes (with service impacts)</b>		
Enhance: Police vehicle equipment [Heavy Equipment and Automotive Services]	36,385	0.00
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Light fleet Maintenance contract - non-preventive maintenance [Heavy Equipment and Automotive Services]	2,000,000	0.00
Increase Cost: Parts and maintenance supplies to reflect actual costs	1,392,605	0.00
Increase Cost: FY16 Compensation Adjustment	629,642	0.00
Increase Cost: Light fleet Maintenance contract - preventative maintenance [Heavy Equipment and Automotive Services]	476,617	0.00
Increase Cost: Contractual services cost increase	149,135	0.00
Increase Cost: Retiree Health Insurance Pre-funding Adjustment	93,790	0.00
Increase Cost: Retirement Adjustment	71,781	0.00
Shift: Program Manager II Position Returned from ERP and Eliminate Backfill [Management Services]	65,996	0.00
Increase Cost: Motor Pool Rate Adjustment	61,414	0.00
Increase Cost: Group Insurance Adjustment	59,393	0.00
Increase Cost: Annualization of FY15 Personnel Costs	18,807	0.00
Decrease Cost: Printing and Mail	-19,948	0.00
Decrease Cost: Final master lease payment for bus lift [Heavy Equipment and Automotive Services]	-62,460	0.00
Decrease Cost: Risk Management Adjustment	-392,241	0.00
Decrease Cost: Lapse	-500,000	0.00
Decrease Cost: Replacement strategy maintenance reduction	-575,248	0.00
Decrease Cost: Fuel price reduction [Management Services]	-4,770,007	0.00
<b>FY16 RECOMMENDED:</b>	<b>77,829,594</b>	<b>204.10</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Heavy Equipment and Automotive Services	9,699,572	39.00	11,910,241	38.00
Transit Equipment Services	15,845,064	116.00	16,253,400	113.00
Management Services	36,435,631	14.10	32,873,578	20.10
Administrative Services	17,113,666	35.00	16,792,375	33.00
<b>Total</b>	<b>79,093,933</b>	<b>204.10</b>	<b>77,829,594</b>	<b>204.10</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.	(\$000's)				
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>MOTOR POOL INTERNAL SERVICE FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>77,830</b>	<b>77,830</b>	<b>77,830</b>	<b>77,830</b>	<b>77,830</b>	<b>77,830</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>	<b>110</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>0</b>	<b>-36</b>	<b>-76</b>	<b>-97</b>	<b>-119</b>
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
<b>Subtotal Expenditures</b>	<b>77,830</b>	<b>77,940</b>	<b>77,904</b>	<b>77,864</b>	<b>77,843</b>	<b>77,820</b>



# Human Resources

## MISSION STATEMENT

To provide a proactive and responsive human resources program that attracts, develops, and retains a diverse, high-performing, and well-qualified workforce.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Office of Human Resources is \$235,149,012, an increase of \$23,117,404 or 10.9 percent from the FY15 Approved Budget of \$212,031,608. Personnel Costs comprise 3.4 percent of the budget for 64 full-time positions and six part-time positions, and a total of 67.30 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 96.6 percent of the FY16 budget.

The Office of Human Resources Budget is comprised of a General Fund component of \$8,088,066 and a Employee Health Benefit Self Insurance Fund component of \$227,060,946.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

❖ **A Responsive, Accountable County Government**

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Multi-Program Measures</b>					
Average customer satisfaction rating on the yearly internal customer survey of County managers	3	3	3	3	3
Percentage of grievances resolved before reaching third party neutral	94	95	93	93	93

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Engaging a new vendor to provide Wellness support to County employees, including the offering of wellness incentives for participation. Currently discussing implementation with the County's collective bargaining units.**
- ❖ **Completed construction on the Health Insurance Customer Care Center to ensure HIPAA compliance for privacy of protected health information.**
- ❖ **Implemented Conflict Facilitation Process (CFP), which is part of the MCGEO bargaining agreement, and trained Facilitators to assist in resolving workplace conflicts.**
- ❖ **Implemented Medicare Part D Employer Group Waiver Program for Medicare eligible retirees and their dependents.**
- ❖ **Implemented the MCGEO sick leave bank program.**
- ❖ **Rewarding Excellence earned numerous awards such as: The American Society for Public Administration 2014 Public Service Local Government Agency/Program Award; 2014 Alliance for Workplace Excellence Seal of Approval – as a key contributor in one of four award categories for the County; and, The National Association of Counties (NACo) recognition of the Facilities Management Design Team for "Reducing energy Costs at the Strathmore Music Center and the Clarksburg Correctional Facility."**

- ❖ **Implemented online open enrollment for retirees.**
- ❖ **Relocated the Training and Organizational Development Team to a new site in the Rockville Core that provides a computer lab for computer based training and a large meeting space for up to 50 participants.**
- ❖ **Engaged consultants to conduct climate surveys in targeted areas to identify issues and propose solutions to improve morale and productivity.**
- ❖ **Updated the Montgomery County Personnel Regulations.**
- ❖ **Created Social Media campaign to reach a wider audience about employment opportunities in the County.**
- ❖ **Formalized long standing departmental Delegation of Authority functions in writing.**
- ❖ **Provided mentoring, on-site supervision and job coaching to Project Search interns, which has played a pivotal role in enabling the interns to secure employment with the County.**
- ❖ **Productivity Improvements**
  - **Implemented changes to Workforce Performance Management that include rolling over objectives from the previous year.**
  - **Provided training to HR Liaisons on Core HR Transactions and on Wage Equity.**
  - **Implemented training and Oracle job aids in Oracle based on user feedback.**
  - **MC311 became first point of contact for phone calls for the Health Insurance Team.**

## PROGRAM CONTACTS

Contact Jennifer Shovlin of the Office of Human Resources at 240.777.5039 or Corey Orlosky of the Office of Management and Budget at 240.777.2762 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Director's Office

The Director's Office is responsible for human resources policy development and planning; the administration of human resources programs; ensuring the integrity of the merit system; and directing the design and implementation of new initiatives to better serve customers and improve organizational performance. The team also provides direct customer service at the main reception area. The Information Technology team provides management and oversight to the Department's information technology initiatives.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,093,517</b>	<b>6.40</b>
Decrease Cost: Printing and Mail	-6,947	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.	28,484	0.00
<b>FY16 CE Recommended</b>	<b>1,115,054</b>	<b>6.40</b>

### Business Operations and Performance

The Business Operations and Performance division is comprised of the Classification and Compensation, Records Management, Workforce Performance, and Administration teams. The Classification and Compensation team reviews and evaluates the duties and responsibilities of individual positions and occupational classes in response to employee, department, and union requests in order to assure that positions are correctly assigned at comparable grade levels. This program also ensures that employees are accurately and appropriately compensated through technical analysis and equitable application of compensation systems and procedures. The team designs compensation plans and provides leadership to departments on performance-based pay. The Classification and Compensation team is also responsible for oversight and administration of the County's policies on compensation.

Workforce performance consists of the Rewarding Excellence and Performance Management team. Rewarding Excellence is a process that encourages mentors, coaches, and front-line employees to work together as a team for the betterment of Montgomery County Government. Teams develop and implement recommendations for improvement. When cost savings are realized, employees receive a portion of the cost savings in the form of a bonus. Performance management is a continuous process, which includes creating performance appraisals, observing and documenting performance and behavior, providing feedback, coaching and

mentoring, and finally, evaluating employees. In addition to personal accomplishments and gratification, an employee's achievement of his/her performance management goals may result in pay-for-performance rewards. OHR facilitates these performance management processes through customer service, training, forms, and information technology system, Workforce Performance Management. The ultimate goal is to help employees and supervisors achieve Montgomery County's overall vision of efficient, effective, innovative, and responsive delivery of quality services. In addition, this team facilitates the creation and management of tactical and strategic metrics in OHR.

The Records Management team is responsible for establishing and maintaining personnel records that are required by law and/or necessary for the administration of the merit system. The team enters data for the position into Enterprise Resource Planning (ERP) Human Resources System and other ERP systems, so that an employee's paycheck can be generated. The Administration team provides management and oversight to office procurements and contracts, budget preparation and administration, and financial management of the employee health benefits. The team also remits payments to benefit program carriers and third party administrators, approves invoices, and remits bills to employees and retirees as necessary.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,776,325</b>	<b>16.50</b>
Increase Cost: Annualization of FY15 Personnel Costs	306,435	0.45
Decrease Cost: Elimination of One-Time Funding for Individual Classification Studies for MCGEO and Non-Represented Employees	-120,000	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.	234,686	0.45
<b>FY16 CE Recommended</b>	<b>2,197,446</b>	<b>17.40</b>

### **Change Management, Training, and Organizational Development**

The team promotes collaboration, competence, and organizational effectiveness through leadership, workforce development, succession planning, and change management. The goal of the team is to ensure an organizational framework that is designed to lead Countywide change efforts for improved organizational effectiveness and strategic intervention. The team leads and facilitates a strategic business effort to align training/organizational development, organizational effectiveness, and change management with the County's objectives and desired outcomes. The team designs short and long term business strategies to create required professional competencies, organizational performance and effectiveness, and champions organizational change efforts to support the County's objectives. The team establishes strong and credible relationships with management and employees to successfully build trust, collaboration, and integrity.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Customer satisfaction with training: Percentage who found training helpful to job	92.0	93.1	92.0	92.0	92.0

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,027,610</b>	<b>5.05</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	18,752	-0.05
<b>FY16 CE Recommended</b>	<b>1,046,362</b>	<b>5.00</b>

Notes: There was a cost-neutral shift of six positions from OHR to the Department of Technology to support the new Enterprise Resource Planning Division (ERPD).

### **Selection and Recruitment**

The Recruitment and Selection team is responsible for attracting, hiring, promoting and retaining candidates for County departments and agencies resulting in a highly skilled, competent, and diverse workforce. The team engages in a wide variety of outreach activities designed to ensure quality and diversity in the candidate population such as providing recruitment planning, guidance and advisory services to departments and agencies on selection and hiring, conducts new employee orientation, administers reductions-in-force, designs and administers public safety promotional examinations and other employment tests, administers the County's internship, fellowship and volunteer programs, administers and manages the County's Disability Employment Initiative, and provides Selection Guidelines Training on Interviewing and Selecting Employees.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Average satisfaction score (1-5) of departments with pools of candidates for positions, based on a survey of hiring managers	4.51	4.51	4.50	4.50	4.50
Average number of days to fill a vacant County position	90	95	90	90	90

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,259,855</b>	<b>10.40</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	105,903	0.00
<b>FY16 CE Recommended</b>	<b>1,365,758</b>	<b>10.40</b>

### **Labor and Employee Relations**

The Labor and Employee Relations team is designed to support County managers in the areas of collective bargaining and related personnel policies and procedures by negotiating competitive compensation and benefits. The Labor and Employee Relations team participates in collective bargaining, provides early intervention strategies for workplace disputes to ensure that managers comply with contractual and legal requirements, and improves employee labor relations.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,617,120</b>	<b>10.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-299,964	-2.00
<b>FY16 CE Recommended</b>	<b>1,317,156</b>	<b>8.00</b>

### **Equal Employment Opportunity and Diversity**

The Equal Employment Opportunity (EEO) and Diversity Management team provides assistance, guidance, and training to employees and managers concerning equal employment and diversity management to promote a discrimination free workplace that values diversity. The team also investigates complaints of harassment and discrimination by and against employees. The team is responsible for the production of the annual EEO and Diversity Action Plan and maintaining compliance with other Federal EEO-related reporting requirements and statistical analysis.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>0</b>	<b>0.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	292,996	2.00
<b>FY16 CE Recommended</b>	<b>292,996</b>	<b>2.00</b>

### **OHR Health and Employee Wellness Division**

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, and retirees in a manner that ensures an understanding of program provisions and their value as part of total compensation.

The Wellness Program coordinates wellness activities such as health screenings, educational seminars, health education classes, employee incentive programs and contests through communication channels such as web, social media, and a monthly newsletter. The Program uses a dynamic, comprehensive data driven strategy to promote employee health and wellness.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>205,257,181</b>	<b>18.10</b>
Increase Cost: Health Insurance Claims Costs	21,693,321	0.00
Increase Cost: Enterprise Resource Planning Contract Support	698,250	0.00
Increase Cost: Funds for Occupational Medical Services Occupational Health Management System	21,750	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-1,695,955	-3.50
<b>FY16 CE Recommended</b>	<b>225,974,547</b>	<b>14.60</b>

### **Occupational Medical Services**

The Occupational Medical Services Team (OMS) provides multi-disciplinary occupational medical services such as work-related medical and safety hazard assessments to promote the health, wellness, and productivity of the County workforce. OMS also administers the County's drug and alcohol and centralized Family and Medical Leave programs.

The Stress Management team promotes the emotional, mental, and physical well-being of Montgomery County Police Department

employees and their family members through counseling, training, consultation services, and peer support.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>0</b>	<b>0.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,839,693	3.50
<b>FY16 CE Recommended</b>	<b>1,839,693</b>	<b>3.50</b>

## BUDGET SUMMARY

	<b>Actual FY14</b>	<b>Budget FY15</b>	<b>Estimated FY15</b>	<b>Recommended FY16</b>	<b>% Chg Bud/Rec</b>
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	4,153,916	3,786,238	4,453,346	4,142,359	9.4%
Employee Benefits	1,260,091	1,236,791	1,314,952	1,295,294	4.7%
<b>County General Fund Personnel Costs</b>	<b>5,414,007</b>	<b>5,023,029</b>	<b>5,768,298</b>	<b>5,437,653</b>	<b>8.3%</b>
Operating Expenses	2,525,847	2,755,610	2,679,999	2,650,413	-3.8%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>7,939,854</b>	<b>7,778,639</b>	<b>8,448,297</b>	<b>8,088,066</b>	<b>4.0%</b>
<b>PERSONNEL</b>					
Full-Time	68	70	70	64	-8.6%
Part-Time	6	6	6	6	—
FTEs	46.25	45.60	45.60	46.05	1.0%
<b>EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,474,751	1,658,928	1,850,092	1,992,500	20.1%
Employee Benefits	353,376	491,873	437,528	525,977	6.9%
<b>Employee Health Benefit Self Insurance Fund Pers. Costs</b>	<b>1,828,127</b>	<b>2,150,801</b>	<b>2,287,620</b>	<b>2,518,477</b>	<b>17.1%</b>
Operating Expenses	192,711,118	202,102,168	205,403,273	224,542,469	11.1%
Capital Outlay	0	0	0	0	—
<b>Employee Health Benefit Self Insurance Fund Exp.</b>	<b>194,539,245</b>	<b>204,252,969</b>	<b>207,690,893</b>	<b>227,060,946</b>	<b>11.2%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	20.25	20.85	20.85	21.25	1.9%
<b>REVENUES</b>					
Investment Income	24,890	0	45,770	100,900	—
Medicaid/Medicare Reimbursement	1,352,301	0	0	0	—
Miscellaneous Revenues	4,394,083	0	0	0	—
Self Insurance Employee Health Income	185,157,570	194,269,903	198,125,045	220,264,291	13.4%
Other Charges/Fees	2,179,451	0	0	0	—
<b>Employee Health Benefit Self Insurance Fund Revenues</b>	<b>193,108,295</b>	<b>194,269,903</b>	<b>198,170,815</b>	<b>220,365,191</b>	<b>13.4%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>202,479,099</b>	<b>212,031,608</b>	<b>216,139,190</b>	<b>235,149,012</b>	<b>10.9%</b>
<b>Total Full-Time Positions</b>	<b>68</b>	<b>70</b>	<b>70</b>	<b>64</b>	<b>-8.6%</b>
<b>Total Part-Time Positions</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>—</b>
<b>Total FTEs</b>	<b>66.50</b>	<b>66.45</b>	<b>66.45</b>	<b>67.30</b>	<b>1.3%</b>
<b>Total Revenues</b>	<b>193,108,295</b>	<b>194,269,903</b>	<b>198,170,815</b>	<b>220,365,191</b>	<b>13.4%</b>



## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>7,778,639</b>	<b>45.60</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Annualization of FY15 Personnel Costs [Business Operations and Performance]	306,435	0.45
Increase Cost: FY16 Compensation Adjustment	75,594	0.00
Increase Cost: Funds for Occupational Medical Services Occupational Health Management System [OHR Health and Employee Wellness Division]	21,750	0.00
Increase Cost: Retirement Adjustment	19,092	0.00
Increase Cost: Group Insurance Adjustment	13,503	0.00
Decrease Cost: Printing and Mail [Director's Office]	-6,947	0.00
Decrease Cost: Elimination of One-Time Funding for Individual Classification Studies for MCCEO and Non-Represented Employees [Business Operations and Performance]	-120,000	0.00
<b>FY16 RECOMMENDED:</b>	<b>8,088,066</b>	<b>46.05</b>
<b>EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>204,252,969</b>	<b>20.85</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Health Insurance Claims Costs [OHR Health and Employee Wellness Division]	21,693,321	0.00
Increase Cost: Enterprise Resource Planning Contract Support [OHR Health and Employee Wellness Division]	698,250	0.00
Increase Cost: Annualization of FY15 Personnel Costs	301,000	0.40
Increase Cost: FY16 Compensation Adjustment	61,788	0.00
Increase Cost: Contract services and software	48,730	0.00
Increase Cost: Group Insurance Adjustment	6,024	0.00
Decrease Cost: Retirement Adjustment	-1,136	0.00
<b>FY16 RECOMMENDED:</b>	<b>227,060,946</b>	<b>21.25</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Director's Office	1,093,517	6.40	1,115,054	6.40
Business Operations and Performance	1,776,325	16.50	2,197,446	17.40
Change Management, Training, and Organizational Development	1,027,610	5.05	1,046,362	5.00
Selection and Recruitment	1,259,855	10.40	1,365,758	10.40
Labor and Employee Relations	1,617,120	10.00	1,317,156	8.00
Equal Employment Opportunity and Diversity	0	0.00	292,996	2.00
OHR Health and Employee Wellness Division	205,257,181	18.10	225,974,547	14.60
Occupational Medical Services	0	0.00	1,839,693	3.50
<b>Total</b>	<b>212,031,608</b>	<b>66.45</b>	<b>235,149,012</b>	<b>67.30</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	870,657	6.95	0	0.00
Fire and Rescue Service	Fire	1,293,260	0.00	1,315,010	0.00
NDA - Mont. County Employee Retirement Plans	Employee Retirement System	91,995	0.65	216,896	0.70
NDA - Mont. County Employee Retirement Plans	Retirement Savings Plan	29,191	0.25	34,750	0.30
NDA - Mont. County Employee Retirement Plans	RSP-Disability Benefits LTD2	0	0.00	16,318	0.00
Police	County General Fund	266,081	2.00	277,967	2.00
Total		2,551,184	9.85	1,860,941	3.00

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(\$000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>8,088</b>	<b>8,088</b>	<b>8,088</b>	<b>8,088</b>	<b>8,088</b>	<b>8,088</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>28</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>8,088</b>	<b>8,116</b>	<b>8,116</b>	<b>8,116</b>	<b>8,116</b>	<b>8,116</b>
<b>EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>227,061</b>	<b>227,061</b>	<b>227,061</b>	<b>227,061</b>	<b>227,061</b>	<b>227,061</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>227,061</b>	<b>227,070</b>	<b>227,070</b>	<b>227,070</b>	<b>227,070</b>	<b>227,070</b>



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# Human Rights

## MISSION STATEMENT

The mission of the Office of Human Rights is to enforce Federal, State, and County anti-discrimination laws in housing, commercial real estate, employment, public accommodation & intimidation and promote increased understanding and tolerance among diverse groups.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Office of Human Rights is \$1,074,757, an increase of \$51,479 or 5.0 percent from the FY15 Approved Budget of \$1,023,278. Personnel Costs comprise 93.2 percent of the budget for eight full-time positions, and a total of 8.60 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 6.8 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Vital Living for All of Our Residents***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Successfully planned and conducted ten educational outreach activities and projects for the County.***
- ❖ ***The Office closed 140 cases to date in FY15. Cases were closed through mediation, conciliation, or through the complaint process.***
- ❖ ***Improved the overall performance with the Equal Employment Opportunities Commission (EEOC) contract by completing over 200% of case closures from last fiscal year.***
- ❖ ***Planned and coordinated, with members of the Human Rights Hall of Fame, the 8th Bi-Annual Human Rights Hall of Fame event inducting seven Montgomery County residents into the Human Rights Hall of Fame.***
- ❖ ***Planned and coordinated the 2nd Annual Friendship Picnic with the Committee on Hate Violence, advocating for community unity and non-violence. The event was attended by over 1,000 members of the community.***
- ❖ ***Held a one-stop fair employment workshop on the new County, state and federal Minimum Wage laws and held another one stop fair housing workshop on common ownership and disability issues for housing providers and Homeowner Associations.***

## PROGRAM CONTACTS

Contact James Stowe of the Office of Human Rights at 240.777.8490 or Phil Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Compliance

This program investigates and resolves formal complaints of discrimination in employment, housing commercial and residential real estate transactions, public accommodations and intimidations through a formal complaint process or mediation.

<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
Percent of cases in backlog status (cases not closed within 24 months) <sup>1</sup>	5%	0%	5%	5%	5%
Percent of cases that have a Letter of Determination issued within 30 days of completed investigation by investigator	100%	100%	100%	100%	100%
Percent of cases that have completed their investigation within 24 months <sup>2</sup>	96%	100%	95%	95%	97%
Percent of referred cases that are mediated successfully	33%	65%	50%	50%	50%
Percent reduction (or increase) in the average closeout time of cases (formal complaints) over the prior year <sup>3</sup>	10%	5%	10%	10%	5%

<sup>1</sup> We currently have no cases that were not closed within 24 months. Estimates in FY 15 and beyond will be based on a new metric with the goal to close cases within 15 months.

<sup>2</sup> Estimate in FY 15 and beyond anticipates a metric change and a goal to complete investigation of cases within 15 months.

<sup>3</sup> Estimates in FY 15 anticipate a new metric with the goal of closing out cases within 15 months.

<i>FY16 Recommended Changes</i>	<i>Expenditures</i>	<i>FTEs</i>
<b>FY15 Approved</b>	<b>667,988</b>	<b>6.60</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	37,582	-0.60
<b>FY16 CE Recommended</b>	<b>705,570</b>	<b>6.00</b>

### Community Outreach and Education

This program supports and promotes the Human Rights Commission and Committee on Hate Violence on their outreach and education efforts. Participate or, in partnership with other local/state/federal offices, conduct various forums to promote increased understanding and tolerance among diverse groups.

<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
Overall satisfaction of the Commissioners with the HRC's advocacy for human and civil rights issues (scale of 1-5)	4.4	4.5	4.5	4.6	4.6

<i>FY16 Recommended Changes</i>	<i>Expenditures</i>	<i>FTEs</i>
<b>FY15 Approved</b>	<b>42,773</b>	<b>0.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-4,995	0.00
<b>FY16 CE Recommended</b>	<b>37,778</b>	<b>0.50</b>

### Monitor the County's Fair Housing Ordinance

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.

<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
Percent of housing providers in full compliance with Fair Housing Laws based on the Office of Human Rights-selected matched pair testing	55%	83%	100%	100%	100%

<i>FY16 Recommended Changes</i>	<i>Expenditures</i>	<i>FTEs</i>
<b>FY15 Approved</b>	<b>62,507</b>	<b>0.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	20,956	0.60
<b>FY16 CE Recommended</b>	<b>83,463</b>	<b>1.10</b>

### Administration

This program provides overall direction of the office, administration of the budget, personnel, procurement, automation, and support services. Also provided in this program is funding for human relations awards.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>250,010</b>	<b>1.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-2,064	0.00
<b>FY16 CE Recommended</b>	<b>247,946</b>	<b>1.00</b>

## BUDGET SUMMARY

	<b>Actual FY14</b>	<b>Budget FY15</b>	<b>Estimated FY15</b>	<b>Recommended FY16</b>	<b>% Chg Bud/Rec</b>
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	697,455	737,537	733,906	776,128	5.2%
Employee Benefits	205,111	212,839	210,804	225,137	5.8%
<b>County General Fund Personnel Costs</b>	<b>902,566</b>	<b>950,376</b>	<b>944,710</b>	<b>1,001,265</b>	<b>5.4%</b>
Operating Expenses	64,530	72,902	87,094	73,492	0.8%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>967,096</b>	<b>1,023,278</b>	<b>1,031,804</b>	<b>1,074,757</b>	<b>5.0%</b>
<b>PERSONNEL</b>					
Full-Time	8	8	8	8	—
Part-Time	0	0	0	0	—
FTEs	8.00	8.60	8.60	8.60	—
<b>REVENUES</b>					
EEOC Reimbursement	0	39,000	39,000	55,000	41.0%
Miscellaneous Revenues	332	0	0	0	—
<b>County General Fund Revenues</b>	<b>332</b>	<b>39,000</b>	<b>39,000</b>	<b>55,000</b>	<b>41.0%</b>

## FY16 RECOMMENDED CHANGES

	<b>Expenditures</b>	<b>FTEs</b>
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>1,023,278</b>	<b>8.60</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment	30,029	0.00
Increase Cost: Annualization of FY15 Personnel Costs	15,315	0.00
Increase Cost: Retirement Adjustment	3,217	0.00
Increase Cost: Biennial Hall of Fame	2,500	0.00
Increase Cost: Group Insurance Adjustment	2,328	0.00
Decrease Cost: Printing and Mail	-794	0.00
Decrease Cost: Motor Pool Rate Adjustment	-1,116	0.00
<b>FY16 RECOMMENDED:</b>	<b>1,074,757</b>	<b>8.60</b>

## PROGRAM SUMMARY

<b>Program Name</b>	<b>FY15 Approved</b>		<b>FY16 Recommended</b>	
	<b>Expenditures</b>	<b>FTEs</b>	<b>Expenditures</b>	<b>FTEs</b>
Compliance	667,988	6.60	705,570	6.00
Community Outreach and Education	42,773	0.50	37,778	0.50
Monitor the County's Fair Housing Ordinance	62,507	0.50	83,463	1.10
Administration	250,010	1.00	247,946	1.00
<b>Total</b>	<b>1,023,278</b>	<b>8.60</b>	<b>1,074,757</b>	<b>8.60</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.			(\$000's)		
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	1,075	1,075	1,075	1,075	1,075	1,075
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	0	5	5	5	5	5
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	1,075	1,079	1,079	1,079	1,079	1,079

# Intergovernmental Relations

## MISSION STATEMENT

The mission of the Office of Intergovernmental Relations is to represent County interests at the municipal, regional, State, and federal levels; to prepare the annual State Legislative Program; to prepare the annual Federal priorities request; and to be the liaison with State Government, the County's State delegation and Congressional staff. The Office is the lead Executive Branch agency representing the County before the Maryland Association of Counties.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Office of Intergovernmental Relations is \$923,317, an increase of \$17,984 or 2.0 percent from the FY15 Approved Budget of \$905,333. Personnel Costs comprise 87.3 percent of the budget for four full-time positions and one part-time position, and a total of 5.10 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 12.7 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Affordable Housing in an Inclusive Community***
- ❖ ***An Effective and Efficient Transportation Network***
- ❖ ***Children Prepared to Live and Learn***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***Safe Streets and Secure Neighborhoods***
- ❖ ***Strong and Vibrant Economy***
- ❖ ***Vital Living for All of Our Residents***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Program Measures</b>					
Number of bills for which a County fiscal estimate was requested by the State Department of Legislative Services <sup>1</sup>	369	439	425	425	425
Number of formal position statements prepared	201	208	140	160	160
Percent of State legislative package where Intergovernmental Relations position prevailed	70%	71%	70%	70%	70%
Percent of State priorities fully realized	37	56	30	30	30
Total direct State Aid (\$ millions)	663	707	700	700	700
Total State retirement payments (\$ millions)	141	166	180	200	220
General Assembly bills identified as of potential interest to the County and analyzed by the Office of Intergovernmental Relations	800	781	665	735	735

<sup>1</sup> Include both requests for local bills as well as bills introduced during the legislative session  
Projections are the mathematical mean of the prior three years' actual figures rounded to the nearest 5.



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## ACCOMPLISHMENTS AND INITIATIVES

- ❖ *Successfully advocated for a State study to identify funding strategies for greater State investment in public schools.*
- ❖ *Successfully advocated for State capital grants totaling nearly \$70 million and State operating aid totaling \$708 million.*
- ❖ *Obtained passage of legislation that protected, but also improved, the integrity of Montgomery County's speed camera program.*
- ❖ *Obtained passage of legislation ensuring that the State will enforce Montgomery County's local minimum wage law.*
- ❖ *Obtained passage of legislation that will protect Montgomery County and other local governments from paying punitive interest rates on refunds of local income tax in the event the U.S. Supreme Court decides against the State Comptroller on a tax case.*
- ❖ *Worked with the Office of the County Attorney and the State Treasurer to get consensus on legislation to clarify legal notice requirements for human services tort claims. The legislation passed and the County and the State Treasurer now have a memorandum of understanding in place on how these cases will be handled.*
- ❖ *All County-initiated local legislation was passed. This included three alcohol-related bills, one permitting beer festivals, and the other two recommended by the Nighttime Economy Task force: Class D licenses and changing the food/alcohol sales ratio requirements.*
- ❖ **Productivity Improvements**
  - *Continued to develop and refine a tracking system for bills that interacts with the General Assembly's data system to make bill tracking faster and/or more accurate and provide better and more useful reporting.*
  - *Developed a system to keep track of Council action on bills and resolutions to help ensure the Council's decisions are reflected accurately and appropriately in State advocacy.*
  - *Implemented a system to notify the office when County grant applications (State and federal grants) are submitted.*
  - *Continued to meet with County Department Directors and key staff to explain the State and federal priorities processes so as to maximize opportunities.*
  - *Began providing data for three of the four datasets in the dataMontgomery Dataset Publishing Plan (fourth item is scheduled for FY16 or later).*

## PROGRAM CONTACTS

Contact Wanda Wells of the Office of Intergovernmental Relations at 240.777.6550 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### **Intergovernmental Relations**

The Office of Intergovernmental Relations advocates on behalf of the County before the Maryland General Assembly, Governor, 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.

In addition, the Intergovernmental Relations program is responsible for federal monitoring and advocacy in order to take advantage of federal opportunities.

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	519,047	632,405	598,878	640,294	1.2%
Employee Benefits	136,887	155,649	152,526	166,141	6.7%
<b>County General Fund Personnel Costs</b>	<b>655,934</b>	<b>788,054</b>	<b>751,404</b>	<b>806,435</b>	<b>2.3%</b>
Operating Expenses	80,263	86,609	86,608	86,212	-0.5%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>736,197</b>	<b>874,663</b>	<b>838,012</b>	<b>892,647</b>	<b>2.1%</b>
<b>PERSONNEL</b>					
Full-Time	4	4	4	4	—
Part-Time	1	1	1	1	—
FTEs	5.10	5.10	5.10	5.10	—
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund MCG Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
Operating Expenses	30,664	30,670	30,670	30,670	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>30,664</b>	<b>30,670</b>	<b>30,670</b>	<b>30,670</b>	—
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
State Grants	30,666	30,670	30,670	30,670	—
<b>Grant Fund MCG Revenues</b>	<b>30,666</b>	<b>30,670</b>	<b>30,670</b>	<b>30,670</b>	—
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>766,861</b>	<b>905,333</b>	<b>868,682</b>	<b>923,317</b>	<b>2.0%</b>
<b>Total Full-Time Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	—
<b>Total Part-Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	—
<b>Total FTEs</b>	<b>5.10</b>	<b>5.10</b>	<b>5.10</b>	<b>5.10</b>	—
<b>Total Revenues</b>	<b>30,666</b>	<b>30,670</b>	<b>30,670</b>	<b>30,670</b>	—

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>874,663</b>	<b>5.10</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment	23,171	0.00
Increase Cost: Group Insurance Adjustment	1,542	0.00
Increase Cost: Retirement Adjustment	1,481	0.00
Decrease Cost: Printing and Mail	-397	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-7,813	0.00
<b>FY16 RECOMMENDED:</b>	<b>892,647</b>	<b>5.10</b>
<b>GRANT FUND MCG</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>30,670</b>	<b>0.00</b>
<b>FY16 RECOMMENDED:</b>	<b>30,670</b>	<b>0.00</b>

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	( \$000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>893</b>	<b>893</b>	<b>893</b>	<b>893</b>	<b>893</b>	<b>893</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>893</b>	<b>896</b>	<b>896</b>	<b>896</b>	<b>896</b>	<b>896</b>

# Management and Budget

## MISSION STATEMENT

The mission of the Office of Management and Budget (OMB) is to support and enhance the effective, efficient operation of County government, maintain the County's fiscal integrity and financial condition, and preserve the County's AAA bond rating by developing, promulgating, and applying appropriate budgetary policies and procedures; providing accurate, timely, and objective information and recommendations to the County Executive, County departments, the County Council, and the general public; preparing and administering the operating and capital budgets in compliance with the County Charter, generally accepted accounting principles, and the policy agendas of elected officials; and ensuring that available resources are efficiently allocated and productively used.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Office of Management and Budget is \$4,093,855, an increase of \$176,842 or 4.5 percent from the FY15 Approved Budget of \$3,917,013. Personnel Costs comprise 97.4 percent of the budget for 32 full-time positions, and a total of 29.50 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 2.6 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

❖ **A Responsive, Accountable County Government**

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Program Measures</b>					
Number of budget preparation and system trainings conducted by OMB <sup>1</sup>		10	21	18	18
Percentage of respondents rating the ability of OMB staff to provide effective support in solving problems as good or very good on the OMB Customer Survey for the budget process	83.3%	90.2%	90.0%	91.0%	91.0%
Percentage of respondents rating the quality of OMB training and instructional materials as good or very good on the OMB Customer Survey for the budget process	82.0%	92.0%	92.0%	92.0%	92.0%
Overall Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award ratings - percent rated outstanding or proficient <sup>2</sup>	98.5%	93.6%	98.5%	98.5%	98.5%
Percentage of respondents rating OMB services as good or very good on the OMB Customer Survey for the budget process <sup>3</sup>	75.0%	87.8%	88.0%	88.0%	88.0%

<sup>1</sup> The increase in training conducted in FY15 was due to the roll out of Open Budget and the continued roll out of Hyperion.

<sup>2</sup> The fiscal year shown for GFOA rating corresponds to the fiscal year during which the budget was prepared (e.g. FY13 GFOA results apply to the FY14 budget document, which was prepared during FY13).

<sup>3</sup> The fiscal year shown in connection with all OMB Customer Survey results corresponds to the fiscal year during which the budget was prepared (e.g. FY13 results apply to the process of preparing the FY14 budget, which occurred during FY13).

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Provided solutions for closing budget gaps of \$3.1 billion between FY08 and FY16 to produce balanced budgets while preserving critical services and advancing key County priorities.**
- ❖ **OMB reinforced Montgomery County's Open Data initiative by launching a groundbreaking first of its kind interactive online budget publication fueled by its own open data. This Open Data Operating Budget Publication allows accessibility for readers with disabilities, rich content (video, audio, interactive maps and charts, data tables and more), reduces printing costs and decreases time and effort staff spends producing the publication. Additionally, OMB created a high-level, story-board view of the fiscal status of Montgomery County. This new**

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online application, called **budgetMontgomery**, allows residents to easily comprehend the economic situation across the County through an intuitive visual interface using charts, graphs and maps. ([montgomerycountymd.gov/openbudget](http://montgomerycountymd.gov/openbudget)). At the 2014 National Government and Finance Officers Association (GFOA) conference, OMB presented these innovative applications. Additionally, OMB has been asked to present at the Alliance for Innovation Transforming Local Government conference and the Maryland GFOA conference in spring of 2015.

- ❖ OMB is converting the static Capital Budget Publication to the County's new on-line open data format. This application will have all the benefits of the operating budget publication along with interactive maps that link project information with the project locations throughout the County.
- ❖ OMB partnered with CountyStat to create an internal web-based system to track department performance measures, priority objectives, overviews, and responsive and sustainable leadership measures. This new online system eliminated redundant systems, permitted quick and easy input of data, provided greater sharing and accessibility of data, and was accomplished with no additional costs.
- ❖ OMB enhanced and simplified its website to reflect new initiatives and offerings. This new and intuitive interface focuses on open budget, publications, capital projects and the mission and objectives of the operating and capital budgets (<http://www.montgomerycountymd.gov/omb/>).
- ❖ OMB is replacing its outdated Budget Analysis Submission Input System (BASIS) and legacy access databases with a new, mobile-friendly application that will directly integrate with Hyperion and the CountyStat Performance Measure System.
- ❖ OMB continued its outreach efforts to promote open data and government transparency. Information and training sessions were held to inform community member, not-for-profit organizations, the Executive and Council staff, and representatives from neighboring jurisdictions of the new **budgetMontgomery** initiative, the on-line operating budget publication, and the new community grant application system. Operating budget forums were held at the five Regional Services Centers and budget presentations were conducted for the Latin American Advisory Group, Montgomery County Civic Federation, the Greater Bethesda-Chevy Chase Chamber of Commerce, and visiting dignitaries from the People's Republic of China.
- ❖ OMB developed regression analysis and statistical models for the departments of Permitting Services, Liquor Control, Recreation, Health and Human Services, and Fire and Rescue Services to quantitatively refine revenue forecasts, fee setting, and staffing level analysis.
- ❖ OMB managed a procurement and position freeze process in response to revenue shortfalls for FY15.
- ❖ OMB participated in collective bargaining negotiations for the County Government's three major unions.
- ❖ **Productivity Improvements**
  - OMB continued expansion of its Knowledge Management System (eBudget). This streamlined website, which replaced OMB's intranet site, has comprehensive how-to information, documentation, forms, data, certification, etc. New features include: budget submission forms and dashboards, online vehicle requests, administrative procedures, analyst portfolios, and quarterly analysis. OMB won a 2014 National Association of Counties (NACo) award for its eBudget Knowledge Management System.
  - OMB streamlined the budget submission process for both the Operating and Capital Budgets. By leveraging eBudget, departments submitted their budgets online for the first time. Not only did this save time and reduce paper usage, but it also allowed for automated email notifications of status updates, dashboards for tracking submissions, and edit/update capability.
  - OMB, in partnership with County Council, implemented an on-line community grant application and reporting system. The new system standardized the application requirements used by both OMB and Council; streamlined OMB's review process and eliminated the need for contractual staff support; and enhanced OMB's tracking and reporting capabilities improving accountability. OMB received and made recommendations on 335 community grant applications for FY16 awards, an increase of 23% from the previous year.

## PROGRAM CONTACTS

Contact Amy Wilson of the Office of Management and Budget at 240.777.2775 for more information regarding this department's operating budget.

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## **PROGRAM DESCRIPTIONS**

### ***Budget Preparation and Administration***

The Budget Preparation and Administration program covers the annual preparation of the Capital Budget, the six-year Public Services Program and Operating Budget, and the various activities designed to ensure compliance with the County Charter and decisions of elected officials. The six-year Capital Improvements Program is prepared during even-numbered calendar years. Fiscal policy and procedures are developed to ensure conformity with generally accepted accounting principles and County policies.

Six-year fiscal projections are prepared, including the identification of various Executive fiscal policy proposals and planning allocations. Fiscal planning assumptions and debt capacity analyses are updated, guidance is provided to departments and agencies, and budget recommendations are given to the Executive and Council. In addition, special analyses to monitor expenditures and revenues are conducted periodically during the year. County Executive transfers, Council transfers, and supplemental appropriations are reviewed and processed as are transactions involving the creation, deletion, and movement of positions in the official position complement.

Related work includes participation in collective bargaining and compensation policy development; fiscal management and policy development; management analyses; measurement initiatives; program evaluations; fiscal impact analyses of legislation and regulations; development and amendment of administrative procedures; development and monitoring of user fees and other revenues; grants coordination; and contract review. The office's leadership, administration, automation, and process management are also included in this program. Staff provide OMB representation on a number of committees including the Contract Review Committee, the Interagency Group on Energy and Utilities Management, the Board of Investment Trustees, the Diversity Council, the Telecommunications Transmission Facility Coordinating Group, the Labor Relations Policy Committee, the ERP Steering Committee, the Information Technology Policy Advisory Committee, the Public Safety System Modernization project, the Housing Loan Review Committee, the Collaboration Council of Montgomery County, and the Rapid Transit Steering Committee.

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	2,590,029	2,979,376	2,885,358	3,108,515	4.3%
Employee Benefits	877,719	810,958	912,125	879,535	8.5%
<b>County General Fund Personnel Costs</b>	<b>3,467,748</b>	<b>3,790,334</b>	<b>3,797,483</b>	<b>3,988,050</b>	<b>5.2%</b>
Operating Expenses	259,827	126,679	119,777	105,805	-16.5%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>3,727,575</b>	<b>3,917,013</b>	<b>3,917,260</b>	<b>4,093,855</b>	<b>4.5%</b>
<b>PERSONNEL</b>					
Full-Time	33	34	34	32	-5.9%
Part-Time	0	0	0	0	—
FTEs	28.00	29.00	29.00	29.50	1.7%

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>3,917,013</b>	<b>29.00</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment	136,407	0.00
Shift: Enterprise Resource Planning (ERP) staff support from Capital Improvement Program (CIP) to operating budget (two positions are transferred to the Department of Technology Services)	81,569	0.50
Increase Cost: Annualization of FY15 Personnel Costs	56,840	0.00
Increase Cost: Retirement Adjustment	15,430	0.00
Increase Cost: Group Insurance Adjustment	8,584	0.00
Decrease Cost: Printing and Mail	-3,374	0.00
Decrease Cost: Contractual Services	-17,500	0.00
Decrease Cost: Increase Lapse	-101,114	0.00
<b>FY16 RECOMMENDED:</b>	<b>4,093,855</b>	<b>29.50</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	688,365	4.50	175,936	1.00
Human Resources	Employee Health Benefit Self Insurance	83,436	0.50	79,522	0.50
Technology Services	County General Fund	0	0.00	124,230	1.00
Total		771,801	5.00	379,688	2.50

## FUTURE FISCAL IMPACTS

Title	CE REC.		(\$000's)			
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>4,094</b>	<b>4,094</b>	<b>4,094</b>	<b>4,094</b>	<b>4,094</b>	<b>4,094</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>4,094</b>	<b>4,119</b>	<b>4,119</b>	<b>4,119</b>	<b>4,119</b>	<b>4,119</b>

# Public Information

## MISSION STATEMENT

The mission of the Office of Public Information is to provide timely, accurate, and effective communication with the public, 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 through the mass media, social media and Internet, presentations, publications and graphics, cable television programming, and telephone and electronic requests for information and assistance via the MC311 Customer Service Center.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Office of Public Information is \$4,932,519, an increase of \$116,390 or 2.4 percent from the FY15 Approved Budget of \$4,816,129. Personnel Costs comprise 80.9 percent of the budget for 60 full-time positions, and a total of 42.90 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 19.1 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

### ❖ *A Responsive, Accountable County Government*

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Multi-Program Measures</b>					
Internal County staff satisfaction with PIO services (scale of 1 [lowest] to 4 [highest])	3.25	3.25	3.25	3.25	3.25

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ *Continue to receive ongoing feedback through an MC311 Customer Satisfaction Survey sent to customers by email to ensure timely feedback on MC311 performance and appropriate response to issues raised in the feedback.*
- ❖ *Created and implemented new marketing strategy to increase awareness of MC311 in the County including special efforts targeting seniors and Spanish speakers.*
- ❖ *Expanded Executive Branch communications through a new half-hour radio show broadcast on WOL 1450 AM, "Montgomery Mosaic," and new cable television shows that feature County Youth on "Youth Montgomery"; the Police Chief; the "My Green Montgomery" environmental show; a show of special interest to African Americans, "Mosaic: An African American Perspective"; and several new Spanish language offerings -- a television version of the new "Montgomery Al Dia" Spanish language talk show which is done weekly on Spanish language radio, a Spanish version of "County Report This Week," and "Perfiles" (or Profiles) which features interviews with Hispanic employees.*
- ❖ *Continue to work closely with departments and agencies on communication strategies in order to ensure that the County Executive's priorities are promoted clearly and accurately, including: economic development priorities; the State School Construction Funding campaign; senior issues; panhandling; public safety; emergency communications; pedestrian safety and open government transparency and accessibility.*
- ❖ *Provide more direct communication with residents through social media sites: YouTube; Facebook; and Twitter --expanded the Twitter site to nearly 27,000 followers and expanding distribution lists for electronic publications such as "The Paperless Airplane" which reaches over 120,000 households.*



## ❖ Productivity Improvements

- Continue to monitor and use MC311 data to improve operations and service delivery in all County Departments.
- Updated the "I Want To" link on the County home page which links directly to the MC311 website, pointing residents to specific knowledge base articles related to their request.

## PROGRAM CONTACTS

Contact Leslie Hamm of the Office of Public Information at 240.773.3565 or Jane Mukira of the Office of Management and Budget at 240.777.2754 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Web Content and Graphic Management

The four major functions of this program include:

Providing creative and technical support to Public Relations, Cable Programming, MC311, and to departments.

Developing and overseeing 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.

Managing the growth and activity on the County's website and the MC311 web portal, which involves the development of policies and procedures for adding information to the website, as well as providing a leadership role in internet management.

Producing 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>105,702</b>	<b>1.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	9,124	0.00
<b>FY16 CE Recommended</b>	<b>114,826</b>	<b>1.00</b>

### Public Relations

Under this program, the Office of Public Information:

Educates and informs residents about County issues, programs, and services through press releases, media advisories, news and public events, the county website, e-mail and online newsletters, YouTube, Facebook, and Twitter.

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 pedestrian safety and emergency preparedness.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of press events	160	78	120	120	120
Number of press requests under the MPIO	100	25	25	25	25
Percentage of Maryland Public Information Act (MPIO) requests completed within 30 days	75	N/A	90	90	90
Total attendance at press conferences and press events <sup>1</sup>	2,807	N/A	1,200	1,200	1,200
Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook, Twitter (in millions)	11	30	26	27	28

<sup>1</sup> FY14 data not available

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>942,292</b>	<b>5.40</b>
Increase Cost: Contract producer	83,000	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.	-65,000	0.00
<b>FY16 CE Recommended</b>	<b>960,292</b>	<b>5.40</b>

### **MC311 Customer Service Center**

MC311 is a key strategic, enterprise-wide initiative that provides the public with a single three-digit number (311) to call for County information and service. In addition, it provides the County with a sophisticated ability to count, track, and respond to resident requests. MC311 provides the general public with a higher quality of service delivery and accountability, while helping the Government achieve operational efficiencies.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Average rate of callers requesting to speak Spanish	N/A	4.6%	5.0%	6.0%	7.0%
Average rate of calls that come into 311, but are not answered by a Customer Service Representative (CSR)	5%	5%	5%	5%	5%
Average rate of first call resolution (customer requests closed in one call divided by total calls answered at the call center)	N/A	N/A	75%	82%	84%
Average rate of Service Requests created on the MC311 website and the mobile enabled portal	N/A	9.5%	10.0%	15.0%	18.0%
Cost per customer contact (in dollars) (salary expenditures divided by the total number of customer contacts by phone, web portal, mobile-enabled portal, Twitter)	N/A	3.6	3.5	3.3	3.3
MC311 - Average amount of time it takes to reach a Customer Service Representative after the Welcome Announcement (in seconds)	18.8	19.7	18.0	18.0	18.0
MC311 - Customer satisfaction rating	86%	79%	85%	85%	85%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,768,135</b>	<b>36.30</b>
Decrease Cost: Motor Pool Rate Adjustment	-1,208	0.00
Decrease Cost: Printing and Mail	-5,955	0.00
Reduce: Operating Expenses: Advertising expenses	-80,627	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.	177,056	0.20
<b>FY16 CE Recommended</b>	<b>3,857,401</b>	<b>36.50</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	2,743,782	2,833,786	2,872,415	2,929,292	3.4%
Employee Benefits	1,015,480	1,034,634	1,026,932	1,060,308	2.5%
<b>County General Fund Personnel Costs</b>	<b>3,759,262</b>	<b>3,868,420</b>	<b>3,899,347</b>	<b>3,989,600</b>	<b>3.1%</b>
Operating Expenses	1,016,322	947,709	913,071	942,919	-0.5%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>4,775,584</b>	<b>4,816,129</b>	<b>4,812,418</b>	<b>4,932,519</b>	<b>2.4%</b>
<b>PERSONNEL</b>					
Full-Time	60	60	60	60	—
Part-Time	0	0	0	0	—
FTEs	42.30	42.70	42.70	42.90	0.5%

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>4,816,129</b>	<b>42.70</b>
<b>Changes (with service impacts)</b>		
Reduce: Operating Expenses: Advertising expenses [MC311 Customer Service Center]	-80,627	0.00
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment	155,114	0.00
Increase Cost: Contract producer [Public Relations]	83,000	0.00
Increase Cost: Retirement Adjustment	18,830	0.00
Increase Cost: Group Insurance Adjustment	12,484	0.00
Decrease Cost: Motor Pool Rate Adjustment [MC311 Customer Service Center]	-1,208	0.00
Decrease Cost: Printing and Mail [MC311 Customer Service Center]	-5,955	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-65,248	0.20
<b>FY16 RECOMMENDED:</b>	<b>4,932,519</b>	<b>42.90</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Web Content and Graphic Management	105,702	1.00	114,826	1.00
Public Relations	942,292	5.40	960,292	5.40
MC311 Customer Service Center	3,768,135	36.30	3,857,401	36.50
<b>Total</b>	<b>4,816,129</b>	<b>42.70</b>	<b>4,932,519</b>	<b>42.90</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Cable Television	Cable Television	774,432	6.60	796,425	6.60
Health and Human Services	County General Fund	76,449	1.10	68,611	0.90
Housing and Community Affairs	Montgomery Housing Initiative	57,995	0.90	61,203	0.90
Permitting Services	Permitting Services	206,487	2.90	215,361	2.90
Solid Waste Services	Solid Waste Collection	73,968	1.15	79,310	1.15
Solid Waste Services	Solid Waste Disposal	292,778	4.65	317,623	4.65
Total		1,482,109	17.30	1,538,533	17.10

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(S000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>4,933</b>	<b>4,933</b>	<b>4,933</b>	<b>4,933</b>	<b>4,933</b>	<b>4,933</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>4,933</b>	<b>4,965</b>	<b>4,965</b>	<b>4,965</b>	<b>4,965</b>	<b>4,965</b>



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# Office of Procurement

## MISSION STATEMENT

The mission of the Office of Procurement is to preserve the public trust and ensure the integrity of the County's procurement process through the efficiency and effectiveness of the procurement of goods, services, and construction in accordance with best practices, resulting in the highest value for County government and its residents.

As a cabinet-level department, the Office of Procurement will ensure compliance by all departments with procurement-related laws, regulations, policies and recognized best practices. The Office of Procurement will focus on identifying opportunities for process efficiencies that can result in reduced lead times, increased accessibility, and improved compliance and accountability by County departments. It will liaise with all county departments and outside agencies conducting public contracting and provide policy implementation guidance and assistance regarding Executive contracting goals. Externally, businesses and other organizations will observe the priority placed on this function for both accountability and accessibility to government contracting.

## County Government Reorganization

In December 2014, the County Executive announced a Six Point Economic Development Plan which includes the creation of the Office of Procurement in order to improve effectiveness, customer service, accessibility, and efficiency. As part of this plan, the Office of Procurement was created to provide more emphasis on procurement programs and better focus its efforts on improving the inclusion of currently underserved sectors of the business community. The new Office of Procurement will include Procurement Services, Procurement Operations, and Business Relations and Compliance which were previously housed in the Department of General Services.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Office of Procurement is \$4,080,281, an increase of \$4,080,281 from the FY15 Approved Budget of \$0. Personnel Costs comprise 89.8 percent of the budget for 33 full-time positions, and a total of 33.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 10.2 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Strong and Vibrant Economy***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ - ***Awarded 2014 National Procurement Institute's Achievement of Excellence in Procurement award.***
  - Contract Administrator Resources***
  - ***The Office of Procurement hosted Contract Administrator Forums for knowledge enrichment and contract administrator enhancement through discussions, lectures, problem-solving exercises, and practical interactive sessions. Sessions included Navigating the Contract Committee Review (CRC) Process.***
  - ***Developed CRC guidelines and checklists for contract administrators.***
    - ***Conducted several Contract Administrator Overview modules sessions in partnership with the Office of the County Attorney.***

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## ❖ **Conferences/Outreach**

- **Organized and served as Moderator for the govConNet Montgomery County Government Panel, which provided businesses with an overview of the County's sustainable practices and initiatives.**
- **Promote environmentally preferable purchasing at Maryland Green Purchasing Legislative Day.**
- **Participated in the Maryland Public Purchasing Association, Inc.'s Regional Public Purchasing Conference and Products Exposition.**
- **Participated in the Department of Economic Development's Women's Power Conference, "What You Need to Know About the Procurement Process".**
- **Collaborated with the Department of Economic Development and the Office of Business Relations and Compliance on other outreach events and conducted one-to-one vendor meetings to navigate the procurement process.**

## ❖ **Multi Departmental Initiatives**

- **Coordinated contracting efforts and resource sharing among departments in need of medical/dental supplies, pharmaceuticals, and medical equipment to benefit from better volume pricing.**
- **Member of the Rewarding Excellence Technical Advisory Panel which is responsible for reviewing cost savings proposals by employee teams.**

## ❖ **Business Relations and Compliance**

- **Contracted \$147 million to Minority, Female, and Disabled Owned Business Program vendors, 20% of eligible spending in FY14.**
- **Contracted \$97 million to Local Small Business Reserve Program vendors, 24.6% of eligible spending in FY14.**
- **Hosted and participated in 20 outreach events in FY14 to promote the Minority, Female, and Disabled Owned Business and Local Small Business Reserve Programs.**
- **Work with chambers of commerce and vendor councils to provide technical assistance.**
- **Offer one-on-one consulting (15 vendors/month) for local, small or minority businesses on capacity building, contract compliance, procurement processes, proposal writing, etc.**
- **Monitored 104 Construction Projects for Prevailing Wage Compliance in FY14, and monitored a total of 1.5 million work hours on construction job sites.**
- **Continue to improve the Central Vendor Registration System (CVRS) to be the one stop portal for vendors to register/get certified, search, connect and browse solicitation lists on all County agencies.**

## **PROGRAM CONTACTS**

Contact Pam Jones of the Office of Procurement at 240.777.9911 or Erika Lopez-Finn of the Office of Management and Budget at 240.777.2771 for more information regarding this department's operating budget.

## **PROGRAM DESCRIPTIONS**

### **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 assists 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 educates 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 works collaboratively with the Office of Business Relations and Compliance, the Office of Community Partnerships and other departments to build relationships with Montgomery County. Procurement Specialists develop contract administration procedures and research, review, 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. Also, staff participates in and leads recognized professional purchasing organizations at the local, state, and national levels.

The information technology staff provides material and support to develop and maintain information systems in support of the Department's business operations. This includes purchase and maintenance of information technology (IT) equipment, service and support for major end use systems on a County-wide basis. IT management of applications, databases, systems, and department website design and maintenance is included in this program as well as coordination with the County Department of Technology

Services.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percent of Procurements Completed in Agreed Upon Time <sup>1</sup>	81.0	84.0	79.0	79.0	79.0

<sup>1</sup> This figure represents the average for the following: Invitation for Bid - 73%; Request for Proposals - 84%; and Construction: 96% for FY14.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>0</b>	<b>0.00</b>
Shift: Division of Procurement from the Department of General Services	2,883,371	26.00
Increase Cost: Director, Office of Procurement	244,400	1.00
Decrease Cost: Computer Rentals	-5,000	0.00
Decrease Cost: Turnover Savings from Retirements and Under-filling Positions	-123,350	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.	-335,780	-4.00
<b>FY16 CE Recommended</b>	<b>2,663,641</b>	<b>23.00</b>

Notes: Under DGS the 4 FTEs and \$335,780 personnel costs were previously housed under Procurement. With Procurement as its own entity, Procurement Services and Procurement Operations were created as separate programs which shifted 4 FTEs from Procurement Operations to Procurement Services.

## Business Relations and Compliance

The mission of the Office of Business Relations and Compliance (OBRC) is to plan and implement programmatic strategies to expand business opportunities for minority, female and disabled business owners and Montgomery County small businesses. The office administers the County's Living and Prevailing Wage programs as well as the Domestic Partner Benefits Law for service and construction contracts. The OBRC is solely responsible for ensuring County government contracting compliance with the socio-economic laws, programs, and policies of the County.

- Minority, Female and Disabled Persons (MFD): The MFD program objectives focus on ensuring that contracts awarded by Montgomery County include equitable participation by certified minority, female, or disabled-owned businesses. In addition, 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 20 percent of total eligible contract dollars issued 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 to identify 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 strengthening in the local small business sector.
- Living Wage: The Living Wage Law program ensures that County contractors and subcontractors pay employees a "living wage" in compliance with the annually adjusted rate established by the Montgomery County Wage Requirements Law.
- Prevailing Wage: The Prevailing Wage program ensures that contractors and subcontractors performing construction services over \$500,000 pay prevailing wages, as established by the Maryland State Commissioner of Labor and Industry for the Montgomery County region.
- Domestic Partner Benefits: The Domestic Partner Benefits program ensures the County's contractors or subcontractors, as employers, provide the same benefits to an employee with a domestic partner as provided to an employee with a spouse.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Business Relations and Compliance: small, local business percentage of contract dollars	25	25	25	25	25
Percent of Contract Dollars Awarded to Minority/Female/Disabled owned businesses	20	20	20	20	20
Value of County contracts awarded to local small businesses (\$000)	96,750	96,271	70,000	70,000	70,000

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>0</b>	<b>0.00</b>
Shift: Business Relations and Compliance from the Department of General Services	816,738	5.00



	<b>Expenditures</b>	<b>FTEs</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	63,047	0.00
<b>FY16 CE Recommended</b>	<b>879,785</b>	<b>5.00</b>

Notes: This figure also includes approximately \$285,000 in operating expenses that shifted from the Department of General Services.

## Procurement Services

The Procurement Services Section provides for departmental direction, oversight and support for the Contract Review Committee, analysis, budget preparation and monitoring. This Section also manages contract scanning activities for documents, contracts and subsequent contract actions, manages archiving/retrieval of procurement related actions and in compliance with archiving standards, provides departmental customer service assistance, and manages the development of Contract Administrator Forums. Additionally, it centrally coordinates departmental training and tracking including national certifications and re-certification, expenditure control, escrow management, human resources activities, management of departmental knowledge based articles and 311 service requests, and coordination of interpreter services for departmental activities or customer needs.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>0</b>	<b>0.00</b>
Shift: Management and Budget Specialist III from Department of General Services	160,987	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.	375,868	4.00
<b>FY16 CE Recommended</b>	<b>536,855</b>	<b>5.00</b>

Notes: Procurement Services received 4 FTEs and \$335,780 in personnel costs from Procurement Operations and one Management and Budget Specialist from the Department of General Services. The program also includes associated operating expenses.

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	2,601,005	—
Employee Benefits	0	0	0	1,062,382	—
<b>County General Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,663,387</b>	—
Operating Expenses	0	0	0	416,894	—
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,080,281</b>	—
<b>PERSONNEL</b>					
Full-Time	0	0	0	33	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	33.00	—

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>Other Adjustments (with no service impacts)</b>		
Shift: Division of Procurement from the Department of General Services [Procurement Operations]	2,883,371	26.00
Shift: Business Relations and Compliance from the Department of General Services [Business Relations and Compliance]	816,738	5.00
Increase Cost: Director, Office of Procurement [Procurement Operations]	244,400	1.00
Shift: Management and Budget Specialist III from Department of General Services [Procurement Services]	160,987	1.00
Increase Cost: FY16 Compensation Adjustment	97,574	0.00
Increase Cost: Retirement Adjustment	25,392	0.00
Increase Cost: Group Insurance Adjustment	9,619	0.00
Decrease Cost: Printing and Mail Adjustment	-3,176	0.00
Decrease Cost: Computer Rentals [Procurement Operations]	-5,000	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-26,274	0.00
Decrease Cost: Turnover Savings from Retirements and Under-filling Positions [Procurement Operations]	-123,350	0.00
<b>FY16 RECOMMENDED:</b>	<b>4,080,281</b>	<b>33.00</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Procurement Operations	0	0.00	2,663,641	23.00
Business Relations and Compliance	0	0.00	879,785	5.00
Procurement Services	0	0.00	536,855	5.00
<b>Total</b>	<b>0</b>	<b>0.00</b>	<b>4,080,281</b>	<b>33.00</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Fleet Management Services	Motor Pool Internal Service Fund	0	0.00	37,375	0.30
Parking District Services	Bethesda Parking District	0	0.00	6,387	0.05
Parking District Services	Silver Spring Parking District	0	0.00	6,387	0.05
Solid Waste Services	Solid Waste Disposal	0	0.00	62,292	0.50
Transit Services	Mass Transit	0	0.00	24,917	0.20
Total		0	0.00	137,358	1.10

## FUTURE FISCAL IMPACTS

Title	CE REC.	(\$000's)				
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
FY16 Recommended	4,080	4,080	4,080	4,080	4,080	4,080
Labor Contracts	0	12	12	12	12	12
<i>Subtotal Expenditures</i>	<i>4,080</i>	<i>4,092</i>	<i>4,092</i>	<i>4,092</i>	<i>4,092</i>	<i>4,092</i>

## ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY16 Recommended		FY17 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Decrease Cost: Annualization of FY15 Personnel Costs	-26,274	0.00	-41,995	0.00
<b>Total</b>	<b>-26,274</b>	<b>0.00</b>	<b>-41,995</b>	<b>0.00</b>

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# Technology Services

## MISSION STATEMENT

The mission of the Department of Technology Services is to use information technology to enable our employees to provide quality services to our citizens and businesses, deliver information and services to citizens at work, at home, and in the community, and increase the productivity of government and citizens.

### **County Government Reorganization**

Originally developed and implemented under the Technology Modernization--MCG CIP (P150701), funding for the Enterprise Resource Planning (ERP) program shifts to the Department of Technology Services operating budget beginning in FY16. The new Enterprise Resource Planning Division (ERPD) is responsible for the operations of the County's core business systems (financials, human resources, procurement and budgeting). ERPD provides production support and supports business owners in meeting their operational needs, adapting to the ongoing and changing environment, reengineering business processes to improve efficiency, implementing new initiatives and staying abreast of systemic enhancements and improvements to the County's ERP systems.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Department of Technology Services is \$40,907,969, an increase of \$10,635,901 or 35.1 percent from the FY15 Approved Budget of \$30,272,068. Personnel Costs comprise 52.6 percent of the budget for 155 full-time positions and two part-time positions, and a total of 146.65 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 Capital Outlay account for the remaining 47.4 percent of the FY16 budget.

Without including the new Enterprise Resource Planning Division (ERPD), the recommended FY16 Operating Budget for DTS is \$30,778,958, an increase of \$506,890 or 1.6 percent from the FY15 Approved Budget of \$30,272,068. Non-ERPD FTEs are 110.65, an increase of 0.62 FTEs from the FY15 Approved Budget of 110.03 FTEs.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

### **❖ A Responsive, Accountable County Government**

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

### **❖ Received the following awards in 2014:**

- 1. The Public Technology Institute (PTI) designated Montgomery County as a Tech Savvy County in 2014. Montgomery County is only one of four local governments in the nation -- and the only County in Maryland -- to be designated as a Tech Savvy jurisdiction during 2014.**
- 2. Montgomery County ranked 2nd overall best Digital County Government in the United States by the Center for Digital Government and the National Association of Counties (NACo).**
- 3. Montgomery County's weekly "County Report This Week" cable television show recently was awarded a prestigious national "Telly" award.**
- 4. PTI honored Montgomery County with the 2013-2014 Technology Solutions Award for the County's "Bikeshare**

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**Station Site Identification and Property Verification” program.**

**5. Department of Technology Services received a NACo Award for the Unique Building Address Processor Program.**

- ❖ **A new Enterprise Resource Planning Division (ERPD) will be launched in FY16. The ERPD will function as a long-term and permanent sustaining organization to maintain and operate the County’s Core Business Systems (financials, human resources, procurement and budgeting).**
- ❖ **A new Network Operations Center (NOC) for the County’s FiberNet network will be launched in FY16. The NOC will monitor FiberNet operations on a 24x7 basis, respond to faults in the network in order to restore services in a timely manner, provide enhanced services to various County Agencies (including MCPS) and the Department of Technology Services (DTS), and develop utilization reports and capacity planning studies. The NOC will also serve as a platform for leveraging the County’s current FiberNet for the UltraMontgomery Initiative to bring ultra-high-speed broadband services to the County.**
- ❖ **Continued cybersecurity efforts across several areas, including an updated Employee IT Security Policy training program and an in-depth assessment of the County’s IT environment by Gartner, an industry-leading consulting group.**
- ❖ **Provided project management, development, application engineering, systems engineering and quality assurance support for the Public Safety System Modernization (PSSM) program.**
- ❖ **Developed, deployed, and improved Enterprise Resource Planning (ERP) Business Intelligence (BI) tools. Implemented ERP Purchasing Order service level agreement process and Compensation Work Bench module.**
- ❖ **Developed the Open Data Implementation Plan as required by Bill 23-12. The Implementation Plan contains an inventory of datasets in the County and a high-level publication schedule for publication of each documented dataset. In developing the publication schedule, each dataset was evaluated and rated by the dataMontgomery Workgroup on factors relating to their publication value and alignment with the mission of the department.**
- ❖ **Provided technology infrastructure and led the transition of technology services for numerous new County facilities. Major technology infrastructure projects completed include the David F. Bone Equipment Maintenance and Transit Operations Center (EMTOC), the Judicial Center Annex, the Department of Liquor Control (DLC) Warehouse, Police Station #3, and the Montgomery County Animal Shelter.**
- ❖ **Implemented enhanced cybersecurity measures for users of the County’s Virtual Private Network (VPN) system.**
- ❖ **Retired the County’s Mainframe computer in FY15.**
- ❖ **Completed the retirement of the Windows XP operating system from the County’s desktop environment.**
- ❖ **Rolled out Microsoft Office 365 across County departments to replace older applications and productivity suites.**
- ❖ **Productivity Improvements**
  - **Continued upgrade and expansion of wireless access points in County facilities, expanding access to mobile devices and business productivity both for employees and visitors.**

## **PROGRAM CONTACTS**

Contact Helen Ni of the Department of Technology Services at 240.777.2807 or Naeem Mia of the Office of Management and Budget at 240.777.2782 for more information regarding this department’s operating budget.

## **PROGRAM DESCRIPTIONS**

### **Enterprise Systems and Operations (ESOD)**

This program designs, implements and maintains a secure and reliable computer-based hardware, software, and data infrastructure for County business systems and County staff. The Division manages enterprise-wide systems including Enterprise Resource Planning (ERP), MC311, MCTime, enterprise messaging system, enterprise directory system, enterprise file and print system, enterprise image archiving, enterprise anti-malware systems, the mainframe system, and hundreds of enterprise servers (web, application, database). ESOD manages and provides support for the Public Safety Data System. ESOD also operates the enterprise data center, a 24-hour-a-day service supporting enterprise and department servers, the mainframe and network control center equipment.

<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
Enterprise Applications System Availability (%)	99.8	99.9	99.9	99.9	99.9
Number of Enterprise Service Bus data transfers (monthly average)	82,285	174,163	300,000	600,000	1,200,000

<i>FY16 Recommended Changes</i>	<i>Expenditures</i>	<i>FTEs</i>
<b>FY15 Approved</b>	<b>12,534,956</b>	<b>32.00</b>
Add: Office 365 Licenses, Support, and Subscriptions	1,070,104	0.00
Increase Cost: Oracle Software/License Maintenance	400,000	0.00
Increase Cost: Contractor Support for MC311	90,000	0.00
Increase Cost: Computer-Aided Dispatch (CAD) Software Maintenance	29,000	0.00
Increase Cost: Anti-Spam Software Maintenance	10,000	0.00
Increase Cost: Property Manager Software Maintenance	10,000	0.00
Increase Cost: Siebel Software Maintenance	9,000	0.00
Increase Cost: Info Server Software Maintenance	7,000	0.00
Decrease Cost: Expired Software Maintenance Contracts	-154,141	0.00
Decrease Cost: Lapse Vacant Sr. IT Specialist	-179,582	0.00
Decrease Cost: Service Contract/Agreement Reductions	-939,989	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.	92,233	0.00
<b>FY16 CE Recommended</b>	<b>12,978,581</b>	<b>32.00</b>

### **Enterprise Telecommunications and Services (ETSD)**

This program provides reliable, modern, and integrated communications services to enable network data, voice and other solutions for County Government departments and Agencies. PBX Telecommunications Services is responsible for the programming, operation and maintenance of the County's PBX telephone network and all associated adjuncts, i.e., Voicemail, IVR, and Cabling infrastructure. Radio Communications Services is responsible for the operation and maintenance of the County's 800 MHZ radio and mobile communications systems which predominantly support public safety agencies. Network Services is responsible for providing Wide Area Network (WAN) management and design services to County government, FiberNet connectivity to other agencies, and wireless connectivity. Some costs associated with FiberNet/WAN are charged to the Cable Fund in accordance with the cable franchise provision to support installation, construction, operations, and maintenance of the County's FiberNet and associated network equipment.

<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
Average Number of Workdays to Complete Telecom Requests (in workdays)	9.3	9.3	9.0	9.0	9.0
Transmission Facilities Application Process - Average number of days to process applications for siting wireless towers	30	35	30	30	30

<i>FY16 Recommended Changes</i>	<i>Expenditures</i>	<i>FTEs</i>
<b>FY15 Approved</b>	<b>5,979,841</b>	<b>22.05</b>
Increase Cost: Motorola Maintenance Contract	115,000	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.	145,542	0.00
<b>FY16 CE Recommended</b>	<b>6,240,383</b>	<b>22.05</b>

### **Enterprise Applications and Solutions (EASD)**

This program delivers and maintains solutions through core business, web-based applications, and geographic information services; and provides oversight for the Desktop Computer Modernization (DCM) program and the County's Help Desk. The Application Development and Integration team supports the County's electronic government initiative to include website management. Electronic government seeks to provide cost-effective services at greater convenience to residents and employees through the use of modern web technologies. The Enterprise System Services team is responsible for supporting the enterprise software applications which are used throughout the County Government. This includes applications maintenance, upgrades, phase out and replacement; and ensuring applications are adapted to conform to changes in the County's hardware and software environment. The Geographic Information Systems team designs and implements applications for County departments, designs and develops custom maps and web-based mapping applications, maintains the accuracy and currency of the Montgomery County Street Centerlines database and the Geographic Base Files (GBF/DIME) and related data layers, and participates in the development and maintenance of the enterprise planimetric and property databases. The Information Technology Help Desk Services team provides IT support directly to departments and employees.

<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
Average Number of Seconds to Serve a Web Page	0.4	0.4	0.4	0.4	0.4
Percent of DTS Help Desk Requests that are Resolved on the First Call (%)	96.8	96.3	97.0	97.0	97.0

<i>FY16 Recommended Changes</i>	<i>Expenditures</i>	<i>FTEs</i>
<b>FY15 Approved</b>	<b>6,466,463</b>	<b>36.38</b>
Increase Cost: Google Site Search License Maintenance	85,000	0.00
Shift: Position returning from the Technology Modernization Capital Improvements Program (CIP)	72,074	0.50
Increase Cost: Countywide Pictometry Flyover	34,000	0.00
Increase Cost: Annualization of FY15 Personnel Costs	25,169	0.12
Increase Cost: Storm Operation Map Required Maintenance	25,000	0.00
Decrease Cost: Lapse Vacant Sr. IT Specialist	-179,582	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.	140,550	0.00
<b>FY16 CE Recommended</b>	<b>6,668,674</b>	<b>37.00</b>

### **Office of the Chief Operating Officer (COO)**

This Office provides leadership and strategies for the development and delivery of County technology solution planning and implementation for both County staff and residents. The Office acts as the first step to improving project return on investment (ROI) and fosters a successful project outcome through the establishment and use of a strong Project Management Methodology (PMM). The Office manages both Enterprise Architecture and Enterprise Strategic Planning to ensure cost-effective Countywide IT investment. The Project Management Office (PMO) is responsible for reviewing and prioritizing new project requests for the Department, reviewing all technology funding requests for County Departments, maintaining the IT Initiative Dashboard of technology projects, developing and maintaining the project management standards across projects, and providing contract management support services for the Department. Additionally, project managers in this Office are responsible for managing major multi-million dollar cross-departmental projects (including Integrated Justice and numerous Department initiatives). Project Management certification is encouraged to promote continuous growth and demonstration of project management best practices.

<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
Open Data - Number of datasets published	24	15	50	50	50

<i>FY16 Recommended Changes</i>	<i>Expenditures</i>	<i>FTEs</i>
<b>FY15 Approved</b>	<b>2,044,109</b>	<b>12.60</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	12,455	0.00
<b>FY16 CE Recommended</b>	<b>2,056,564</b>	<b>12.60</b>

### **Office of the Chief Information Officer (CIO)**

This Office provides technology leadership, allocation of resources, policy direction, and program guidance for the Department and the County government's Information Technology initiatives, including the Public Safety Systems Modernization (PSSM) program. The Office is responsible for assisting Departments with creating process efficiencies and aligning their information technology needs with the overall County enterprise strategy.

Management Services is responsible for centralized administrative support functions in the areas of budgeting and financial processing, human resources management, procurement, facilities management, front desk support, and event planning.

The Enterprise Information Security Office (EISO) provides enterprise risk assessments, data security consulting, policy/procedure development, and sensitive data architecture design to the County government. These services also include identifying and managing the tools required to protect the County from data security threats, to provide security training to County employees through an Enterprise Security Awareness Training program, and rapidly respond to incidents that may affect the confidentiality, integrity, and/or availability of the County's information assets and data. Additionally, the EISO is responsible for oversight in various enterprise information security compliance mandates, such as the Health Insurance Portability and Accountability Act (HIPAA) of 1996 and the Payment Card Industry Data Security Standards (PCI DSS).

<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
IT Security - Average Security Vulnerabilities per Device	39.2	30.6	25.0	20.0	15.0

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,246,699</b>	<b>7.00</b>
Enhance: Cybersecurity Initiatives	340,000	0.00
Increase Cost: Cyber Security Advisory Contract	45,000	0.00
Increase Cost: Information Builders InfoAssist	17,000	0.00
Increase Cost: Information Technology Consulting Contract	8,600	0.00
Add: InfoAssist Software Maintenance	3,400	0.00
Reduce: Temporary Clerical/Administrative Staff Support	-42,089	0.00
Decrease Cost: Lapse Three (3) Vacant Positions through FY16	-367,385	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.	-416,469	0.00
<b>FY16 CE Recommended</b>	<b>2,834,756</b>	<b>7.00</b>

### **Enterprise Resource Planning Division (ERP)**

The Enterprise Resource Planning Division (ERP) is responsible for the operations of the County's core business systems (financials, human resources, procurement and budgeting). ERP provides production support and supports business owners in meeting their operational needs, adapting to the ongoing and changing environment, reengineering business processes to improve efficiency, implementing new initiatives and staying abreast of systemic enhancements and improvements to the County's ERP systems. The ERP is comprised of both IT and business functions to promote an integrated ERP environment for developing complex solutions, continual enhancements and improvements and maintenance of the enterprise systems.

The ERP will enable an enterprise view for managing the County's business and technical processes by:

- Maintaining a comprehensive, scalable enterprise team to support the day to day operational needs of finance, human resources, payroll, retirees, budgeting, procurement, warehouse management, and transportation management staff.
- Maximizing the efficient use of the ERP solution by streamlining business operations and enhancing systems to take advantage of productivity improvements and providing a structure for continuous improvement, efficiency and effectiveness.
- Developing enterprise business intelligence dashboarding/reporting capabilities and analytic tools that provide decision support to executive management and department administrators.
- Balancing the business requirements between core functions and sub organizations (finance, human resources, payroll, retirees, budgeting, procurement, etc.) and effective and efficient systems operations.
- Facilitating the flow of information between all business functions within Montgomery County government and managing the system interfaces to external stakeholders' systems.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>0</b>	<b>0.00</b>
Shift: Thirty-six (36) positions from the Technology Modernization Capital Improvements Program (CIP) to support the new Enterprise Resource Planning Division (ERP)	5,727,538	36.00
Shift: Contractor and other operating expenses from the Technology Modernization Capital Improvements Program (CIP) to support the new Enterprise Resource Planning Division (ERP)	4,401,473	0.00
<b>FY16 CE Recommended</b>	<b>10,129,011</b>	<b>36.00</b>



## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	11,268,130	11,886,047	11,521,481	16,647,430	40.1%
Employee Benefits	3,822,769	3,921,742	3,880,105	4,871,551	24.2%
<b>County General Fund Personnel Costs</b>	<b>15,090,899</b>	<b>15,807,789</b>	<b>15,401,586</b>	<b>21,518,981</b>	<b>36.1%</b>
Operating Expenses	14,391,309	14,343,979	15,103,779	19,268,688	34.3%
Capital Outlay	0	120,300	0	120,300	—
<b>County General Fund Expenditures</b>	<b>29,482,208</b>	<b>30,272,068</b>	<b>30,505,365</b>	<b>40,907,969</b>	<b>35.1%</b>
<b>PERSONNEL</b>					
Full-Time	128	135	135	155	14.8%
Part-Time	2	2	2	2	—
FTEs	109.53	110.03	110.03	146.65	33.3%
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund MCG Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	654,968	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>654,968</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>30,137,176</b>	<b>30,272,068</b>	<b>30,505,365</b>	<b>40,907,969</b>	<b>35.1%</b>
<b>Total Full-Time Positions</b>	<b>128</b>	<b>135</b>	<b>135</b>	<b>155</b>	<b>14.8%</b>
<b>Total Part-Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>—</b>
<b>Total FTEs</b>	<b>109.53</b>	<b>110.03</b>	<b>110.03</b>	<b>146.65</b>	<b>33.3%</b>
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>30,272,068</b>	<b>110.03</b>
<b>Changes (with service impacts)</b>		
Add: Office 365 Licenses, Support, and Subscriptions [Enterprise Systems and Operations (ESOD)]	1,070,104	0.00
Enhance: Cybersecurity Initiatives [Office of the Chief Information Officer (CIO)]	340,000	0.00
Add: InfoAssist Software Maintenance [Office of the Chief Information Officer (CIO)]	3,400	0.00
Reduce: Temporary Clerical/Administrative Staff Support [Office of the Chief Information Officer (CIO)]	-42,089	0.00
<b>Other Adjustments (with no service impacts)</b>		
Shift: Thirty-six (36) positions from the Technology Modernization Capital Improvements Program (CIP) to support the new Enterprise Resource Planning Division (ERPD) [Enterprise Resource Planning Division (ERPD)]	5,727,538	36.00
Shift: Contractor and other operating expenses from the Technology Modernization Capital Improvements Program (CIP) to support the new Enterprise Resource Planning Division (ERPD) [Enterprise Resource Planning Division (ERPD)]	4,401,473	0.00
Increase Cost: FY16 Compensation Adjustment	448,248	0.00
Increase Cost: Oracle Software/License Maintenance [Enterprise Systems and Operations (ESOD)]	400,000	0.00
Increase Cost: Retirement Adjustment	132,222	0.00
Increase Cost: Motorola Maintenance Contract [Enterprise Telecommunications and Services (ETSD)]	115,000	0.00
Increase Cost: Contractor Support for MC311 [Enterprise Systems and Operations (ESOD)]	90,000	0.00
Increase Cost: Google Site Search License Maintenance [Enterprise Applications and Solutions (EASD)]	85,000	0.00
Shift: Position returning from the Technology Modernization Capital Improvements Program (CIP) [Enterprise Applications and Solutions (EASD)]	72,074	0.50
Increase Cost: Cyber Security Advisory Contract [Office of the Chief Information Officer (CIO)]	45,000	0.00
Increase Cost: Countywide Pictometry Flyover [Enterprise Applications and Solutions (EASD)]	34,000	0.00

	Expenditures	FTEs
Increase Cost: Group Insurance Adjustment	32,490	0.00
Increase Cost: Computer-Aided Dispatch (CAD) Software Maintenance [Enterprise Systems and Operations (ESOD)]	29,000	0.00
Increase Cost: Annualization of FY15 Personnel Costs [Enterprise Applications and Solutions (EASD)]	25,169	0.12
Increase Cost: Storm Operation Map Required Maintenance [Enterprise Applications and Solutions (EASD)]	25,000	0.00
Increase Cost: Information Builders InfoAssist [Office of the Chief Information Officer (CIO)]	17,000	0.00
Increase Cost: Anti-Spam Software Maintenance [Enterprise Systems and Operations (ESOD)]	10,000	0.00
Increase Cost: Property Manager Software Maintenance [Enterprise Systems and Operations (ESOD)]	10,000	0.00
Increase Cost: Siebel Software Maintenance [Enterprise Systems and Operations (ESOD)]	9,000	0.00
Increase Cost: Information Technology Consulting Contract [Office of the Chief Information Officer (CIO)]	8,600	0.00
Increase Cost: Info Server Software Maintenance [Enterprise Systems and Operations (ESOD)]	7,000	0.00
Increase Cost: Motor Pool Rate Adjustment	749	0.00
Decrease Cost: Printing and Mail	-13,398	0.00
Decrease Cost: Expired Software Maintenance Contracts [Enterprise Systems and Operations (ESOD)]	-154,141	0.00
Decrease Cost: Lapse Vacant Sr. IT Specialist [Enterprise Applications and Solutions (EASD)]	-179,582	0.00
Decrease Cost: Lapse Vacant Sr. IT Specialist [Enterprise Systems and Operations (ESOD)]	-179,582	0.00
Decrease Cost: Lapse Three (3) Vacant Positions through FY16 [Office of the Chief Information Officer (CIO)]	-367,385	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15	-626,000	0.00
Decrease Cost: Service Contract/Agreement Reductions [Enterprise Systems and Operations (ESOD)]	-939,989	0.00
<b>FY16 RECOMMENDED:</b>	<b>40,907,969</b>	<b>146.65</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Enterprise Systems and Operations (ESOD)	12,534,956	32.00	12,978,581	32.00
Enterprise Telecommunications and Services (ETSD)	5,979,841	22.05	6,240,383	22.05
Enterprise Applications and Solutions (EASD)	6,466,463	36.38	6,668,674	37.00
Office of the Chief Operating Officer (COO)	2,044,109	12.60	2,056,564	12.60
Office of the Chief Information Officer (CIO)	3,246,699	7.00	2,834,756	7.00
Enterprise Resource Planning Division (ERP)	0	0.00	10,129,011	36.00
<b>Total</b>	<b>30,272,068</b>	<b>110.03</b>	<b>40,907,969</b>	<b>146.65</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	2,561,108	21.00	847,683	5.50
Human Resources	Employee Health Benefit Self Insurance	0	0.00	698,250	0.00
Liquor Control	Liquor Control	0	0.00	542,000	0.00
NDA - Mont. County Employee Retirement Plans	Employee Retirement System	0	0.00	174,336	0.00
Total		2,561,108	21.00	2,262,269	5.50

## FUTURE FISCAL IMPACTS

Title	CE REC.		(\$000's)			
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>40,908</b>	<b>40,908</b>	<b>40,908</b>	<b>40,908</b>	<b>40,908</b>	<b>40,908</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY16</b>	<b>0</b>	<b>359</b>	<b>359</b>	<b>359</b>	<b>359</b>	<b>359</b>
New positions in the FY16 budget are generally lapsed due to the time it takes a position to be created and filled. Therefore, the amounts above reflect annualization of these positions in the outyears.						
<b>Elimination of One-Time Items Recommended in FY16</b>	<b>0</b>	<b>-1,119</b>	<b>-1,119</b>	<b>-1,119</b>	<b>-1,119</b>	<b>-1,119</b>
Items approved for one-time funding in FY16, including positions and ERP contractors no longer needed after FY16 ERP transition to DTS.						
<b>Labor Contracts</b>	<b>0</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>48</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						

Title	CE REC.			(S000's)		
	FY16	FY17	FY18	FY19	FY20	FY21
<b>Subtotal Expenditures</b>	<b>40,908</b>	<b>40,197</b>	<b>40,197</b>	<b>40,197</b>	<b>40,197</b>	<b>40,197</b>

# Urban Districts

## MISSION STATEMENT

Urban Districts maintain and enhance the County's downtowns (Bethesda, Silver Spring, and Wheaton) as prosperous, livable urban centers, increasing maintenance of the streetscape and its amenities; 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 FY16 Operating Budget for the Urban Districts is \$8,171,808, a decrease of \$569,494 or 6.5 percent from the FY15 Approved Budget of \$8,741,302. Personnel Costs comprise 47.1 percent of the budget for 60 full-time positions and one part-time position, and a total of 58.30 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 52.9 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ **A Responsive, Accountable County Government**
- ❖ **Healthy and Sustainable Neighborhoods**
- ❖ **Safe Streets and Secure Neighborhoods**
- ❖ **Strong and Vibrant Economy**
- ❖ **Vital Living for All of Our Residents**

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Multi-Program Measures</b>					
BETHESDA URBAN DISTRICT - Average number of website sessions per month	25,000	25,000	25,000	25,000	25,000
BETHESDA URBAN DISTRICT - Number of social media followers	3,500	7,000	7,000	7,000	7,000
BETHESDA URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with cleanliness levels of Urban District maintained (scale 1-5)	4	5	4	4	4
BETHESDA URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with the "value added" of the UD Hospitality team (scale 1-5)	4	5	4	4	4
BETHESDA URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	4	5	4	4	4
BETHESDA URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's promotional events (scale 1-5)	4	5	4	4	4
SILVER SPRING URBAN DISTRICT - Average number of website sessions per month	63,500	93,800	100,000	100,000	100,000
SILVER SPRING URBAN DISTRICT - Number of social media followers	330	660	750	750	750
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with cleanliness levels of Urban District maintained (scale 1-5)	4	5	4	4	4
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with the "value added" of the UD Hospitality team (scale 1-5)	4	4	4	4	4

	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	4	4	4	4	4
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's promotional events (scale 1-5)	4	3.5	4	4	4
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	4	4.1	4	4	4
WHEATON URBAN DISTRICT - Average number of website sessions per month	13,200	24,000	25,000	25,000	25,000
WHEATON URBAN DISTRICT - Number of social media followers	1,574	1,968	2,500	2,500	2,500
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with cleanliness levels of Urban District maintained (scale 1-5)	4	4	4	4	4
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with the "value added" of the UD Hospitality team (scale 1-5)	4	4.3	4	4	4
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's promotional events (scale 1-5)	4	4	4	4	4

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ *Studio B located at 7475 Wisconsin Avenue is a public arts amenity managed by the Bethesda Urban Partnership which offers three studios where artists can create, display, teach, and sell art.*
- ❖ *The Bethesda Arts and Entertainment District launched the Bernard/Ebb Songwriting Contest.*
- ❖ *The Taste of Bethesda celebrated its 25th anniversary; 54 restaurants participated and 56,400 tickets were sold.*
- ❖ *The Silver Spring Urban District (SSUD) provided support to over 40 community outdoor celebrations on Veterans Plaza, as well as a number of events throughout the rest of downtown Silver Spring (i.e., South Silver Spring Street Festival; Taste the World in Fenton Village.)*
- ❖ *The Bethesda Urban Partnership (BUP), in partnership with the Washington Area Bicyclist Association, organized two community bicycle safety classes in 2014. BUP installed a new bike repair station on the Capital Crescent Trail at Bradley Boulevard.*
- ❖ *Working with the Montgomery County Conference and Visitors Bureau, SSUD developed and distributed to area hotels the first ever widely available map highlighting downtown Silver Spring restaurants and area amenities. This map is also available at the Civic Building. The map, coupled with the extensively used web directory for Silver Spring provides valuable information to facilitate visitors 'staying in Silver Spring' – and patronizing area restaurants and amenities.*
- ❖ *The Wheaton Urban District (WUD), with state grant funding, purchased 18 solar powered trash and recycling containers.*
- ❖ *WUD continued to build on its brand identity for Downtown Wheaton creating new signage, seasonal and pedestrian banners, and holiday lighting.*
- ❖ *WUD created new partnerships in FY14 to enhance its event programming and increase visibility within the community and the DMV Region (DC, Maryland, and Virginia), including the creation of a new signature event with the DMV Food Truck Association.*

## PROGRAM CONTACTS

Contact Ken Hartman of the Urban Districts at 240.777.8206 or Helen P. Vallone of the Office of Management and Budget at 240.777.2755 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### **Promotion of Community and Business Activities**

This program enhances the quality of life in the Urban Districts and surrounding communities; fosters 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,764,583</b>	<b>25.45</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	117,897	2.10
<b>FY16 CE Recommended</b>	<b>2,882,480</b>	<b>27.55</b>

### **Sidewalk Repair**

This program provides for the removal and replacement of deteriorated concrete and brick walks and curbs in the Urban Districts.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>143,969</b>	<b>0.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-29,000	0.00
<b>FY16 CE Recommended</b>	<b>114,969</b>	<b>0.00</b>

### **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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,827,803</b>	<b>0.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-116,595	0.00
<b>FY16 CE Recommended</b>	<b>1,711,208</b>	<b>0.00</b>

### **Tree Maintenance**

This program provides pruning, planting, fertilization, necessary spraying, replacement, watering, mulching, and tree base cleaning in the Urban Districts.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>115,810</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>115,810</b>	<b>0.00</b>

### **Enhanced Security**

This program provides safeguards against property theft, vandalism, and personal security in the Silver Spring and Wheaton Urban Districts. The goal of the program is to provide an enhanced level of protection and reduce the perception of crime through the use of the Safe Team as the eyes and ears of County Police and as a uniformed visual presence to create a safe and secure environment. Safe Team members also act as “ambassadors” providing information, directions, first aid and CPR, and roadside assistance to residents, visitors, and the business community.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,105,829</b>	<b>20.57</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	202,370	-0.72
<b>FY16 CE Recommended</b>	<b>1,308,199</b>	<b>19.85</b>

### **Administration**

This program provides staff support for contract administration, 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,783,308</b>	<b>12.28</b>
Shift: Funding of Bethesda Circulator Service to Mass Transit Fund	-705,481	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-38,685	-1.38
<b>FY16 CE Recommended</b>	<b>2,039,142</b>	<b>10.90</b>

## BUDGET SUMMARY

	<b>Actual FY14</b>	<b>Budget FY15</b>	<b>Estimated FY15</b>	<b>Recommended FY16</b>	<b>% Chg Bud/Rec</b>
<b>BETHESDA URBAN DISTRICT</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	80,973	84,615	84,614	86,576	2.3%
Employee Benefits	48,728	47,145	47,146	51,387	9.0%
<b>Bethesda Urban District Personnel Costs</b>	<b>129,701</b>	<b>131,760</b>	<b>131,760</b>	<b>137,963</b>	<b>4.7%</b>
Operating Expenses	3,395,691	3,586,621	3,586,621	2,807,438	-21.7%
Capital Outlay	0	0	0	0	—
<b>Bethesda Urban District Expenditures</b>	<b>3,525,392</b>	<b>3,718,381</b>	<b>3,718,381</b>	<b>2,945,401</b>	<b>-20.8%</b>
<b>PERSONNEL</b>					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
<b>REVENUES</b>					
Investment Income	195	0	360	360	—
Miscellaneous Revenues	35,003	0	0	0	—
Optional Method Development	156,393	150,000	150,000	150,000	—
Property Tax	471,953	480,406	485,557	501,693	4.4%
<b>Bethesda Urban District Revenues</b>	<b>663,544</b>	<b>630,406</b>	<b>635,917</b>	<b>652,053</b>	<b>3.4%</b>
<b>SILVER SPRING URBAN DISTRICT</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,417,394	1,765,828	1,744,450	1,595,445	-9.6%
Employee Benefits	485,360	451,231	443,772	724,885	60.6%
<b>Silver Spring Urban District Personnel Costs</b>	<b>1,902,754</b>	<b>2,217,059</b>	<b>2,188,222</b>	<b>2,320,330</b>	<b>4.7%</b>
Operating Expenses	1,018,021	991,920	991,920	944,872	-4.7%
Capital Outlay	0	0	0	0	—
<b>Silver Spring Urban District Expenditures</b>	<b>2,920,775</b>	<b>3,208,979</b>	<b>3,180,142</b>	<b>3,265,202</b>	<b>1.8%</b>
<b>PERSONNEL</b>					
Full-Time	18	37	37	37	—
Part-Time	0	0	0	0	—
FTEs	34.62	34.90	34.90	34.90	—
<b>REVENUES</b>					
Investment Income	477	0	880	880	—
Miscellaneous Revenues	12,699	0	0	0	—
Optional Method Development	145,748	134,000	134,000	134,000	—
Property Tax	666,703	729,771	768,879	795,761	9.0%
<b>Silver Spring Urban District Revenues</b>	<b>825,627</b>	<b>863,771</b>	<b>903,759</b>	<b>930,641</b>	<b>7.7%</b>
<b>WHEATON URBAN DISTRICT</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	690,025	969,471	914,999	991,296	2.3%
Employee Benefits	253,959	268,370	239,983	402,053	49.8%
<b>Wheaton Urban District Personnel Costs</b>	<b>943,984</b>	<b>1,237,841</b>	<b>1,154,982</b>	<b>1,393,349</b>	<b>12.6%</b>
Operating Expenses	509,794	576,101	576,100	567,856	-1.4%
Capital Outlay	0	0	0	0	—
<b>Wheaton Urban District Expenditures</b>	<b>1,453,778</b>	<b>1,813,942</b>	<b>1,731,082</b>	<b>1,961,205</b>	<b>8.1%</b>
<b>PERSONNEL</b>					
Full-Time	12	22	22	22	—
Part-Time	1	1	1	1	—
FTEs	19.40	22.40	22.40	22.40	—
<b>REVENUES</b>					
Investment Income	161	0	300	300	—

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Property Tax	165,142	164,449	190,366	196,959	19.8%
<b>Wheaton Urban District Revenues</b>	<b>165,303</b>	<b>164,449</b>	<b>190,666</b>	<b>197,259</b>	<b>20.0%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>7,899,945</b>	<b>8,741,302</b>	<b>8,629,605</b>	<b>8,171,808</b>	<b>-6.5%</b>
<b>Total Full-Time Positions</b>	<b>31</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>—</b>
<b>Total FTEs</b>	<b>55.02</b>	<b>58.30</b>	<b>58.30</b>	<b>58.30</b>	<b>—</b>
<b>Total Revenues</b>	<b>1,654,474</b>	<b>1,658,626</b>	<b>1,730,342</b>	<b>1,779,953</b>	<b>7.3%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>BETHESDA URBAN DISTRICT</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>3,718,381</b>	<b>1.00</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Health and Liability Insurance, Rent and Parking Adjustments	47,845	0.00
Increase Cost: Risk Management Adjustment	17,708	0.00
Increase Cost: FY16 Compensation Adjustment	2,969	0.00
Increase Cost: Retirement Adjustment	2,943	0.00
Increase Cost: Motor Pool Rate Adjustment	1,847	0.00
Increase Cost: Group Insurance Adjustment	291	0.00
Decrease Cost: Printing and Mail	-5,955	0.00
Decrease Cost: Operating Expenditures	-135,147	0.00
Shift: Funding of Bethesda Circulator Service to Mass Transit Fund [Administration]	-705,481	0.00
<b>FY16 RECOMMENDED:</b>	<b>2,945,401</b>	<b>1.00</b>
<b>SILVER SPRING URBAN DISTRICT</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>3,208,979</b>	<b>34.90</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	77,756	0.00
Increase Cost: Motor Pool Rate Adjustment	34,618	0.00
Increase Cost: Risk Management Adjustment	15,282	0.00
Increase Cost: Retirement Adjustment	11,188	0.00
Increase Cost: Group Insurance Adjustment	11,028	0.00
Increase Cost: Annualization of FY15 Personnel Costs	3,299	0.00
Decrease Cost: Operating Expenditures	-96,948	0.00
<b>FY16 RECOMMENDED:</b>	<b>3,265,202</b>	<b>34.90</b>
<b>WHEATON URBAN DISTRICT</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>1,813,942</b>	<b>22.40</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Annualization of FY15 Personnel Costs	151,957	0.00
Increase Cost: FY16 Compensation Adjustment	49,400	0.00
Increase Cost: Risk Management Adjustment	8,638	0.00
Increase Cost: Group Insurance Adjustment	6,605	0.00
Increase Cost: Retirement Adjustment	2,350	0.00
Decrease Cost: Motor Pool Rate Adjustment	-16,883	0.00
Decrease Cost: Increase Lapse	-54,804	0.00
<b>FY16 RECOMMENDED:</b>	<b>1,961,205</b>	<b>22.40</b>



## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Promotion of Community and Business Activities	2,764,583	25.45	2,882,480	27.55
Sidewalk Repair	143,969	0.00	114,969	0.00
Streetscape Maintenance	1,827,803	0.00	1,711,208	0.00
Tree Maintenance	115,810	0.00	115,810	0.00
Enhanced Security	1,105,829	20.57	1,308,199	19.85
Administration	2,783,308	12.28	2,039,142	10.90
<b>Total</b>	<b>8,741,302</b>	<b>58.30</b>	<b>8,171,808</b>	<b>58.30</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
SILVER SPRING URBAN DISTRICT					
Parking District Services	Silver Spring Parking District	104,865	3.00	165,230	3.00

## FUTURE FISCAL IMPACTS

Title	CE REC.		(\$000's)			
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>BETHESDA URBAN DISTRICT</b>						
<b>Expenditures</b>						
FY16 Recommended	2,945	2,945	2,945	2,945	2,945	2,945
No inflation or compensation change is included in outyear projections.						
<b>Subtotal Expenditures</b>	<b>2,945</b>	<b>2,945</b>	<b>2,945</b>	<b>2,945</b>	<b>2,945</b>	<b>2,945</b>
<b>SILVER SPRING URBAN DISTRICT</b>						
<b>Expenditures</b>						
FY16 Recommended	3,265	3,265	3,265	3,265	3,265	3,265
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 associated benefits.						
<b>Subtotal Expenditures</b>	<b>3,265</b>	<b>3,278</b>	<b>3,278</b>	<b>3,278</b>	<b>3,278</b>	<b>3,278</b>
<b>WHEATON URBAN DISTRICT</b>						
<b>Expenditures</b>						
FY16 Recommended	1,961	1,961	1,961	1,961	1,961	1,961
No inflation or compensation change is included in outyear projections.						
Labor Contracts	0	11	11	11	11	11
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
Restoration of One-Time Reductions Recommended in FY16	0	55	55	55	55	55
Items recommended for one-time reductions in FY16, including increasing lapse, will be restored in the outyears.						
<b>Subtotal Expenditures</b>	<b>1,961</b>	<b>2,027</b>	<b>2,027</b>	<b>2,027</b>	<b>2,027</b>	<b>2,027</b>

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# Consumer Protection

## 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, law enforcement, education, legislation, advocacy, and outreach to vulnerable consumers.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Office of Consumer Protection is \$2,388,730, an increase of \$132,494 or 5.9 percent from the FY15 Approved Budget of \$2,256,236. Personnel Costs comprise 92.4 percent of the budget for 17 full-time positions and one part-time position, and a total of 16.60 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 7.6 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

❖ ***A Responsive, Accountable County Government***

❖ ***Strong and Vibrant Economy***

❖ ***Vital Living for All of Our Residents***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***The Office of Consumer Protection (OCP) conducted a review of complaints involving the Washington Suburban Sanitary Commission (WSSC) and Montgomery County residents. Due to the nature and number of complaints related to incorrect and higher water bills, OCP investigated the complaints by reviewing information from residents and WSSC, conducting interviews, and observing the field work done by meter readers. OCP concluded that the lack of independent oversight with respect to WSSC and WSSC complaints creates frustration; further review by an independent reviewer may be needed, as well as more sophisticated meter-reading technology.***
- ❖ ***OCP successfully issued six civil citations against a local moving company doing business in Gaithersburg. The citations stemmed from consumer complaints alleging several violations of the County law and the Maryland Household Goods Movers Act. Violations included holding goods hostage, failure to state if a moving estimate is binding or non-binding, misrepresenting services included in estimates and charging extra for these services, and misrepresentation on the company's website that it was licensed and insured. Following a trial in District Court, the merchant was found guilty of all six violations.***
- ❖ ***OCP joined County Executive Isiah Leggett, Montgomery County Police, State's Attorney's Office, Maryland Home Improvement Commission, Department of Natural Resources, and neighboring police departments in a crackdown on unlicensed home improvement contractors. These unlicensed contractors typically victimize consumers, especially seniors, by going door-to-door soliciting unconsciously high payments in exchange for making repairs. The law enforcement agencies have agreed to share information and work cooperatively to file criminal charges against individuals who victimize local homeowners.***
- ❖ ***County Executive Leggett and OCP collaborated with Montgomery County Police Financial Crimes Section in warning residents about a nationwide telephone scam that relies upon intimidation to steal millions of dollars from consumers. Telephone scammers have been contacting local residents and asserting that the Internal Revenue Service (IRS) had prepared a warrant for their arrest if they do not immediately send money in order to mitigate***

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the criminal charges.

- ❖ **OCP hosted a well-attended film screening with the Maryland Consumer Rights Coalition (MCRC). MCRC produced a documentary video, "Driven to Defraud," that documents scams used by some car dealers to abuse Maryland car purchasers and shows consumers how to protect themselves from yo-yo sales (consumer getting called back in because of an alleged financing issue), interest rate mark-ups, rebuilt wrecks and other scams. OCP's auto expert and certified master automotive technician held a question-and-answer session.**
- ❖ **Productivity Improvements**
  - **OCP continued increasing its outreach efforts into communities with at-risk consumers by expanding its live online chats to include the first bilingual Live Discussion responding to questions regarding matters concerning domestic workers, drivers' licenses for undocumented drivers, notario fraud (merchants who mislead Spanish speaking consumers into believing that the merchant is an attorney), and general consumer questions.**
  - **OCP is a member of a Multi-Jurisdictional Task Force consisting of various law enforcement agencies including, Montgomery County Police, State's Attorney Office, Maryland Department of Natural Resources, FBI, and Howard County, Frederick County, District of Columbia, Fairfax County, Culpepper, and Arlington Police Departments. The Task Force was established to investigate crimes perpetrated by unlicensed and unscrupulous tree and landscaping contractors, who often take advantage of senior citizens by overcharging for services.**
  - **The Common Ownership Communities program (COC) developed a seminar for members of community association and boards titled, "The Essentials of Community Association Volunteer Leadership" in how to properly run a common ownership community.**
  - **OCP is successfully focusing on "reality-testing" mediation sessions. Cases which involve misunderstandings and factual disputes, rather than violations of consumer protection laws, are identified and referred for in-depth mediation sessions. These mediation sessions are conducted by having the parties sit in separate rooms with mediator "shuttling" back and forth.**

## PROGRAM CONTACTS

Contact Marsha Carter of the Office of Consumer Protection at 240.777.3686 or Helen P. Vallone of the Office of Management and Budget at 240.777.2755 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Consumer Protection

The OCP receives and investigates complaints and initiates its own investigations of deceptive or unfair trade practices against consumers. Staff resolves disputes between consumers and merchants, identifies violations of County, State, and Federal consumer protection laws, and makes referrals to other agencies when appropriate. Complaint categories include automotive sales/repairs, new home construction, home improvement repairs, predatory financial practices, credit and collection practices, telemarketing, and retail sales.

The OCP issues subpoenas to compel the production of documents or compel the attendance of witnesses. The office is authorized to hold hearings, administer oaths, and issue civil citations for violations of consumer protection laws. Special investigations are conducted and may result in Settlement Agreements or abatement orders, or in transmitting cases to the Office of the County Attorney for appropriate legal action. Investigators initiate charges for criminal prosecutions by the Office of the State's Attorney, and investigators also testify in court as expert witnesses. In addition, the Office engages in consumer advocacy by testifying before County, State, and Federal legislative bodies and by drafting new legislation to protect consumers.

The OCP develops and conducts consumer education programs. The Office issues press releases through the Office of Public Information, holds press conferences, and publishes consumer brochures; staff responds to requests for information regarding consumer protection rights and remedies. Staff makes presentations at schools; community, business and civic group meetings; and frequently appear on television and radio news programs. The Office maintains a webpage containing consumer protection information, a record of the number of complaints received against merchants, and consumer alerts. Outreach efforts include initiatives to better address the needs of vulnerable consumers, underserved communities, and residents with limited English proficiency. The office also works with the Advisory Committee on Consumer Protection.

The OCP is responsible for licensing or registering automobile repair and towing businesses; new homebuilders; radio, television and electrical appliance repair shops; and secondhand personal property dealers.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Average OCP customer satisfaction rating - Outcome of the customer's case (1-4 scale) based on customer satisfaction survey	2.8	3.2	2.8	2.8	2.8
Average Office of Consumer Protection (OCP) customer satisfaction rating - Manner in which the customer's case was handled (1-4 scale) based on customer satisfaction survey	3.3	3.2	3.3	3.3	3.3
Average time in work days to investigate and close a written complaint (>\$5,000)	64	94	64	64	64
Average time in workdays to investigate and close a written complaint (All complaints)	68	59	64	64	64
Average time in workdays to investigate and close a written complaint: (\$1,001 - \$5,000)	64	67	64	64	64
Average time in workdays to investigate and close a written complaint: (\$101 - \$1,000)	64	57	64	64	64
Average time in workdays to investigate and close a written complaint: (\$NA)	64	57	64	64	64
Average time in workdays to investigate and close a written complaint: (Less than \$100)	64	44	60	60	60
Media Coverage - Number of times media outlets, including print news, television and radio, seek out OCP's expertise	27	25	24	24	24
Media Coverage - Percent of news releases receiving media coverage, including print news, television and radio	94%	94%	75%	75%	75%
Percent of OCP-initiated consumer protection cases closed that are resolved by OCP	61%	63%	65%	65%	65%
Restitution received as a percent of restitution asked for by the consumer and validated by the assigned OCP case investigator	85%	80%	85%	85%	85%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,943,498</b>	<b>14.70</b>
Decrease Cost: Printing and Mail	-1,687	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-20,933	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.	112,912	0.00
<b>FY16 CE Recommended</b>	<b>2,033,790</b>	<b>14.70</b>

### Commission on Common Ownership Communities

The OCP serves as staff to the Commission on Common Ownership Communities. This Commission serves as an alternative dispute resolution mechanism to mediate and arbitrate certain disputes between the governing bodies of homeowner associations, condominium associations, and cooperatives, and the individuals living within these common ownership communities. The Commission also provides education to governing bodies of common ownership communities and their residents and acts as an advocate for their interests.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percent of Commission on Common Ownership Communities (CCOC) cases resolved prior to a hearing	56%	65%	60%	60%	60%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>312,738</b>	<b>1.90</b>
Add: Contractual services for Common Ownership Communities	41,000	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.	1,202	0.00
<b>FY16 CE Recommended</b>	<b>354,940</b>	<b>1.90</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,379,954	1,444,397	1,386,245	1,461,434	1.2%
Employee Benefits	675,308	669,927	697,852	746,071	11.4%
<b>County General Fund Personnel Costs</b>	<b>2,055,262</b>	<b>2,114,324</b>	<b>2,084,097</b>	<b>2,207,505</b>	<b>4.4%</b>
Operating Expenses	81,692	141,912	142,798	181,225	27.7%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>2,136,954</b>	<b>2,256,236</b>	<b>2,226,895</b>	<b>2,388,730</b>	<b>5.9%</b>
<b>PERSONNEL</b>					
Full-Time	17	17	17	17	—
Part-Time	1	1	1	1	—
FTEs	16.60	16.60	16.60	16.60	—
<b>REVENUES</b>					
Common Ownership Community Fees	408,770	405,500	415,500	410,000	1.1%
Miscellaneous Revenues	835	0	0	0	—
New Home Builder's License	137,679	134,000	134,000	134,000	—
Other Fines/Forfeitures	595	1,000	1,000	1,000	—
Other Licenses/Permits	53,999	55,000	55,000	55,000	—
<b>County General Fund Revenues</b>	<b>601,878</b>	<b>595,500</b>	<b>605,500</b>	<b>600,000</b>	<b>0.8%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>2,256,236</b>	<b>16.60</b>
<b>Changes (with service impacts)</b>		
Add: Contractual services for Common Ownership Communities [Commission on Common Ownership Communities]	41,000	0.00
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment	61,924	0.00
Increase Cost: Retirement Adjustment	47,243	0.00
Increase Cost: Group Insurance Adjustment	4,947	0.00
Decrease Cost: Printing and Mail [Consumer Protection]	-1,687	0.00
Decrease Cost: Annualization of FY15 Personnel Costs [Consumer Protection]	-20,933	0.00
<b>FY16 RECOMMENDED:</b>	<b>2,388,730</b>	<b>16.60</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Consumer Protection	1,943,498	14.70	2,033,790	14.70
Commission on Common Ownership Communities	312,738	1.90	354,940	1.90
<b>Total</b>	<b>2,256,236</b>	<b>16.60</b>	<b>2,388,730</b>	<b>16.60</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	61,599	1.00	65,042	1.00

## FUTURE FISCAL IMPACTS

Title	CE REC.	(\$000's)				
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	2,389	2,389	2,389	2,389	2,389	2,389
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	0	5	5	5	5	5
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	2,389	2,394	2,394	2,394	2,394	2,394



# Correction and Rehabilitation

## 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 employment of well-managed and effective correctional programs, including: the use of pretrial supervision; secure incarceration; community treatment; reintegration programs; highly accountable security methods and procedures in each operating unit and program; and effective and progressive administration and management oversight.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Department of Correction and Rehabilitation is \$70,292,743, a decrease of \$843,148 or 1.2 percent from the FY15 Approved Budget of \$71,135,891. Personnel Costs comprise 90.3 percent of the budget for 524 full-time positions and two part-time positions, and a total of 524.82 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 9.7 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

### ❖ *Safe Streets and Secure Neighborhoods*

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Multi-Program Measures</b>					
Accreditation standards from the Maryland Commission on Correctional Standards and the Correctional Education Association - Percent of standards met	100%	100%	100%	100%	100%
Percent of inmate bed needs met, percent of inmates receiving a bed assignment before overcrowding measures need to be taken	100%	100%	100%	100%	100%
Zero Tolerance security incidents - Number of inappropriate releases of an inmate	0	4	0	0	0
Zero tolerance security incidents - Number of inappropriately released inmates returned	0	4	0	0	0
Zero Tolerance security incidents - Number of inmate suicides	0	1	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 <sup>1</sup>	3	1	0	0	0

<sup>1</sup> FY14 had 1 substantiated case and 20 allegations.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ *The Pre-Trial Division supervised an average daily population of 1,866 defendants and received 643 domestic violence case referrals resulting in a 96.6% court appearance rate and a 1.7% re-arrest rate. Diversion programs performed 102,111 hours of community service at a value of \$740,305.*
- ❖ *The department successfully implemented the Richmond Decision mandates impacting the arrest/booking of 12,000 arrestees per year.*
- ❖ *The Department is one of the first jail systems in the country to successfully complete the Prison Rape Elimination Act audit for all three secure facilities.*



- ❖ **Achieved 100% compliance with all major accreditation standards for the Montgomery County Correctional Facility and the Montgomery County Detention Center.**
- ❖ **Detention Services continued its linkage and professional development efforts with Montgomery College in the areas of adult education, workforce development, and reentry planning. The partnership with Montgomery College continues to expand focusing on areas of inmate personal growth and development at lower cost.**
- ❖ **Productivity Improvements**
  - **Integrated correctional health care services with the provisions of the Affordable Care Act resulting in savings to the County over \$150,000 and increasing the number of insured residents.**
  - **Implemented an inmate locator search on the Department's web site enabling a first name/last name search to ascertain the individual's location and related primary charge and bail amount.**
  - **Implemented wireless access in the commissioner area of the Montgomery County Detention Center to allow panel lawyers mobile access to criminal booking information for arrestees at commissioner hearings based on the DeWolfe v. Richmond decision.**
  - **Implemented a second fingerprinting machine in the Montgomery County Detention Center Central Processing Unit, enhancing efficiencies in the booking process.**
  - **Implemented a department Pre-Shift training system for the department training section to replace the manual tracking system which enhanced the accuracy and improved efficiencies for the training section audit process.**

## PROGRAM CONTACTS

Contact Craig Dowd of the Department of Correction and Rehabilitation at 240.777.9982 or Bruce R. Meier of the Office of Management and Budget at 240.777.2785 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Office of the Director

The Director's Office provides oversight and direction for all Department of Correction and Rehabilitation activities in coordination with the Chief Administrative Officer and County Executive. Personnel, Budget and Procurement, Information Technology, and Fiscal Services are support functions within the Director's Office.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,463,357</b>	<b>24.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	76,666	0.00
<b>FY16 CE Recommended</b>	<b>3,540,023</b>	<b>24.00</b>

### Pre-Release and Re-Entry Services

The Pre-Release and Re-Entry Services Division (PRRS) 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 to prepare them for release. The program primarily serves inmates who are within one year of release and who are sentenced to DOCR. In addition, the program also provides re-entry services to Federal and State sentenced inmates and Federal probationers who are within six months of release and who are returning to Montgomery County and the greater Washington Metro area upon release.

The residential program, located at the 171-bed Pre-Release Center, Rockville, has a capacity to serve individuals who live within the Center's one female and three male housing units. The non-residential Home Confinement program, allows 40-50 individuals to live in their homes, although they are required to report to the Pre-Release Center several times a week for drug testing and for meetings with counselors.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Security incidents - Number of escapees apprehended or returned to the Pre-Release Center, a community located, minimum security program	5	6	3	3	3
Security incidents - Number of escapes from the Pre-Release Center, a community located, minimum security program with 600 yearly admissions	5	6	3	3	3

	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Self growth and development programs - Percent of inmates at the Pre-Release Center participating in programs	100%	100%	100%	100	100%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>7,363,425</b>	<b>60.80</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-179,491	-1.00
<b>FY16 CE Recommended</b>	<b>7,183,934</b>	<b>59.80</b>

## Pre-Trial Services

The Pre-Trial Services Division (PTS) is responsible for assessing newly arrested defendants for the possibility of release from incarceration while awaiting trial and for follow through while supervising those defendants safely in the Community. The PTS Division also supervises those defendants who are offered diversion from trial in return for satisfactorily completing a community service or substance abuse program. There are four independent programs within the Division: Pre-Trial Assessment Unit, Pre-Trial Supervision Unit, Alternative Community Service Program (ACS), and Intervention for Substance Abusers Program (IPSA).

The 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 the Judge to make informed bond decisions. Recommendations are made with public safety as the main priority following the national models of assessment for the judicial system.

The 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 misdemeanor 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. There is an administrative fee with these programs.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,576,051</b>	<b>38.38</b>
Decrease Cost: Reduced caseload in the Intervention for Substance Abusers Program	-106,106	-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.	208,664	1.00
<b>FY16 CE Recommended</b>	<b>4,678,609</b>	<b>38.38</b>

## 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 primarily responsible for the intake and law enforcement processing of adult male and female offenders arrested in Montgomery County and has a facility capacity to accommodate approximately 200 inmates. Over 15,000 offenders annually arrive at MCDC's Central Processing Unit (CPU).

The CPU 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 this facility, bond hearings are conducted by the Maryland District Court Commissioners via closed circuit television between MCDC and the District Court. The Office of the Public Defender determines eligibility of offenders for legal representation.

Following an initial intake at MCDC, inmates transfer to the 1,029-bed Montgomery County Correctional Facility (MCCF), usually within 72 hours. MCCF is responsible for the custody and care of male and female offenders who are either in a pre-trial status of serving sentences of up to 18 months. Progressive, and comprehensive correctional services are provided to all inmates covering substance abuse, mental health issues, cognitive behavioral modification, basic education, life skills, and work force preparation.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Self growth and development programs - Percent of inmates at the Montgomery County Correctional Facility (MCCF) participating in programs.	80%	87%	80%	80%	80%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>55,733,058</b>	<b>403.12</b>
Increase Cost: Internal Investigations	105,000	1.00
Decrease Cost: Electronic health records	-60,000	0.00
Decrease Cost: Reduce medical re-pricing no longer necessary due to Affordable Care Act implementation with Shady Grove Hospital	-65,000	0.00
Decrease Cost: Through partnership with Montgomery College for education services	-65,000	0.00
Decrease Cost: Hospital costs through Affordable Care Act	-100,000	0.00
Decrease Cost: Food Services management	-145,773	-1.00
Decrease Cost: Facility maintenance operations management	-171,335	-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.	-340,773	0.52
<b>FY16 CE Recommended</b>	<b>54,890,177</b>	<b>402.64</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	40,516,502	42,399,482	42,158,549	43,118,893	1.7%
Employee Benefits	20,458,087	21,589,215	21,358,126	20,382,368	-5.6%
<b>County General Fund Personnel Costs</b>	<b>60,974,589</b>	<b>63,988,697</b>	<b>63,516,675</b>	<b>63,501,261</b>	<b>-0.8%</b>
Operating Expenses	8,209,031	7,147,194	7,434,312	6,791,482	-5.0%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>69,183,620</b>	<b>71,135,891</b>	<b>70,950,987</b>	<b>70,292,743</b>	<b>-1.2%</b>
<b>PERSONNEL</b>					
Full-Time	516	526	526	524	-0.4%
Part-Time	2	2	2	2	—
FTEs	517.80	526.30	526.30	524.82	-0.3%
<b>REVENUES</b>					
Alternative Community Services	405,847	440,000	550,000	550,000	25.0%
Care of Federal/State Prisoners	2,077,732	1,639,310	1,703,690	2,038,313	24.3%
Home Confinement Fees	105,747	41,000	41,000	41,000	—
Illegal Alien Inmate Reimbursement	828,861	808,500	584,351	600,000	-25.8%
Miscellaneous Revenues	23,074	0	0	0	—
Substance Abusers Intervention Program (IPSA)	270,364	359,950	100,000	105,000	-70.8%
Other Charges/Fees	53,797	45,100	45,100	45,100	—
Other Intergovernmental	110,469	130,000	241,516	150,000	15.4%
<b>County General Fund Revenues</b>	<b>3,875,891</b>	<b>3,463,860</b>	<b>3,265,657</b>	<b>3,529,413</b>	<b>1.9%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund MCG Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	6,233	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>6,233</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
Federal Grants	38,678	0	0	0	—
<b>Grant Fund MCG Revenues</b>	<b>38,678</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>69,189,853</b>	<b>71,135,891</b>	<b>70,950,987</b>	<b>70,292,743</b>	<b>-1.2%</b>
<b>Total Full-Time Positions</b>	<b>516</b>	<b>526</b>	<b>526</b>	<b>524</b>	<b>-0.4%</b>
<b>Total Part-Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>—</b>
<b>Total FTEs</b>	<b>517.80</b>	<b>526.30</b>	<b>526.30</b>	<b>524.82</b>	<b>-0.3%</b>
<b>Total Revenues</b>	<b>3,914,569</b>	<b>3,463,860</b>	<b>3,265,657</b>	<b>3,529,413</b>	<b>1.9%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>71,135,891</b>	<b>526.30</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment	2,201,609	0.00
Increase Cost: Group Insurance Adjustment	151,830	0.00
Increase Cost: Internal Investigations [Detention Services]	105,000	1.00
Increase Cost: Annualization of FY15 Lapsed Positions	99,331	0.00
Decrease Cost: Motor Pool Rate Adjustment	-13,509	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-20,903	0.52
Decrease Cost: Printing and Mail	-52,203	0.00
Decrease Cost: Electronic health records [Detention Services]	-60,000	0.00
Decrease Cost: Reduce medical re-pricing no longer necessary due to Affordable Care Act implementation with Shady Grove Hospital [Detention Services]	-65,000	0.00
Decrease Cost: Through partnership with Montgomery College for education services [Detention Services]	-65,000	0.00
Decrease Cost: Hospital costs through Affordable Care Act [Detention Services]	-100,000	0.00
Decrease Cost: Reduced caseload in the Intervention for Substance Abusers Program [Pre-Trial Services]	-106,106	-1.00
Decrease Cost: Food Services management [Detention Services]	-145,773	-1.00
Decrease Cost: Facility maintenance operations management [Detention Services]	-171,335	-1.00
Decrease Cost: Close a housing pod at MCCF due to declining population, reassigning staff and reducing overtime	-300,000	0.00
Decrease Cost: Increase lapse by keeping non-security positions vacant for six months	-500,000	0.00
Decrease Cost: Retirement Adjustment	-1,801,089	0.00
<b>FY16 RECOMMENDED:</b>	<b>70,292,743</b>	<b>524.82</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Office of the Director	3,463,357	24.00	3,540,023	24.00
Pre-Release and Re-Entry Services	7,363,425	60.80	7,183,934	59.80
Pre-Trial Services	4,576,051	38.38	4,678,609	38.38
Detention Services	55,733,058	403.12	54,890,177	402.64
<b>Total</b>	<b>71,135,891</b>	<b>526.30</b>	<b>70,292,743</b>	<b>524.82</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
<b>COUNTY GENERAL FUND</b>					
Fleet Management Services	Motor Pool Internal Service Fund	110,799	1.00	113,139	1.00
General Services	County General Fund	103,694	1.00	105,887	1.00
<b>Total</b>		<b>214,493</b>	<b>2.00</b>	<b>219,026</b>	<b>2.00</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.			(\$000's)		
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>70,293</b>	<b>70,293</b>	<b>70,293</b>	<b>70,293</b>	<b>70,293</b>	<b>70,293</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>475</b>	<b>475</b>	<b>475</b>	<b>475</b>	<b>475</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>70,293</b>	<b>70,768</b>	<b>70,768</b>	<b>70,768</b>	<b>70,768</b>	<b>70,768</b>



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# Emergency Management and Homeland Security

## MISSION STATEMENT

It is the mission of the Office of Emergency Management and Homeland Security (OEMHS) to plan, coordinate, prevent, prepare, 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, including grant seeking, management, and reporting.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Office of Emergency Management and Homeland Security is \$2,152,490, an increase of \$150,941 or 7.5 percent from the FY15 Approved Budget of \$2,001,549. Personnel Costs comprise 89.5 percent of the budget for 13 full-time positions and one part-time position, and a total of 15.30 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 10.5 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Safe Streets and Secure Neighborhoods***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Conducted monthly department Continuity of Operations Planning (COOP) drills with 67 percent of department representatives participating in 2014.***
- ❖ ***Provided employee emergency preparedness training through four County-wide workshops and an individual department trainings.***
- ❖ ***Conducted two Emergency Operations Center functional exercises, a school preparedness workshop, and a COOP tabletop exercise.***
- ❖ ***Transitioned Alert Montgomery to an upgraded system. Montgomery County has the highest amount of users in the National Capital Region.***
- ❖ ***Conducting ongoing testing of County Facility Emergency Action Plans / Evacuation Plans including coordinating five evacuation drills. OEMHS also tracked all County building evacuation drills.***



- ❖ **Provided continued management of Homeland Security grant funds in excess of \$5 million per year.**
- ❖ **Provided continued management of the Hazmat Permitting Program including issuing 2,460 permits.**
- ❖ **In FY16, will coordinate a review and update of mass care plans.**
- ❖ **In FY16, will coordinate and plan critical facility evacuation exercise.**

## PROGRAM CONTACTS

Contact Michael Goldfarb of the Office of Emergency Management and Homeland Security at 240.777.2333 or Elyse Greenwald of the Office of Management and Budget at 240.777.2768 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### ***Emergency Management Planning, Response & Recovery***

This program includes the Office of Emergency Management and Homeland Security and provides plans for consequence management, mitigation, and response to natural and man-made disasters, including terrorist events that may involve chemical, biological, radiological/nuclear, or explosive/incendiary devices. Activities involve compliance with Federal and State requirements for emergency management planning and operations; consequence management; logistics support, administration, and finance coordination; liaison with Federal, State, regional, and local agencies; sheltering and relief support; coordination of regional policy-level decision making and public information dissemination; and public education. Regional coordination is provided through the emergency support functions of the regional, State, and Federal agencies as outlined in the Regional and National Response Framework. The Emergency Management Group (EMG) is supported by this program when it activates to the Emergency Operations Center (EOC) in response to emergencies.

Elements of this program include:

- Emergency Operation Plan updates, training, and implementation.
- Planning, coordination, and operation of information and communication systems in the EOC to support the EMG in consequence management, resource allocation, logistics and mutual aid support, and decision making.
- Establishment and maintenance of an asset management inventory of available resources that can be used to support an EMG response and recovery operation, including resources from private and non-profit organizations.
- Public health coordination of hospitals for disaster and terrorist event response.
- Coordination for public health planning for large-scale mass population medical dispensing, and strategies for isolation and quarantine for management of disease outbreaks, if required.
- Coordination of Fire, Police, Public Health Services, Transportation, and other appropriate County departments and agencies regarding incident command systems and training/certification on the use and application of the National Incident Management System.
- Coordination and management of volunteers and communications organizations that can support disaster response – the Radio Amateur Civil Emergency Service, Civil Air Patrol.
- Support and management for the Local Emergency Planning Council regarding “community right to know” requirements and providing advice and recommendations to the County Executive and County Council regarding the storage of certain hazardous materials in the County.
- Management of the County’s Hazardous Permitting Program, in conjunction with Federal law, regarding the licensing and permitting of facilities and the handling and storage of certain regulated hazardous materials.
- Coordination of multi-discipline exercises with the County and regional partners.
- Maintenance of the EOC and the information and situation awareness systems therein.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Available capacity for overnight shelter	4,000	4,000	4,000	4,000	4,000
Percent of County residents subscribed to Alert Montgomery (by device) based on 2012 U.S. Census population of 1,004,709	31.3%	39.4%	35.0%	35.0%	35.0%
Percent of Emergency Alerts sent within 20 minutes of information received by the OEMHS between 9-5 M-F	100%	100%	95%	95%	95%
Percent of Emergency Management Accreditation standards met by the County	95%	95%	95%	95%	95%
Percent of Emergency Management Operations Center systems tested for reliability within required time frame	100%	100%	100%	100%	100%
Percent of National Incident Management Systems (NIMS) requirements met by the County	100%	100%	100%	100%	100%
Percent of Principal County Departments and Offices with a COOP plan score of 2.5 or higher <sup>1</sup>	55%	83%	75%	80%	85%

	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Percentage of County Facility Plans reviewed within 90 days of submission/contract	90%	90%	90%	90%	90%
Percentage of required exercises and drills completed	100%	100%	100%	100%	100%
Percentage of the County's 19 municipalities participating in Federal Emergency Management Agency's National Flood Insurance Program	100%	100%	100%	100%	100%

<sup>1</sup> \*COOP plan score is the average of scores received for each of seven key plan components (Orders of Succession/Delegation of Authority; Mission Essential Functions; Alternate Facilities; Program Manager; Human Capital Management; Vital Records; and Vital Equipment).

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,466,645</b>	<b>12.30</b>
Increase Cost: Annualization of FY15 Personnel Costs	164,859	1.00
Decrease Cost: Computer Training	-1,450	0.00
Decrease Cost: Public Safety Supplies at Emergency Operations Center	-10,000	0.00
Decrease Cost: Equipment Repair/Maintenance	-20,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	181,218	0.00
<b>FY16 CE Recommended</b>	<b>1,781,272</b>	<b>13.30</b>

Notes: Increase partially from \$119,113 from grant previously assigned to Administration Program.

## Administration

This program includes planning, directing, managing, and operating the OEMHS as well as other administrative duties, including centralized application for and management of homeland security and related grants. Development of homeland security policies, protocol, and priorities is managed through the Homeland Security Directorate, chaired by the Manager of OEMHS.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>534,904</b>	<b>2.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-163,686	0.00
<b>FY16 CE Recommended</b>	<b>371,218</b>	<b>2.00</b>

Notes: Decrease partially from \$119,113 from grant now assigned to Emergency Management Planning, Response and Recovery Program.

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	612,229	844,983	745,808	846,849	0.2%
Employee Benefits	202,000	263,435	233,348	281,087	6.7%
<b>County General Fund Personnel Costs</b>	<b>814,229</b>	<b>1,108,418</b>	<b>979,156</b>	<b>1,127,936</b>	<b>1.8%</b>
Operating Expenses	249,518	259,800	250,404	226,364	-12.9%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>1,063,747</b>	<b>1,368,218</b>	<b>1,229,560</b>	<b>1,354,300</b>	<b>-1.0%</b>
<b>PERSONNEL</b>					
Full-Time	8	8	8	8	—
Part-Time	1	1	1	1	—
FTEs	7.60	8.60	8.60	8.60	—
<b>REVENUES</b>					
Hazardous Materials Permits	825,762	800,000	800,000	800,000	—
Miscellaneous Revenues	750	0	0	0	—
Other Charges/Fees	5,447	0	0	0	—
Other Intergovernmental	2,248,042	0	0	0	—
<b>County General Fund Revenues</b>	<b>3,080,001</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	—
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	462,196	467,120	467,120	593,499	27.1%
Employee Benefits	159,065	166,211	166,211	204,691	23.2%
<b>Grant Fund MCG Personnel Costs</b>	<b>621,261</b>	<b>633,331</b>	<b>633,331</b>	<b>798,190</b>	<b>26.0%</b>
Operating Expenses	4,195,409	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>4,816,670</b>	<b>633,331</b>	<b>633,331</b>	<b>798,190</b>	<b>26.0%</b>
<b>PERSONNEL</b>					
Full-Time	3	4	4	5	25.0%
Part-Time	0	0	0	0	—
FTEs	4.88	5.70	5.70	6.70	17.5%
<b>REVENUES</b>					
Federal Grants	4,344,474	349,912	349,912	250,000	-28.6%
State Grants	401,604	283,419	283,419	548,190	93.4%
<b>Grant Fund MCG Revenues</b>	<b>4,746,078</b>	<b>633,331</b>	<b>633,331</b>	<b>798,190</b>	<b>26.0%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>5,880,417</b>	<b>2,001,549</b>	<b>1,862,891</b>	<b>2,152,490</b>	<b>7.5%</b>
<b>Total Full-Time Positions</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>8.3%</b>
<b>Total Part-Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>—</b>
<b>Total FTEs</b>	<b>12.48</b>	<b>14.30</b>	<b>14.30</b>	<b>15.30</b>	<b>7.0%</b>
<b>Total Revenues</b>	<b>7,826,079</b>	<b>1,433,331</b>	<b>1,433,331</b>	<b>1,598,190</b>	<b>11.5%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>1,368,218</b>	<b>8.60</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment	35,675	0.00
Increase Cost: Retirement Adjustment	9,902	0.00
Increase Cost: Group Insurance Adjustment	2,619	0.00
Decrease Cost: Printing and Mail	-794	0.00
Decrease Cost: Motor Pool Rate Adjustment	-1,192	0.00
Decrease Cost: Computer Training [Emergency Management Planning, Response & Recovery]	-1,450	0.00
Decrease Cost: Overtime	-10,000	0.00
Decrease Cost: Public Safety Supplies at Emergency Operations Center [Emergency Management Planning, Response & Recovery]	-10,000	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-18,678	0.00
Decrease Cost: Equipment Repair/Maintenance [Emergency Management Planning, Response & Recovery]	-20,000	0.00
<b>FY16 RECOMMENDED:</b>	<b>1,354,300</b>	<b>8.60</b>

	Expenditures	FTEs
<b>GRANT FUND MCG</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>633,331</b>	<b>5.70</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Annualization of FY15 Personnel Costs [Emergency Management Planning, Response & Recovery]	164,859	1.00
<b>FY16 RECOMMENDED:</b>	<b>798,190</b>	<b>6.70</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Emergency Management Planning, Response & Recovery	1,466,645	12.30	1,781,272	13.30
Administration	534,904	2.00	371,218	2.00
<b>Total</b>	<b>2,001,549</b>	<b>14.30</b>	<b>2,152,490</b>	<b>15.30</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.		(\$000's)			
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>1,354</b>	<b>1,354</b>	<b>1,354</b>	<b>1,354</b>	<b>1,354</b>	<b>1,354</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>1,354</b>	<b>1,356</b>	<b>1,356</b>	<b>1,356</b>	<b>1,356</b>	<b>1,356</b>



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# Fire and Rescue Service

## MISSION STATEMENT

The mission of the Montgomery County Fire and Rescue Service (MCFRS) is to protect lives, property, and the environment with comprehensive risk reduction programs and safe, efficient and effective emergency response provided by skilled, motivated, and compassionate career and volunteer service providers representing Montgomery County's diverse population.

MCFRS consists of the Office of the Fire Chief; Division of Administrative and Technical Support Services; Division of Operations; Division of Risk Reduction and Training 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 FY16 Operating Budget for the Montgomery County Fire and Rescue Service is \$222,299,388, a decrease of \$2,002,993 or 0.9 percent from the FY15 Approved Budget of \$224,302,381. Personnel Costs comprise 81.8 percent of the budget for 1,296 full-time positions and three part-time positions, and a total of 1,299.26 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 18.2 percent of the FY16 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 \$7,392,700 for general obligation debt and \$5,213,400 for other debt is required.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***Safe Streets and Secure Neighborhoods***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Increase Sandy Spring Fire Station 40's staffing levels to improve response times beginning in January 2016. Enhanced service levels will include much needed advanced life support (ALS) capabilities, via a paramedic engine company. This collaboration with the Sandy Spring Volunteer Fire Department empowers them to limit potential response failures through additional, diversified riding opportunities for volunteer personnel.***
- ❖ ***Improve apparatus availability by implementing a second shift at the apparatus maintenance and repair facility.***
- ❖ ***Graduated 186 new recruits which improved staffing availability and reduced dependence on overtime hours.***
- ❖ ***Re-accredited by the Commission on Fire Accreditation International. First accredited in 2007, MCFRS is currently one of 186 agencies worldwide with this distinction and is the only internationally accredited fire and rescue department in Maryland and the Washington Metropolitan National Capital Region.***
- ❖ ***Implemented a multi-faceted program of High Performance CPR which tripled the save rate from 9% to 30%. Personnel were intensively trained, and new feedback processes were implemented to ensure that this program was successful.***
- ❖ ***Opened new/relocated Wheaton Rescue Squad at Georgia and Arcola Avenues.***

- ❖ **Hired a new, part-time senior outreach coordinator to educate senior population about fire risks.**
- ❖ **The Fire-Rescue Training Academy passed its accreditation site inspection by the National Board for Fire Service Professional Qualifications.**
- ❖ **Implemented new version of emergency medical dispatch procedure at the 911 call center with revised questions and streamlined response plans.**
- ❖ **Implemented telecommunications asset management, service request and customer survey programs.**
- ❖ **Relocated Glenmont Station 18 operations to the former Wheaton Rescue Squad station while new Station 18 is being constructed at Georgia Avenue and Mason Street.**
- ❖ **With other stakeholders, planned and implemented a multi-agency Improvised Explosive Device and nerve agent mass casualty drill at the Germantown SoccerPlex.**
- ❖ **Productivity Improvements**
  - **By means of grant funding, upgraded all electrocardiogram (ECG) monitor/defibrillators. This latest technology allows paramedics to perform all necessary ECG and vital sign monitoring and transmit ECGs to all County hospitals.**
  - **Achieved further progress on various civilianization initiatives, which will eventually save millions of dollars annually. Civilianization of 18 code compliance positions is nearing completion; civilianization of all dispatch positions at the Emergency Communications Center is beginning with the training of prospective dispatchers; the hiring of a civilian in fleet will return a uniform position to the field; as will a civilian in the self-contained breathing apparatus section.**
  - **Civilianizing two Captain positions at the Public Safety Training Academy.**
  - **Ongoing statistical analysis of call processing times results in continual improvements to the call-taking and dispatching process.**

## PROGRAM CONTACTS

Contact Dominic Del Pozzo of the Montgomery County Fire and Rescue Service at 240.777.2236 or Bruce Meier of the Office of Management and Budget at 240.777.2785 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Office of the Fire Chief

The Fire Chief has the ultimate responsibility for the overall management, direction, planning and coordination of all MCFRS programs and operations. The Office of the Fire Chief manages the overall service needs and delivery requirements of MCFRS including fire and rescue master planning, resource deployment plans, and the overall strategic direction for MCFRS; develops and recommends capital improvement projects; coordinates community outreach and public affairs; manages and integrates information technology into the MCFRS' business processes; and recommends policy initiatives and programs to the County Executive. Included in this program is the Office of Internal Affairs, which investigates complaints and serious violations of the personnel regulations and department policy and conducts procedural background investigations of applicants for firefighters/rescuer positions.

The Fire Chief's office also includes the budget office, which is responsible for the overall management of the MCFRS operating budget; the management and administration of State and Federal funding; and management oversight of the EMS reimbursement program. The budget office is comprised of seven staff members who provide professional advice and guidance on budget preparation, financial analysis, grant administration, and auditing issues and act as a liaison between Federal, State and Local government agencies as well as the 19 Local Fire and Rescue Departments.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>19,042,101</b>	<b>50.00</b>
Increase Cost: Emergency Medical Service Transport Administration	75,250	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.	-1,740,324	-2.00
<b>FY16 CE Recommended</b>	<b>17,377,027</b>	<b>48.00</b>

## Operations

The Operations Division is the organizational component of the MCFRS that is responsible for the day-to-day delivery of critical EMS, Fire Suppression, and Technical Rescue mitigation to the citizens and visitors of Montgomery County. The Division's personnel also assist the Division of Risk Reduction and Training Services by performing a wide variety of non-emergency services that are focused on public education and community risk reduction.

The overall responsibility for Fire and Rescue Service operations lies directly with the Fire Chief. The Division Chief of Operations is assigned by the Fire Chief to manage the Division. The career and volunteer components of the combined service work in an "Integrated Emergency Command Structure" that defines the authority and responsibility for all members of the service. MCFRS responds to approximately 120,000 emergency incidents annually. Requests for emergency medical assistance comprise the majority of those incidents, approximately 85,000 calls annually resulting in the transport of 67,000 people to local hospitals.

There are 27,000 fire incidents, technical rescue, and hazardous materials incidents annually.

The Operations Division is organized into five major sections, including Field Operations, Emergency Communications Center (ECC), Special Operations, Emergency Medical Service, and Fleet Management.

MCFRS personnel operate from 37 Fire and Rescue stations. Thirty-five engines, 16 aerial units, 6 heavy rescue squads, 18 ALS medic units, and 23 Basic Life Support (BLS) ambulances make up the primary fleet of first response apparatus. There are additional units that can be placed in service with available volunteer or recalled career personnel to increase the MCFRS capability.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
90th Percentile Arrival Time For First Advanced Life Support Unit: Metropolitan	10:55	10:53	10:45	10:40	10:35
90th Percentile Arrival Time For First Engine To Structure Fire: Metropolitan	8:20	7:34	7:30	7:30	7:30
90th percentile time for rural Advance Life Support (ALS) response. Rural baseline goal: 16 mins.	12:20	12:07	12:05	12:05	12:00
90th percentile time for rural structure fire responses. Rural baseline goal: 15 mins.	11:10	10:30	10:30	10:30	10:30
90th percentile time for Suburban Advance Life Support (ALS) response. Suburban baseline goal: 12 mins 30 sec.	11:45	11:59	11:55	11:50	11:45
90th percentile time for suburban structure fire responses. Suburban baseline goal: 10 mins 30 sec.	9:00	8:34	8:30	8:30	8:30
90th percentile time for urban Advance Life Support (ALS) response. Urban baseline goal: 11 mins.	11:00	11:46	11:35	11:25	11:15
90th percentile time for urban structure fire responses. Urban baseline goal: 9 mins	8:20	8:21	8:20	8:20	8:20
Cardiac Care: Percent of STEMI Patients with Door to Balloon Time less than or equal to 90 minutes	93.9%	97.2%	95.0%	96.0%	96.5%
Percent of residential structure fires confined to the room of origin	78%	76%	78%	80%	82%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>163,899,976</b>	<b>1122.50</b>
Shift: Staffing from SAFER Grant	917,155	11.19
Enhance: Apparatus availability - add second shift at maintenance facility	387,687	5.00
Enhance: Emergency response - Sandy Spring - beginning January 2016	344,000	8.00
Decrease Cost: Year two of a four year plan to civilianize dispatch functions at the Emergency Communications Center	-26,423	0.00
Decrease Cost: EMS Equipment deferral	-70,000	0.00
Decrease Cost: Contract for Electronic Patient Care Reports	-130,000	0.00
Decrease Cost: Personal Protective Equipment Replacement	-220,000	0.00
Decrease Cost: Self Contained Breathing Apparatus Backup Replacement deferral	-220,000	0.00
Decrease Cost: Apparatus Master Leases	-414,940	0.00
Decrease Cost: Holiday Pay - due to one less holiday	-775,000	0.00
Shift: Expiration of SAFER grant, staffing funded by the Fire Tax District	-917,155	-11.19
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	305,120	10.00
<b>FY16 CE Recommended</b>	<b>163,080,420</b>	<b>1145.50</b>

## Risk Reduction and Training Services

The Division of Risk Reduction and Training Services is responsible for the assessment and mitigation of fire related risks to the community as well as firefighter health, safety and training. The Division is comprised of the following organizational components:



### **Fire Code Compliance**

The Fire Code Compliance section provides inspections of existing commercial, industrial, and residential structures for compliance with applicable County and State fire and life safety codes. Engineering staff provide technical evaluation of complex fire protection needs and recommend systems or processes for appropriate fire protection in all occupancy types within the County. Yearly inspections are conducted at health care, day care, and educational facilities, as well as residential boarding and home-based health care facilities. Fire Code Compliance Inspectors respond to structure fires to determine compliance with the fire and life safety code.

### **Wellness – Fitness Initiative**

The Wellness - Fitness Initiative was adopted by Montgomery County Fire and Rescue on July 1, 2001. The program includes medical, behavioral health, and rehabilitation components.

### **Medical**

Fire Rescue Occupational Medical Section (FROMS) – was implemented in 2001. The intent is to provide a fire-specific focus on MCFRS health needs. Services provided by FROMS include entry level physicals, annual physicals, injury care, return to work exams, fitness for duty exams, vaccinations, and follow-up evaluations as necessary. FROMS also monitors employees injured on the job to ensure appropriate care and timely return to work.

### **Behavioral Health**

This program addresses the behavioral and mental health of MCFRS fire and rescue personnel and their families. A staff psychologist provides direct clinical services to MCFRS personnel and trains and assists with the Critical Incident Stress Management Team (CISM). The staff psychologist also trains and educates fire and rescue personnel on matters relating to behavioral health.

### **Health and Safety**

The Health and Safety section ensures the occupational health and safety of personnel through management, accountability, and enforcement of safety policies and procedures in all aspects of fire and 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. The section is responsible for the annual Respiratory Protection Program, personal injury investigations, apparatus/vehicle collision investigations, and near miss and line of duty death investigations. Safety Officers manage apparatus safety, Personal Protection Envelope (PPE)/Self Contained Breathing Apparatus fit testing, station safety inspections, live fire training, special projects, and safety-related training programs.

### **Fire and Rescue Training Academy**

The Fire and Rescue Training Academy is responsible for the development and delivery of all fire, rescue, and emergency medical training for MCFRS personnel. The Training Academy is an accredited institution that provides entry-level and advanced levels of training, education, and certification to MCFRS personnel. All training programs comply with applicable Federal, State, and County requirements. The training is conducted to ensure that each Firefighter/Rescuer has the necessary skills, competencies, and practical experiences required to effectively perform the duties of his/her position within the organization.

### **Fire and Explosives Investigation**

The Fire and Explosives Investigation section investigates all fires involving loss of life, serious injury, substantial property damage, and all suspicious fires, to determine the cause, origin, and circumstances. The Section is responsible for the enforcement of all State and County laws concerning fire, arson, and explosives. This program involves four major elements: (1) fire and explosive origin and cause investigation; (2) investigation of incendiary or explosive devices or materials; (3) hazardous device mitigation (bomb squad); and (4) training and education to businesses, law enforcement agencies, and the general public regarding fire and explosive materials.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of residential fire deaths per 100,000	0.2	0.4	0.4	0.5	0.5
Number of residential fire injuries per 100,000	2.3	6.0	4.5	4.0	3.5

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>33,624,022</b>	<b>72.06</b>
Increase Cost: Risk Management Adjustment	2,384,441	0.00
Increase Cost: Occupational Health Management System Annual Maintenance	21,750	0.00
Decrease Cost: Civilianize Two Captain Positions at the Public Safety Training Academy	-100,000	0.00
Decrease Cost: Training for New Officers	-200,000	0.00
Decrease Cost: Reduce Recruit Classes due to lower attrition, budget includes funding for a 35 graduate recruit class beginning in May 2016	-3,831,500	0.00

	<b>Expenditures</b>	<b>FTEs</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,521,593	-6.30
<b>FY16 CE Recommended</b>	<b>33,420,306</b>	<b>65.76</b>

## **Volunteer Services**

The Division of Volunteer Services 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 LFRD's 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. The program provides additional opportunities for people to volunteer, including the creation of a Mobile Volunteer Personnel Corps as introduced into Chapter 21 by Bill 36-03.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,226,539</b>	<b>6.00</b>
Increase Cost: Additional Emergency Medical Service Transport funds to Local Volunteer Fire Rescue departments	269,375	0.00
Increase Cost: Montgomery County Volunteer Fire Rescue Association Bargaining Agreement	66,321	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.	175,831	0.00
<b>FY16 CE Recommended</b>	<b>2,738,066</b>	<b>6.00</b>

## **Administrative and Technical Support Services**

The Division of Administrative and Technical Support Services provides central administrative and management service and direction for all administrative functions across the Department. Core services include human resources management, labor, logistics, facilities management, procurement development and administration, planning management, and information technology and management.

### **Employee Services/Human Resources**

The Employee Services/Human Resources section is responsible for all personnel and labor related issues in MCFRS. Responsibilities of the section include conducting promotional exams, hiring and discipline; advising the Chief and Division Chiefs on personnel and labor matters; participating in the collective bargaining process; and representing the MCFRS in mediation, arbitration, alternative dispute resolution, and at the Merit System Protection Board. Staff in the Employee Services Section also act as a department liaison between the County Office of Human Resources and County Attorney's Office.

### **Workforce Recruiting**

The Fire and Rescue Workforce Recruiting component provides all levels of marketing, advertising, and community interaction for the purpose of attracting qualified candidates to staff the Fire and Rescue Service as compensated employees and volunteers. Recruiting staff develop public service announcements and attend job fairs, community functions, and events under the banner of the Montgomery County Fire and Rescue Service.

### **Logistics**

The Logistics Section handles the uniform and protective clothing requirements for career and volunteer personnel in the fire/rescue occupational series. This includes the procurement, order placement, receipt, storage, inventory, and distribution of a wide array of items, as well as related contract and budget administration and invoice processing. The Logistics section coordinates special services such as uniform tailoring and alterations, shoe repair, and protective clothing inspection, cleaning, and repair. The Logistics Section handles daily courier service to fire and rescue worksites.

### **Capital Projects and Facilities**

The Capital Projects and Facilities section is responsible for providing fire and rescue facilities that are properly constructed and maintained to enable all elements of the MCFRS to meet their mission. This includes construction of new stations, renovation of existing facilities, and overall monitoring of the department's infrastructure.

### **Procurement**

The Procurement section provides ongoing support to all MCFRS work units in the identification, acquisition, and acceptance into service of all material resources necessary for the direct delivery of public safety services to the residents and visitors of Montgomery County. This includes initiation and monitoring of all contracts, the County P-Card program, and compliance with all procurement rules and regulations.

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**Planning Office**

The Planning Office analyzes risk and historical emergency incident activity and considers it along with development and growth to project strategic resource needs, facility placement, special operational requirements, and future workforce levels. The Planning Office develops planning documents such as the Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan and the Montgomery County Fire and Rescue Service's Annual Strategic Plan. In addition, considerable mapping and geographic incident data analysis is provided by the Planning Office.

**Information Technology**

The Information Technology (IT) section is responsible for development, implementation, and ongoing support of all IT needs for the department. This section ensures compliance with all Department of Technology Services requirements, assists with Computer Aided Dispatch, directs the Data Warehouse, and maintains desktops, and Firehouse reporting and inventory control software.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Commission on Fire Accreditation International (CFAI) Core Competencies Met During FY14-18 Accreditation Cycle	N/A	98.8%	98.8%	98.8%	100.0%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>6,426,898</b>	<b>36.00</b>
Decrease Cost: Facility maintenance	-220,000	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.	-523,329	-2.00
<b>FY16 CE Recommended</b>	<b>5,683,569</b>	<b>34.00</b>

# BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>FIRE</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	115,042,818	120,132,188	119,284,546	121,587,705	1.2%
Employee Benefits	61,919,950	64,222,544	67,002,532	60,360,847	-6.0%
<b>Fire Personnel Costs</b>	<b>176,962,768</b>	<b>184,354,732</b>	<b>186,287,078</b>	<b>181,948,552</b>	<b>-1.3%</b>
Operating Expenses	45,940,432	39,947,649	42,747,209	40,350,836	1.0%
Capital Outlay	0	0	0	0	—
<b>Fire Expenditures</b>	<b>222,903,200</b>	<b>224,302,381</b>	<b>229,034,287</b>	<b>222,299,388</b>	<b>-0.9%</b>
<b>PERSONNEL</b>					
Full-Time	1,256	1,271	1,271	1,296	2.0%
Part-Time	3	3	3	3	—
FTEs	1,258.56	1,275.37	1,275.37	1,299.26	1.9%
<b>REVENUES</b>					
Automation Enhancement Fee	108,775	120,000	120,000	120,000	—
EMS Reimbursement-Ambulance Fee	22,738,993	15,600,000	16,000,000	17,500,000	12.2%
Fire Code Enforcement Permits	481,953	600,000	481,953	600,000	—
Insurance Proceeds	0	0	357,000	0	—
Investment Income	25,424	27,440	46,760	46,760	70.4%
Miscellaneous Revenues	41,402	10,000	0	10,000	—
Occupancy Permits	1,006	0	0	0	—
Other Licenses/Permits	250	0	0	0	—
Parking Fees	-4	0	0	0	—
Property Tax	210,945,363	234,329,822	233,700,696	206,867,464	-11.7%
State Fire/Rescue 508 Funds	1,299,252	0	1,523,263	0	—
Other Charges/Fees	714,972	700,000	700,000	715,000	2.1%
<b>Fire Revenues</b>	<b>236,357,386</b>	<b>251,387,262</b>	<b>252,929,672</b>	<b>225,859,224</b>	<b>-10.2%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,721,082	485,697	485,697	0	—
Employee Benefits	778,617	431,458	431,458	0	—
<b>Grant Fund MCG Personnel Costs</b>	<b>2,499,699</b>	<b>917,155</b>	<b>917,155</b>	<b>0</b>	<b>—</b>
Operating Expenses	3,798,962	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>6,298,661</b>	<b>917,155</b>	<b>917,155</b>	<b>0</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	23	12	12	0	—
Part-Time	0	0	0	0	—
FTEs	23.00	11.19	11.19	0.00	—
<b>REVENUES</b>					
Federal Grants	5,283,766	917,155	917,155	0	—
Miscellaneous Revenues	7,761	0	0	0	—
State Grants	34,842	0	0	0	—
<b>Grant Fund MCG Revenues</b>	<b>5,326,369</b>	<b>917,155</b>	<b>917,155</b>	<b>0</b>	<b>—</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>229,201,861</b>	<b>225,219,536</b>	<b>229,951,442</b>	<b>222,299,388</b>	<b>-1.3%</b>
<b>Total Full-Time Positions</b>	<b>1,279</b>	<b>1,283</b>	<b>1,283</b>	<b>1,296</b>	<b>1.0%</b>
<b>Total Part-Time Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>—</b>
<b>Total FTEs</b>	<b>1,281.56</b>	<b>1,286.56</b>	<b>1,286.56</b>	<b>1,299.26</b>	<b>1.0%</b>
<b>Total Revenues</b>	<b>241,683,755</b>	<b>252,304,417</b>	<b>253,846,827</b>	<b>225,859,224</b>	<b>-10.5%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>FIRE</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>224,302,381</b>	<b>1275.37</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Apparatus availability - add second shift at maintenance facility [Operations]	387,687	5.00
Enhance: Emergency response - Sandy Spring - beginning January 2016 [Operations]	344,000	8.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	7,118,099	0.00
Increase Cost: Risk Management Adjustment [Risk Reduction and Training Services]	2,384,441	0.00
Shift: Staffing from SAFER Grant [Operations]	917,155	11.19
Increase Cost: Group Insurance Adjustment	370,007	0.00
Increase Cost: Additional Emergency Medical Service Transport funds to Local Volunteer Fire Rescue departments [Volunteer Services]	269,375	0.00
Increase Cost: Annualization of FY15 Lapsed Positions	225,329	0.00
Increase Cost: Emergency Medical Service Transport Administration [Office of the Fire Chief]	75,250	0.00
Increase Cost: Montgomery County Volunteer Fire Rescue Association Bargaining Agreement [Volunteer Services]	66,321	0.00
Increase Cost: Occupational Health Management System Annual Maintenance [Risk Reduction and Training Services]	21,750	0.00
Decrease Cost: Labor contract - assignment pay differentials	-1,004	0.00
Decrease Cost: Year two of a four year plan to civilianize dispatch functions at the Emergency Communications Center [Operations]	-26,423	0.00
Decrease Cost: EMS Equipment deferral [Operations]	-70,000	0.00
Decrease Cost: Civilianize Two Captain Positions at the Public Safety Training Academy [Risk Reduction and Training Services]	-100,000	0.00
Decrease Cost: Printing and Mail	-127,332	0.00
Decrease Cost: Contract for Electronic Patient Care Reports [Operations]	-130,000	0.00
Decrease Cost: Training for New Officers [Risk Reduction and Training Services]	-200,000	0.00
Decrease Cost: Motor Pool Rate Adjustment	-209,482	0.00
Decrease Cost: Facility maintenance [Administrative and Technical Support Services]	-220,000	0.00
Decrease Cost: Personal Protective Equipment Replacement [Operations]	-220,000	0.00
Decrease Cost: Self Contained Breathing Apparatus Backup Replacement deferral [Operations]	-220,000	0.00
Decrease Cost: Apparatus Master Leases [Operations]	-414,940	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-446,306	-0.30
Decrease Cost: Holiday Pay - due to one less holiday [Operations]	-775,000	0.00
Decrease Cost: Reduce Recruit Classes due to lower attrition, budget includes funding for a 35 graduate recruit class beginning in May 2016 [Risk Reduction and Training Services]	-3,831,500	0.00
Decrease Cost: Retirement Adjustment	-7,190,420	0.00
<b>FY16 RECOMMENDED:</b>	<b>222,299,388</b>	<b>1299.26</b>
<b>GRANT FUND MCG</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>917,155</b>	<b>11.19</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Shift: Expiration of SAFER grant, staffing funded by the Fire Tax District [Operations]	-917,155	-11.19
<b>FY16 RECOMMENDED:</b>	<b>0</b>	<b>0.00</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Office of the Fire Chief	19,042,101	50.00	17,377,027	48.00
Operations	163,899,976	1122.50	163,080,420	1145.50
Risk Reduction and Training Services	33,624,022	72.06	33,420,306	65.76
Volunteer Services	2,226,539	6.00	2,738,066	6.00
Administrative and Technical Support Services	6,426,898	36.00	5,683,569	34.00
<b>Total</b>	<b>225,219,536</b>	<b>1286.56</b>	<b>222,299,388</b>	<b>1299.26</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
<b>FIRE</b>					
Emergency Management and Homeland Security	Grant Fund MCG	125,000	1.00	125,000	1.00

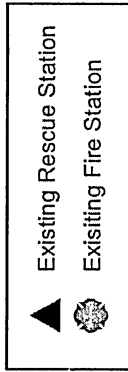
## FUTURE FISCAL IMPACTS

Title	CE REC.		(\$000's)			
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>FIRE</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>222,299</b>	<b>222,299</b>	<b>222,299</b>	<b>222,299</b>	<b>222,299</b>	<b>222,299</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY16</b>	<b>0</b>	<b>1,043</b>	<b>1,043</b>	<b>1,043</b>	<b>1,043</b>	<b>1,043</b>
New positions in the FY16 budget are generally lapsed due to the time it takes a position to be created and filled. Therefore, the amounts above reflect annualization of these positions in the outyears for the staffing at Sandy Spring and the remainder of the recruit class that begins on FY16.						
<b>Labor Contracts</b>	<b>0</b>	<b>992</b>	<b>992</b>	<b>992</b>	<b>992</b>	<b>992</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Apparatus Master Leases</b>	<b>0</b>	<b>-347</b>	<b>-347</b>	<b>-347</b>	<b>-347</b>	<b>-347</b>
Funding provided in prior year for the purchase of replacement emergency vehicles, and lease costs for duration of the leasing term.						
<b>Consolidation and Civilianization of Emergency Communications Center (ECC)</b>	<b>0</b>	<b>-678</b>	<b>-1,548</b>	<b>-1,990</b>	<b>-1,990</b>	<b>-1,990</b>
In FY16 is year two of a four-year plan to convert thirty-three uniformed FRS positions to civilian positions in the ECC.						
<b>Holiday Pay</b>	<b>0</b>	<b>775</b>	<b>0</b>	<b>775</b>	<b>0</b>	<b>775</b>
Per Collective Bargaining Agreement, in odd-numbered fiscal years two additional holidays occur (Election Day and Inauguration Day).						
<b>MCVFA Bargaining Agreement</b>	<b>0</b>	<b>51</b>	<b>-102</b>	<b>-102</b>	<b>-102</b>	<b>-102</b>
These figures represent cost of negotiated items included in the labor agreement with the MCVFA.						
<b>Subtotal Expenditures</b>	<b>222,299</b>	<b>224,134</b>	<b>222,337</b>	<b>222,669</b>	<b>221,894</b>	<b>222,669</b>

## ANNUALIZATION OF PERSONNEL COSTS AND FTEs

	FY16 Recommended		FY17 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Enhance: Emergency response - Sandy Spring - beginning January 2016 [Operations]	344,000	8.00	688,000	8.00
<b>Total</b>	<b>344,000</b>	<b>8.00</b>	<b>688,000</b>	<b>8.00</b>

# FIRE AND RESCUE STATIONS

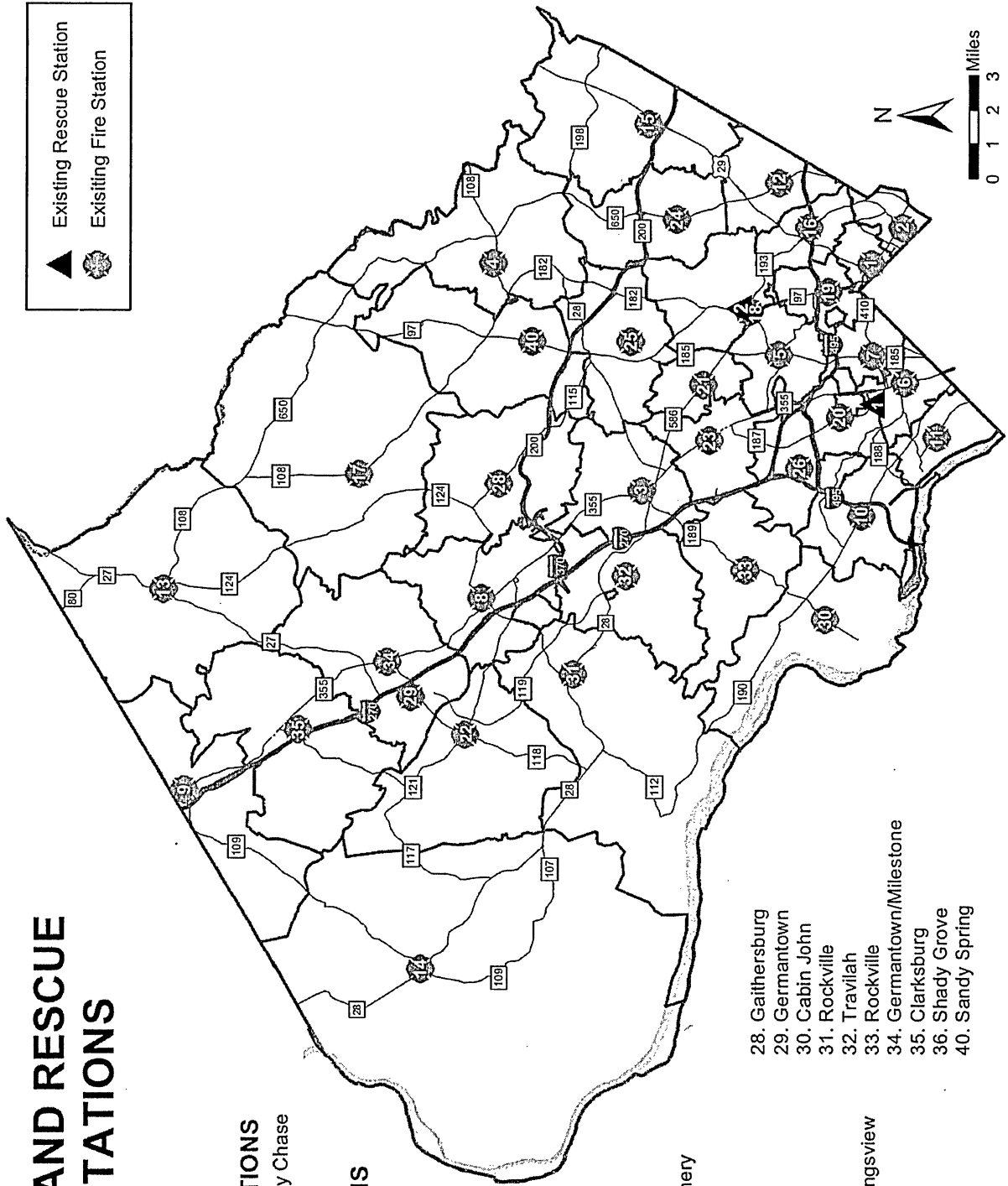


## RESCUE STATIONS

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
36. Shady Grove
40. Sandy Spring



# Police

## MISSION STATEMENT

The mission of the Department of Police is to safeguard life and property, preserve the peace, prevent and detect crime, enforce the law, and protect the rights of citizens. The Department is committed to working in partnership with the community to identify and resolve issues that impact public safety.

### Community Policing Philosophy

Community Policing reflects the philosophical method and style of policing that the Department currently employs. It provides for countywide and site-specific efforts to address community public safety issues through community partnership and problem-solving strategies. These strategies have allowed the Department to establish programs to address community concerns as quickly as possible and to provide experience for the Department to draw from for problem resolution Countywide.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Department of Police is \$270,702,964, a decrease of \$3,371,575 or 1.2 percent from the FY15 Approved Budget of \$274,074,539. Personnel Costs comprise 84.7 percent of the budget for 1810 full-time positions and 184 part-time positions, and a total of 1868.15 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 15.3 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ **A Responsive, Accountable County Government**
- ❖ **Safe Streets and Secure Neighborhoods**

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Multi-Program Measures</b>					
Average emergency 911 call response time (minutes)	7.17	7.26	7.00	7.00	7.00

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Enhance public trust, increase accountability, and improve evidentiary capture of police events by initiating the use of body cameras on police patrol officers. Montgomery County will be one of the first large jurisdictions to equip the entire patrol force with this equipment.**
- ❖ **Begin consolidation of the Emergency Communications Center to enhance public safety by improving emergency call-taking and dispatch services. Consolidation under a single organization will result in greater efficiency and effectiveness in service delivery by: streamlining the call answering process and eliminating the need for call transfers; standardizing training, policies and procedures; decreasing administrative overhead and redundancy; and reducing operational overtime expenditures.**
- ❖ **Continue purchase and deployment of Automated External Defibrillators.**
- ❖ **Restored School Resource Officers (SROs) at all public high schools in cooperation with allied police agencies.**
- ❖ **Enhanced patrol staffing in the Robert Sector in the 6th District (Gaithersburg vicinity).**



- ❖ **Enhanced patrol staffing in the King Sector in the 4th District (Aspen Hill vicinity).**
- ❖ **Enhanced patrol staffing in the Nancy Sector in the 5th District (Germantown vicinity).**
- ❖ **Enhanced investigative capability with the addition of investigators in the 1st District (Rockville), 2nd District (Bethesda), and the 6th District (Gaithersburg)**
- ❖ **Enhanced the operation of the Managed Search Operations Team (MSOT), which is the County's primary search, rescue and recovery unit.**
- ❖ **Added new forensic scientists in the Crime Lab to keep up with increased workload.**
- ❖ **Proceeded with the design and construction of the new 2nd District Station in the Bethesda Central Business District.**
- ❖ **Consolidated operations of the Special Operations Division (SOD) and Central Supply in a new facility in Rockville.**
- ❖ **Productivity Improvements**
  - **Implement a criminal justice information search system to enhance situational awareness during public safety incidents.**
  - **Implement various new technical and operational solutions to reduce crime by directing Department staff resources during unallocated patrol time.**

## PROGRAM CONTACTS

Contact Neil Shorb of the Department of Police at 240.773.5237 or Bruce R. Meier of the Office of Management and Budget at 240.777.2785 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Office of the Chief

The Office of the Chief has the ultimate responsibility for the overall management, direction, planning, and coordination of all Department of Police programs and operations. The Department Chaplain's office is also located in the Office of the Chief.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,551,460</b>	<b>11.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-312,219	0.00
<b>FY16 CE Recommended</b>	<b>3,239,241</b>	<b>11.00</b>

### Patrol Services

The Patrol Services Bureau (PSB) is responsible for providing direct police patrol services to the public through the six District Stations. Personnel provide initial response to incidents in a timely manner, identify crime, traffic, and community hot spots, and work in partnership with residents to solve problems of mutual concern. This bureau provides specially trained units such as the District Traffic Section, Special Assignment Team (SAT), District Community Action Team (DCAT), and School Resource Officers (SROs) to support preventive methods of crime suppression through planning, education, and community involvement, and to actively pursue and apprehend those involved in serious and high-risk crimes.

- The District Traffic Sections enforce traffic laws and support efforts for overall collision reduction.
- The Special Assignment Teams employ undercover surveillance as an effective crime fighting tool in situations such as drug and weapons offenses and where the mitigation of crime trends are enhanced by the deployment of officers in street clothes.
- The District Community Action Teams are deployed to address crime trends, support other specialized units, or provide proactive patrols to increase support of other units and to increase the visibility of uniformed police resources.
- The School Resource Officers are deployed to public high schools to provide police services while also providing mentoring, mediation and educational services to all stakeholders in the school system with the goal of preventing crimes before they occur.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>122,354,474</b>	<b>931.83</b>
Enhance: Transparency – Initiate Body Camera program	622,379	2.00
Increase Cost: Replace Ballistic Vests (five year master lease)	111,962	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.	-46,272	-1.00
<b>FY16 CE Recommended</b>	<b>123,042,543</b>	<b>932.83</b>

## Field Services

The Field Services Bureau (FSB) is responsible for providing specialized services in several key service delivery functions and consists of: the Special Operations Division, the Traffic Operations Division, the Animal Services Division, the Security Services Division, and the Public Information Office. The Special Operations Division consists of the Special Weapons and Tactical Team (SWAT), Canine Unit, the Special Events Response Team (SERT), Police Community Action Team (PCAT) and the Emergency Services Unit (ESU).

- The Traffic Operations Division consists of Alcohol Enforcement Unit (AEU), Collision Reconstruction Unit (CRU), School Safety Section, and the Automated Traffic Enforcement Unit (ATEU). This Division focuses on enforcement of traffic laws, investigation of serious traffic collisions, and providing safety education for students and the general public.
- The Animal Services Division is charged with responding to citizen complaints regarding animals endangering the public or causing public nuisances and animals in need of protection. The Division also operates the Animal Services and Adoption Center facility providing housing, care, and an adoption program.
- The Security Services Division provides security staffing at various County facilities in order to prevent or mitigate disorder and/or disruption. The Division is also responsible for providing executive protection duties for the County Executive.
- The Office of Public Information provides information to the public on matters of interest and safety by providing the news media with timely and accurate information.
- The Crisis Intervention Team (CIT), District Court Liaison and Peer Support Unit are also located in this Bureau.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of traffic collisions in Montgomery County	22,157	20,443	19,950	18,952	18,000

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>40,732,852</b>	<b>281.92</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	189,994	-0.60
<b>FY16 CE Recommended</b>	<b>40,922,846</b>	<b>281.32</b>

## Investigative Services

Through the use of decentralized staff and centralized special units, this program provides for investigations leading to the apprehension of persons responsible for committing serious crimes in the County. The Bureau is comprised of four major Divisions:

- The Criminal Investigations Division consists of the Investigative Section (comprised of six District investigative units), the Financial Crimes Section (Fraud, Pawn and Electronic Crimes), the Central Auto Theft Section, the Polygraph Unit, the Crime Analysis Section and the States Attorney's Office Liaison Officer to the Grand Jury. Also within the Criminal Investigations Division is the Crime Laboratory which consists of the Crime Scene Unit, the Latent Print Unit, the Photography Unit, the Firearms Examination Unit, the Forensic Biology Unit, and the Chemistry Unit.
- The Major Crimes Division includes the Homicide Section, the Robbery Section, the Fugitive Unit, the Victim/Witness Assistance Section, the Missing Persons Unit and the Cold Case Unit. The Homicide Section investigates all homicides, criminal assaults involving serious injury, police use of force involving serious injury or death, in-custody deaths, and non-traffic related deaths. The Robbery Section investigates all robberies of banks and commercial establishments, residential robberies, carjacking, and kidnapping for ransom. The Fugitive Section serves warrants within Montgomery County and handles warrants from other jurisdictions, out-of-state transports, and extradition hearings. The Victim/Assistance Section provides support to the victims and/or witnesses of certain types of crimes including homicides, domestic assault, and aggravated assault. The Missing Persons Unit investigates persons who are missing, which is showing increased occurrences due to the aging population in the County. The Cold Case Unit reviews homicide and rape cases that have been open for extended periods by employing new

technologies to review existing evidence/information to close these cases.

- The Special Investigations Division consists of two sections: the Criminal Enterprise Section and the Drug Enforcement Section. The Criminal Enterprise Section includes the Repeat Offender Unit, the Vice/Intelligence Unit, the Criminal Street Gang Unit, and the Firearms Investigations Unit. The Drug Enforcement Section provides investigative capabilities in pharmaceuticals, asset forfeiture, and multi-level drug enforcement involving the participation of Federal, State, and local agencies. It also includes the Electronic and Technical Support Unit.
- The Special Victims Investigations Division consists of four sections: the Child Abuse/Sexual Assault Section, the Missing Persons/Runaway Section, the Domestic Violence/Elder Abuse Section, and the Child Exploitation and Registry Section. The Division is responsible for investigating sex crimes against children and adults, physical child abuse, runaways, missing children, felony domestic violence, elder abuse, and registration violations of sex offenders.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Crime investigation and closure rate: Homicide <sup>1</sup>	80%	82%	87%	87%	87%
Crime investigation and closure rate: Rape <sup>2</sup>	40%	79%	80%	80%	80%
Crime investigation and closure rate: Aggravated Assaults	N/A	62%	68%	68%	68%
Crime investigation and closure rate: Robbery	55%	39%	45%	45%	45%
Crime investigation and closure rate: Burglary	N/A	30%	34%	34%	34%

<sup>1</sup> Please note that the case closure amount for FY12 and FY13 is based only on the number of closures effected by the detectives in the Major Crimes Division. FY14 closures include all arrests and closures by exception effected by the entire department.

<sup>2</sup> Please note that the case closure amount for FY12 and FY13 is based only on the number of closures effected by the detectives in the Major Crimes and Family Crimes Divisions (now called Special Victims Investigation Division). FY14 closures include all arrests and closures by exception effected by the entire department.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>41,059,493</b>	<b>311.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-100,730	-4.00
<b>FY16 CE Recommended</b>	<b>40,958,763</b>	<b>307.50</b>

## Management Services

The program under the direction of the Management Services Bureau provides management oversight to the Bureau's divisions, serves in an advisory function to the Chief, and implements performance accountability programs. In addition, the Bureau provides technical units to support police operations through various types of analysis, education, training, and maintenance of active and historical records and warrants. The Bureau is comprised of the following major Divisions:

- The Information Management and Technology Division consists of three sections: the Records Section, the Field Support Section, and the Technology Section. The Records Section is the clearinghouse for criminal histories, crime statistics, police reports, mug-shot photos, and warrants. The Section includes: the Telephone Reporting Unit (TRU), the Message Routing Center (MRC), Warrant Control Unit, and the Data Systems Unit. The Field Support Section is responsible for technical service and support to the District Stations and other facilities. The Section is comprised of the Desktop Support Unit, the Mobile Support Unit, the Technical Training Unit and the NCIC/METERS Validation Unit. The Technology Section is comprised of the GIS Support Unit, the Application Development Unit, the Telephone Support Unit and the Radio Support Unit. Staff within this Section plan, organizes, trains, and maintains computer, data, and wireless communication systems and applications; provides automation support; develops and implements the Department's Strategic Technology Plan; and manages Police Department participation in the Public Safety System Modernization (PSSM) Program.
- The Emergency Communications Center answers all 911 calls dialed in Montgomery County, as well as non-emergency police services calls. Calls are screened, redirected, and dispatched as necessary.
- The Policy and Planning Division is responsible for policy development and promulgation, maintaining accreditation under the Commission on Accreditation for Law Enforcement Agencies (CALEA) standards, conducting inspections and audits of Department units, and overseeing strategic planning for the agency.
- The Health and Wellness Division is responsible for promoting the health and well being of Department personnel and coordinating the administration of the Worker's Compensation program, and coordinating other initiatives with the County Division of Risk Management.
- The Personnel Division handles recruitment and selection of police-specific job classes; provides technical assistance to the Chief of Police and Executive Staff on all personnel matters; coordinates the development and administration of all promotional examinations with the Office of Human Resources; and conducts pre-employment background investigations for all Police

Department personnel.

- The Management and Budget Division is responsible for preparation and management of the Department's Operating Budget, financial matters, fleet management, grants, capital development and facilities, supplies and equipment, contracts and procurement, the Vehicle Recovery Section, and the False Alarm Reduction Section.
- The Training and Education Division is responsible for the training and performance evaluation of police recruits, developing and providing in-service training for sworn officers and civilian employees, managing other programs including the Leadership Development Program, the Police Explorer Program, and the Citizens Academy.
- The Legal and Labor Unit is responsible for serving as a liaison with employee unions, investigation and response to employee grievances, training of supervisors in labor relations, and serving on the County negotiation team.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Average time to answer 911 calls (seconds)	2.6	3.0	5.0	5.0	5.0

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>66,211,260</b>	<b>305.50</b>
Enhance: Emergency Communications Center Consolidation: Year one of a three year plan to consolidate all public safety communications	770,419	23.00
Decrease Cost: Reduce recruit class to reflect actual rate of attrition to one class of 49 candidates	-3,118,504	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.	-1,488,604	6.00
<b>FY16 CE Recommended</b>	<b>62,374,571</b>	<b>334.50</b>

## Grants

The Department of Police receives grant funding from a variety of Federal and State agencies. These grant funds augment or supplement many programs within the Department and across every Bureau. Examples of current Federal funding are: Justice Assistance Grant Program (DOJ) and the DNA Backlog grants (NIJ), Examples of current State funding are: Vehicle Theft Enforcement and Prevention (SHA), Sex Offender Compliance and Enforcement in Maryland (SOCEM-GOCCP), Commercial Vehicle Inspection (SHA), Washington Metro Area Award (SHA), Gun Violence Reduction Grant (GVRG-GOCCP) and the School Bus Safety Program (SHA). The Management and Budget Division is responsible for the acquisition, implementation, monitoring, auditing, and closeout of all grants received by the Police Department.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>165,000</b>	<b>1.00</b>
<b>FY16 CE Recommended</b>	<b>165,000</b>	<b>1.00</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	141,710,094	153,120,472	153,264,645	155,835,347	1.8%
Employee Benefits	73,922,448	77,212,748	76,248,287	73,344,344	-5.0%
<b>County General Fund Personnel Costs</b>	<b>215,632,542</b>	<b>230,333,220</b>	<b>229,512,932</b>	<b>229,179,691</b>	<b>-0.5%</b>
Operating Expenses	42,613,387	43,576,319	43,975,794	41,358,273	-5.1%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>258,245,929</b>	<b>273,909,539</b>	<b>273,488,726</b>	<b>270,537,964</b>	<b>-1.2%</b>
<b>PERSONNEL</b>					
Full-Time	1,702	1,783	1,783	1,809	1.5%
Part-Time	198	186	186	184	-1.1%
FTEs	1,765.35	1,841.75	1,841.75	1,867.15	1.4%
<b>REVENUES</b>					
Emergency 911	8,616,645	5,420,000	6,745,000	6,745,000	24.4%
Health Inspection: Restaurants	-781	0	0	0	—
Miscellaneous Revenues	-121,224	0	70,000	40,000	—
Pet Licenses	264,378	1,251,707	440,000	1,251,707	—
Photo Red Light Citations	4,298,480	3,685,770	3,900,000	3,900,000	5.8%
Speed Camera Citations	16,712,311	14,607,000	16,700,000	16,700,000	14.3%
State Aid: Police Protection	13,773,624	13,932,320	13,932,320	13,768,440	-1.2%
Vehicle/Bike Auction Proceeds	771,635	1,000,000	1,000,000	1,000,000	—
Other Charges/Fees	1,682,593	1,416,150	1,600,000	1,500,000	5.9%
Other Fines/Forfeitures	494,982	274,500	274,500	274,500	—
Other Intergovernmental	93,175	70,335	70,335	70,335	—
Other Licenses/Permits	80,805	76,300	76,300	76,300	—
<b>County General Fund Revenues</b>	<b>46,666,623</b>	<b>41,734,082</b>	<b>44,808,455</b>	<b>45,326,282</b>	<b>8.6%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	679,117	103,715	103,715	98,566	-5.0%
Employee Benefits	120,256	44,285	44,285	49,434	11.6%
<b>Grant Fund MCG Personnel Costs</b>	<b>799,373</b>	<b>148,000</b>	<b>148,000</b>	<b>148,000</b>	—
Operating Expenses	2,224,219	17,000	17,000	17,000	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>3,023,592</b>	<b>165,000</b>	<b>165,000</b>	<b>165,000</b>	—
<b>PERSONNEL</b>					
Full-Time	2	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	2.00	1.00	1.00	1.00	—
<b>REVENUES</b>					
Federal Grants	3,029,320	0	0	0	—
State Grants	510,661	165,000	165,000	165,000	—
<b>Grant Fund MCG Revenues</b>	<b>3,539,981</b>	<b>165,000</b>	<b>165,000</b>	<b>165,000</b>	—
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>261,269,521</b>	<b>274,074,539</b>	<b>273,653,726</b>	<b>270,702,964</b>	<b>-1.2%</b>
<b>Total Full-Time Positions</b>	<b>1,704</b>	<b>1,784</b>	<b>1,784</b>	<b>1,810</b>	<b>1.5%</b>
<b>Total Part-Time Positions</b>	<b>198</b>	<b>186</b>	<b>186</b>	<b>184</b>	<b>-1.1%</b>
<b>Total FTEs</b>	<b>1,767.35</b>	<b>1,842.75</b>	<b>1,842.75</b>	<b>1,868.15</b>	<b>1.4%</b>
<b>Total Revenues</b>	<b>50,206,604</b>	<b>41,899,082</b>	<b>44,973,455</b>	<b>45,491,282</b>	<b>8.6%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>273,909,539</b>	<b>1841.75</b>
<b>Changes (with service impacts)</b>		
Enhance: Emergency Communications Center Consolidation: Year one of a three year plan to consolidate all public safety communications [Management Services]	770,419	23.00
Enhance: Transparency – Initiate Body Camera program [Patrol Services]	622,379	2.00
Enhance: Add fifty Automated External Defibrillators (AEDs)	88,012	0.00
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment	7,355,973	0.00
Increase Cost: Annualization of FY15 Lapsed Positions	1,627,997	0.00
Increase Cost: Group Insurance Adjustment	572,906	0.00
Increase Cost: Annualization of Staffing Plan	442,222	0.00
Increase Cost: Replace Ballistic Vests (five year master lease) [Patrol Services]	111,962	0.00
Decrease Cost: Printing and Mail	-176,955	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-1,200,075	0.40
Decrease Cost: Elimination of One-Time Items Approved in FY15	-1,753,336	0.00
Decrease Cost: Motor Pool Rate Adjustment	-2,223,879	0.00
Decrease Cost: Reduce recruit class to reflect actual rate of attrition to one class of 49 candidates [Management Services]	-3,118,504	0.00
Decrease Cost: Retirement Adjustment	-6,490,696	0.00
<b>FY16 RECOMMENDED:</b>	<b>270,537,964</b>	<b>1867.15</b>
<b>GRANT FUND MCG</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>165,000</b>	<b>1.00</b>
<b>FY16 RECOMMENDED:</b>	<b>165,000</b>	<b>1.00</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Office of the Chief	3,551,460	11.00	3,239,241	11.00
Patrol Services	122,354,474	931.83	123,042,543	932.83
Field Services	40,732,852	281.92	40,922,846	281.32
Investigative Services	41,059,493	311.50	40,958,763	307.50
Management Services	66,211,260	305.50	62,374,571	334.50
Grants	165,000	1.00	165,000	1.00
<b>Total</b>	<b>274,074,539</b>	<b>1842.75</b>	<b>270,702,964</b>	<b>1868.15</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Emergency Management and Homeland Security	Grant Fund MCG	125,000	0.70	125,000	0.70
General Services	CIP	122,938	2.00	0	0.00
Total		247,938	2.70	125,000	0.70

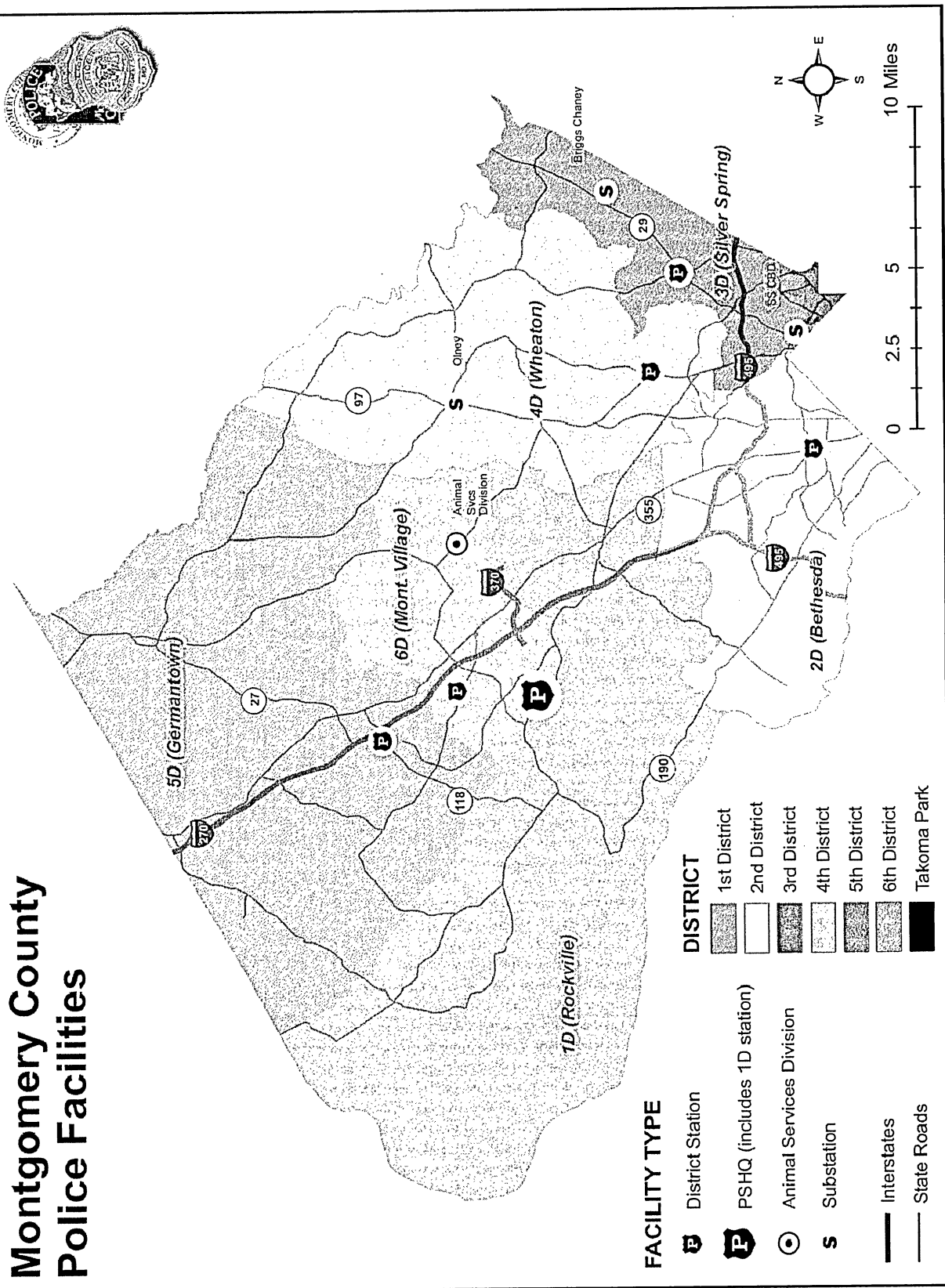
## FUTURE FISCAL IMPACTS

Title	CE REC.	(\$000's)				
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>270,538</b>	<b>270,538</b>	<b>270,538</b>	<b>270,538</b>	<b>270,538</b>	<b>270,538</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY16</b>	<b>0</b>	<b>87</b>	<b>87</b>	<b>87</b>	<b>87</b>	<b>87</b>
New positions for the Body Camera program in the FY16 budget are lapsed. Therefore, the amounts above reflect annualization of these positions in the outyears.						
<b>Elimination of One-Time Items Recommended in FY16</b>	<b>0</b>	<b>-116</b>	<b>-116</b>	<b>-116</b>	<b>-116</b>	<b>-116</b>
Items approved for one-time funding in FY16, including equipment for new positions and Automatic External Defibrillators, will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>1,745</b>	<b>1,745</b>	<b>1,745</b>	<b>1,745</b>	<b>1,745</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Emergency Communications Center Consolidation</b>	<b>0</b>	<b>2,086</b>	<b>1,552</b>	<b>1,552</b>	<b>1,552</b>	<b>1,552</b>
FY17 estimate includes annualization of positions added in FY16. By the end of FY18, consolidation of the Emergency Communications Center to enhance the efficiency and effectiveness of public safety call-taking and dispatch services will be completed.						
<b>Master Leases: Ballistic Vests and Body Cameras</b>	<b>0</b>	<b>215</b>	<b>215</b>	<b>215</b>	<b>215</b>	<b>0</b>
This represents the annualized costs for the master leases for ballistic vests (\$111,962) and body camera equipment (\$102,905).						
<b>Subtotal Expenditures</b>	<b>270,538</b>	<b>274,554</b>	<b>274,021</b>	<b>274,021</b>	<b>274,021</b>	<b>273,806</b>

## ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY16 Recommended		FY17 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Enhance: Transparency – Initiate Body Camera program [Patrol Services]	87,074	2.00	174,148	2.00
<b>Total</b>	<b>87,074</b>	<b>2.00</b>	<b>174,148</b>	<b>2.00</b>

# Montgomery County Police Facilities







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# 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, 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 FY16 Operating Budget for the Office of the Sheriff is \$23,827,486, an increase of \$64,797 or 0.3 percent from the FY15 Approved Budget of \$23,762,689. Personnel Costs comprise 89.5 percent of the budget for 181 full-time positions and four part-time positions, and a total of 183.30 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 10.5 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Safe Streets and Secure Neighborhoods***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Beginning in FY15, Family Justice Center has increased domestic violence onsite counseling from three days a week to five days a week through collaboration with the Jewish Coalition Against Domestic Abuse and the House of Ruth.***
- ❖ ***The Family Justice Center, the Domestic Violence Coordinating Council, the Family Justice Center Foundation, and Chesapeake Counseling have collaborated to create ISE (Identify, Support and Encourage), a training program for youth service providers who work with youth who have been exposed to domestic violence in the home.***
- ❖ ***The Family Justice Center, the Family Justice Center Foundation, and Chesapeake Counseling are developing a statewide training for first responders and therapists on the necessity of counseling children exposed to domestic violence.***
- ❖ ***The Coaching Boys into Men (CBIM), a program that educates young athletes to be respectful on and off the football field, and is currently working with the football team at Springbrook High School, is expanding to Montgomery Blair High School. This program complements the Choose Respect program formed by the Family Justice Center.***

## PROGRAM CONTACTS

Contact Mary Lou Wirdzek of the Office of the Sheriff at 240.777.7078 or Elyse Greenwald of the Office of Management and Budget at 240.777.2768 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Administration

This division provides general administrative support to the Sheriff's Office including personnel and labor relation matters, planning and policy, training, background investigations, payroll, purchasing, internal investigations, automation, grants, and budget-related functions. The Administrative Division provides technical support for the Sheriff's Records Management System (E\*Justice).

The Administrative 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 also oversee internal investigations, represent the Sheriff's Office in legislative matters, and provide legal direction.

The Sheriff's Office participates in school functions, civic association meetings, and serves on commissions and committees. The Sheriff's Office serves on applicant, promotional, and disciplinary boards of other public safety agencies. Administrative personnel organize and teach in-service and specialized deputy training and periodic weapons qualification, as required by the Maryland Police Training Commission.

The Sheriff's Office also participates 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, and in responses to mutual-aid calls as necessary.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>5,697,507</b>	<b>29.00</b>
Increase Cost: Promotional Exams	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.	367,130	7.00
<b>FY16 CE Recommended</b>	<b>6,144,637</b>	<b>36.00</b>

### Courtroom/Courthouse Security and Transport

The Sheriff's Office provides security for the Montgomery County Circuit Court. The Sheriff's Office is also responsible for transporting prisoners 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 prisoners while at these facilities. When a writ is received from other counties, deputies are required to transport MCDC and MCCF prisoners 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 for adult prisoners, and the Juvenile Court holding facility located at 27 Courthouse Square.

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 five 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, 8:00 a.m. until 4:00 p.m. and responds to mutual-aid calls from the Montgomery County Police Department, Montgomery County Fire and Rescue Services, and other law enforcement agencies as necessary.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>7,223,220</b>	<b>58.50</b>
Increase Cost: Security Maintenance for the Circuit Court Electronics	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.	148,402	-1.00
<b>FY16 CE Recommended</b>	<b>7,401,622</b>	<b>57.50</b>

### 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 summonses, 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,860,882</b>	<b>27.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-578,279	-6.00
<b>FY16 CE Recommended</b>	<b>2,282,603</b>	<b>21.00</b>

## **Criminal Process/Warrants and Extraditions**

The Sheriff is responsible for serving District Court civil warrants, District Court criminal warrants associated with domestic violence, all Circuit Court warrants, both adult and juvenile, 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 LInX 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,844,683</b>	<b>22.00</b>
Decrease Cost: Funding for Child Support Grant	-1,488	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-709,694	-4.36
<b>FY16 CE Recommended</b>	<b>2,133,501</b>	<b>17.64</b>

## **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 Sheriff is also responsible for serving Child Custody orders. The Sheriff's Office Domestic Violence Section serves domestic violence court orders twenty-four hours a day, seven 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 and has a partnership with ADT Security for alarm pendants for victims who are most vulnerable. The Sheriff's Office also serves Emergency Evaluation Petitions that include obtaining custody and transporting residents to the hospital for court ordered mental evaluation.

In collaboration with state, local, and private agencies and the support of the Maryland Judiciary, the Montgomery County Family Justice Center (FJC) implemented video court hearings for Temporary Protective Orders in December 2010. This pilot video hearing project was the first of its kind in Maryland. The equipment was donated by the Verizon Wireless Hopeline Foundation through the Montgomery County Family Justice Center Foundation, Inc.. Protective Order hearings are conducted by video from the center allowing petitioners to use FJC services instead of waiting at court for a hearing. While at the FJC, petitioners are able to receive other emergency and social services in a timely manner that previously took numerous phone calls, travel to multiple locations, and days to receive.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of Interim and Temporary Peace Orders served <sup>1</sup>	1,427	1402	1402	1402	1402
Number of Interim and Temporary Protective Orders served <sup>2</sup>	1,827	1695	1695	1695	1695
Number of safety check violations resulting in arrest <sup>3</sup>	1	1	1	1	1
Number of weapons seized as a result of Protective Orders <sup>4</sup>	105	184	105	105	105

<sup>1</sup> The Sheriff's Office is required to immediately serve Court issued Peace and Protective orders in cases where petitioners seek protection from abuse. In FY14, 5,168 Interim and Temporary Orders were received that required full processing through state and federal law enforcement databases prior to physical service of the orders on the respondent.

<sup>2</sup> The Sheriff's Office is required to immediately serve Court issued Peace and Protective orders in cases where petitioners seek protection from abuse. In FY14, 5,168 Interim and Temporary Orders were received that required full processing through state and federal law enforcement databases prior to physical service of the orders on the respondent.

<sup>3</sup> Safety checks involve efforts by Sheriff's deputies to ensure that victims are safe and court orders are being obeyed after the issuance of an Interim or Temporary Order. Safety checks are conducted by site visit or phone.

<sup>4</sup> There were 3 separate cases that 10 or more firearms were seized that totaled 41 firearms collectively.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,344,397</b>	<b>41.63</b>
Enhance: Family Justice Center (add Public Safety Telephone Reporting Aide to staff with no change in FTE)	8,053	0.00
Decrease Cost: Funding for Protective Order Grant	-7,232	-0.20
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	736,625	4.76
<b>FY16 CE Recommended</b>	<b>5,081,843</b>	<b>46.19</b>

## Grants

The Sheriff's Office has a contractual agreement with the State's Department of Human Resources to serve all summonses generated by the Child Support Enforcement Division. Staff assigned to the State Child Support Enforcement Program serve child support summonses and subpoenas, research complex cases dealing with defendants evading service, and respond to emergency situations that occur within the County's Child Support offices. As part of the agreement, the Sheriff's Office receives a fee for serving the warrants and partial Federal funding for salaries and operating expenses of the section.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>792,000</b>	<b>5.17</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-8,720	-0.20
<b>FY16 CE Recommended</b>	<b>783,280</b>	<b>4.97</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	13,106,912	13,311,755	13,667,587	13,801,994	3.7%
Employee Benefits	7,011,580	7,341,697	7,357,799	6,932,600	-5.6%
<b>County General Fund Personnel Costs</b>	<b>20,118,492</b>	<b>20,653,452</b>	<b>21,025,386</b>	<b>20,734,594</b>	<b>0.4%</b>
Operating Expenses	2,581,055	2,317,237	2,360,054	2,309,612	-0.3%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>22,699,547</b>	<b>22,970,689</b>	<b>23,385,440</b>	<b>23,044,206</b>	<b>0.3%</b>
<b>PERSONNEL</b>					
Full-Time	172	173	173	173	—
Part-Time	5	4	4	4	—
FTEs	175.87	178.13	178.13	178.33	0.1%
<b>REVENUES</b>					
Facility Rental Fees	360	500	500	500	—
Miscellaneous Revenues	0	4,000	4,000	4,000	—
Sheriff Fees	951,547	1,200,000	1,200,000	1,200,000	—
Other Charges/Fees	-8,345	23,900	23,900	23,900	—
Other Intergovernmental	10,352	20,460	20,460	20,460	—
<b>County General Fund Revenues</b>	<b>953,914</b>	<b>1,248,860</b>	<b>1,248,860</b>	<b>1,248,860</b>	<b>—</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	623,834	389,008	389,008	390,815	0.5%
Employee Benefits	307,449	214,923	214,923	204,396	-4.9%
<b>Grant Fund MCG Personnel Costs</b>	<b>931,283</b>	<b>603,931</b>	<b>603,931</b>	<b>595,211</b>	<b>-1.4%</b>
Operating Expenses	280,616	188,069	188,069	188,069	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>1,211,899</b>	<b>792,000</b>	<b>792,000</b>	<b>783,280</b>	<b>-1.1%</b>
<b>PERSONNEL</b>					
Full-Time	6	8	8	8	—
Part-Time	2	0	0	0	—
FTEs	9.61	5.17	5.17	4.97	-3.9%
<b>REVENUES</b>					
Federal Grants	1,468,953	792,000	792,000	783,280	-1.1%
Miscellaneous Revenues	151,996	0	0	0	—
State Grants	19,086	0	0	0	—
Other Intergovernmental	-10,245	0	0	0	—
<b>Grant Fund MCG Revenues</b>	<b>1,629,790</b>	<b>792,000</b>	<b>792,000</b>	<b>783,280</b>	<b>-1.1%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>23,911,446</b>	<b>23,762,689</b>	<b>24,177,440</b>	<b>23,827,486</b>	<b>0.3%</b>
<b>Total Full-Time Positions</b>	<b>178</b>	<b>181</b>	<b>181</b>	<b>181</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>7</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>—</b>
<b>Total FTEs</b>	<b>185.48</b>	<b>183.30</b>	<b>183.30</b>	<b>183.30</b>	<b>—</b>
<b>Total Revenues</b>	<b>2,583,704</b>	<b>2,040,860</b>	<b>2,040,860</b>	<b>2,032,140</b>	<b>-0.4%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>22,970,689</b>	<b>178.13</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Family Justice Center (add Public Safety Telephone Reporting Aide to staff with no change in FTE) [Domestic Violence]	8,053	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	808,607	0.00
Increase Cost: Annualization of FY15 Lapsed Positions	152,250	0.00
Increase Cost: Promotional Exams [Administration]	80,000	0.00
Increase Cost: Group Insurance Adjustment	51,166	0.00
Increase Cost: Security Maintenance for the Circuit Court Electronics [Courtroom/Courthouse Security and Transport]	30,000	0.00
Decrease Cost: Printing and Mail	-17,169	0.00
Decrease Cost: Motor Pool Rate Adjustment	-100,456	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-351,844	0.20
Decrease Cost: Retirement Adjustment	-587,090	0.00
<b>FY16 RECOMMENDED:</b>	<b>23,044,206</b>	<b>178.33</b>
<b>GRANT FUND MCG</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>792,000</b>	<b>5.17</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Decrease Cost: Funding for Child Support Grant [Criminal Process/Warrants and Extraditions]	-1,488	0.00
Decrease Cost: Funding for Protective Order Grant [Domestic Violence]	-7,232	-0.20
<b>FY16 RECOMMENDED:</b>	<b>783,280</b>	<b>4.97</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Administration	5,697,507	29.00	6,144,637	36.00
Courtroom/Courthouse Security and Transport	7,223,220	58.50	7,401,622	57.50
Civil Process	2,860,882	27.00	2,282,603	21.00
Criminal Process/Warrants and Extraditions	2,844,683	22.00	2,133,501	17.64
Domestic Violence	4,344,397	41.63	5,081,843	46.19
Grants	792,000	5.17	783,280	4.97
<b>Total</b>	<b>23,762,689</b>	<b>183.30</b>	<b>23,827,486</b>	<b>183.30</b>

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(\$000's)		
				FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>23,044</b>	<b>23,044</b>	<b>23,044</b>	<b>23,044</b>	<b>23,044</b>	<b>23,044</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>172</b>	<b>172</b>	<b>172</b>	<b>172</b>	<b>172</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Bi-Directional Antenna</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-16</b>	<b>-16</b>	<b>-16</b>
<b>Promotional Exams</b>	<b>0</b>	<b>-80</b>	<b>0</b>	<b>-80</b>	<b>0</b>	<b>-80</b>
<b>Subtotal Expenditures</b>	<b>23,044</b>	<b>23,137</b>	<b>23,217</b>	<b>23,121</b>	<b>23,201</b>	<b>23,121</b>

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# Transportation

## MISSION STATEMENT

The mission of the Department of Transportation (DOT) programs supported by the General Fund is to provide an effective and efficient transportation system to ensure 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 maintain the County's transportation infrastructure; 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. The General Fund supports programs in the Division of Traffic Engineering and Operations, the Division of Parking Management, the Division of Highway Maintenance, the Division of Transportation Engineering, the Division of Transit Services, and the Director's Office.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Department of Transportation is \$50,699,014, a decrease of \$72,410 or 0.1 percent from the FY15 Approved Budget of \$50,771,424. Personnel Costs comprise 47.3 percent of the budget for 449 full-time positions and eight part-time positions, and a total of 275.00 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 52.7 percent of the FY16 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***An Effective and Efficient Transportation Network***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***Safe Streets and Secure Neighborhoods***
- ❖ ***Vital Living for All of Our Residents***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Oversee an increasing road resurfacing program with lane miles addressed rising from 24 lane miles in FY14 to 145 lane miles in FY15. Performing road resurfacing in earlier years prevents the need for more costly road rehabilitation in later years. The department will continue to maximize available resources in all years to maintain the roads.***
- ❖ ***Using the list of proposed primary and arterial roadways scheduled for resurfacing, each roadway was proactively evaluated to determine if modifications could be made to the existing striping in order to accommodate bicycle facilities. As a result, detailed re-striping plans were developed to include bike lanes along five sections of roadway when they were resurfaced.***
- ❖ ***Responded to 26 storm events totaling 43.6 inches of snow thus far in FY15.***
- ❖ ***Completed biennial inspections for 99 bridges and renovations for 20 bridges.***



- ❖ Completed outfitting all 295 County owned traffic signals with UPS/BBU (Uninterrupted Power Supply/Battery Backup Units).
- ❖ The Aerial Surveillance Program operated 406 missions in FY14; 6,077 calls were logged, of which, 3,614 were related to traffic signals, 922 related to accidents, 773 related to vehicles, 773 to construction, and 12 involved providing criminal assistance to the Police Department.
- ❖ Processed 673 foliage work orders, a 77% increase from the previous year.
- ❖ Responded to and completed repair work for 6,439 pothole service requests within an approximately 48-hours of notification. These requests came from the pothole form on the department's website, MC311 Service Requests, letters, emails and self-patrols by work crews.
- ❖ Approximately 350 people, 110 trucks, and 60 leaf vacuum machines are utilized to pick up leaves from about 120,000 properties along 850 miles of roads in the vacuum district.
- ❖ Productivity Improvements
  - The ProjectWise (Project Document Management System) has been used to streamline reproduction of plans and specifications. When hard copies of plans are required, files are posted on ProjectWise, where they can be securely accessed by our reproduction vendor, eliminating the need to print large volumes of large format documents in-house.
  - Installed 580 crosswalks in FY14, more than four times the average for prior years by implementing a Zone approach. The County was split into three zones with the objective of completing one zone per year, providing for a three year cycle, consistent with the industry standard average life of crosswalks. This proactive approach allows marking crews to mobilize and remain in one part of the County each year, optimizing actual marking time, rather than spending most of their time travelling from site to site as in the past.
  - Fully implemented a Road Weather Information System (RWIS). This system includes four sensors mounted on traffic signal mast arms in four microclimates around the County. The system transmits information concerning pavement temperature profiles, pavement dew point and grip factor. The system automatically sends text messages and email alerts to Highway managers alerting them of possible ice formation in individual climate zones. This enhancement to the Snow Program will allow proactive treatment to abate icy road conditions.
  - In response to storm drain failures the department implemented an in-house Depot Storm Drain Replacement Crew program, pulling staff crew members from all the depots to work as one unit to supplement contract work for the storm drain emergency repairs, which is instrumental in extending the life of roadways and reducing accident potential. Repairs were made at more than two dozen locations, including: Annapolis Rock Road, Log House Road, Industrial Parkway, Foggy Lane and Parker Avenue, replacing 910 linear feet of storm drain culverts.
  - Countywide pavement condition reports on the department's website are under development. As a result, Pavement Conditions Index (PCI) provided through eRoadInfo, division's Pavement Management System and fiscal project scheduling data will be available to dataMontgomery to be published for public consumption.
  - Initiated the transition from the conventional High Pressure Sodium (HPS) streetlights to the energy efficient Light Emitting Diode (LED) streetlights, converting approximately 180 lights in the Damascus Town Center and installing 110 new streetlights on New Hampshire Avenue, between Jackson Rd and Randolph Rd.
  - Improved the efficiency of signalized intersections through the program to identify and restore to operation failed vehicle detection systems. The percentage of signals with properly functioning detection systems is expected to be 81% in FY15 compared to 75% in FY14 and 76% in FY13.

## PROGRAM CONTACTS

Contact Emil Wolanin of the Department of Transportation at 240.777.7170 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Automation

The Automation Program provides staffing, material, and support to develop and maintain information systems in support of the Department's business operations. This includes purchase and maintenance of IT equipment, service and support for major business systems, strategic visioning and analysis for planned IT investments, and day-to-day end use support. In addition, this program

provides for coordination with the County Department of Technology Services.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>466,689</b>	<b>2.90</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-3,591	0.00
<b>FY16 CE Recommended</b>	<b>463,098</b>	<b>2.90</b>

## **BikeShare**

This program administers and operates the BikeShare program in the County. The purpose of this program is developing additional options for short trips, promoting the use of transit and contributing to a more pedestrian and bicycle-friendly atmosphere. This includes managing implementation of the County's system, administering the operation of the system, and coordinating with other regional BikeShare programs.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,423,090</b>	<b>1.00</b>
Enhance: Bicycles, site preparation, and operating expenses associated with new bikeshare stations installed with State funding	166,024	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.	7,566	0.00
<b>FY16 CE Recommended</b>	<b>1,596,680</b>	<b>1.00</b>

## **Bridge Maintenance**

This program provides for the basic maintenance of bridges and box culverts along County-maintained roadways, including removal of debris under and around bridges; wall and abutment repainting; trimming trees and mowing banks around bridge approaches; and guardrail repair. Minor asphalt repairs and resurfacing of bridges and bridge approaches are also included.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>179,128</b>	<b>1.10</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,011	0.00
<b>FY16 CE Recommended</b>	<b>182,139</b>	<b>1.10</b>

## **Transportation Engineering and Management Services**

This program oversees a portion of the transportation programs, monitors and evaluates standards, investigates complaints, and implements strategies to maximize cost savings. This program is also responsible for the personnel, budget, and finance functions of several divisions in the Department of Transportation, providing essential services to the Department and serving as a point of contact for other departments.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>468,140</b>	<b>3.00</b>
<b>FY16 CE Recommended</b>	<b>468,140</b>	<b>3.00</b>

## **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 County employee parking in the Rockville core.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,126,456</b>	<b>1.60</b>
Decrease Cost: Ticket collection fees due to lower number of tickets issued	-64,232	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.	10,571	0.00
<b>FY16 CE Recommended</b>	<b>1,072,795</b>	<b>1.60</b>

## Resurfacing

This program provides for the contracted pavement surface treatment of the County's residential and rural roadway infrastructure.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percent of primary/arterial road quality rated fair or better	64%	55%	49%	48%	48%
Percent of rural/residential road quality rated fair or better	44%	52%	48%	42%	42%
Percentage of annual requirement for residential resurfacing funded	90%	55%	75%	48%	48%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,189,410</b>	<b>0.00</b>
Decrease Cost: Asphalt purchase costs due to reduced petroleum costs	-75,000	0.00
<b>FY16 CE Recommended</b>	<b>2,114,410</b>	<b>0.00</b>

## Roadway and Related Maintenance

Roadway maintenance includes hot mix asphalt road patching (temporary and permanent roadway repairs, skin patching, and crack sealing); shoulder maintenance; and storm drain maintenance, including erosion repairs, roadway ditch and channel repairs, cleaning enclosed storm drains, and repair and/or replacement of drainage pipes. Related activities include: mowing; roadside vegetation clearing and grubbing; traffic barrier repair and replacement; street cleaning; regrading and reshaping dirt/gravel roads; and temporary maintenance of curbs, gutters, and sidewalks.

Starting in FY07, DOT began providing routine maintenance of roadway, bridges, and storm drain surfaces and other miscellaneous items for Park roads.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>16,442,821</b>	<b>122.10</b>
Increase Cost: Maintenance of newly accepted subdivision roads and recently completed road projects	95,229	0.00
Reduce: Sidewalk repair by 10 percent or about 650 linear feet	-40,000	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.	363,385	0.00
<b>FY16 CE Recommended</b>	<b>16,861,435</b>	<b>122.10</b>

## Snow Removal/Wind/Rain Storms

This program includes the removal of storm debris within right of ways and snow from County roadways. This includes plowing and applying salt and sand; equipment preparation and cleanup from snow storms; and wind and rain storm cleanup. Efforts to improve the County's snow removal operation have included public snow plow mapping, snow summit conferences; equipping other County vehicles with plows; and using a variety of contracts to assist in clearing streets. Expenditures over the budgeted program amount for this purpose will be covered by the Snow Removal and Storm Cleanup NDA.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,281,713</b>	<b>24.70</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	57,042	0.00
<b>FY16 CE Recommended</b>	<b>3,338,755</b>	<b>24.70</b>

## Streetlighting

This program includes investigation of citizen requests for new or upgraded streetlights; design or review of plans for streetlight installations on existing roads, bikeways and pedestrian facilities, and projects that are included in the CIP; coordination and inspection of streetlight installations and maintenance by utility companies; maintenance of all County-owned streetlights by contract; and inspection of contractual maintenance and repair work.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>546,257</b>	<b>0.50</b>
Increase Cost: Streetlight relamping and maintenance contract	32,300	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.	804	0.00
<b>FY16 CE Recommended</b>	<b>579,361</b>	<b>0.50</b>

## **Traffic Planning**

This program provides for traffic engineering and safety review of road construction projects in the CIP; review of master plans, preliminary development plans, and road geometric standards from a pedestrian, bicycle, and traffic engineering and safety standpoint. The program also includes studies to identify small scale projects to improve the capacity and safety of intersections at spot locations throughout the County, the design of conceptual plans for such improvements, as well as the review of development plans and coordination of all such reviews within the Department of Transportation; review of traffic and pedestrian impact studies for the Local Area Review process; and development, review, approval, and monitoring of development-related transportation mitigation agreements.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>404,576</b>	<b>4.10</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	10,331	0.00
<b>FY16 CE Recommended</b>	<b>414,907</b>	<b>4.10</b>

## **Traffic and Pedestrian Safety**

This program provides for engineering studies to evaluate and address concerns about pedestrian and traffic safety and parking issues on neighborhood streets, arterial, and major roadways. Data on speed, vehicular and pedestrian volumes, geometric conditions and collision records are collected and analyzed. Plans are developed to enhance neighborhood and school zone safety, maintain livable residential environments, and provide safe and efficient traffic flow as well as safe pedestrian access on arterial and major roads.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Average number of days to respond to requests for traffic studies	60	61	63	65	67
Number of traffic studies pending	255	249	256	263	270

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,001,971</b>	<b>11.47</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	21,062	0.19
<b>FY16 CE Recommended</b>	<b>2,023,033</b>	<b>11.66</b>

## **Traffic Sign & Marking**

This program includes conducting engineering investigations of citizen complaints about traffic signs, street name signs, pavement markings (centerlines, lane lines, edge lines, crosswalks, raised pavement markers, etc.), and inadequate visibility at intersections. It also includes design, review, and field inspection of traffic control plans for CIP road projects and for permit work performed in right-of-ways. The program includes fabrication and/or purchase of signs; installation and maintenance of all traffic and pedestrian signs, and street name signs (including special advance street name signs); repair or replacement of damaged signs; installation and maintenance of all pavement markings; safety-related trimming of roadside foliage obstructing traffic control devices; and day-to-day management of the traffic materials and supplies inventory. This program is also responsible for the issuance of permits for use of County roads and rights-of-ways for special events such as parades, races, and block parties.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,379,252</b>	<b>11.80</b>
Reduce: Traffic Materials (Signs, Markings, Signals, ATMS)	-144,000	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.	7,190	0.00
<b>FY16 CE Recommended</b>	<b>2,242,442</b>	<b>11.80</b>

## Traffic Signals & Advanced Transportation Mgmt. Syst.

This program provides for the general engineering and maintenance activities associated with the design, construction, and maintenance of traffic signals, the Advanced Transportation Management System (ATMS), and the communication infrastructure that supports these programs and the County's fiber optic based network. Included in this program are proactive and reactive maintenance of the field devices and related components such as traffic signals, flashers, traffic surveillance cameras, variable message signs, travelers' advisory radio sites, twisted pair copper interconnect, and fiber optic cable and hub sites; and support of the Traffic Signal, ATMS, and FiberNet CIP projects. This program also includes provision of testimony for the County in court cases involving traffic signals.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
The backlog of signalized intersections with a malfunctioning sensor	172	138	130	122	114

FY16 Recommended Changes	Expenditures	FTEs
<b>FY15 Approved</b>	<b>2,347,634</b>	<b>6.90</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	81,532	0.02
<b>FY16 CE Recommended</b>	<b>2,429,166</b>	<b>6.92</b>

## Transportation Community Outreach

The Transportation Community Outreach program objective is to inform County residents of DOT's services, programs, and procedures; enhance their understanding of the department's organization and responsibilities; enhance their ability to contact directly the appropriate DOT office; and provide feedback so DOT can improve its services. Staff works with the Public Information Office to respond to media inquiries. Staff refers and follows up on residents' concerns; attends community meetings; and convenes action group meetings at the request of the Regional Services Center directors. Significant components of this program are the coordination of Renew Montgomery, a neighborhood revitalization program, and the Keep Montgomery County Beautiful program, which includes the Adopt-A-Road program, a beautification grants program, and annual beautification awards.

FY16 Recommended Changes	Expenditures	FTEs
<b>FY15 Approved</b>	<b>224,678</b>	<b>1.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-4,324	0.00
<b>FY16 CE Recommended</b>	<b>220,354</b>	<b>1.00</b>

## Property Acquisition

This program is responsible for acquiring land for transportation capital projects and includes land acquisitions for other departments on an as-needed basis. This program includes administering the abandonment of rights-of-ways which have been or currently are in public use.

FY16 Recommended Changes	Expenditures	FTEs
<b>FY15 Approved</b>	<b>101,757</b>	<b>0.60</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-2,092	0.00
<b>FY16 CE Recommended</b>	<b>99,665</b>	<b>0.60</b>

## Transportation Planning and Design

This program provides for the development of engineering construction plans and specifications for all transportation-related projects in the County's Capital Improvements Program (CIP). This includes planning, surveying, designing of roads, bridges, traffic improvements, pedestrian, bicycle and mass transit facilities, and storm drains; as well as the inventory, inspection, renovation, preservation and rehabilitation of existing bridges. All of these plans are environmentally sound and aesthetically pleasing and meet applicable local, State, and Federal laws and regulations.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Linear feet of sidewalk construction completed (000) <sup>1</sup>	34	39	34	34	34
Percentage of customers satisfied with new capital projects	90%	90%	90%	90%	90%

<sup>1</sup> For FY14, the breakdown is 20,505 linear feet of sidewalk, 13,065 of ADA and 5,756 linear feet of bus stop improvements.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>457,838</b>	<b>1.70</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	29,117	0.00
<b>FY16 CE Recommended</b>	<b>486,955</b>	<b>1.70</b>

### Transportation Construction

This program provides overall construction administration and inspection of the Department's transportation CIP projects. This includes preparing and awarding construction contracts, monitoring construction expenditures and schedules, processing contract payments, providing construction inspection, and inspecting and testing materials used in capital projects. It measures and controls the quality of manufactured construction materials incorporated into the transportation infrastructure. This program also includes materials (manufacturing) plant inspections and testing of materials for work performed by private developers under permit with the County.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Transportation Capital Improvement Projects completed within 10% of the cost estimate in the original Project Description Form	100%	100%	100%	100%	100%
Transportation Capital Improvement Projects completed within 3 months of projected timeline on Project Description Form	75%	66%	75%	75%	75%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>271,714</b>	<b>0.90</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	13,097	0.00
<b>FY16 CE Recommended</b>	<b>284,811</b>	<b>0.90</b>

### Transportation Management and Operations

This program provides for the daily operations of the County's transportation management program to include operations of the Transportation Management Center (TMC), the computerized traffic signal system, the aerial surveillance sub-program, and multi-agency incident management response and special event traffic management. This program also provides hardware and software support for the TMC's computer and network infrastructure, and investigation of citizen complaints about traffic signal timing, synchronization and optimization.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,224,857</b>	<b>7.50</b>
Increase Cost: Uninterrupted Power Supply (UPS) unit maintenance	3,200	0.00
Reduce: Number of traffic signals assessed for re-timing from 78 to 47	-100,000	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15	-480,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	13,072	0.00
<b>FY16 CE Recommended</b>	<b>1,661,129</b>	<b>7.50</b>

### Transportation Policy

This program provides for the integration of all transportation plans, projects, and programs to ensure Department-wide coordination and consistency. The program provides a strategic planning framework for the identification and prioritization of new capital and operating transportation projects and programs for implementation at the County and State levels. The program advocates and explains the County's transportation priorities to the Council and State Delegation. This program also includes a liaison role and active participation with local and regional bodies such as WMATA, M-NCPPC, the Metropolitan Washington Council of Governments (COG), the Transportation Planning Board (TPB), and the Maryland Department of Transportation. This program involves active participation in the master planning process in order to advance transportation priorities and ensure the ability to implement proposed initiatives. The development of transportation policy, legislation, and infrastructure financing proposals are included in this program, including administration of the Impact Tax Program, development and negotiation of participation agreements with private developers, and the Development Approval Payment program.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>446,878</b>	<b>3.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	35,332	0.00
<b>FY16 CE Recommended</b>	<b>482,210</b>	<b>3.00</b>

## Tree Maintenance

The operating budget portion of the Tree Maintenance program provides for emergency tree maintenance services in the public rights-of-way. The program provides priority area-wide emergency tree and stump removal and pruning to ensure the safety of pedestrians and cyclists, minimize damage to property, and provide adequate road clearance and sign, signal, and streetlight visibility for motorists. Starting in FY07, the street tree planting function was transferred to DOT as part of the overall Tree Maintenance program.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,965,677</b>	<b>14.60</b>
Enhance: Street tree planting	75,000	0.00
Reduce: Suspend stump grinding program	-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.	81,742	0.00
<b>FY16 CE Recommended</b>	<b>4,622,419</b>	<b>14.60</b>

## Vacuum Leaf Collection

The Vacuum Leaf Collection program provides two vacuum leaf collections to the residents in the Leaf Vacuuming District during the late fall/winter months. Vacuum leaf collection is an enhanced service which complements homeowner responsibilities related to the collection of the high volume of leaves generated in this part of the County. This program is supported by a separate leaf vacuum collection fee that is charged to property owners in the Leaf Vacuuming District.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>5,224,643</b>	<b>30.83</b>
Increase Cost: FY16 Compensation Adjustment	82,390	0.00
Increase Cost: Motor Pool Rate Adjustment	81,841	0.00
Increase Cost: Retirement Adjustment	19,816	0.00
Increase Cost: Group Insurance Adjustment	8,905	0.00
<b>FY16 CE Recommended</b>	<b>5,417,595</b>	<b>30.83</b>

## Administration

The Director's Office provides overall leadership for the Department, 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 provides a liaison between the County and WMATA. The Department consists of five divisions: the Division of Traffic Engineering and Operations, the Division of Parking Management, the Division of Highway Maintenance, the Division of Transportation Planning, and the Division of Transit Services. The Administration program includes efforts of staff from all divisions of the Department.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,596,245</b>	<b>23.70</b>
Decrease Cost: Annualization of FY15 Personnel Costs	-157,067	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.	198,337	-0.21
<b>FY16 CE Recommended</b>	<b>3,637,515</b>	<b>23.49</b>

# BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	17,443,767	13,974,657	13,285,097	14,565,400	4.2%
Employee Benefits	6,269,266	5,960,424	5,470,076	6,331,899	6.2%
<b>County General Fund Personnel Costs</b>	<b>23,713,033</b>	<b>19,935,081</b>	<b>18,755,173</b>	<b>20,897,299</b>	<b>4.8%</b>
Operating Expenses	46,263,056	25,596,716	26,835,709	24,369,136	-4.8%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>69,976,089</b>	<b>45,531,797</b>	<b>45,590,882</b>	<b>45,266,435</b>	<b>-0.6%</b>
<b>PERSONNEL</b>					
Full-Time	443	449	449	449	—
Part-Time	8	8	8	8	—
FTEs	242.06	243.98	243.98	243.98	—
<b>REVENUES</b>					
Federal Grants	1,181,750	0	0	0	—
Miscellaneous Revenues	27,622	10,000	5,000	5,000	-50.0%
Motor Pool Charges/Fees	8,808	0	0	0	—
Other Charges/Fees	384,773	440,000	440,000	440,000	—
Parking Fees	330,583	248,000	317,000	317,000	27.8%
Parking Fines	1,142,831	0	0	0	—
Residential Parking Permits	236,700	200,000	200,000	200,000	—
Self Insurance Employee Health Income	112,000	0	0	0	—
State Aid: Highway User	3,339,194	3,587,736	3,527,416	3,583,245	-0.1%
State Grants	1,008,000	0	0	0	—
Street Tree Planting	0	0	0	75,000	—
Subdivision Plan Review	80,129	200,000	200,000	200,000	—
Traffic Signals Maintenance	0	994,000	994,000	994,000	—
Other Fines/Forfeitures	8,902	0	0	0	—
<b>County General Fund Revenues</b>	<b>7,861,292</b>	<b>5,679,736</b>	<b>5,683,416</b>	<b>5,814,245</b>	<b>2.4%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	11,087	11,087	10,917	-1.5%
Employee Benefits	0	3,897	3,897	4,067	4.4%
<b>Grant Fund MCG Personnel Costs</b>	<b>0</b>	<b>14,984</b>	<b>14,984</b>	<b>14,984</b>	<b>—</b>
Operating Expenses	19,699	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>19,699</b>	<b>14,984</b>	<b>14,984</b>	<b>14,984</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.25	0.19	0.19	0.19	—
<b>REVENUES</b>					
Miscellaneous Revenues	19,699	0	0	0	—
State Grants	0	14,984	14,984	14,984	—
<b>Grant Fund MCG Revenues</b>	<b>19,699</b>	<b>14,984</b>	<b>14,984</b>	<b>14,984</b>	<b>—</b>
<b>VACUUM LEAF COLLECTION</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,930,469	2,242,070	1,873,450	2,332,201	4.0%
Employee Benefits	650,651	740,203	568,498	761,183	2.8%
<b>Vacuum Leaf Collection Personnel Costs</b>	<b>2,581,120</b>	<b>2,982,273</b>	<b>2,441,948</b>	<b>3,093,384</b>	<b>3.7%</b>
Operating Expenses	2,866,127	2,242,370	2,782,695	2,324,211	3.6%
Capital Outlay	0	0	0	0	—
<b>Vacuum Leaf Collection Expenditures</b>	<b>5,447,247</b>	<b>5,224,643</b>	<b>5,224,643</b>	<b>5,417,595</b>	<b>3.7%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	30.83	30.83	30.83	30.83	—
<b>REVENUES</b>					
Investment Income	1,230	2,150	2,260	8,790	308.8%
Leaf Vacuum Collection Fees	6,531,673	6,526,335	6,528,485	6,535,000	0.1%
Systems Benefit Charge	-11	0	0	0	—
Other Charges/Fees	12,558	0	0	0	—
<b>Vacuum Leaf Collection Revenues</b>	<b>6,545,450</b>	<b>6,528,485</b>	<b>6,530,745</b>	<b>6,543,790</b>	<b>0.2%</b>



	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>DEPARTMENT TOTALS</b>					
Total Expenditures	75,443,035	50,771,424	50,830,509	50,699,014	-0.1%
Total Full-Time Positions	443	449	449	449	—
Total Part-Time Positions	8	8	8	8	—
Total FTEs	273.14	275.00	275.00	275.00	—
Total Revenues	14,426,441	12,223,205	12,229,145	12,373,019	1.2%

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>45,531,797</b>	<b>243.98</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Bicycles, site preparation, and operating expenses associated with new bikeshare stations installed with State funding [BikeShare]	166,024	0.00
Enhance: Street tree planting [Tree Maintenance]	75,000	0.00
Reduce: Sidewalk repair by 10 percent or about 650 linear feet [Roadway and Related Maintenance]	-40,000	0.00
Reduce: Number of traffic signals assessed for re-timing from 78 to 47 [Transportation Management and Operations]	-100,000	0.00
Reduce: Traffic Materials (Signs, Markings, Signals, ATMS) [Traffic Sign & Marking]	-144,000	0.00
Reduce: Suspend stump grinding program [Tree Maintenance]	-500,000	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	797,031	0.00
Increase Cost: Retirement Adjustment	245,219	0.00
Increase Cost: Maintenance of newly accepted subdivision roads and recently completed road projects [Roadway and Related Maintenance]	95,229	0.00
Increase Cost: Group Insurance Adjustment	77,035	0.00
Increase Cost: Streetlight relamping and maintenance contract [Streetlighting]	32,300	0.00
Increase Cost: Uninterrupted Power Supply (UPS) unit maintenance [Transportation Management and Operations]	3,200	0.00
Decrease Cost: Printing and Mail	-44,561	0.00
Decrease Cost: Ticket collection fees due to lower number of tickets issued [Parking Outside the Parking Districts]	-64,232	0.00
Decrease Cost: Asphalt purchase costs due to reduced petroleum costs [Resurfacing]	-75,000	0.00
Decrease Cost: Motor Pool Rate Adjustment	-151,540	0.00
Decrease Cost: Annualization of FY15 Personnel Costs [Administration]	-157,067	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15 [Transportation Management and Operations]	-480,000	0.00
<b>FY16 RECOMMENDED:</b>	<b>45,266,435</b>	<b>243.98</b>
<b>GRANT FUND MCG</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>14,984</b>	<b>0.19</b>
<b>FY16 RECOMMENDED:</b>	<b>14,984</b>	<b>0.19</b>
<b>VACUUM LEAF COLLECTION</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>5,224,643</b>	<b>30.83</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment [Vacuum Leaf Collection]	82,390	0.00
Increase Cost: Motor Pool Rate Adjustment [Vacuum Leaf Collection]	81,841	0.00
Increase Cost: Retirement Adjustment [Vacuum Leaf Collection]	19,816	0.00
Increase Cost: Group Insurance Adjustment [Vacuum Leaf Collection]	8,905	0.00
<b>FY16 RECOMMENDED:</b>	<b>5,417,595</b>	<b>30.83</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Automation	466,689	2.90	463,098	2.90
BikeShare	1,423,090	1.00	1,596,680	1.00
Bridge Maintenance	179,128	1.10	182,139	1.10
Transportation Engineering and Management Services	468,140	3.00	468,140	3.00
Parking Outside the Parking Districts	1,126,456	1.60	1,072,795	1.60
Resurfacing	2,189,410	0.00	2,114,410	0.00
Roadway and Related Maintenance	16,442,821	122.10	16,861,435	122.10
Snow Removal/Wind/Rain Storms	3,281,713	24.70	3,338,755	24.70
Streetlighting	546,257	0.50	579,361	0.50
Traffic Planning	404,576	4.10	414,907	4.10
Traffic and Pedestrian Safety	2,001,971	11.47	2,023,033	11.66
Traffic Sign & Marking	2,379,252	11.80	2,242,442	11.80
Traffic Signals & Advanced Transportation Mgmt. Syst.	2,347,634	6.90	2,429,166	6.92
Transportation Community Outreach	224,678	1.00	220,354	1.00
Property Acquisition	101,757	0.60	99,665	0.60
Transportation Planning and Design	457,838	1.70	486,955	1.70
Transportation Construction	271,714	0.90	284,811	0.90
Transportation Management and Operations	2,224,857	7.50	1,661,129	7.50
Transportation Policy	446,878	3.00	482,210	3.00
Tree Maintenance	4,965,677	14.60	4,622,419	14.60
Vacuum Leaf Collection	5,224,643	30.83	5,417,595	30.83
Administration	3,596,245	23.70	3,637,515	23.49
<b>Total</b>	<b>50,771,424</b>	<b>275.00</b>	<b>50,699,014</b>	<b>275.00</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Cable Television	Cable Television	314,277	0.75	880,196	0.75
CIP	CIP	17,805,055	148.34	17,764,867	148.07
Environmental Protection	Water Quality Protection Fund	3,534,151	32.29	3,646,398	32.29
Solid Waste Services	Solid Waste Disposal	247,778	2.90	263,290	2.90
Transit Services	Mass Transit	174,470	1.00	188,861	1.00
Urban Districts	Bethesda Urban District	25,000	0.00	25,000	0.00
Urban Districts	Silver Spring Urban District	13,000	0.00	13,000	0.00
Urban Districts	Wheaton Urban District	12,900	0.00	12,900	0.00
Total		22,126,631	185.28	22,794,512	185.01

## FUTURE FISCAL IMPACTS

Title	CE REC.		(\$000's)			
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>45,266</b>	<b>45,266</b>	<b>45,266</b>	<b>45,266</b>	<b>45,266</b>	<b>45,266</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY16</b>	<b>0</b>	<b>-42</b>	<b>-37</b>	<b>-33</b>	<b>-28</b>	<b>-28</b>
Items approved for one-time funding in FY16, including costs associated with installing new stations, pads, signage and bicycles, will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>137</b>	<b>137</b>	<b>137</b>	<b>137</b>	<b>137</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Operating Budget Impacts for Selected Transportation Projects</b>	<b>0</b>	<b>145</b>	<b>402</b>	<b>409</b>	<b>563</b>	<b>563</b>
These figures represent the impacts on the Operating Budget of projects included in the FY16-20 Amended Capital Improvements Program						
<b>Subtotal Expenditures</b>	<b>45,266</b>	<b>45,506</b>	<b>45,768</b>	<b>45,780</b>	<b>45,939</b>	<b>45,939</b>

Title	CE REC.	(\$000's)				
	FY16	FY17	FY18	FY19	FY20	FY21
<b>VACUUM LEAF COLLECTION</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>5,418</b>	<b>5,418</b>	<b>5,418</b>	<b>5,418</b>	<b>5,418</b>	<b>5,418</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>5,418</b>	<b>5,435</b>	<b>5,435</b>	<b>5,435</b>	<b>5,435</b>	<b>5,435</b>

FY16-21 PUBLIC SERVICES PROGRAM: FISCAL PLAN				Vacuum Leaf Collection			
	FY15	FY16	FY17	FY18	FY19	FY20	FY21
FISCAL PROJECTIONS	ESTIMATE	REC	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	15.87%	15.98%	15.98%	15.98%	15.98%	15.98%	15.98%
CPI (Fiscal Year)	1.7%	2.0%	2.2%	2.3%	2.5%	2.8%	3.1%
Investment Income Yield	0.2%	0.7%	1.3%	1.8%	2.3%	2.8%	3.5%
Charge per single-family household	\$ 88.91	\$ 88.91	\$ 101.10	\$ 103.15	\$ 106.55	\$ 104.38	\$ 110.02
Charge per multi-family unit and townhome unit	\$ 3.54	\$ 3.54	\$ 4.01	\$ 4.09	\$ 4.22	\$ 4.14	\$ 4.36
Single-family households in leaf collection district	71,382	71,472	71,472	71,472	71,472	71,472	71,472
Multi-family households in leaf collection district	50,253	51,083	51,083	51,083	51,083	51,083	51,083
% of leaves attributed to single-family households	97.2%	97.2%	97.2%	97.2%	97.2%	97.2%	97.2%
% of leaves attributed to multi-family units and townhomes	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
<b>BEGINNING FUND BALANCE</b>	<b>1,299,279</b>	<b>968,830</b>	<b>548,481</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>REVENUES</b>							
Charges For Services	6,528,485	6,535,000	7,430,406	7,581,122	7,830,972	7,672,019	8,086,194
Miscellaneous	2,260	8,790	16,900	23,660	30,420	37,180	47,320
<b>Subtotal Revenues</b>	<b>6,530,745</b>	<b>6,543,790</b>	<b>7,447,306</b>	<b>7,604,782</b>	<b>7,861,392</b>	<b>7,709,199</b>	<b>8,133,514</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>	<b>(1,636,551)</b>	<b>(1,546,544)</b>	<b>(1,879,433)</b>	<b>(1,793,508)</b>	<b>(1,836,278)</b>	<b>(1,445,575)</b>	<b>(1,600,710)</b>
Transfers To The General Fund		(494,320)	(497,150)	(497,150)	(497,150)	(497,150)	(497,150)
Indirect Costs	(473,290)	(494,320)	(497,150)	(497,150)	(497,150)	(497,150)	(497,150)
Technology Modernization CIP	(30,517)	0	0	0	0	0	0
Transfers To Special Fds: Non-Tax + ISF	(1,132,744)	(1,052,224)	(1,382,283)	(1,296,358)	(1,339,128)	(948,425)	(1,103,560)
To Solid Waste Disposal	(1,132,744)	(1,052,224)	(1,382,283)	(1,296,358)	(1,339,128)	(948,425)	(1,103,560)
<b>TOTAL RESOURCES</b>	<b>6,193,473</b>	<b>5,966,076</b>	<b>6,116,354</b>	<b>6,311,274</b>	<b>6,525,114</b>	<b>6,763,624</b>	<b>7,032,804</b>
<b>PSP OPER. BUDGET APPROP/ EXP'S.</b>							
Operating Budget	(5,224,643)	(5,417,595)	(5,598,645)	(5,793,565)	(6,007,405)	(6,245,915)	(6,515,095)
Labor Agreement	n/a	0	(17,709)	(17,709)	(17,709)	(17,709)	(17,709)
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(5,224,643)</b>	<b>(5,417,595)</b>	<b>(5,616,354)</b>	<b>(5,811,274)</b>	<b>(6,025,114)</b>	<b>(6,263,624)</b>	<b>(6,532,804)</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(5,224,643)</b>	<b>(5,417,595)</b>	<b>(5,616,354)</b>	<b>(5,811,274)</b>	<b>(6,025,114)</b>	<b>(6,263,624)</b>	<b>(6,532,804)</b>
<b>YEAR END FUND BALANCE</b>	<b>968,830</b>	<b>548,481</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES</b>	<b>15.6%</b>	<b>9.2%</b>	<b>8.2%</b>	<b>7.9%</b>	<b>7.7%</b>	<b>7.4%</b>	<b>7.1%</b>
<b>Assumptions:</b> 1. Leaf vacuuming rates are adjusted to achieve cost recovery. 2. The Vacuum Leaf Collection fund balance policy target is \$500,000. In future years, rates will be adjusted annually to fund the approved service program and maintain the appropriate ending balance.							



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# Parking District Services

## MISSION STATEMENT

The mission of Parking District Services is to:

- Support the role of public parking in commercial areas throughout the County. 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, Wheaton, and Montgomery Hills 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 developers 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 FY16 Operating Budget for the Parking Lot Districts Funds is \$28,025,977, a decrease of \$501,515 or 1.8 percent from the FY15 Approved Budget of \$28,527,492. Personnel Costs comprise 18.2 percent of the budget for 52 full-time positions and a total of 49.33 FTEs. Total FTEs may include seasonal or temporary positions and may reflect workforce charged to or from other departments or funds. Operating Expenses and Debt Service account for the remaining 81.8 percent of the FY16 budget.

The FY16 Recommended Budget and projections for FY17 and beyond reflect a new proposed funding structure change for the Parking Lot Districts. This proposal better aligns funding sources with intended purpose and more clearly delineates funding requirements and sources. This proposal eliminates of future transfers from the Parking Lot Districts to the Mass Transit Fund to maintain Ride On operations or Transportation Management District activities. In all four Parking Lot Districts, the parking tax rate is set to zero and the taxing capacity is transferred to the Mass Transit Fund and the General Fund. In addition, the transfers to the Bethesda and Silver Spring Urban Districts have been reduced and will be offset by the General Fund Baseline transfer to those Urban Districts. These actions better align the taxing authority with the services provided and put the Parking Lot District funds on a more sustainable fiscal path in the future.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***An Effective and Efficient Transportation Network***
- ❖ ***Strong and Vibrant Economy***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Garage 21 (Colesville Road and Spring Street) was sold to a private property owner to facilitate the construction of the largest net zero office building on the east coast. This garage was underutilized and no longer necessary to meet the parking demands of the area. Its sale allowed the County to leverage the land to further promote economic development within Silver Spring.**
- ❖ **Opened the Capital Crescent Garage (Public Parking Garage 31) in Bethesda at Woodmont and Bethesda Avenues. This new state of the art 950 space public parking facility includes 60 foot clear spans and raised ceilings, a security system with video cameras and call stations, electric vehicle charging stations, and bicycle parking for easy access to the adjacent Capital Crescent Trail.**
- ❖ **Replaced the current individual parking meters on-street in Silver Spring with new "smart" meters. Meter enhancements include credit card processing as well as an easy to read video screen that displays parking rates, time purchased and any specific meter restrictions. The smart meter system includes an in-street sensor that allows parking availability to be displayed on the County website and provides the information to private application developers.**
- ❖ **To improve customer service, the payment system in the East West Highway Garage, under the NOAA Building, in Silver Spring will be converted from individual parking meters to a Pay On Foot system. Similar systems are now in use in Wayne Avenue and Town Square Garages in Silver Spring and the Bethesda Avenue and Capital Crescent Garages in Bethesda. The system reduces the possibility of a ticket for an expired parking meter and offers the flexibility to pay only for the time parked with a credit card, debit card, or cash.**
- ❖ **Parking Guidance Systems will continue to be rolled out to highly used facilities. Parking Guidance Systems display available parking spaces on signs at the entrance and exits to garages and transmit this data in real time to data.montgomery so that it can be used by commercial applications to help guide the public to available parking. Systems are currently operational in the Bethesda Avenue and Capital Crescent Garages in Bethesda and the Wayne Avenue and Town Square Garages in Silver Spring. The next garage scheduled for system installation is the Cameron Street Garage in Silver Spring.**
- ❖ **Expand use of demand-based parking rates to Silver Spring. This structure, now in use in Bethesda, aligns the most desirable parking spaces with the highest rate and allows customers to make an individual decision on cost versus convenience.**

## PROGRAM CONTACTS

Contact Xavius DaSilva-Thompson of the Parking Districts Funds at 240.777.8711 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### **Management Services and Property Development**

This program supports the overall Parking Services program objectives through the management of Information Technology, Budget, Human Resources and Planning staff to optimize organizational effectiveness. The Program strategically plans for the re-development of Parking Lot District real property to promote the economic growth and stability of associated urban districts. It is responsible for the drafting and coordination of Requests for Proposals for property development and provides support in the negotiation and execution of General Development Agreements.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,789,471</b>	<b>10.60</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	81,721	1.00
<b>FY16 CE Recommended</b>	<b>2,871,192</b>	<b>11.60</b>

### **Financial Management Program**

The Financial Management Program has overall responsibility for recording and reconciling all parking district revenue and the administration of the Ad Valorem tax program.

It is also responsible for the management of the encumbrance and invoice payment process. Within this process it is directly responsible for revenue bond debt, fixed costs and utilities programs.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Parking Customer Service Survey Ranking	3.28	NA	NA	NA	NA
Parking Management Cost Efficiency (ratio of expenses to revenues)	\$0.61	\$0.60	\$0.64	\$0.64	\$0.64
Parking Management Revenue Generated (\$ millions)	42.1	43.0	44.4	44.4	44.4
Parking Operating Expenditures (\$ millions)	25.7	25.8	28.4	28.4	28.4

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>8,196,946</b>	<b>5.21</b>
Increase Cost: Debt Service - Bethesda	1,128	0.00
Decrease Cost: Risk Management Adjustment -Wheaton	-30	0.00
Decrease Cost: Risk Management Adjustment - Montgomery Hills	-240	0.00
Decrease Cost: Risk Management Adjustment - Bethesda	-300	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.	-53,097	-1.01
<b>FY16 CE Recommended</b>	<b>8,144,407</b>	<b>4.20</b>

## **Parking Facility Maintenance and Engineering**

This program provides the maintenance of all parking lots, garages, and surrounding grounds. Facilities maintenance is programmed at a level which is designed to ensure the operational integrity of the facilities and the safety of parking patrons. Maintenance of parking facilities includes: snow and ice removal; housekeeping services; equipment maintenance for elevators, electrical systems, and Heating, Ventilation, and Air- Conditioning systems (HVAC); facility repairs for maintenance of damaged glass, asphalt, concrete, plumbing, painting, space stripes, graffiti, doorframes, brick and block, meter posts, and woodwork due to vandalism, use and age; and grounds-keeping services.

Additionally, the program supports a balanced system of public parking which promotes the economic stability and growth of the County's central business districts. This is implemented through the design and construction of new parking facilities, including mixed-use projects. 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. This program also evaluates energy usage and recommends and implements improvements that reduce the amount of energy used by off-street facilities.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>5,558,831</b>	<b>17.98</b>
Decrease Cost: Emergency Backup Batteries in Garages - Wheaton	-22,000	0.00
Decrease Cost: Emergency Battery Backup in Garages - Bethesda	-38,500	0.00
Decrease Cost: Emergency Backup Batteries in Garages - Silver Spring	-57,200	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.	75,017	-0.48
<b>FY16 CE Recommended</b>	<b>5,516,148</b>	<b>17.50</b>

## **Parking Operations**

This unit 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. Additionally it provides support to the Mass Transit Fund in the processing of bus revenue for deposit.

The program is also responsible for the management of the parking citation database and provides management of the appeal process for all parking tickets written within the County. Parking Operations maintains regularly scheduled parking enforcement patrols in all Parking Lot Districts (PLD), residential permit areas outside the PLD's and other designated County facilities. In addition, this program provides a comprehensive meter maintenance program to ensure all meter devices function properly.

Augmenting the public safety mission of the County Police, this unit also provides contract security guard services for parking facilities to detect and report theft, vandalism, and threats to personal security. Security support is also provided by the Silver Spring Clean and Safe Team.

Parking Operations also manages and executes the Parking Outside the Parking Districts Program funded by the County's General Fund.



<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>11,982,244</b>	<b>16.10</b>
Enhance: Install Pay-on-Foot Payment System in Garage 58 - Silver Spring	635,934	0.00
Increase Cost: Bethesda Garage 31 Maintenance, Operations, and Utilities	70,000	0.00
Shift: Reallocation of Operating Expenses from Montgomery Hills to Bethesda to reflect actual expenses	32,300	0.00
Shift: Reallocation of Operating Expenses from Montgomery Hills to Silver Spring to reflect actual expenses	23,100	0.00
Increase Cost: Retiree Health Insurance Pre-Funding Adjustment - Bethesda	13,530	0.00
Increase Cost: Solid Waste Services - Silver Spring	10,240	0.00
Increase Cost: Retiree Health Insurance Pre-Funding Adjustment - Silver Spring	9,330	0.00
Increase Cost: Solid Waste Services - Bethesda	5,420	0.00
Increase Cost: Replace Rate Plates Related to Performance Pricing - Silver Spring	4,327	0.00
Increase Cost: Contractual Increase for Pay-On-Foot and Pay-By-Space - Silver Spring	3,730	0.00
Shift: Reallocation of Operating Expenses from Montgomery Hills to Wheaton to reflect actual expenses	2,300	0.00
Increase Cost: Contractual Increase for Pay-On-Foot and Pay-By-Space Maintenance - Bethesda	1,500	0.00
Increase Cost: Retiree Health Insurance Pre-Funding Adjustment - Wheaton	1,400	0.00
Increase Cost: Solid Waste Services - Wheaton	1,020	0.00
Increase Cost: Contractual Increase for Pay-On-Foot and Pay-By-Space - Wheaton	240	0.00
Decrease Cost: Printing and Mail - Bethesda	-5,161	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15 - Bethesda	-30,000	0.00
Shift: Reallocation of Operating Expenses from Montgomery Hills to reflect actual expenses	-57,700	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15 - Silver Spring	-1,294,060	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.	84,536	-0.07
<b>FY16 CE Recommended</b>	<b>11,494,230</b>	<b>16.03</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>BETHESDA PARKING DISTRICT</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,479,017	1,567,412	1,570,209	1,610,885	2.8%
Employee Benefits	535,715	569,313	570,012	610,367	7.2%
<b>Bethesda Parking District Personnel Costs</b>	<b>2,014,732</b>	<b>2,136,725</b>	<b>2,140,221</b>	<b>2,221,252</b>	<b>4.0%</b>
Operating Expenses	10,127,618	7,915,640	7,915,640	7,964,429	0.6%
Debt Service Other	0	4,959,789	4,959,789	4,960,917	0.0%
Capital Outlay	0	0	0	0	—
<b>Bethesda Parking District Expenditures</b>	<b>12,142,350</b>	<b>15,012,154</b>	<b>15,015,650</b>	<b>15,146,598</b>	<b>0.9%</b>
<b>PERSONNEL</b>					
Full-Time	29	29	29	29	—
Part-Time	0	0	0	0	—
FTEs	20.40	21.12	21.12	20.84	-1.3%
<b>REVENUES</b>					
Investment Income	9,227	22,720	71,780	107,190	371.8%
Miscellaneous Revenues	33,344,367	284,120	-373,326	284,120	—
Parking Fees	12,448,063	13,673,730	13,715,000	14,383,000	5.2%
Parking Fines	4,663,877	4,829,000	4,600,000	4,600,000	-4.7%
Property Rentals	54,547	40,000	40,000	40,000	—
Property Tax	2,553,832	2,629,783	2,695,606	0	—
Residential Parking Permits	-19	0	0	0	—
Smart Meters	0	316,000	316,000	316,000	—
<b>Bethesda Parking District Revenues</b>	<b>53,073,894</b>	<b>21,795,353</b>	<b>21,065,060</b>	<b>19,730,310</b>	<b>-9.5%</b>
<b>MONTGOMERY HILLS PARKING DISTRICT</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	35,365	35,602	36,627	36,875	3.6%
Employee Benefits	10,479	12,431	10,558	12,957	4.2%
<b>Montgomery Hills Parking District Personnel Costs</b>	<b>45,844</b>	<b>48,033</b>	<b>47,185</b>	<b>49,832</b>	<b>3.7%</b>
Operating Expenses	68,559	92,339	92,340	34,399	-62.7%
Capital Outlay	0	0	0	0	—
<b>Montgomery Hills Parking District Expenditures</b>	<b>114,403</b>	<b>140,372</b>	<b>139,525</b>	<b>84,231</b>	<b>-40.0%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.47	0.47	0.47	0.47	—
<b>REVENUES</b>					
Investment Income	1,835	0	3,370	13,100	—
Miscellaneous Revenues	-4,265	0	0	0	—
Parking Fees	34,002	52,000	45,000	45,000	-13.5%
Parking Fines	28,081	25,000	25,000	28,000	12.0%
Property Tax	87,356	82,762	87,643	0	—
<b>Montgomery Hills Parking District Revenues</b>	<b>147,009</b>	<b>159,762</b>	<b>161,013</b>	<b>86,100</b>	<b>-46.1%</b>
<b>SILVER SPRING PARKING DISTRICT</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,518,334	1,675,668	1,680,093	1,764,616	5.3%
Employee Benefits	549,791	617,237	615,174	676,881	9.7%
<b>Silver Spring Parking District Personnel Costs</b>	<b>2,068,125</b>	<b>2,292,905</b>	<b>2,295,267</b>	<b>2,441,497</b>	<b>6.5%</b>
Operating Expenses	7,009,564	9,733,435	9,733,435	9,008,472	-7.4%
Capital Outlay	0	0	0	0	—
<b>Silver Spring Parking District Expenditures</b>	<b>9,077,689</b>	<b>12,026,340</b>	<b>12,028,702</b>	<b>11,449,969</b>	<b>-4.8%</b>
<b>PERSONNEL</b>					
Full-Time	20	20	20	20	—
Part-Time	0	0	0	0	—
FTEs	24.23	24.78	24.78	24.58	-0.8%
<b>REVENUES</b>					
Investment Income	8,884	13,540	16,340	63,540	369.3%
Miscellaneous Revenues	-434,986	0	-1,952,099	6,825,000	—
Parking Fees	10,480,369	10,550,000	10,706,250	11,805,800	11.9%
Parking Fines	2,931,302	2,256,250	2,256,250	2,256,250	—
Property Tax	7,155,730	7,808,396	8,262,275	0	—
<b>Silver Spring Parking District Revenues</b>	<b>20,141,299</b>	<b>20,628,186</b>	<b>19,289,016</b>	<b>20,950,590</b>	<b>1.6%</b>

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>WHEATON PARKING DISTRICT</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	250,477	261,559	259,404	268,160	2.5%
Employee Benefits	94,534	99,708	100,102	106,730	7.0%
<b>Wheaton Parking District Personnel Costs</b>	<b>345,011</b>	<b>361,267</b>	<b>359,506</b>	<b>374,890</b>	<b>3.8%</b>
Operating Expenses	752,322	987,359	987,359	970,289	-1.7%
Capital Outlay	0	0	0	0	—
<b>Wheaton Parking District Expenditures</b>	<b>1,097,333</b>	<b>1,348,626</b>	<b>1,346,865</b>	<b>1,345,179</b>	<b>-0.3%</b>
<b>PERSONNEL</b>					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.49	3.52	3.52	3.44	-2.3%
<b>REVENUES</b>					
Investment Income	1,107	490	2,040	7,930	1518.4%
Miscellaneous Revenues	-85,854	0	0	0	—
Parking Fees	965,432	925,200	960,000	960,000	3.8%
Parking Fines	608,920	546,000	600,000	600,000	9.9%
Property Tax	594,183	480,795	612,004	0	—
<b>Wheaton Parking District Revenues</b>	<b>2,083,788</b>	<b>1,952,485</b>	<b>2,174,044</b>	<b>1,567,930</b>	<b>-19.7%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>22,431,775</b>	<b>28,527,492</b>	<b>28,530,742</b>	<b>28,025,977</b>	<b>-1.8%</b>
<b>Total Full-Time Positions</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>48.59</b>	<b>49.89</b>	<b>49.89</b>	<b>49.33</b>	<b>-1.1%</b>
<b>Total Revenues</b>	<b>75,445,990</b>	<b>44,535,786</b>	<b>42,689,133</b>	<b>42,334,930</b>	<b>-4.9%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>BETHESDA PARKING DISTRICT</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>15,012,154</b>	<b>21.12</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	70,336	0.00
Increase Cost: Bethesda Garage 31 Maintenance, Operations, and Utilities [Parking Operations]	70,000	0.00
Shift: Reallocation of Operating Expenses from Montgomery Hills to Bethesda to reflect actual expenses [Parking Operations]	32,300	0.00
Increase Cost: Retirement Adjustment	18,553	0.00
Increase Cost: Retiree Health Insurance Pre-Funding Adjustment - Bethesda [Parking Operations]	13,530	0.00
Increase Cost: Group Insurance Adjustment	5,863	0.00
Increase Cost: Solid Waste Services - Bethesda [Parking Operations]	5,420	0.00
Increase Cost: Contractual Increase for Pay-On-Foot and Pay-By-Space Maintenance - Bethesda [Parking Operations]	1,500	0.00
Increase Cost: Debt Service - Bethesda [Financial Management Program]	1,128	0.00
Decrease Cost: Risk Management Adjustment - Bethesda [Financial Management Program]	-300	0.00
Decrease Cost: Printing and Mail - Bethesda [Parking Operations]	-5,161	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-10,225	-0.28
Decrease Cost: Elimination of One-Time Items Approved in FY15 - Bethesda [Parking Operations]	-30,000	0.00
Decrease Cost: Emergency Battery Backup in Garages - Bethesda [Parking Facility Maintenance and Engineering]	-38,500	0.00
<b>FY16 RECOMMENDED:</b>	<b>15,146,598</b>	<b>20.84</b>
<b>MONTGOMERY HILLS PARKING DISTRICT</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>140,372</b>	<b>0.47</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	1,462	0.00
Increase Cost: Retirement Adjustment	312	0.00
Increase Cost: Group Insurance Adjustment	122	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-97	0.00
Decrease Cost: Risk Management Adjustment - Montgomery Hills [Financial Management Program]	-240	0.00
Shift: Reallocation of Operating Expenses from Montgomery Hills to reflect actual expenses [Parking Operations]	-57,700	0.00

	Expenditures	FTEs
<b>FY16 RECOMMENDED:</b>	<b>84,231</b>	<b>0.47</b>
<b>SILVER SPRING PARKING DISTRICT</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>12,026,340</b>	<b>24.78</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Install Pay-on-Foot Payment System in Garage 58 - Silver Spring [Parking Operations]	635,934	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	73,448	0.00
Shift: Reallocation of Operating Expenses from Montgomery Hills to Silver Spring to reflect actual expenses [Parking Operations]	23,100	0.00
Increase Cost: Retirement Adjustment	19,136	0.00
Increase Cost: Solid Waste Services - Silver Spring [Parking Operations]	10,240	0.00
Increase Cost: Retiree Health Insurance Pre-Funding Adjustment - Silver Spring [Parking Operations]	9,330	0.00
Increase Cost: Group Insurance Adjustment	6,120	0.00
Increase Cost: Replace Rate Plates Related to Performance Pricing - Silver Spring [Parking Operations]	4,327	0.00
Increase Cost: Contractual Increase for Pay-On-Foot and Pay-By-Space - Silver Spring [Parking Operations]	3,730	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-10,476	-0.20
Decrease Cost: Emergency Backup Batteries in Garages - Silver Spring [Parking Facility Maintenance and Engineering]	-57,200	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15 - Silver Spring [Parking Operations]	-1,294,060	0.00
<b>FY16 RECOMMENDED:</b>	<b>11,449,969</b>	<b>24.58</b>
<b>WHEATON PARKING DISTRICT</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>1,348,626</b>	<b>3.52</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	11,604	0.00
Increase Cost: Retirement Adjustment	3,346	0.00
Shift: Reallocation of Operating Expenses from Montgomery Hills to Wheaton to reflect actual expenses [Parking Operations]	2,300	0.00
Increase Cost: Retiree Health Insurance Pre-Funding Adjustment - Wheaton [Parking Operations]	1,400	0.00
Increase Cost: Solid Waste Services - Wheaton [Parking Operations]	1,020	0.00
Increase Cost: Group Insurance Adjustment	969	0.00
Increase Cost: Contractual Increase for Pay-On-Foot and Pay-By-Space - Wheaton [Parking Operations]	240	0.00
Decrease Cost: Risk Management Adjustment -Wheaton [Financial Management Program]	-30	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-2,296	-0.08
Decrease Cost: Emergency Backup Batteries in Garages - Wheaton [Parking Facility Maintenance and Engineering]	-22,000	0.00
<b>FY16 RECOMMENDED:</b>	<b>1,345,179</b>	<b>3.44</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Management Services and Property Development	2,789,471	10.60	2,871,192	11.60
Financial Management Program	8,196,946	5.21	8,144,407	4.20
Parking Facility Maintenance and Engineering	5,558,831	17.98	5,516,148	17.50
Parking Operations	11,982,244	16.10	11,494,230	16.03
<b>Total</b>	<b>28,527,492</b>	<b>49.89</b>	<b>28,025,977</b>	<b>49.33</b>

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(\$000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>BETHESDA PARKING DISTRICT</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	15,147	15,147	15,147	15,147	15,147	15,147
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	0	13	13	13	13	13
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Debt Service</b>	0	2	3	4	-2	-2
These figures represent costs associated with debt service including new debt, pay down of existing debt, and fluctuations due to interest rate assumptions.						
<b>Emergency Battery Backup in Garages</b>	0	39	0	39	0	39
Replacement every two years.						
<b>Retiree Health Insurance Pre-funding</b>	0	0	-5	-11	-14	-17
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
<b>Subtotal Expenditures</b>	<b>15,147</b>	<b>15,200</b>	<b>15,157</b>	<b>15,191</b>	<b>15,144</b>	<b>15,179</b>
<b>MONTGOMERY HILLS PARKING DISTRICT</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	84	84	84	84	84	84
No inflation or compensation change is included in outyear projections.						
<b>Subtotal Expenditures</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>
<b>SILVER SPRING PARKING DISTRICT</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	11,450	11,450	11,450	11,450	11,450	11,450
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY16</b>	0	-524	-524	-524	-524	-524
Items approved for one-time funding in FY16, including a Pay-On-Foot Payment System in Garage 58, will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	0	13	13	13	13	13
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Emergency Backup Batteries in Garages</b>	0	57	0	57	0	57
Replacement every two years.						
<b>Retiree Health Insurance Pre-funding</b>	0	0	-4	-8	-10	-12
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
<b>Silver Spring Lot 3 Parking Garage</b>	0	62	62	62	62	62
These figures represent the impacts on the Operating Budget of projects included in the FY16-20 Recommended Capital Improvements Program.						
<b>Subtotal Expenditures</b>	<b>11,450</b>	<b>11,058</b>	<b>10,998</b>	<b>11,051</b>	<b>10,991</b>	<b>11,046</b>
<b>WHEATON PARKING DISTRICT</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	1,345	1,345	1,345	1,345	1,345	1,345
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	0	2	2	2	2	2
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Emergency Backup Batteries in Garages</b>	0	22	0	22	0	22
Replacement every two years.						
<b>Retiree Health Insurance Pre-funding</b>	0	0	-1	-1	-1	-2
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
<b>Subtotal Expenditures</b>	<b>1,345</b>	<b>1,369</b>	<b>1,347</b>	<b>1,368</b>	<b>1,346</b>	<b>1,367</b>

<b>FY16-21 Public Services Program: Fiscal Plan Bethesda Parking Lot District</b>	<b>Estimated</b>	<b>Recommended</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Assumptions</b>							
Property Tax Rate Real/Improved	0.124	0.000	0.000	0.000	0.000	0.000	0.000
Assessable Base Real/Improved (000)	1,610,800	1,677,000	1,744,500	1,829,100	1,892,300	1,959,800	2,041,400
Property Tax Collection Factor Real Property	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%
Property Tax Rate Personal/Improved	0.310	0.000	0.000	0.000	0.000	0.000	0.000
Assessable Base Personal/Improved (000)	170,100	166,300	164,000	162,400	161,500	159,500	157,500
Property Tax Collection Factor Personal Property	99.40%	99.40%	99.40%	99.40%	99.40%	99.40%	99.40%
Indirect Cost Rate	15.87%	15.98%	15.98%	15.98%	15.98%	15.98%	15.98%
CPI (Fiscal Year)	1.70%	2.00%	2.20%	2.30%	2.50%	2.80%	3.10%
Investment Income Yield	0.30%	0.55%	1.25%	1.75%	2.25%	2.75%	3.25%
<b>Beginning Fund Balance</b>	<b>\$ 25,614,401</b>	<b>\$ 9,809,220</b>	<b>\$ 9,897,394</b>	<b>\$ 11,189,038</b>	<b>\$ 15,432,599</b>	<b>\$ 15,058,632</b>	<b>\$ 14,520,530</b>
<b>Revenues</b>							
Taxes	\$ 2,695,606	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 14,031,000	\$ 14,699,000	\$ 14,699,000	\$ 16,299,000	\$ 16,299,000	\$ 16,299,000	\$ 16,299,000
Fines & Forfeits	\$ 4,600,000	\$ 4,600,000	\$ 4,600,000	\$ 4,600,000	\$ 4,600,000	\$ 4,600,000	\$ 4,600,000
Miscellaneous	\$ (261,546)	\$ 431,310	\$ 2,175,310	\$ 5,011,980	\$ 548,650	\$ 585,320	\$ 640,320
<b>Subtotal Revenues</b>	<b>\$ 21,065,060</b>	<b>\$ 19,730,310</b>	<b>\$ 21,474,310</b>	<b>\$ 25,910,980</b>	<b>\$ 21,447,650</b>	<b>\$ 21,484,320</b>	<b>\$ 21,539,320</b>
<b>Transfers</b>	<b>\$ (6,039,300)</b>	<b>\$ (3,905,538)</b>	<b>\$ (2,222,032)</b>	<b>\$ (2,419,022)</b>	<b>\$ (2,483,559)</b>	<b>\$ (2,558,755)</b>	<b>\$ (2,642,891)</b>
Transfers to General Fund	\$ (359,291)	\$ (354,960)	\$ (354,960)	\$ (354,960)	\$ (354,960)	\$ (354,960)	\$ (354,960)
Indirect Costs	\$ (339,098)	\$ (354,960)	\$ (354,960)	\$ (354,960)	\$ (354,960)	\$ (354,960)	\$ (354,960)
Technology Modernization CIP Project	\$ (20,193)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Transfers to Special Funds</b>	<b>\$ (7,180,009)</b>	<b>\$ (2,050,578)</b>	<b>\$ (1,867,072)</b>	<b>\$ (2,064,062)</b>	<b>\$ (2,128,599)</b>	<b>\$ (2,203,795)</b>	<b>\$ (2,287,931)</b>
Transportation Management District	\$ (492,820)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bethesda Urban District	\$ (2,823,989)	\$ (2,050,578)	\$ (1,867,072)	\$ (1,919,162)	\$ (1,983,699)	\$ (2,058,895)	\$ (2,143,031)
Mass Transit (Fine Revenue)	\$ (3,863,200)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking District Service Facility	\$ -	\$ -	\$ -	\$ (144,900)	\$ (144,900)	\$ (144,900)	\$ (144,900)
<b>Transfers From General Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Transfer from General Fund - Shady Grove Meters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cedar Lane Meters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Transfers From General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer From Silver Spring PLD	\$ 1,500,000	\$ (1,500,000)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Resources</b>	<b>\$ 40,640,161</b>	<b>\$ 25,633,992</b>	<b>\$ 29,149,672</b>	<b>\$ 34,680,996</b>	<b>\$ 34,396,690</b>	<b>\$ 33,984,197</b>	<b>\$ 33,416,959</b>
<b>CIP Current Revenue Appropriation Expenditure</b>	<b>\$ (15,815,290)</b>	<b>\$ (590,000)</b>	<b>\$ (2,492,000)</b>	<b>\$ (3,533,000)</b>	<b>\$ (3,268,000)</b>	<b>\$ (3,081,000)</b>	<b>\$ (3,081,000)</b>
<b>Appropriations/Expenditures</b>							
Operating Budget	\$ (10,055,861)	\$ (10,185,681)	\$ (10,454,271)	\$ (10,744,221)	\$ (11,064,431)	\$ (11,424,811)	\$ (11,835,421)
Existing Debt Service	\$ (4,959,789)	\$ (4,960,917)	\$ (4,963,007)	\$ (4,963,470)	\$ (4,965,220)	\$ (4,958,970)	\$ (4,959,470)
Retiree Health Insurance Pre-Funding	\$ -	\$ -	\$ 20	\$ 5,170	\$ 10,970	\$ 13,990	\$ 17,220
Battery Backup	\$ -	\$ -	\$ (38,500)	\$ -	\$ (38,500)	\$ -	\$ (38,500)
Labor Agreement	\$ -	\$ -	\$ (12,876)	\$ (12,876)	\$ (12,876)	\$ (12,876)	\$ (12,876)
<b>Subtotal PSP Operating Budget Appropriation</b>	<b>\$ (15,015,650)</b>	<b>\$ (15,146,598)</b>	<b>\$ (15,468,634)</b>	<b>\$ (15,715,397)</b>	<b>\$ (16,070,057)</b>	<b>\$ (16,382,667)</b>	<b>\$ (16,829,047)</b>
<b>Total Use of Resources</b>	<b>\$ (30,830,940)</b>	<b>\$ (15,736,598)</b>	<b>\$ (17,960,634)</b>	<b>\$ (19,248,397)</b>	<b>\$ (19,338,057)</b>	<b>\$ (19,463,667)</b>	<b>\$ (19,910,047)</b>
<b>Year End Fund Balance</b>	<b>\$ 9,809,220</b>	<b>\$ 9,897,395</b>	<b>\$ 11,189,038</b>	<b>\$ 15,432,599</b>	<b>\$ 15,058,632</b>	<b>\$ 14,520,530</b>	<b>\$ 13,506,912</b>
<b>Bond Restricted Reserve</b>	<b>\$ (8,784,471)</b>	<b>\$ (8,892,875)</b>	<b>\$ (8,960,102)</b>	<b>\$ (9,040,646)</b>	<b>\$ (9,136,179)</b>	<b>\$ (9,213,944)</b>	<b>\$ (9,213,944)</b>
<b>Year End Available Fund Balance</b>	<b>\$ 1,024,749</b>	<b>\$ 1,004,519</b>	<b>\$ 2,228,936</b>	<b>\$ 6,391,953</b>	<b>\$ 5,922,453</b>	<b>\$ 5,306,586</b>	<b>\$ 4,292,968</b>
<b>Available Fund Balance As A Percent of Resources</b>	<b>3%</b>	<b>4%</b>	<b>8%</b>	<b>18%</b>	<b>17%</b>	<b>16%</b>	<b>13%</b>
<b>Fund Balance Policy Target</b>	<b>\$ 7,573,299</b>	<b>\$ 7,734,317</b>	<b>\$ 7,857,699</b>	<b>\$ 8,035,029</b>	<b>\$ 8,191,334</b>	<b>\$ 8,414,524</b>	<b>\$ 8,414,524</b>

**Assumptions:**

1. The cash balance includes funds required to be held by the District to cover Bond Covenants. Bond coverage (annual net revenues over debt service requirements) is maintained at about 286 percent in FY16.. The minimum requirement is 125 percent.
2. Revenue for the air rights lease for Garage 49 is assumed in FY15-FY21.
3. Over FY16-21, property tax rate is reduced to zero; fine revenue and Transportation Management District transfers are eliminated.
4. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY17-21 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation cost increases, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include unapproved service improvements. 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.
5. The Parking Lot Districts have a fund balance policy target equal to 50 percent of the following year's projected operating budget expenses.

FY16-21 Public Services Program: Fiscal Plan Montgomery Hills Parking Lot District							
	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2015	2016	2017	2018	2019	2020	2021
<b>Assumptions</b>							
Property Tax Rate Real/Improved	0.240	0.000	0.000	0.000	0.000	0.000	0.000
Assessable Base Real/Improved (000)	30,300	31,500	32,800	34,400	35,600	36,900	38,400
Property Tax Collection Factor Real Property	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%
Property Tax Rate Personal/Improved	0.600	0.000	0.000	0.000	0.000	0.000	0.000
Assessable Base Personal/Improved (000)	2,500	2,400	2,400	2,400	2,400	2,400	2,400
Property Tax Collection Factor Personal Property	99.40%	99.40%	99.40%	99.40%	99.40%	99.40%	99.40%
Indirect Cost Rate	15.87%	15.98%	15.98%	15.98%	15.98%	15.98%	15.98%
CPI (Fiscal Year)	1.70%	2.00%	2.20%	2.30%	2.50%	2.80%	3.10%
Investment Income Yield	0.16%	0.19%	0.36%	0.75%	1.35%	1.80%	2.15%
Beginning Fund Balance	\$ 80,484	\$ 89,126	\$ 78,035	\$ 75,888	\$ 79,141	\$ 89,114	\$ 105,417
<b>Revenues</b>							
Taxes	\$ 87,643	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Fines & Forfeits	\$ 25,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000
Miscellaneous	\$ 3,370	\$ 13,100	\$ 25,190	\$ 35,270	\$ 45,350	\$ 55,430	\$ 70,550
Subtotal Revenues	\$ 161,013	\$ 86,100	\$ 98,190	\$ 108,270	\$ 118,350	\$ 128,430	\$ 143,550
<b>Transfers</b>							
Transfers to General Fund	\$ (12,846)	\$ (12,960)	\$ (12,960)	\$ (12,960)	\$ (12,960)	\$ (12,960)	\$ (12,960)
Indirect Costs	\$ (7,381)	\$ (7,960)	\$ (7,960)	\$ (7,960)	\$ (7,960)	\$ (7,960)	\$ (7,960)
Technology Modernization CIP Project	\$ (465)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Regional Services Center	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)
Transfers to Special Funds	\$ -	\$ -	\$ -	\$ (1,610)	\$ (1,610)	\$ (1,610)	\$ (1,610)
Parking District Service Facility	\$ -	\$ -	\$ -	\$ (1,610)	\$ (1,610)	\$ (1,610)	\$ (1,610)
Total Resources	\$ 228,651	\$ 162,266	\$ 163,265	\$ 169,588	\$ 182,921	\$ 202,974	\$ 234,397
<b>Appropriations/Expenditures</b>							
Operating Budget	\$ (139,525)	\$ (84,231)	\$ (87,081)	\$ (90,151)	\$ (93,511)	\$ (97,261)	\$ (101,491)
Labor Agreement	\$ -	\$ -	\$ (296)	\$ (296)	\$ (296)	\$ (296)	\$ (296)
Subtotal PSP Operating Budget Appropriation	\$ (139,525)	\$ (84,231)	\$ (87,377)	\$ (90,447)	\$ (93,807)	\$ (97,557)	\$ (101,787)
Total Use of Resources	\$ (139,525)	\$ (84,231)	\$ (87,377)	\$ (90,447)	\$ (93,807)	\$ (97,557)	\$ (101,787)
Year End Available Fund Balance	\$ 89,126	\$ 78,035	\$ 75,888	\$ 79,141	\$ 89,114	\$ 105,417	\$ 132,610
Available Fund Balance As A Percent of Resources	39%	48%	46%	47%	49%	52%	57%
Target Balance	\$ 42,116	\$ 43,689	\$ 45,224	\$ 46,904	\$ 48,779	\$ 50,894	\$ 50,894

**Assumptions:**

1. Over FY16-21, property tax rate is reduced to zero.
2. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY17-21 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation cost increases, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include unapproved service improvements. 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.
3. The Parking Lot Districts have a fund balance policy target equal to 50 percent of the following year's projected operating budget expenses.

FY16-21 Public Services Program: Fiscal Plan Silver Spring Parking Lot District							
	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2015	2016	2017	2018	2019	2020	2021
<b>Assumptions</b>							
Property Tax Rate Real/Improved	0.317	0.000	0.000	0.000	0.000	0.000	0.000
Assessable Base Real/Improved (000)	2,157,400	2,246,100	2,336,500	2,449,800	2,534,500	2,624,900	2,734,200
Property Tax Collection Factor Real Property	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%
Property Tax Rate Personal/Improved	0.7925	0.000	0.000	0.000	0.000	0.000	0.000
Assessable Base Personal/Improved (000)	123,400	120,600	118,900	117,800	117,200	115,800	114,300
Property Tax Collection Factor Personal Property	99.40%	99.40%	99.40%	99.40%	99.40%	99.40%	99.40%
Indirect Cost Rate	15.87%	15.98%	15.98%	15.98%	15.98%	15.98%	15.98%
CPI (Fiscal Year)	1.70%	2.00%	2.20%	2.30%	2.50%	2.80%	3.10%
Investment Income Yield	0.16%	0.19%	0.36%	0.75%	1.35%	1.80%	2.15%
<b>Beginning Fund Balance</b>	<b>\$ 18,341,172</b>	<b>\$ 14,847,113</b>	<b>\$ 19,202,327</b>	<b>\$ 14,797,994</b>	<b>\$ 14,014,003</b>	<b>\$ 12,755,803</b>	<b>\$ 11,084,113</b>
<b>Revenues</b>							
Taxes	\$ 8,262,275	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 10,706,250	\$ 11,805,800	\$ 11,805,800	\$ 13,705,800	\$ 13,705,800	\$ 13,705,800	\$ 13,705,800
Fines & Forfeits	\$ 2,256,250	\$ 2,256,250	\$ 2,256,250	\$ 2,256,250	\$ 2,256,250	\$ 2,256,250	\$ 2,256,250
Miscellaneous	\$ (1,935,759)	\$ 6,888,540	\$ 122,190	\$ 171,070	\$ 219,950	\$ 268,830	\$ 342,150
<b>Subtotal Revenues</b>	<b>\$ 19,289,016</b>	<b>\$ 20,950,590</b>	<b>\$ 14,184,240</b>	<b>\$ 16,133,120</b>	<b>\$ 16,182,000</b>	<b>\$ 16,230,880</b>	<b>\$ 16,304,200</b>
<b>Transfers</b>							
Transfers to General Fund	\$ (7,529,373)	\$ (1,091,407)	\$ (2,674,695)	\$ (2,596,503)	\$ (2,709,082)	\$ (2,828,462)	\$ (2,966,406)
Indirect Costs	\$ (370,147)	\$ (390,150)	\$ (390,150)	\$ (390,150)	\$ (390,150)	\$ (390,150)	\$ (390,150)
Technology Modernization CIP Project	\$ (346,163)	\$ (390,150)	\$ (390,150)	\$ (390,150)	\$ (390,150)	\$ (390,150)	\$ (390,150)
Other Transfers to General Fund	\$ (23,984)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Transfers to Special Funds</b>	<b>\$ (7,159,226)</b>	<b>\$ (701,257)</b>	<b>\$ (2,284,545)</b>	<b>\$ (2,206,353)</b>	<b>\$ (2,318,932)</b>	<b>\$ (2,438,312)</b>	<b>\$ (2,576,256)</b>
Transportation Management District	\$ (962,430)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Silver Spring Urban District	\$ (2,440,546)	\$ (2,201,257)	\$ (2,284,545)	\$ (2,372,183)	\$ (2,484,762)	\$ (2,604,142)	\$ (2,742,086)
Mass Transit (Fine Revenue)	\$ (2,256,250)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Transfers to Special Funds	\$ (1,500,000)	\$ 1,500,000	\$ -	\$ 165,830	\$ 165,830	\$ 165,830	\$ 165,830
<b>Total Resources</b>	<b>\$ 30,100,815</b>	<b>\$ 34,706,296</b>	<b>\$ 30,711,872</b>	<b>\$ 28,334,611</b>	<b>\$ 27,486,921</b>	<b>\$ 26,158,221</b>	<b>\$ 24,421,907</b>
<b>CIP Current Revenue Appropriation Expenditure</b>	<b>\$ (3,225,000)</b>	<b>\$ (4,054,000)</b>	<b>\$ (4,556,000)</b>	<b>\$ (2,700,000)</b>	<b>\$ (2,700,000)</b>	<b>\$ (2,700,000)</b>	<b>\$ (2,700,000)</b>
<b>Appropriations/Expenditures</b>							
Operating Budget	\$ (10,928,702)	\$ (10,349,969)	\$ (10,649,569)	\$ (10,973,039)	\$ (11,330,349)	\$ (11,732,619)	\$ (12,191,099)
Annualize and One-Time Annualization	\$ -	\$ -	\$ 524,247	\$ 524,247	\$ 524,247	\$ 524,247	\$ 524,247
Operating Leases	\$ (1,100,000)	\$ (1,100,000)	\$ (1,100,000)	\$ (1,100,000)	\$ (1,100,000)	\$ (1,100,000)	\$ (1,100,000)
Retiree Health Insurance Pre-Funding	\$ -	\$ -	\$ 20	\$ 3,560	\$ 7,560	\$ 9,640	\$ 11,870
Battery Backup	\$ -	\$ -	\$ (57,200)	\$ -	\$ (57,200)	\$ -	\$ (57,200)
Labor Agreement	\$ -	\$ -	\$ (13,376)	\$ (13,376)	\$ (13,376)	\$ (13,376)	\$ (13,376)
Lot 3 Parking Garage	\$ -	\$ -	\$ (62,000)	\$ (62,000)	\$ (62,000)	\$ (62,000)	\$ (62,000)
<b>Subtotal PSP Operating Budget Appropriation</b>	<b>\$ (12,028,702)</b>	<b>\$ (11,449,969)</b>	<b>\$ (11,357,878)</b>	<b>\$ (11,620,608)</b>	<b>\$ (12,031,118)</b>	<b>\$ (12,374,108)</b>	<b>\$ (12,887,558)</b>
<b>Total Use of Resources</b>	<b>\$ (15,253,702)</b>	<b>\$ (15,503,969)</b>	<b>\$ (15,913,878)</b>	<b>\$ (14,320,608)</b>	<b>\$ (14,731,118)</b>	<b>\$ (15,074,108)</b>	<b>\$ (15,587,558)</b>
<b>Year End Available Fund Balance</b>	<b>\$ 14,847,113</b>	<b>\$ 19,202,327</b>	<b>\$ 14,797,994</b>	<b>\$ 14,014,003</b>	<b>\$ 12,755,803</b>	<b>\$ 11,084,113</b>	<b>\$ 8,834,349</b>
<b>Available Fund Balance As A Percent of Resources</b>	<b>49%</b>	<b>55%</b>	<b>48%</b>	<b>49%</b>	<b>46%</b>	<b>42%</b>	<b>36%</b>
<b>Target Balance</b>	<b>\$ 5,724,985</b>	<b>\$ 5,678,939</b>	<b>\$ 5,810,304</b>	<b>\$ 6,015,559</b>	<b>\$ 6,187,054</b>	<b>\$ 6,443,779</b>	<b>\$ 6,443,779</b>

**Assumptions:**

- Over FY16-21, property tax rate is reduced to zero; fine revenue and Transportation Management District transfers are eliminated.
- These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY17-21 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation cost increases, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include unapproved service improvements. 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 Parking Lot Districts have a fund balance policy target equal to 50 percent of the following year's projected operating budget expenses.



FY16-21 Public Services Program: Fiscal Plan Wheaton Parking Lot District	Estimated 2015	Recommended 2016	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021
<b>Assumptions</b>							
Property Tax Rate Real/Improved	0.240	0.000	0.000	0.000	0.000	0.000	0.000
Assessable Base Real/Improved (000)	227,800	237,200	246,700	258,700	267,600	277,100	288,600
Property Tax Collection Factor Real Property	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%	99.20%
Property Tax Rate Personal/Improved	0.600	0.000	0.000	0.000	0.000	0.000	0.000
Assessable Base Personal/Improved (000)	10,100	9,900	9,800	9,700	9,600	9,500	9,400
Property Tax Collection Factor Personal Property	99.40%	99.40%	99.40%	99.40%	99.40%	99.40%	99.40%
Indirect Cost Rate	15.87%	15.98%	15.98%	15.98%	15.98%	15.98%	15.98%
CPI (Fiscal Year)	1.70%	2.00%	2.20%	2.30%	2.50%	2.80%	3.10%
Investment Income Yield	0.16%	0.19%	0.36%	0.75%	1.35%	1.80%	2.15%
<b>Beginning Fund Balance</b>	<b>\$ 1,343,049</b>	<b>\$ 1,436,975</b>	<b>\$ 1,442,816</b>	<b>\$ 1,394,829</b>	<b>\$ 1,316,112</b>	<b>\$ 1,474,013</b>	<b>\$ 1,610,714</b>
<b>Revenues</b>							
Taxes	\$ 612,004	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 960,000	\$ 960,000	\$ 960,000	\$ 960,000	\$ 1,296,288	\$ 1,296,288	\$ 1,296,288
Fines & Forfeits	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 681,900	\$ 681,900	\$ 681,900
Miscellaneous	\$ 2,040	\$ 7,930	\$ 15,250	\$ 21,350	\$ 27,450	\$ 33,550	\$ 42,700
<b>Subtotal Revenues</b>	<b>\$ 2,174,044</b>	<b>\$ 1,567,930</b>	<b>\$ 1,575,250</b>	<b>\$ 1,581,350</b>	<b>\$ 2,005,638</b>	<b>\$ 2,011,738</b>	<b>\$ 2,020,888</b>
<b>Transfers</b>							
Transfers to General Fund	\$ (576,253)	\$ (59,910)	\$ (59,910)	\$ (79,230)	\$ (79,230)	\$ (79,230)	\$ (79,230)
Indirect Costs	\$ (58,933)	\$ (59,910)	\$ (59,910)	\$ (59,910)	\$ (59,910)	\$ (59,910)	\$ (59,910)
Technology Modernization CIP Project	\$ (55,478)	\$ (59,910)	\$ (59,910)	\$ (59,910)	\$ (59,910)	\$ (59,910)	\$ (59,910)
	\$ (3,455)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Transfers to Special Funds</b>	<b>\$ (517,320)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (19,320)</b>	<b>\$ (19,320)</b>	<b>\$ (19,320)</b>	<b>\$ (19,320)</b>
Wheaton Urban District	\$ (292,320)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Mass Transit (Fine Revenue)	\$ (225,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking District Service Facility	\$ -	\$ -	\$ -	\$ (19,320)	\$ (19,320)	\$ (19,320)	\$ (19,320)
<b>Total Resources</b>	<b>\$ 2,940,840</b>	<b>\$ 2,944,995</b>	<b>\$ 2,958,156</b>	<b>\$ 2,896,949</b>	<b>\$ 3,242,520</b>	<b>\$ 3,406,521</b>	<b>\$ 3,552,372</b>
<b>CIP Current Revenue Appropriation Expenditure</b>	<b>\$ (157,000)</b>	<b>\$ (157,000)</b>	<b>\$ (157,000)</b>	<b>\$ (157,000)</b>	<b>\$ (157,000)</b>	<b>\$ (157,000)</b>	<b>\$ (157,000)</b>
<b>Appropriations/Expenditures</b>							
Operating Budget	\$ (1,346,865)	\$ (1,345,179)	\$ (1,382,299)	\$ (1,422,349)	\$ (1,466,509)	\$ (1,516,119)	\$ (1,572,529)
Retiree Health Insurance Pre-Funding	\$ -	\$ -	\$ -	\$ 540	\$ 1,140	\$ 1,450	\$ 1,780
Battery Backup	\$ -	\$ -	\$ (22,000)	\$ -	\$ (22,000)	\$ -	\$ (22,000)
Labor Agreement	\$ -	\$ -	\$ (2,028)	\$ (2,028)	\$ (2,028)	\$ (2,028)	\$ (2,028)
Garage 13	\$ -	\$ -	\$ -	\$ -	\$ (122,110)	\$ (122,110)	\$ (122,110)
<b>Subtotal PSP Operating Budget Appropriation</b>	<b>\$ (1,346,865)</b>	<b>\$ (1,345,179)</b>	<b>\$ (1,406,327)</b>	<b>\$ (1,423,837)</b>	<b>\$ (1,611,507)</b>	<b>\$ (1,638,807)</b>	<b>\$ (1,716,887)</b>
<b>Total Use of Resources</b>	<b>\$ (1,503,865)</b>	<b>\$ (1,502,179)</b>	<b>\$ (1,563,327)</b>	<b>\$ (1,580,837)</b>	<b>\$ (1,768,507)</b>	<b>\$ (1,795,807)</b>	<b>\$ (1,873,887)</b>
<b>Year End Available Fund Balance</b>	<b>\$ 1,436,975</b>	<b>\$ 1,442,816</b>	<b>\$ 1,394,829</b>	<b>\$ 1,316,112</b>	<b>\$ 1,474,013</b>	<b>\$ 1,610,714</b>	<b>\$ 1,678,485</b>
<b>Available Fund Balance As A Percent of Resources</b>	<b>49%</b>	<b>49%</b>	<b>47%</b>	<b>45%</b>	<b>45%</b>	<b>47%</b>	<b>47%</b>
<b>Target Balance</b>	<b>\$ 672,590</b>	<b>\$ 703,164</b>	<b>\$ 711,919</b>	<b>\$ 805,754</b>	<b>\$ 819,404</b>	<b>\$ 858,444</b>	<b>\$ 858,444</b>

#### Assumptions:

- Over FY16-21, property tax rate is reduced to zero; Urban District transfer is eliminated.
- These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY17-21 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation cost increases, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include unapproved service improvements. 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 Parking Lot Districts have a fund balance policy target equal to 50 percent of the following year's projected operating budget expenses.

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# Transit Services

## 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 FY16 Operating Budget for the Division of Transit Services is \$126,690,185, an increase of \$820,430 or 0.7 percent from the FY15 Approved Budget of \$125,869,755. Personnel Costs comprise 56.4 percent of the budget for 826 full-time positions, and a total of 837.19 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 43.6 percent of the FY16 budget.

The general obligation bond Debt Service for the Mass Transit Fund is appropriated in the Debt Service Fund and is not displayed in this section. To pay for the Debt Service, a transfer of funds from the Mass Transit Fund to the Debt Service Fund of \$11,046,940 is required.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***An Effective and Efficient Transportation Network***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***Vital Living for All of Our Residents***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Starting in January 2015, expanded Silver Spring Van Go shuttle hours to Monday through Thursday 7am - midnight and Friday through Saturday 7am - 2am.***
- ❖ ***In FY16, expand the Bethesda Circulator route to Bradley Boulevard and Battery Lane - connecting residents, visitors, and commuters to County parking garages, the Bethesda Metro, retail and restaurants, and local grocery stores - and bring the service within walking distance of NIH and Walter Reed.***
- ❖ ***A new Call-n-Ride community outreach program has been initiated to inform residents about the program and encourage more participation. Outreach efforts include dissemination of brochures and presentations at senior centers.***
- ❖ ***Enhanced Call-n-Ride eligibility requirements to increase subsidies and reduce monthly co-payments for 528 current participants. This has also increased the number of County residents eligible for the program.***
- ❖ ***Developed and instituted On Time Performance recognition for Ride On Drivers***
- ❖ ***Partnered with Montgomery College to design and promote Commercial Drivers License technical training in Rockville***

❖ **Partnered with 30 schools and 21 libraries to sell Youth Cruiser Smarttrip cards**

❖ **Productivity Improvements**

- **Created two videos in house, one on how to join/use Capital Bikeshare and another on how to use biking and Ride On.**
- **Contracted for services to conduct employer and residential outreach for the Transportation Management Districts (TMDs): Friendship Heights, Greater Shady Grove, and Silver Spring.**

## PROGRAM CONTACTS

Contact Darlene Flynn of the Division of Transit Services at 240.777.5807 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Medicaid and Senior Programs

Special Transportation Programs provide: Medicaid transportation to and from Medical appointments for eligible participants; a user-side subsidy program (Call-n-Ride) that provides travel options for low-income elderly and disabled; and information on public private transportation programs available to seniors and persons with disabilities.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>8,259,880</b>	<b>10.85</b>
Decrease Cost: Efficiency cost savings in the Call-n-Ride Program	-869,061	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	12,356	0.00
<b>FY16 CE Recommended</b>	<b>7,403,175</b>	<b>10.85</b>

### Ride On

Fixed-route bus service is provided by the Ride On system throughout the County. Ride On operates primarily in neighborhoods and provides a collector and distributor service to the major transfer points and transit centers in the County. Ride On supplements and coordinates the County's mass transit services with Metrobus and Metrorail service which is provided by the Washington Metropolitan Area Transit Authority. The Ride On transit system operates and manages more than 78 routes; maintains a strategic plan for replacement of the bus fleet; trains new bus operators and provides continuing safety, remedial and refresher instruction for existing operators; and coordinates activities with a state of the art Central Communications Center; which also operates Ride On's computer-aided dispatch/automatic vehicle location system.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Hours of Service	1,083,876	1,113,892	1,134,000	1,145,340	1,156,793
Number of Reported Collisions Between Ride On Buses and a Person or Object, per 100,000 miles driven	4.0	4.0	3.8	3.8	3.8
On time performance for Ride On buses		87.5%	87.6%	87.6%	87.6%
Passengers Per Hour of Service	24.5	23.6	23.1	23.1	23.1
Passengers Transported (millions)	26.603	26.337	26.153	26.441	26.731
Passengers Transported Per Capita (Ratio of the Number of Passengers Boarding a Ride On bus Within the Fiscal Year and the County Population)	27.1	26.7	26.4	26.5	26.7
Percent of Ride On Customers Who Report a Satisfactory Customer Service Experience	N/A	N/A	N/A	N/A	N/A
Reported Ride On Complaints Per 100,000 Bus Riders	27.0	24.3	24.0	23.5	23.0
Scheduled Ride On Roundtrip Circuits Missed, in Whole or in Part, per 1,000 Roundtrip Circuits	8.30	5.45	5.92	5.45	5.45

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>102,458,978</b>	<b>762.91</b>
Increase Cost: Retirement Adjustment	378,871	0.00
Add: Annualization of Operating expenses for FY15 Ride On increased service and VanGo expansion	321,229	0.00
Increase Cost: Annualization of FY15 Lapsed Positions	261,010	0.00
Increase Cost: Group Insurance Adjustment	237,945	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-545,262	0.71

	<b>Expenditures</b>	<b>FTEs</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-924,165	1.98
<b>FY16 CE Recommended</b>	<b>102,188,606</b>	<b>765.60</b>

### **Commuter Services**

The Commuter Services Section promotes alternatives to the single occupant vehicle -- including transit, car/vanpooling, biking, walking and telework--to reduce traffic congestion and improve air quality. Programs and services are concentrated in the County's five Transportation Management Districts: Silver Spring, Friendship Heights, Bethesda, North Bethesda and Greater Shady Grove, and in the Wheaton Transportation Planning & Policy area. Commuting information and assistance is also provided to businesses, employees, and residents throughout the County. Programs are developed to support use of transportation options and the section coordinates with other local, state and regional agencies on efforts to improve effectiveness of those options.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,340,204</b>	<b>17.80</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	125,831	0.39
<b>FY16 CE Recommended</b>	<b>3,466,035</b>	<b>18.19</b>

### **Taxi Regulation**

The Taxi Regulation program is responsible for issuance, enforcement, renewal, and management of passenger vehicle licenses and taxicab driver IDs. This program administers the taxicab regulation, licensing, and permit activities of chapter 53 of the Montgomery County Code.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>811,786</b>	<b>7.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	47,165	0.00
<b>FY16 CE Recommended</b>	<b>858,951</b>	<b>7.00</b>

### **Customer Service**

The Customer Service program is the interface between Ride On's service delivery and customer information. In addition to managing the distribution of paper transit timetables, web sites are maintained and updated as well as real time information is provided through various media (phone, web, mobile apps and signs). In addition, system information is provided by way of electronic system maps and informational displays inside and outside of buses and bus stop shelters. As needed, public forums are arranged for proposed service changes.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,626,034</b>	<b>6.13</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,356	0.00
<b>FY16 CE Recommended</b>	<b>1,630,390</b>	<b>6.13</b>

### **Transit Parking Facility Maintenance**

The Transit Parking Facility Maintenance program funds the operation and maintenance of the Park & Ride Lots as well as Transit Centers. The Division of Parking Management Operations section provides and manages the maintenance services.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>301,344</b>	<b>1.11</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	17,422	0.17
<b>FY16 CE Recommended</b>	<b>318,766</b>	<b>1.28</b>

### **Transit Operations Planning**

The Transit Operations Planning program provides comprehensive, coordinated, and integrated services to assure the County's transit needs are met. To accomplish this objective, the program plans and schedules Ride On service; evaluates and develops Ride On

routes; and coordinates bus service with the Washington Metropolitan Area Transit Authority.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,439,028</b>	<b>18.70</b>
Shift: Funding of Bethesda Circulator from Bethesda Urban District to Mass Transit Fund	728,551	0.00
Add: Non-Public School Traffic Mitigation Program	659,973	1.00
Add: Tobytown Service Pilot Program (ridership will be monitored)	220,000	0.00
Enhance: Bethesda Circulator - third bus and expanded route starting January 2016	160,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	39,254	-1.00
<b>FY16 CE Recommended</b>	<b>4,246,806</b>	<b>18.70</b>

## Passenger Facilities

The Passenger Facilities program provides for the safe, comfortable, clean, and accessible entry for transit customers into the transit system. The program is responsible for supervising the construction and maintenance of bus shelters and the collection of the County's share of revenues generated through advertising sales, as provided under a 15-year franchise agreement. It is also responsible for the purchase, installation, maintenance and replacement of all equipment, including but not limited to bus benches, trash receptacles, transit information display units, and other passenger amenities. The program installs and maintains all system signage, including poles and bus stop flags.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,017,960</b>	<b>4.00</b>
Increase Cost: Maintenance for transit centers, park and ride lots, and bus stops	45,255	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.	18,090	0.00
<b>FY16 CE Recommended</b>	<b>1,081,305</b>	<b>4.00</b>

## Fixed Costs

The Fixed Costs program contains certain cost items that involve long-term funding commitments independent of the annual scope of program costs. Fixed costs included in this category are utility payments and insurance. Casualty insurance for Ride On is provided through the Division of Risk Management. The costs are required or "fixed" based on the existence of the programs, but the actual amount is based on anticipated rates and the proposed size and scope of the related unit or program.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,101,271</b>	<b>0.67</b>
Increase Cost: Based on actual utilities costs for transit depots	200,000	0.00
Decrease Cost: Risk Management Adjustment	-293,318	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.	0	-0.67
<b>FY16 CE Recommended</b>	<b>3,007,953</b>	<b>0.00</b>

## Administration

The Administration program provides general management, planning, supervision, and support for the Division. It performs financial management tasks, administers contracts, manages grants, provides personnel management functions, and provides Montgomery County's financial support to the Washington Suburban Transit Commission.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,513,270</b>	<b>6.45</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-25,072	-1.01
<b>FY16 CE Recommended</b>	<b>2,488,198</b>	<b>5.44</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>MASS TRANSIT</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	46,606,626	49,167,284	49,568,983	51,094,454	3.9%
Employee Benefits	16,213,495	17,783,009	17,158,196	18,557,612	4.4%
<b>Mass Transit Personnel Costs</b>	<b>62,820,121</b>	<b>66,950,293</b>	<b>66,727,179</b>	<b>69,652,066</b>	<b>4.0%</b>
Operating Expenses	53,867,156	54,221,900	54,453,848	52,340,557	-3.5%
Capital Outlay	0	0	0	0	—
<b>Mass Transit Expenditures</b>	<b>116,687,277</b>	<b>121,172,193</b>	<b>121,181,027</b>	<b>121,992,623</b>	<b>0.7%</b>
<b>PERSONNEL</b>					
Full-Time	791	810	810	811	0.1%
Part-Time	0	0	0	0	—
FTEs	800.95	820.69	820.69	822.40	0.2%
<b>REVENUES</b>					
Bus Advertising	610,922	520,000	520,000	545,000	4.8%
Investment Income	4,191	1,790	7,710	7,710	330.7%
Miscellaneous Revenues	162,579	0	0	0	—
Motor Pool Charges/Fees	481,696	0	0	0	—
Parking Fees	796,505	661,385	661,385	661,385	—
Parking Fines	546,627	405,000	405,000	405,000	—
Property Tax	70,991,730	68,920,536	68,735,499	107,000,412	55.3%
Ride On Fare Revenue	21,655,986	23,638,593	23,638,593	23,534,593	-0.4%
State Aid: Call N' Ride	318,256	379,110	379,110	379,110	—
State Aid: Damascus Fixed Route	214,021	309,950	309,950	309,950	—
State Aid: Ride On	33,184,941	38,674,612	38,674,612	39,089,040	1.1%
Taxi Licensing Fees	545,877	531,000	531,000	531,000	—
Other Charges/Fees	1,465,723	878,194	878,194	982,194	11.8%
Other Fines/Forfeitures	12,905	0	0	0	—
<b>Mass Transit Revenues</b>	<b>130,991,959</b>	<b>134,920,170</b>	<b>134,741,053</b>	<b>173,445,394</b>	<b>28.6%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,079,882	1,367,200	1,367,200	1,373,507	0.5%
Employee Benefits	392,184	381,597	381,597	375,290	-1.7%
<b>Grant Fund MCG Personnel Costs</b>	<b>1,472,066</b>	<b>1,748,797</b>	<b>1,748,797</b>	<b>1,748,797</b>	—
Operating Expenses	4,013,549	2,948,765	2,948,765	2,948,765	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>5,485,615</b>	<b>4,697,562</b>	<b>4,697,562</b>	<b>4,697,562</b>	—
<b>PERSONNEL</b>					
Full-Time	15	15	15	15	—
Part-Time	0	0	0	0	—
FTEs	15.11	14.93	14.93	14.79	-0.9%
<b>REVENUES</b>					
Federal Grants	2,896,003	1,763,357	1,763,357	1,763,357	—
Miscellaneous Revenues	111,611	0	0	0	—
Other Charges/Fees	73,320	0	0	0	—
State Grants	1,522,662	2,934,205	2,934,205	2,934,205	—
Other Intergovernmental	100,000	0	0	0	—
<b>Grant Fund MCG Revenues</b>	<b>4,703,596</b>	<b>4,697,562</b>	<b>4,697,562</b>	<b>4,697,562</b>	—
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>122,172,892</b>	<b>125,869,755</b>	<b>125,878,589</b>	<b>126,690,185</b>	<b>0.7%</b>
<b>Total Full-Time Positions</b>	<b>806</b>	<b>825</b>	<b>825</b>	<b>826</b>	<b>0.1%</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
<b>Total FTEs</b>	<b>816.06</b>	<b>835.62</b>	<b>835.62</b>	<b>837.19</b>	<b>0.2%</b>
<b>Total Revenues</b>	<b>135,695,555</b>	<b>139,617,732</b>	<b>139,438,615</b>	<b>178,142,956</b>	<b>27.6%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>MASS TRANSIT</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>121,172,193</b>	<b>820.69</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Non-Public School Traffic Mitigation Program [Transit Operations Planning]	659,973	1.00
Add: Annualization of Operating expenses for FY15 Ride On increased service and VanGo expansion [Ride On]	321,229	0.00
Add: Tobytown Service Pilot Program (ridership will be monitored) [Transit Operations Planning]	220,000	0.00
Enhance: Bethesda Circulator - third bus and expanded route starting January 2016 [Transit Operations Planning]	160,000	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	2,286,575	0.00
Shift: Funding of Bethesda Circulator from Bethesda Urban District to Mass Transit Fund [Transit Operations Planning]	728,551	0.00
Increase Cost: Retirement Adjustment [Ride On]	378,871	0.00
Increase Cost: Annualization of FY15 Lapsed Positions [Ride On]	261,010	0.00
Increase Cost: Group Insurance Adjustment [Ride On]	237,945	0.00
Increase Cost: Based on actual utilities costs for transit depots [Fixed Costs]	200,000	0.00
Increase Cost: Maintenance for transit centers, park and ride lots, and bus stops [Passenger Facilities]	45,255	0.00
Decrease Cost: Printing and Mail	-80,389	0.00
Decrease Cost: Risk Management Adjustment [Fixed Costs]	-293,318	0.00
Decrease Cost: Annualization of FY15 Personnel Costs [Ride On]	-545,262	0.71
Decrease Cost: Efficiency cost savings in the Call-n-Ride Program [Medicaid and Senior Programs]	-869,061	0.00
Decrease Cost: Motor Pool Rate Adjustment	-2,890,949	0.00
<b>FY16 RECOMMENDED:</b>	<b>121,992,623</b>	<b>822.40</b>
<b>GRANT FUND MCG</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>4,697,562</b>	<b>14.93</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Technical Adj: Staff allocation to Commuter Services and Medicaid Grants	0	-0.14
<b>FY16 RECOMMENDED:</b>	<b>4,697,562</b>	<b>14.79</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Medicaid and Senior Programs	8,259,880	10.85	7,403,175	10.85
Ride On	102,458,978	762.91	102,188,606	765.60
Commuter Services	3,340,204	17.80	3,466,035	18.19
Taxi Regulation	811,786	7.00	858,951	7.00
Customer Service	1,626,034	6.13	1,630,390	6.13
Transit Parking Facility Maintenance	301,344	1.11	318,766	1.28
Transit Operations Planning	2,439,028	18.70	4,246,806	18.70
Passenger Facilities	1,017,960	4.00	1,081,305	4.00
Fixed Costs	3,101,271	0.67	3,007,953	0.00
Administration	2,513,270	6.45	2,488,198	5.44
<b>Total</b>	<b>125,869,755</b>	<b>835.62</b>	<b>126,690,185</b>	<b>837.19</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
<b>MASS TRANSIT</b>					
Health and Human Services	County General Fund	282,694	0.00	282,694	0.00
<b>GRANT FUND MCG</b>					
Health and Human Services	Grant Fund MCG	127,000	0.00	127,000	0.00

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(\$000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>MASS TRANSIT</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>121,993</b>	<b>121,993</b>	<b>121,993</b>	<b>121,993</b>	<b>121,993</b>	<b>121,993</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>511</b>	<b>511</b>	<b>511</b>	<b>511</b>	<b>511</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>121,993</b>	<b>122,504</b>	<b>122,504</b>	<b>122,504</b>	<b>122,504</b>	<b>122,504</b>





# Health and Human Services

## MISSION STATEMENT

The Department of Health and Human Services (HHS) 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, and private agencies to promote and sustain partnerships, which increase the availability of needed services.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Department of Health and Human Services is \$285,547,766, an increase of \$986,453 or 0.3 percent from the FY15 Approved Budget of \$284,561,313. Personnel Costs comprise 56.1 percent of the budget for 1,343 full-time positions and 327 part-time positions, and a total of 1,577.66 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 43.9 percent of the FY16 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Affordable Housing in an Inclusive Community***
- ❖ ***Children Prepared to Live and Learn***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***Safe Streets and Secure Neighborhoods***
- ❖ ***Vital Living for All of Our Residents***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Multi-Program Measures</b>					
Percent of client cases needing assistance with multiple services for which effective team functioning is documented (Service Integration Cases)	60	79	70	70	70
Percent of Medical Assistance applications approved for enrollment <sup>1</sup>	72	77	N/A	N/A	N/A
Percent of reviewed HHS client cases that demonstrate beneficial impact from received services	92	95	92	92	92
Percentage of client cases needing assistance with multiple services for which effective team formation is documented (Quality Service Review) <sup>2</sup>	67	86	71	71	75
Percentage of client cases needing assistance with multiple services for which effective team formation is documented (Service Integration Cases)	92	88	93	93	93
Percentage of client cases needing assistance with multiple services for which effective team functioning is documented (Quality Service Review) <sup>3</sup>	50	77	67	67	70
Percentage of seniors and adults with disabilities who avoid institutional placement while receiving case management services	94.7	96.0	95.0	95.0	95.0

	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Weighted composite of HHS client cases that demonstrate beneficial impact from received services: Improved health and wellness (1-100 scale)	55.2	56.9	55.0	55.0	55.0
Weighted composite score of HHS client cases that demonstrate beneficial impact from received services: Greater independence (1-100 scale)	87.7	85.8	86.0	86.0	86.0
Weighted composite score of HHS client cases that demonstrate beneficial impact from received services: Risk mitigation (1-100 scale)	84.7	84.2	84.0	84.0	84.0
Weighted percent of DHHS customers satisfied with the services they received from DHHS staff	96.2	97.6	95.0	95.0	95.0

<sup>1</sup> HHS is not projecting results for FY15-17 at this time due to multiple variables related to the Affordable Care Act (ACA) implementation and their resulting impact.

<sup>2</sup> Performance improvement for Quality Service Review measures is attributed to implementation of an integrated case practice model for selected intensive-needs clients throughout the department.

<sup>3</sup> Performance decline in this measure is attributed to larger caseloads matched with more complex client needs, resulting in less time to integrate others into decision-making and coordination.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Establish the Children's Opportunity Fund jointly with Montgomery County Public Schools to support policy priorities related to addressing the social determinants that impact the achievement gap for vulnerable children and the barriers faced by their families.***
- ❖ ***Add funds to support the relocation of Children's Resource Center to a lease space that meets programmatic and clients' needs.***
- ❖ ***Add funds to the Developmental Disability Supplement to increase the differential between the wage provided to direct service workers and the County's minimum wage.***
- ❖ ***Continue providing nurse monitoring services to more than 2,000 senior and disabled clients receiving services through the State's new Medicaid waiver program, Community First Choice.***
- ❖ ***Maintain the raised Adult Foster Care reimbursement rate to reduce the gap between the County and State subsidy for senior assisted living group homes.***
- ❖ ***Continue funding support for respite services to meet the need of families with disabilities.***
- ❖ ***Continue supporting a therapist in Trauma Services to expand clinical service capacity in the Abused Persons Program and address waitlists for victims of domestic violence.***
- ❖ ***Continue funding support for health care, employment training, and supportive services to multicultural, low-income residents.***
- ❖ ***Add funds to support a full-year operation of the Linkages to Learning Program at South Lake Elementary School.***
- ❖ ***Continue funding support for Saturday School Program through the George B. Thomas Learning Academy to serve the County's academically at-risk students.***
- ❖ ***In 2014 the County Executive signed into law "Design for Life Montgomery" legislation to provide tax credits to builders and homeowners for including features in new and existing residential housing to improve accessibility for persons of all ages, including seniors and those with disabilities.***
- ❖ ***Adult Forensic Services will oversee collaborative post-booking diversion and community-based service delivery to 120 vulnerable, mentally ill, low-level offender recidivists, through the implementation of a \$600,000 two-year Bureau of Justice Assistance grant awarded in FY15. The grant will support improved treatment participation, reduced recidivism and help stabilize frequent consumers of the criminal justice system in the community.***
- ❖ ***The Senior Nutrition Program expanded congregate meals to the White Oak Community Recreation Center from three to five days per week, while the lunch program at the Mid-County Community Recreation Center more than doubled the number of meals served over the past year. In addition, the program distributed 781 Senior Farmer's Market Coupon booklets worth \$30 each this past summer.***
- ❖ ***During FY14, the Crisis Center provided behavioral assessment, referrals, and recommendations for follow-ups provided to 1,035 children and adolescents referred by Montgomery County Public Schools, a 97 percent increase over FY12 when 526 were served.***

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- ❖ **The Care for Kids program served more than 3,020 children in FY14, including 254 new enrollees. Of these new patients, 150 were unaccompanied minor children.**
  - ❖ **The Maternity Partnership program served 1,635 women in FY14. In FY15, a fourth service location was added, enhancing service accessibility and availability for patients in the northern part of the County.**
  - ❖ **To implement the Federal Uninterrupted Scholars Act and Family Educational Rights and Privacy Act, Child Welfare Services (CWS) has collaborated with Montgomery County Public Schools (MCPS) to share child-specific data in order to make better decisions about a child's placement, well-being, and transition goals. A training program, Endless Dreams, was also developed to increase awareness of general and educational needs of foster care children.**
  - ❖ **Positive Youth Development staff trained 260 school personnel to better understand the appearance of what culturally-based, trauma-informed services, and provided workshops to 300 parents on transformational healing which is a process that helps build protective factors to high risk activity. Thirty-nine practitioners in the County were trained and certified on culturally based, trauma informed approaches.**
  - ❖ **Montgomery County kicked off the 100,000 Homes Campaign, a national effort to house the most vulnerable homeless individuals and families in our community, with a Registry Week during November, 2013 to locate and identify the most vulnerable homeless persons in the community. To further support this effort, funding was approved for two new permanent supportive housing programs to serve 30 medically vulnerable households.**
  - ❖ **An Interagency Commission on Homelessness was created to improve community-wide planning and oversee efforts to prevent and end homelessness in Montgomery County.**
  - ❖ **Special Needs Housing received more than 6,200 requests for emergency assistance and provided more than 3,700 emergency assistance grants totaling \$2.9 million to resolve housing and utility emergencies.**
  - ❖ **The Community Action Agency's Takoma-East Silver Spring Center (TESS) served 8,800 "walk in" customers requesting social service, case management, and resource assistance. TESS initiated Summer Meals, serving up to 60 children daily, and provided access and outreach for nonprofit partners, including health insurance enrollment through the Affordable Care Act.**
  - ❖ **In addition to the funding for this Department, the recommended budget includes funds for community organizations that augment County services including \$1.1 million for community organizations serving the disabled, \$977,459 for organizations extending senior services, \$446,290 for organizations providing public health services, \$757,580 for community organizations supplementing County behavioral health services, and \$1.2 million for organizations providing safety net services to County residents. These community organizations are critical to providing an effective network of services in a more cost-effective, culturally appropriate, and flexible way. Additionally, they are able to leverage community resources that are unavailable to County Government.**
  - ❖ **Productivity Improvements**
    - **Under a Memorandum of Agreement with MCPS, the Community Support Network's Autism Waiver Program provides service coordination to 245 MCPS students including 10 children added as of October, 2014. The program has had three consecutive "perfect" audit ratings from the State.**
    - **In FY14, the Jail Addiction Services (JAS) program underwent major infrastructure changes including the hiring of a new Supervisory Therapist, the selection of two Therapist-II's, and the implementation of a new electronic data gathering process. The system will provide accurate and easily accessible data that results in more consistent and clinically sound service delivery.**
    - **Over the past six months, Dental Services has successfully implemented a new electronic program management system and an electronic Dental Records System at all six dental clinic locations.**
    - **Licensure and Regulatory Services created and implemented a Medical Facility Tracking Board for WebEOC, a web-based information management system used by public safety officials and emergency first responders as a single access point for the collection and dissemination of emergency information and response coordination. All nursing facilities, large assisted living facilities, hospitals, and dialysis centers will be on this board so that staff at the County Emergency Operations Center can monitor and update all facility status changes during an emergency.**
    - **Alternative Response (AR) was implemented to provide a different response to child protective service reports that meet the legal definition of child maltreatment. Through AR, child protective services workers collaborate with the parents, the community, and family supports to reduce the risk of harm to children and ensure safety. In**

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**FY14, 32 percent of all interventions were sent for an Alternative Response.**

- ***The integration of the Income Supports and Child Care Subsidy offices has resulted in improved outcomes in maintaining compliance and minimizing the error rate despite the increase in caseloads and the additional work associated with implementation of the Affordable Care Act (ACA) enrollment.***
- ***Special Need Housing, in partnership with community homeless providers, implemented a coordinated assessment system to identify, prioritize, and refer homeless residents most in need to permanent supportive housing. This process assures that available openings are filled quickly and reduces the time people spend in homelessness.***
- ***In Tax year 2013, the Community Action Agency's Volunteer Income Tax Assistance (VITA) Partnership prepared over 2,000 tax returns, helping families access more than \$4 million in refunds, including \$1.4 million in Earned Income and Child Tax Credits. The Maryland Creating Assets, Savings, and Hope Campaign recognized the County's VITA partnership for contributing the highest number of volunteer hours among its Coalition members***
- ***Commit funds to continue the implementation of the Department's Enterprise Integrated Case Management system to streamline intake for many HHS programs and provide HHS with a more complete picture of its clients and their circumstances in order to support more collaborative, cost-effective care with better client outcomes.***

## **PROGRAM CONTACTS**

Contact Stuart Venzke of the Department of Health and Human Services at 240.777.1211 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this department's operating budget.

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	75,805,736	82,726,073	80,323,361	82,852,286	0.2%
Employee Benefits	28,569,994	30,669,976	30,098,429	32,125,345	4.7%
<b>County General Fund Personnel Costs</b>	<b>104,375,730</b>	<b>113,396,049</b>	<b>110,421,790</b>	<b>114,977,631</b>	<b>1.4%</b>
Operating Expenses	89,264,942	94,801,911	94,201,682	90,830,436	-4.2%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>193,640,672</b>	<b>208,197,960</b>	<b>204,623,472</b>	<b>205,808,067</b>	<b>-1.1%</b>
<b>PERSONNEL</b>					
Full-Time	792	808	808	799	-1.1%
Part-Time	288	289	289	292	1.0%
FTEs	1,150.14	1,161.66	1,161.66	1,152.70	-0.8%
<b>REVENUES</b>					
Core Health Services Funding	3,975,153	4,411,426	4,411,430	3,975,150	-9.9%
Federal Financial Participation Reimbursements	13,929,286	11,660,530	13,910,420	14,083,420	20.8%
Health and Human Services Fees	1,379,170	1,426,320	1,424,210	1,332,800	-6.6%
Health Inspection: Restaurants	1,805,645	1,808,680	1,737,820	1,737,820	-3.9%
Health Inspections: Living Facilities	272,848	240,730	240,730	240,730	—
Health Inspections: Swimming Pools	544,905	501,220	526,390	526,330	5.0%
Indirect Costs: Grants	-198	0	0	0	—
Investment Income	81	0	0	0	—
Marriage Licenses	327,933	286,100	305,000	305,000	6.6%
Medicaid/Medicare Reimbursement	3,943,386	2,852,088	3,792,180	2,009,466	-29.5%
Miscellaneous Revenues	32,571	0	0	0	—
Nursing Home Reimbursement	658,315	666,850	666,850	666,850	—
Other Fines/Forfeitures	2,600	1,400	1,400	1,400	—
Other Intergovernmental	1,863,985	3,604,906	4,405,100	3,915,730	8.6%
Other Licenses/Permits	53,417	73,620	71,170	71,170	-3.3%
<b>County General Fund Revenues</b>	<b>28,789,097</b>	<b>27,533,870</b>	<b>31,492,700</b>	<b>28,865,866</b>	<b>4.8%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	31,625,428	31,469,476	31,469,476	33,170,688	5.4%
Employee Benefits	11,660,074	11,782,129	11,782,129	12,126,315	2.9%
<b>Grant Fund MCG Personnel Costs</b>	<b>43,285,502</b>	<b>43,251,605</b>	<b>43,251,605</b>	<b>45,297,003</b>	<b>4.7%</b>
Operating Expenses	34,734,072	33,111,748	33,111,748	34,442,696	4.0%
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>78,019,574</b>	<b>76,363,353</b>	<b>76,363,353</b>	<b>79,739,699</b>	<b>4.4%</b>
<b>PERSONNEL</b>					
Full-Time	534	544	544	544	—
Part-Time	43	40	40	35	-12.5%
FTEs	418.62	427.21	427.21	424.96	-0.5%
<b>REVENUES</b>					
Federal Grants	19,946,419	15,615,146	15,615,146	18,777,758	20.3%
HB669 Social Services State Reimbursement	35,446,217	34,356,477	34,356,477	35,909,183	4.5%
Medicaid/Medicare Reimbursement	3,066,452	0	0	0	—
Miscellaneous Revenues	1,120,534	0	0	0	—
State Grants	18,801,187	26,261,730	26,261,730	24,921,047	-5.1%
Other Charges/Fees	86,610	0	0	0	—
Other Intergovernmental	269,884	130,000	130,000	131,711	1.3%
<b>Grant Fund MCG Revenues</b>	<b>78,737,303</b>	<b>76,363,353</b>	<b>76,363,353</b>	<b>79,739,699</b>	<b>4.4%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>271,660,246</b>	<b>284,561,313</b>	<b>280,986,825</b>	<b>285,547,766</b>	<b>0.3%</b>
<b>Total Full-Time Positions</b>	<b>1,326</b>	<b>1,352</b>	<b>1,352</b>	<b>1,343</b>	<b>-0.7%</b>
<b>Total Part-Time Positions</b>	<b>331</b>	<b>329</b>	<b>329</b>	<b>327</b>	<b>-0.6%</b>
<b>Total FTEs</b>	<b>1,568.76</b>	<b>1,588.87</b>	<b>1,588.87</b>	<b>1,577.66</b>	<b>-0.7%</b>
<b>Total Revenues</b>	<b>107,526,400</b>	<b>103,897,223</b>	<b>107,856,053</b>	<b>108,605,565</b>	<b>4.5%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>208,197,960</b>	<b>1161.66</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Children's Opportunity Fund [Service Area Administration]	250,000	0.00
Eliminate: Community Educator Contract to Reflect In-House Services Provided [Child Welfare Services]	-24,000	0.00
Reduce: Business Counseling and Support Services for Child Care Institutions [Early Childhood Services]	-50,000	0.00
Eliminate: Social Work Service Contract with MCPS for Services at the Ewing Center [Child and Adolescent School and Community Based Services]	-64,000	0.00
Eliminate: Service Contracts Due to MCPS Disciplinary Policy Change and Reduced Demand [Child and Adolescent School and Community Based Services]	-82,240	0.00
Reduce: Defer Implementation of the Kennedy Cluster Early Childhood Services to Align with the Beginning of School Year [Early Childhood Services]	-104,156	0.00
Eliminate: The Maryland Energy Assistance Program [Rental & Energy Assistance Program]	-500,000	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	3,747,588	0.00
Increase Cost: Add Funds to Developmental Disability Supplement to Increase the Differential Between Wages Paid to Direct Service Personnel and the County Minimum Wage [Community Support Network for People with Disabilities]	969,420	0.00
Increase Cost: Retirement Adjustment	776,948	0.00
Increase Cost: Group Insurance Adjustment	316,300	0.00
Increase Cost: Risk Management Adjustment	209,772	0.00
Increase Cost: Annualization of FY15 Lapsed Positions	194,304	0.00
Increase Cost: Annualization of South Lake Linkages to Learning Program [Linkages to Learning]	122,377	0.00
Increase Cost: Public Health Officer [Service Area Administration]	37,850	0.00
Decrease Cost: Victims Compensation Fund Adjustment [Trauma Services]	-370	0.00
Decrease Cost: Public Information Department (PIO) Chargeback Adjustment [Office of the Director]	-7,468	-0.20
Decrease Cost: Motor Pool Rate Adjustment	-24,054	0.00
Decrease Cost: Align Funding for Food Recovery Program to Appropriately Reflect Demand [Environmental Health Regulatory Services]	-40,000	0.00
Decrease Cost: Contracts for Billing Consultants, Marketing and Lab Services [School Health Services]	-40,000	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15	-43,800	0.00
Decrease Cost: Defer Execution of Contract for Mobile Crisis Team for Children and Adolescents to January 2016 [24-Hour Crisis Center]	-50,000	0.00
Decrease Cost: Defer Implementation of Shared Outpatient Psychiatrist Contract to January 2016 [Behavioral Health Planning and Management]	-55,000	0.00
Decrease Cost: Printing and Mail	-80,190	0.00
Decrease Cost: Defer Implementation of Adult Behavioral Health Enhancement to January 2016 [Outpatient Behavioral Health Services - Adult]	-112,500	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-138,855	3.24
Decrease Cost: Eliminate Matching Funds for Reproductive Health Grant Administration Reflecting State Shift to Contract Directly with Providers [Health Care for the Uninsured]	-170,133	0.00
Decrease Cost: Six Contractual Positions from Community First Choice - Supports Planning and Provide Services through Existing Private Sector Providers [Community First Choice]	-411,622	0.00
Decrease Cost: Montgomery Cares Program Caseload Due to Affordable Care Act Implementation [Health Care for the Uninsured]	-500,000	0.00
Decrease Cost: Align Community First Choice Nurse Monitoring Budget to Expenditures Following Year One Implementation [Community First Choice]	-1,029,908	0.00
Decrease Cost: Increase Lapse	-2,233,426	0.00
Shift: Developmental Disability Resource Coordination - Complete Transition to State Providers [Community Support Network for People with Disabilities]	-3,252,730	-12.00
<b>FY16 RECOMMENDED:</b>	<b>205,808,067</b>	<b>1152.70</b>
<b>GRANT FUND MCG</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>76,363,353</b>	<b>427.21</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Infants & Toddlers Consolidated Local Implementation Grant (CLIG) for Medicaid (0F64169) [Infants and Toddlers]	1,180,934	0.00
Enhance: HHS AIDS Case Management Grant (2001189) [STD/HIV Prevention and Treatment Program]	222,705	2.35
Add: Sexual Health & Recovery Grant (2001861) [STD/HIV Prevention and Treatment Program]	151,442	0.85
Enhance: Emergency Preparedness - Cities Readiness Grant (2000766) [Public Health Emergency Preparedness & Response]	133,985	0.00

	Expenditures	FTEs
Enhance: HIV Prevention Services (2001051) [STD/HIV Prevention and Treatment Program]	130,496	1.55
Enhance: Administrative Care Coordination (0F62087) [Women's Health Services]	130,000	0.00
Enhance: Ryan White Case Management Grant (2000614) [STD/HIV Prevention and Treatment Program]	112,082	-0.45
Eliminate: Meade School Health Obesity Grant (2000807) [School Health Services]	-20,000	0.00
Reduce: HHS Expanded Breast & Cervical Cancer Grant (2000992) [Women's Health Services]	-75,000	0.00
Reduce: Maryland Recovery Support Expansion (2001431) [Treatment Services Administration]	-76,826	0.00
Eliminate: HHS Early Childhood Advisory Council (2001450) [Early Childhood Services]	-142,830	0.00
Reduce: Housing Opportunities for Persons with AIDS Grant - Administration (F64133A) [STD/HIV Prevention and Treatment Program]	-264,594	0.00
Reduce: Single Point of Entry (0F61804) [Community Support Network for People with Disabilities]	-409,560	0.00
Eliminate: Maryland Family Planning Grant Not Awarded in FY16 (0F62082) [Women's Health Services]	-459,073	-1.00
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: House Bill 669 Funding	1,552,707	-1.00
Increase Cost: Maryland Health Benefit Exchange (2001651) and Maryland Health Benefit Exchange-State (2002071) [Office of the Director]	973,686	0.00
Increase Cost: Community Mental Health Grant (0F60032)	261,862	0.00
Technical Adj: Infants & Toddlers CLIG Part B 619 (0F64168), Infants & Toddlers Individuals With Disabilities Education Act (IDEA) Extend Individualized Family Service Plan (IFSP) (2001186) [Infants and Toddlers]	73,328	0.00
Technical Adj: Pregnant Women and Children's Grant - Maryland Kids County Eligibility (0F62053) [Office of Eligibility and Support Services]	0	-1.00
Technical Adj: Nutrition Services Counseling in Ryan White Part A Grant (2000620) [STD/HIV Prevention and Treatment Program]	-9,153	-1.00
Technical Adj: Miscellaneous Grant Changes	-16,862	0.33
Technical Adj: Ryan White II Consortia Services (0F62077) [STD/HIV Prevention and Treatment Program]	-72,983	-2.88
<b>FY16 RECOMMENDED:</b>	<b>79,739,699</b>	<b>424.96</b>

## FUNCTION SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Aging and Disability Services	43,559,385	164.93	40,284,087	153.43
Behavioral Health and Crisis Services	41,224,381	209.70	42,422,926	210.70
Children, Youth, and Family Services	74,426,917	526.43	77,633,980	525.43
Public Health Services	69,193,812	489.71	70,266,143	489.20
Special Needs Housing	20,511,872	63.50	20,498,190	64.50
Administration and Support	35,644,946	134.60	34,442,440	134.40
<b>Total</b>	<b>284,561,313</b>	<b>1588.87</b>	<b>285,547,766</b>	<b>1577.66</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.			(\$000's)		
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>205,808</b>	<b>205,808</b>	<b>205,808</b>	<b>205,808</b>	<b>205,808</b>	<b>205,808</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>758</b>	<b>758</b>	<b>758</b>	<b>758</b>	<b>758</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Dennis Avenue Health Center (P641106)</b>	<b>0</b>	<b>204</b>	<b>204</b>	<b>204</b>	<b>204</b>	<b>204</b>
These figures represent the impacts on the Operating Budget of projects included in the FY16-20 Approved Capital Improvements Program.						
<b>High School Wellness Center (P640902)</b>	<b>0</b>	<b>903</b>	<b>903</b>	<b>1,705</b>	<b>1,714</b>	<b>1,714</b>
These figures represent the impacts on the Operating Budget of projects included in the FY16-20 Approved Capital Improvements Program.						
<b>Progress Place Relocation and Personal Living Quarters (P601401)</b>	<b>0</b>	<b>180</b>	<b>378</b>	<b>378</b>	<b>378</b>	<b>378</b>
These figures represent the impacts on the Operating Budget of projects included in the FY16-20 Approved Capital Improvements Program.						
<b>School Based Health &amp; Linkages to Learning Centers (P640400)</b>	<b>0</b>	<b>108</b>	<b>131</b>	<b>154</b>	<b>154</b>	<b>154</b>



Title	CE REC.			(S000's)		
	FY16	FY17	FY18	FY19	FY20	FY21
These figures represent the impacts on the Operating Budget of projects included in the FY16-20 Approved Capital Improvements Program.						
<b>Subtotal Expenditures</b>	<b>205,808</b>	<b>207,961</b>	<b>208,182</b>	<b>209,008</b>	<b>209,017</b>	<b>209,017</b>

# Aging and Disability Services

## FUNCTION

The staff of Aging and Disability Services shares the Montgomery County vision, where seniors, persons with disabilities, and their families are fully participating members of our community. The mission of this service area is to affirm the dignity and value of seniors, persons with disabilities, and their families by offering a wide range of information, home and community-based support services, protections, and opportunities, which promote choice, independence, and inclusion.

## PROGRAM CONTACTS

Contact Jay Kenney of the HHS - Aging and Disability Services at 240.777.4565 or Rachel Silberman of the Office of Management and Budget at 240.777.2786 for more information regarding this service area's operating budget.

## PROGRAM DESCRIPTIONS

### **Community Support Network for People with Disabilities**

This program area provides supported employment for adults with developmental disabilities (Customized Employment Public Intern Program), provides service coordination services to young people that are found eligible under the Maryland Home and Community Based Services Waiver for Children with Autism Spectrum Disorder (Autism Waiver), provides resources, support, and programmatic/financial assistance to families with children with developmental disabilities ages 3 to 13 years (My Turn Program), provides services that enable the individual to remain in their home or in the least restrictive environment, and provides general support, guidance and assistance to developmentally disabled clients and families. This program area also monitors contracts that provide services to people with various disabilities including visual and hearing impairments, and also conducts site visits to group homes that serve developmentally disabled clients in the County. The program also provides financial assistance to State funded providers who serve adults with developmental disabilities.

<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
Percentage of adults with developmental disabilities provided community living services who remain at the same level of independence after receiving supportive services	N/A	99	95	95	95

<i>FY16 Recommended Changes</i>	<i>Expenditures</i>	<i>FTEs</i>
<b>FY15 Approved</b>	<b>16,991,790</b>	<b>35.50</b>
Increase Cost: Add Funds to Developmental Disability Supplement to Increase the Differential Between Wages Paid to Direct Service Personnel and the County Minimum Wage	969,420	0.00
Reduce: Single Point of Entry (OF61804)	-409,560	0.00
Shift: Developmental Disability Resource Coordination - Complete Transition to State Providers	-3,252,730	-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.	214,842	0.00
<b>FY16 CE Recommended</b>	<b>14,513,762</b>	<b>23.50</b>

### **Assessment and Continuing Case Management Services**

This program area 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, exploitation, or inappropriate institutionalization. Services include Adult Protective Services, Adult Evaluation and Review Services (AERS), Statewide Evaluation and Planning Services, Social Services to Adults, and the Public Guardianship Program.

<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
Number on Social Services to Adults (SSTA) waiting list	275	237	140	140	140

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>7,654,284</b>	<b>63.55</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	300,420	0.00
<b>FY16 CE Recommended</b>	<b>7,954,704</b>	<b>63.55</b>

### Assisted Living Services

This program area provides subsidies and case management for low-income seniors who live in group homes for the frail elderly and adult foster care homes for frail seniors and adults with disabilities.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of clients remaining in community placement (i.e., not entering institutional setting)	95	97	95	95	95

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,076,418</b>	<b>7.07</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	13,826	0.50
<b>FY16 CE Recommended</b>	<b>2,090,244</b>	<b>7.57</b>

### Home Care Services

This program area provides personal care assistance to seniors and eligible adults with disabilities who are unable to manage independently due to physical and/or mental impairments. In-home aide services prevent abuse, neglect, and exploitation of vulnerable adults, and enhance overall quality of life by providing personal care, chore assistance, therapeutic support, self-care education, occupational therapy intervention, and escorted transportation.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of clients served annually	315	326	315	315	315
Percentage of clients with no unmet personal care needs	88	92	95	95	95

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,422,902</b>	<b>15.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	66,948	0.00
<b>FY16 CE Recommended</b>	<b>4,489,850</b>	<b>15.00</b>

### Community First Choice

This program area administers and operates Maryland's new Long Term Care Medicaid program, 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,151,569</b>	<b>13.00</b>
Decrease Cost: Six Contractual Positions from Community First Choice - Supports Planning and Provide Services through Existing Private Sector Providers	-411,622	0.00
Decrease Cost: Align Community First Choice Nurse Monitoring Budget to Expenditures Following Year One Implementation	-1,029,908	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.	34,774	0.00
<b>FY16 CE Recommended</b>	<b>2,744,813</b>	<b>13.00</b>

### Aging and Disability Resource Unit

This program area assists seniors, persons with disabilities, and their families, in defining service needs, locating required services, and facilitating the application process to access services.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of callers that received referrals/information they need	92	91	92	92	93

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>848,463</b>	<b>9.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	19,504	0.00
<b>FY16 CE Recommended</b>	<b>867,967</b>	<b>9.00</b>

## Ombudsman Services

This program area investigates and resolves complaints made by residents, staff, and family members in nursing homes and assisted living facilities for seniors and people with disabilities.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of complaints resolved and partially resolved	88	88	85	85	88

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>717,361</b>	<b>6.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	60,285	0.00
<b>FY16 CE Recommended</b>	<b>777,646</b>	<b>6.50</b>

## Respite Care

This program area provides temporary, occasional care of frail seniors, adults and children with disabilities, and children with severe behaviors and/or medical issues to give relief to families and other primary caregivers.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>979,663</b>	<b>0.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-8,313	0.00
<b>FY16 CE Recommended</b>	<b>971,350</b>	<b>0.00</b>

## Senior Community Services

This program area provides funds for services that help seniors to remain independent in the community including: coordinating community 'villages' to help seniors remain safe and independent in their communities, services for caregivers, legal services, representative payee services, health insurance counseling, "visitor" services, grocery shopping, providing transportation and mobility management to evaluate and advocate for transportation resources for seniors and individuals with disabilities, subsidized employment, and socialization for seniors with visual impairments.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of clients receiving Representative Payee services who report adequate funds for food, medical care, and shelter.	86	96	93	93	95

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,713,438</b>	<b>9.31</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	70,239	0.00
<b>FY16 CE Recommended</b>	<b>2,783,677</b>	<b>9.31</b>

## Senior Nutrition Program

This program area provides lunches to seniors at sites around the County and provides home-delivered meals, nutrition education, and physical fitness activities. It is administered in cooperation with a variety of public, private, and nonprofit organizations.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of unduplicated customers served in the Senior Nutrition Program	4,894	6,265	6,000	6,000	6,000

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,523,657</b>	<b>3.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	87,537	0.00
<b>FY16 CE Recommended</b>	<b>2,611,194</b>	<b>3.00</b>

### **Service Area Administration**

This program area provides leadership and direction for the administration of Aging and Disability.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>479,840</b>	<b>3.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-960	0.00
<b>FY16 CE Recommended</b>	<b>478,880</b>	<b>3.00</b>

## **PROGRAM SUMMARY**

<b>Program Name</b>	<b>FY15 Approved</b>		<b>FY16 Recommended</b>	
	<b>Expenditures</b>	<b>FTEs</b>	<b>Expenditures</b>	<b>FTEs</b>
Community Support Network for People with Disabilities	16,991,790	35.50	14,513,762	23.50
Assessment and Continuing Case Management Services	7,654,284	63.55	7,954,704	63.55
Assisted Living Services	2,076,418	7.07	2,090,244	7.57
Home Care Services	4,422,902	15.00	4,489,850	15.00
Community First Choice	4,151,569	13.00	2,744,813	13.00
Aging and Disability Resource Unit	848,463	9.00	867,967	9.00
Ombudsman Services	717,361	6.50	777,646	6.50
Respite Care	979,663	0.00	971,350	0.00
Senior Community Services	2,713,438	9.31	2,783,677	9.31
Senior Nutrition Program	2,523,657	3.00	2,611,194	3.00
Service Area Administration	479,840	3.00	478,880	3.00
<b>Total</b>	<b>43,559,385</b>	<b>164.93</b>	<b>40,284,087</b>	<b>153.43</b>

# Behavioral Health and Crisis Services

## 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 foster the development and to ensure access to a comprehensive 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 public mental health and substance abuse system, other HHS service areas, county agencies and the community to provide strength-based and integrated services to persons in need.

## PROGRAM CONTACTS

Contact Raymond L. Crowel of the HHS - Behavioral Health and Crisis Services at 240.777.1488 or Rachel Silberman of the Office of Management and Budget at 240.777.2786 for more information regarding this service area's operating budget.

## PROGRAM DESCRIPTIONS

### ***Behavioral Health Planning and Management***

As the State mandated local mental health authority, this program is responsible for the planning, management, and monitoring of Public Behavioral Health Services for children with serious, social, emotional and behavioral health challenges, and adults with a serious and persistent mental illness. The functions include developing and managing a full range of treatment and rehabilitation services including services for persons with co-occurring mental illness and substance abuse disorders, homeless persons, and persons who have been incarcerated and/or are on conditional release. Services include the ongoing development of a resiliency and recovery oriented continuum of services that provide for consumer choice and empowerment. This program now manages all service area contracts.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percent of adults served by the continuum of behavioral health services that demonstrate higher degree of social connectedness and emotional wellness as demonstrated by positive outcomes in housing, quality of life, legal encounter, and employment/education	76.0	77.4	77.0	77.0	77.0
Percent of children served by the continuum of behavioral health services that demonstrate higher degree of social connectedness and emotional wellness as demonstrated by positive outcomes in housing, quality of life, legal encounter, and employment/education	96.0	95.8	96.0	96.0	96.0

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>7,854,243</b>	<b>15.50</b>
Decrease Cost: Defer Implementation of Shared Outpatient Psychiatrist Contract to January 2016	-55,000	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.	241,724	0.00
<b>FY16 CE Recommended</b>	<b>8,040,967</b>	<b>15.50</b>

### ***Access to Behavioral Health Services***

This program area includes Access to Behavioral Health Services, Case Management Services, Urine Monitoring Program and Laboratory Services. The Access to Behavioral Health Services program provides information and referral, screenings and assessments for uninsured and low-income consumers with mental health and/or substance abuse problems to connect them to the appropriate community services. To provide effective engagement in needed services, program staff also provide short-term case management and psychiatric services to vulnerable clients such as those recently discharged from a psychiatric hospital or jail until they can be linked to a community outpatient mental health program. The program offers services at a central office and collocated with HHS income supports offices and the Department of Correction Pre-trial Services. Community Case Management Services provides intensive social work services to individuals with serious mental illness to ensure effective engagement in needed services and sufficient community supports to reduce negative outcomes and foster the wellness and recovery of the consumer. The federal/state Projects for Assistance in Transition from Homelessness (PATH) in this program particularly targets at re-entry mentally-ill individuals in the criminal justice system. The Urine Monitoring Program provides urine testing to detect drug use of clients referred by the courts or social service or mental health agencies, and others required to submit to urine surveillance or who

require or request urine screening and testing to support recovery from substance abuse.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,566,184</b>	<b>32.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	81,520	0.00
<b>FY16 CE Recommended</b>	<b>3,647,704</b>	<b>32.00</b>

### **Treatment Services Administration**

Provides overall management of the Federal and State Alcohol and Drug Abuse Administration grant and Medicaid funded community based programs and oversees operations of the addiction continuum of private providers.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of decrease in substance abuse for patients completing treatment (Level 1 Outpatient Treatment)	86.0	73.7	75.0	75.0	75.0

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>5,655,203</b>	<b>3.00</b>
Reduce: Maryland Recovery Support Expansion (2001431)	-76,826	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.	325,573	0.00
<b>FY16 CE Recommended</b>	<b>5,903,950</b>	<b>3.00</b>

### **Forensic Services - Adult**

Adult Forensic Services is composed of two programs: (1) Clinical Assessment and Transition Services (CATS); and (2) Jail Addiction Services (JAS). CATS has two components: (1) assessment and post-booking diversion services within 24 hours of booking to inmates with behavioral health issues upon entry into the Montgomery County Detention Center; and (2) discharge planning for inmates who are being released from the Correctional Facilities by assessing inmates' behavioral health needs and coordinating access to services in the community. JAS is an intensive jail-based residential addiction treatment program for inmates who suffer from substance related disorders at the Montgomery County Correctional Facility.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of successful Jail Addiction Services clients who were not reincarcerated in the Montgomery County Correctional Facility within the next fiscal year following program completion	76	76	76	76	76

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,328,835</b>	<b>19.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	45,769	0.00
<b>FY16 CE Recommended</b>	<b>2,374,604</b>	<b>19.00</b>

### **Outpatient Behavioral Health Services - Adult**

Outpatient Behavioral Health Services - Adult provides comprehensive and quality outpatient and intensive outpatient services to adult residents of Montgomery County, who have co-occurring substance and mental health disorders. Priority is given to serving vulnerable persons including intravenous drug users; women who are pregnant or have young children; and those who lack health insurance, are homeless, or medically compromised. Many program participants are also involved with the criminal justice system or have chronic medical conditions such as diabetes or HIV/AIDS. The Adult Behavioral Health program accepts referrals from Access to Behavioral Health Services and Avery Road Treatment Center. Services include a comprehensive range of substance abuse and mental health services programs beginning with an assessment and diagnostic evaluation, then offering group and individual treatment as well as (as needed) psychotropic medication evaluation and medication monitoring, family support and case management services. Services are individualized with the adult being a partner in all treatment decisions. Eligibility is limited to Montgomery County residents. Service capacity includes treatment for adults with limited English proficiency and those with specialized cultural and language needs. Peer-led and other Recovery Support Services are offered at each site.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of clients showing improvement in functioning and decreased symptoms - based on the symptoms list	83	76	82	82	82
Percentage of clients who completed treatment plan upon discharge (% is based on discharged clients)	55.0	52.0	47.5	47.5	47.5

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,210,736</b>	<b>19.50</b>
Decrease Cost: Defer Implementation of Adult Behavioral Health Enhancement to January 2016	-112,500	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.	140,535	0.00
<b>FY16 CE Recommended</b>	<b>3,238,771</b>	<b>19.50</b>

## Outpatient Behavioral Health Services - Child

Children's Outpatient Behavioral Health Services is comprised of three components that provide or support comprehensive mental health treatment and care coordination services to children, youth, and their families. Services are individualized, culturally and linguistically appropriate and administered in the least restrictive, most conducive environment. The Child and Adolescent Behavioral Health Clinics provide outpatient assessment, psychiatric, and therapeutic treatment to children and adolescents with emotional and behavioral issues. The Home-based Treatment Team provides specialized, evidence-based mobile treatment specifically for children and families involved with Child Welfare Services. The System of Care Development and Management Team collaborates with local and State partners to plan, develop, and manage publicly-funded (State and County) mental health and care coordination services for children and adolescents. All three components are guided by the principle that services should be child focused, family driven, and culturally competent. This program area also includes Juvenile Justice Services (JJS) that supports the County's comprehensive approach by integrating screening, assessment, case management, community services, and treatment with the juvenile justice legal process. JJS also provides substance abuse prevention, which provides support and education to promote healthy behaviors and lifestyles. The services provided through these programs, in particular Screening and Assessment Services for Children and Adolescents (SASCA), are closely aligned with the Substance Abuse and Mental Health Services provided in Behavioral Health and Crisis Services. SASCA provides substance abuse/mental health screening and referral for youth in the community at large as well as for youth involved with the juvenile justice legal process.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of clients who meet their treatment goals at the time of discharge	81	65	75	75	75
Percentage of offenders under age 18 who are diverted to substance abuse education or mental health treatment programs who do not re-enter the correction system within 12 months of being assessed compliant with requirements	88	92	88	88	88

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>5,511,617</b>	<b>28.25</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	41,499	0.00
<b>FY16 CE Recommended</b>	<b>5,553,116</b>	<b>28.25</b>

## Trauma Services

The Trauma Services Program provides integrated clinical services to domestic violence victims and offenders, sexual assault victims, and victims of general crime. All victims may be assessed and receive short term counseling and psychiatric care, as well as a variety of specialty services geared to their particular need. Programming for domestic violence also includes information and referral, crisis intervention, safety planning, and placement in emergency shelter. Services are provided on-site at the Family Justice Center, as well as at 1301 Piccard Drive. Also provided at 1301 Piccard Drive is programming for victims of sexual assault, which includes outreach twenty-four hours a day, seven days a week through volunteer support to rape and sexual assault victims at hospitals and police stations, where they provide information, referrals, and assistance with crime victim compensation.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of adult victims of sexual assault and general crime who show a decrease in symptoms after treatment (as measured by Post-Traumatic Stress Disorder Checklist - Civilian clinical scales)	80	82	81	81	81
Percentage of child victims of sexual assault and general crime who show a decrease in symptoms after treatment (as measured by the Child's Reaction to Traumatic Events Scale clinical scales)	85	90	87	87	87



	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Percentage of clients receiving therapy who demonstrate improvement on a domestic violence rating scale	90.0	84.5	80.0	80.0	80.0

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,766,068</b>	<b>29.55</b>
Decrease Cost: Victims Compensation Fund Adjustment	-370	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.	172,467	0.00
<b>FY16 CE Recommended</b>	<b>4,938,165</b>	<b>29.55</b>

## 24-Hour Crisis Center

This program provides telephone, walk-in, mobile crisis outreach, and crisis residential services to persons experiencing situational, emotional, or mental health crises. The Crisis Center provides all services, twenty-four hours/day seven days/week. Much of the work of the Crisis Center focuses on providing the least restrictive community-based service appropriate to the client's situation. Many of the services provided are alternatives to more traditional mental health services. Psychiatric crisis resources are used to prevent hospitalizations and suicides. Disaster mental health services include crisis management and consultation for disasters and community crises. The Crisis Center coordinates the mental health response during disasters and community critical incidents. During the off-hours (after 5:00 p.m., weekends, and holidays), crisis back-up services are provided for various health and human services needs when the clients' primary service providers are not available.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of students identified by schools to be at risk who are stabilized utilizing community resources without hospital intervention	96	95	95	95	95

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,505,229</b>	<b>35.90</b>
Decrease Cost: Defer Execution of Contract for Mobile Crisis Team for Children and Adolescents to January 2016	-50,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	365,727	1.00
<b>FY16 CE Recommended</b>	<b>4,820,956</b>	<b>36.90</b>

## Mental Health Services: Seniors & Persons with Disabilities

This program provides outreach mental health services for seniors who cannot or will not access office-based services as well as persons experiencing caregiver stress. It provides Prevention and Early Intervention services for seniors by providing drop in groups at senior centers, psycho education, consultation to assisted living providers, Housing Opportunities Commission resident counselors and senior center directors, and mental health training for providers of services for seniors. This program also provides mental health services to persons who are deaf or hearing impaired.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of surveyed homebound seniors reporting an improvement in their quality of life as measured by Mental Health Statistics Improvement Program Consumer Survey Scale	86	78	85	85	85

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>775,312</b>	<b>2.00</b>
<b>FY16 CE Recommended</b>	<b>775,312</b>	<b>2.00</b>

## Specialty Behavioral Health Services

Behavioral Health Specialty Services now includes the Adult Drug Court Program and the Medication Assisted Treatment-Clinical/Vocational Services shifted from Outpatient Behavioral Health Services-Adult. The Adult Drug Court program provides outpatient, intensive outpatient, case management and follow-up. Medication Assisted Treatment (MAT) services are provided to adults residents of Montgomery County, who are diagnosed with substance use disorders. Individuals served in the MAT program are opiate dependent, uninsured, and have not been able to succeed in other venues of treatment.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,435,763</b>	<b>21.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	131,953	0.00
<b>FY16 CE Recommended</b>	<b>2,567,716</b>	<b>21.50</b>

### **Service Area Administration**

This program provides leadership, oversight, and guidance for the administration of Behavioral Health and Crisis Services.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>615,191</b>	<b>3.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-53,526	0.00
<b>FY16 CE Recommended</b>	<b>561,665</b>	<b>3.50</b>

## **PROGRAM SUMMARY**

<b>Program Name</b>	<b>FY15 Approved</b>		<b>FY16 Recommended</b>	
	<b>Expenditures</b>	<b>FTEs</b>	<b>Expenditures</b>	<b>FTEs</b>
Behavioral Health Planning and Management	7,854,243	15.50	8,040,967	15.50
Access to Behavioral Health Services	3,566,184	32.00	3,647,704	32.00
Treatment Services Administration	5,655,203	3.00	5,903,950	3.00
Forensic Services - Adult	2,328,835	19.00	2,374,604	19.00
Outpatient Behavioral Health Services - Adult	3,210,736	19.50	3,238,771	19.50
Outpatient Behavioral Health Services - Child	5,511,617	28.25	5,553,116	28.25
Trauma Services	4,766,068	29.55	4,938,165	29.55
24-Hour Crisis Center	4,505,229	35.90	4,820,956	36.90
Mental Health Services: Seniors & Persons with Disabilities	775,312	2.00	775,312	2.00
Specialty Behavioral Health Services	2,435,763	21.50	2,567,716	21.50
Service Area Administration	615,191	3.50	561,665	3.50
<b>Total</b>	<b>41,224,381</b>	<b>209.70</b>	<b>42,422,926</b>	<b>210.70</b>



# Children, Youth, and Family Services

## FUNCTION

The mission of Children, Youth, and Family Services is to promote opportunities for children to grow up safe, healthy, ready for school, and for families and individuals to achieve well-being and self-sufficiency. This mission is realized through the provision of protection, prevention, intervention, and treatment services for children and their families, and through education, 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 JoAnn Barnes of the HHS - Children, Youth, and Family Services at 240.777.1101 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this service area's operating budget.

## PROGRAM DESCRIPTIONS

### Child Welfare Services

This program provides protective, rehabilitative, and supportive services for children who are maltreated and for their families. This program also provides supportive and financial help to relatives, foster parents, and adoptive parents. Investigations, protective services, kinship care, foster care, adoption, and in-home services are also provided through this program. In-Home Services provide social services to families with children who are at risk of removal from home due to neglect or abuse.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Percent of reduction in the number of children placed in out-of-home care	15	4	9	9	9
Percentage of families receiving in-home services who do not have a child protective service investigation with an abuse or neglect finding within one year after receiving services	96	97	98	98	98

FY16 Recommended Changes	Expenditures	FTEs
<b>FY15 Approved</b>	<b>22,790,014</b>	<b>207.80</b>
Eliminate: Community Educator Contract to Reflect In-House Services Provided	-24,000	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.	716,990	-1.00
<b>FY16 CE Recommended</b>	<b>23,483,004</b>	<b>206.80</b>

### Linkages to Learning

The mission of Linkages to Learning is to improve the well-being of Montgomery County's children and families through a collaborative delivery of comprehensive school-based services that support success at home, in school and in the community. This program is a partnership among the Department of Health and Human Services, Montgomery County Public Schools, and local public and private non-profit agencies. It provides school-based prevention and early intervention services to students and families of elementary and middle school communities with high indicators of poverty. These integrated social, health, mental health, community education and development services are designed to address the non-academic issues that may interfere with a child's success.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Percentage of clients receiving mental health services who demonstrated maintained or improved behavior at termination of treatment, regardless of reason for termination	74	72	74	74	74
Percentage of clients satisfied with services	96	99	96	96	96

FY16 Recommended Changes	Expenditures	FTEs
<b>FY15 Approved</b>	<b>5,894,032</b>	<b>5.00</b>
Increase Cost: Annualization of South Lake Linkages to Learning Program	122,377	0.00

	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.	48,533	0.00
<b>FY16 CE Recommended</b>	<b>6,064,942</b>	<b>5.00</b>

### Positive Youth Development

This program focuses on positive youth development, gang prevention, and intervention for those youth who are at-risk of gang involvement and those already involved in gang activity, as well as youth and their families who may have been involved or exposed to violence. The key elements include a youth violence prevention coordinator who manages and monitors the Up-County and Down-County Youth Opportunity Centers, three High School Wellness Centers, and the Street Outreach Network. Services and supports are provided through community based work, community education, and partnerships. This program works closely with the Police Department, MCPS, State Attorney's Office, Recreation, other HHS divisions, Libraries, and other community groups to address gang and youth violence issues throughout the county.

<b>FY16 Recommended Changes</b>	Expenditures	FTEs
<b>FY15 Approved</b>	<b>4,340,255</b>	<b>11.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	56,009	0.00
<b>FY16 CE Recommended</b>	<b>4,396,264</b>	<b>11.00</b>

### Early Childhood Services

This program focuses on increasing the quality of early care and education programs available to young children throughout Montgomery County through technical assistance, consultation, and training for providers. Family Support Services focus on the development of strategies to increase the supply of quality early care and education programs and services. Services are delivered through contracts between HHS, the State, and private non-profits that support parents as their children's first and most important teacher. The services include parent engagement activities, home visits, health and parenting education, screening of children to identify special needs, and family support; primarily targeting families and children with risk factors such as poverty, health issues, and isolation.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Percentage of families that are receiving parent support services that do not have involvement with child welfare by the time the child is five years old	100	100	100	100	100
Percentage of Head Start, licensed child care centers, and family based child care students who demonstrate "full readiness" upon entering kindergarten (scores are not comparable to pre-FY13 numbers due to inclusion of non-public nurseries; 1-year lag for FY13) <sup>1</sup>	82	N/A	N/A	N/A	N/A

<sup>1</sup> The Maryland State Department of Education plans to implement a new school readiness assessment tool in school year 2014-15, which will measure the investment of resources in FY14. The new tool will produce a new baseline for assessment. HHS is unable to make projections for FY15-17 due to the unknown impact of the new assessment tool.

<b>FY16 Recommended Changes</b>	Expenditures	FTEs
<b>FY15 Approved</b>	<b>3,763,986</b>	<b>13.00</b>
Reduce: Business Counseling and Support Services for Child Care Institutions	-50,000	0.00
Reduce: Defer Implementation of the Kennedy Cluster Early Childhood Services to Align with the Beginning of School Year	-104,156	0.00
Eliminate: HHS Early Childhood Advisory Council (2001450)	-142,830	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.	28,909	0.00
<b>FY16 CE Recommended</b>	<b>3,495,909</b>	<b>13.00</b>

### Infants and Toddlers

This program provides evaluation, assessment, family support, and early intervention services to families with children from birth up to four or five years of age when there is a concern about development, or when a developmental delay is documented. The services are delivered using a family-centered approach and are provided by staff employed by MCPS, HHS, and private community service providers.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of children served	5,907	4,946	4,600	4,600	4,600
Percentage of families that understand their child's special needs	86.0	95.3	90.0	90.0	90.0

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,295,012</b>	<b>13.03</b>
Enhance: Infants & Toddlers Consolidated Local Implementation Grant (CLIG) for Medicaid (0F64169)	1,180,934	0.00
Technical Adj: Infants & Toddlers CLIG Part B 619 (0F64168), Infants & Toddlers Individuals With Disabilities Education Act (IDEA) Extend Individualized Family Service Plan (IFSP) (2001186)	73,328	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.	1,034	0.00
<b>FY16 CE Recommended</b>	<b>5,550,308</b>	<b>13.03</b>

## Child Care Subsidies

This program provides child care subsidies and support for eligible low-income families who work or are working or are in a work activity and families receiving Temporary Cash Assistance, and actively participating in job search, job preparation, or another work activity. The Child Care Subsidy Program is the single point of entry for both the State and Federally-funded Child Care Subsidy program and the County's Working Parents Assistance program.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of families authorized to receive a subsidy (per fiscal year) <sup>1</sup>	595	465	600	600	600

<sup>1</sup> FY14 reduction reflects the Maryland State Department of Education's partial re-opening of their wait list towards the end of FY13, resulting in more eligible families being served by the State in place of the County's program in FY14.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,213,288</b>	<b>16.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-11,308	-1.00
<b>FY16 CE Recommended</b>	<b>4,201,980</b>	<b>15.50</b>

## Office of Eligibility and Support Services

This program, formerly known as Income Supports, serves low-income families and individuals facing significant challenges in meeting basic needs to include food, medical coverage, and shelter. The program determines eligibility for: Temporary Cash Assistance (TCA); Temporary Disability Assistance Program; Refugee Cash Assistance; and Supplement Nutrition Assistance Program (formerly known as Food Stamps). This program also manages a required employment program for applicants and recipients of TCA. In FY14, Income Supports and the Medical Assistance and Outreach program in Public Health Services - Community Health program merged to more effectively serve the Medical Assistance eligible population and to jointly implement the Affordable Care Act. This merger includes Community Medical Assistance; Maryland Children's Health Program, Medical Assistance for Families and Children and Refugee Medical Assistance. This integration of both programs is organizationally housed in Children, Youth and Family Services, but is managed collaboratively with Public Health Services through a matrix management model.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage (increase) in families accessing Food Stamps as a support to self sufficiency measured as the number of families applying for Food Stamp assistance (compared to FY05 as the base year)	170	191	195	195	200
Twelve month work participation rate for work-eligible TCA recipients in federally defined work activities (*This is a new measure under construction for FY13 and beyond per Federal/State reporting requirements; results will not be comparable to previous fiscal years)	58	56	55	55	55

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>25,364,945</b>	<b>249.10</b>
Technical Adj: Pregnant Women and Children's Grant - Maryland Kids County Eligibility (0F62053)	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.	1,109,658	2.00
<b>FY16 CE Recommended</b>	<b>26,474,603</b>	<b>250.10</b>

## Child and Adolescent School and Community Based Services

Services provided through this program are delivered through contracts with community-based partners and include respite care, community empowerment efforts, single-parent family services, family services, youth services, and family outreach efforts. The program also provides for the coordination, planning, and implementation of a number of key interagency initiatives among public and private agencies in the community to meet the needs of children, youth, and their families.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,330,435</b>	<b>6.50</b>
Eliminate: Social Work Service Contract with MCPS for Services at the Ewing Center	-64,000	0.00
Eliminate: Service Contracts Due to MCPS Disciplinary Policy Change and Reduced Demand	-82,240	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.	77,368	0.00
<b>FY16 CE Recommended</b>	<b>3,261,563</b>	<b>6.50</b>

## Service Area Administration

This program provides leadership and direction for the administration of Children, Youth, and Family.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>434,950</b>	<b>4.50</b>
Add: Children's Opportunity Fund	250,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	20,457	0.00
<b>FY16 CE Recommended</b>	<b>705,407</b>	<b>4.50</b>

## PROGRAM SUMMARY

<b>Program Name</b>	<b>FY15 Approved</b>		<b>FY16 Recommended</b>	
	<b>Expenditures</b>	<b>FTEs</b>	<b>Expenditures</b>	<b>FTEs</b>
Child Welfare Services	22,790,014	207.80	23,483,004	206.80
Linkages to Learning	5,894,032	5.00	6,064,942	5.00
Positive Youth Development	4,340,255	11.00	4,396,264	11.00
Early Childhood Services	3,763,986	13.00	3,495,909	13.00
Infants and Toddlers	4,295,012	13.03	5,550,308	13.03
Child Care Subsidies	4,213,288	16.50	4,201,980	15.50
Office of Eligibility and Support Services	25,364,945	249.10	26,474,603	250.10
Child and Adolescent School and Community Based Services	3,330,435	6.50	3,261,563	6.50
Service Area Administration	434,950	4.50	705,407	4.50
<b>Total</b>	<b>74,426,917</b>	<b>526.43</b>	<b>77,633,980</b>	<b>525.43</b>

# Public Health Services

## 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 Dr. Ulder Tillman of the HHS - Public Health Services at 240.777.1741 or Rachel Silberman of the Office of Management and Budget at 240.777.2786 for more information regarding this service area's operating budget.

## PROGRAM DESCRIPTIONS

### *Health Care for the Uninsured*

This program area includes the Montgomery Cares, Care for Kids, Maternity Partnership, Health Care for the Homeless and Reproductive Health programs. Through public-private partnerships, these programs provide primary health care services for low-income uninsured children, adults, pregnant women, and the homeless, using private pediatricians, a network of safety net clinics, obstetricians, and hospitals, along with other health care providers. This program area also provides care coordination to uninsured children and adolescents with chronic or handicapping conditions needing specialty diagnostic, medical, and surgical treatment.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percent of vulnerable populations that have a primary care or prenatal care visit - Adults <sup>1</sup>	28.2	28.2	TBD	TBD	TBD
Percent of vulnerable populations that have a primary care or prenatal care visit - Children <sup>2</sup>	25.7	30.5	TBD	TBD	TBD
Percentage of healthy birth weight babies (= or > 2,500 grams) born to pregnant women in the Maternity Partnership Program	95	97	95	95	95

<sup>1</sup> Changes in the number of people accessing health care are unpredictable due to the unknown impact of implementation of the Affordable Care Act with enrollment in expanded Medicaid and Qualified Health Plans

<sup>2</sup> Changes in the number of people accessing health care are unpredictable due to the unknown impact of implementation of the Affordable Care Act with enrollment in expanded Medicaid and Qualified Health Plans

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>14,669,661</b>	<b>6.00</b>
Decrease Cost: Eliminate Matching Funds for Reproductive Health Grant Administration Reflecting State Shift to Contract Directly with Providers	-170,133	0.00
Decrease Cost: Montgomery Cares Program Caseload Due to Affordable Care Act 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.	-142,860	0.00
<b>FY16 CE Recommended</b>	<b>13,856,668</b>	<b>6.00</b>

### *Communicable Disease and Epidemiology*

Communicable Disease and Epidemiology is responsible for investigations, management, and control of the spread of over 65 infectious diseases as stipulated by Maryland law, including: rabies; hepatitis A, B, and C; salmonellosis; measles; cholera; legionellosis; and lyme disease. Emerging pathogens, such as H1N1 Influenza, are addressed with aggressive surveillance efforts and collaboration with State agencies of Agriculture, Health, and the Environment. Control measures for disease outbreaks in high-risk populations, such as residents of long-term care facilities, are implemented to prevent further spread of diseases to others. Educational programs are provided to groups that serve persons at risk for infectious diseases (homeless shelters, nursing homes, day care centers, etc.). The program also provides vital record administration and death certificate issuance. Immunizations, outreach, and education are available to residents, private medical providers, schools, childcare providers, and other community groups. The Refugee Health Program screens all persons who enter the County with refugee status for communicable diseases. Refugees are



medically assessed and are either treated or referred to the private sector. The Migrant Health Program is also provided in compliance with Federal laws governing migrant laborers.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percent of investigations on reportable communicable diseases that follow appropriate protocols to limit further spread of the disease	100	100	100	100	100

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,998,379</b>	<b>17.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	93,983	0.00
<b>FY16 CE Recommended</b>	<b>2,092,362</b>	<b>17.50</b>

## Community Health Services

Community Health Services provides preventive health access services to uninsured and underinsured populations, using a family-centered approach. Services include nurse case management and home visits to targeted populations such as pregnant women, pregnant and parenting teens, children up to one year of age, and at-risk infants. Other services include staffing support for immunization clinics, STD services, and pregnancy testing in regional health centers.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of Infants At Risk (IAR) referrals that received a follow-up visit within 10 days by Community Health Service (CHS) nurse	95	95	95	95	95

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,633,657</b>	<b>44.80</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	96,195	-1.00
<b>FY16 CE Recommended</b>	<b>4,729,852</b>	<b>43.80</b>

## Dental Services

This program provides dental services to promote oral health in six dental clinics. 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. This program also includes an HIV Dental Program, which provides comprehensive oral health services to HIV-positive clients.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of children who complete their dental treatment plan	84	74	80	80	80

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,305,903</b>	<b>16.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	41,939	0.00
<b>FY16 CE Recommended</b>	<b>2,347,842</b>	<b>16.00</b>

## Environmental Health Regulatory Services

This program issues permits for and inspects a variety of activities to protect the public health by ensuring that sanitation standards are met and maintained, and that there is minimal risk of injuries or spread of vector, food, and waterborne diseases in facilities licensed by the program. This program also enforces nutritional restrictions on trans-fat in foods and enforces menu labeling regulations. Food service establishments, swimming pools, health-care facilities, group homes, private educational facilities for children and adults, and a variety of other facilities used by the public are inspected and licensed. Inspections are conducted for compliance with health and safety standards established by the County and by State of Maryland laws and regulations. The County's rat control ordinance and smoking prohibitions and restrictions are enforced under this program. Complaints made by the public are investigated and orders for correction are issued as appropriate.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of swimming pools found to be in compliance upon regular inspection	87	91	90	90	90

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,469,393</b>	<b>30.00</b>
Decrease Cost: Align Funding for Food Recovery Program to Appropriately Reflect Demand	-40,000	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.	171,852	0.00
<b>FY16 CE Recommended</b>	<b>3,601,245</b>	<b>30.00</b>

## Health Care and Group Residential Facilities

This program inspects and licenses nursing homes, domiciliary care homes (large assisted living facilities with less intensive care than nursing homes), adult day care centers, small assisted living facilities and group homes serving children, elderly, mentally ill, and developmentally disabled persons to ensure compliance with County, State, and Federal laws and regulations. Staff responds to complaints and provides advice and consultations to licensees to maintain high standards of care.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of nursing homes with actual harm deficiencies	9	9	10	10	10

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,627,212</b>	<b>12.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	68,163	-0.50
<b>FY16 CE Recommended</b>	<b>1,695,375</b>	<b>12.00</b>

## Cancer and 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, as well as the establishment of tobacco-control programs.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,139,613</b>	<b>3.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	70,990	0.00
<b>FY16 CE Recommended</b>	<b>1,210,603</b>	<b>3.00</b>

## STD/HIV Prevention and Treatment Program

The Sexually Transmitted Diseases (STD) Program provides diagnosis and treatment to those who have contracted STDs. Contacts of infected patients are confidentially notified and referred for treatment. HIV counseling and testing is provided, with referral for medical and psychosocial support services if the test is positive. The HIV program provides primary medical care through all stages of HIV/AIDS, medication, as well as a broad spectrum of case management support services. Other services include home/hospice care, coordination of a regional HIV dental clinic, and housing services through the Housing Opportunities for People with AIDS program.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>7,298,470</b>	<b>42.65</b>
Enhance: HHS AIDS Case Management Grant (2001189)	222,705	2.35
Add: Sexual Health & Recovery Grant (2001861)	151,442	0.85
Enhance: HIV Prevention Services (2001051)	130,496	1.55
Enhance: Ryan White Case Management Grant (2000614)	112,082	-0.45
Technical Adj: Nutrition Services Counseling in Ryan White Part A Grant (2000620)	-9,153	-1.00
Technical Adj: Ryan White II Consortia Services (0F62077)	-72,983	-2.88
Reduce: Housing Opportunities for Persons with AIDS Grant - Administration (F64133A)	-264,594	0.00

	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.	58,683	-0.42
<b>FY16 CE Recommended</b>	<b>7,627,148</b>	<b>42.65</b>

## School Health Services

This program provides health services to the 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; hearing, vision screenings, and Lead Certification screenings are provided to MCPS students. Immunizations and tuberculosis screenings are administered at School Health Services 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 Centers or High School Wellness Centers. Head Start-Health Services is a collaborative effort of HHS, Office of Community Affairs, School Health Services, MCPS, and contracted community-based child care centers to provide comprehensive pre-kindergarten services to Federally eligible three and four year old children. School Health Services provides a full range of health, dental, and social services to the children and their families.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Percent of students who return to class and are ready to learn after a health room visit	87	88	87	87	87

FY16 Recommended Changes	Expenditures	FTEs
<b>FY15 Approved</b>	<b>24,325,830</b>	<b>257.46</b>
Eliminate: Meade School Health Obesity Grant (2000807)	-20,000	0.00
Decrease Cost: Contracts for Billing Consultants, Marketing and Lab Services	-40,000	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.	1,272,384	0.99
<b>FY16 CE Recommended</b>	<b>25,538,214</b>	<b>258.45</b>

## Tuberculosis Services

This program includes: testing persons for exposure to Tuberculosis (TB), treating active cases, identifying persons at risk of developing TB, performing contact studies to determine who may have been exposed to an infectious person, and medication therapy. A treatment plan is developed for each diagnosed patient and the patient receives supervised medication therapy. Special programs are provided to high-risk populations such as the homeless, addicted persons, incarcerated persons, and persons living in high-density areas of foreign-born populations.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Percentage of clients with active infectious tuberculosis who receive and are scheduled to complete Directly Observed Therapy and successfully complete the treatment regimen	95	93	95	95	95

FY16 Recommended Changes	Expenditures	FTEs
<b>FY15 Approved</b>	<b>1,843,476</b>	<b>17.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	55,888	0.00
<b>FY16 CE Recommended</b>	<b>1,899,364</b>	<b>17.00</b>

## Women's Health Services

This program provides care coordination services for women and children in the Medical Assistance-managed care program. Referral services are provided for individuals with specific health issues (i.e., sexually transmitted diseases). Screening for early detection of breast cancer and cervical cancer including gynecological examinations, clinical breast examinations, mammograms, ultrasounds of the breast and related case-management services are offered through the Women's Cancer Control Program to eligible women aged forty years and older.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,104,836</b>	<b>20.65</b>
Enhance: Administrative Care Coordination (0F62087)	130,000	0.00
Reduce: HHS Expanded Breast & Cervical Cancer Grant (2000992)	-75,000	0.00
Eliminate: Maryland Family Planning Grant Not Awarded in FY16 (0F62082)	-459,073	-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.	-43,154	1.00
<b>FY16 CE Recommended</b>	<b>2,657,609</b>	<b>20.65</b>

## Public Health Emergency Preparedness & Response

This program is responsible for the planning, readiness, and response activities in the event 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 Departments of Fire and Rescue Services; the Police Department; 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.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of PHS Programs with Continuity of Operations (COOP) plans that have been reviewed and updated within the past 12 months	100	100	100	100	100

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,094,737</b>	<b>9.30</b>
Enhance: Emergency Preparedness - Cities Readiness Grant (2000766)	133,985	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.	-47,323	0.00
<b>FY16 CE Recommended</b>	<b>1,181,399</b>	<b>9.30</b>

## Service Area Administration

This program area provides leadership and direction for the administration of Public Health Services. Service Area Administration also includes Health Planning and Epidemiology, the Community Health Improvement Process and Special Projects, as well as oversight for medical clinical volunteers, the Commission on Health, contracts, grants, and partnership development.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,682,645</b>	<b>12.85</b>
Increase Cost: Public Health Officer	37,850	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.	107,967	0.00
<b>FY16 CE Recommended</b>	<b>1,828,462</b>	<b>12.85</b>

## PROGRAM SUMMARY

<b>Program Name</b>	<b>FY15 Approved</b>		<b>FY16 Recommended</b>	
	<b>Expenditures</b>	<b>FTEs</b>	<b>Expenditures</b>	<b>FTEs</b>
Health Care for the Uninsured	14,669,661	6.00	13,856,668	6.00
Communicable Disease and Epidemiology	1,998,379	17.50	2,092,362	17.50
Community Health Services	4,633,657	44.80	4,729,852	43.80
Dental Services	2,305,903	16.00	2,347,842	16.00
Environmental Health Regulatory Services	3,469,393	30.00	3,601,245	30.00
Health Care and Group Residential Facilities	1,627,212	12.50	1,695,375	12.00
Cancer and Tobacco Prevention	1,139,613	3.00	1,210,603	3.00
STD/HIV Prevention and Treatment Program	7,298,470	42.65	7,627,148	42.65
School Health Services	24,325,830	257.46	25,538,214	258.45
Tuberculosis Services	1,843,476	17.00	1,899,364	17.00
Women's Health Services	3,104,836	20.65	2,657,609	20.65
Public Health Emergency Preparedness & Response	1,094,737	9.30	1,181,399	9.30
Service Area Administration	1,682,645	12.85	1,828,462	12.85
<b>Total</b>	<b>69,193,812</b>	<b>489.71</b>	<b>70,266,143</b>	<b>489.20</b>



# Special Needs Housing

## FUNCTION

The mission of Special Needs Housing (SNH) is to provide oversight and leadership to the County's efforts to develop new and innovative housing models to serve special needs and homeless populations and maintain housing stability for vulnerable households. SNH is responsible for collaborating with public and private agencies to develop and implement strategies, to address the County's plan to remedy and prevent homelessness, and to increase the development of supportive, accessible, and affordable housing for special needs populations. Special needs populations include homeless individuals and families, persons with mental health and substance abuse issues, individuals with developmental disabilities, transitioning youth, and seniors with disabilities.

## PROGRAM CONTACTS

Contact Nadim Khan of the HHS - Special Needs Housing at 240.777.1179 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this service area's operating budget.

## PROGRAM DESCRIPTIONS

### Rental & Energy Assistance Program

The Maryland Energy Assistance Program and Electric Universal Services Program provide financial assistance for eligible low-income households to pay home heating and energy costs. The Rental Assistance and Handicapped Rental Assistance Programs provide subsidies to low-income renters, handicapped persons, and families with dependent children. The Housing Initiative Program provides housing and service coordination to special needs families/individuals and also provides funding for the Partnership for Permanent Housing program.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Average number of households receiving a rental subsidy each month	1,600	1,676	1,720	1,720	1,720

FY16 Recommended Changes	Expenditures	FTEs
<b>FY15 Approved</b>	<b>5,335,729</b>	<b>13.00</b>
Eliminate: The Maryland Energy Assistance Program	-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.	-60,109	1.00
<b>FY16 CE Recommended</b>	<b>4,775,620</b>	<b>14.00</b>

### Shelter Services

Shelter Services provides emergency and transitional shelters to homeless families and single adults. Shelter Services include community outreach and engagement, comprehensive needs assessments, and case management services to link homeless persons to behavioral health, and financial and legal programs that address housing barriers. The goal is to place single adult and families in stable and permanent housing as rapidly as possible.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Average length of stay by homeless families in emergency shelter	108	117	120	120	120
Number of families placed in emergency shelters	111	99	110	110	110

FY16 Recommended Changes	Expenditures	FTEs
<b>FY15 Approved</b>	<b>6,833,523</b>	<b>3.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	168,450	0.00
<b>FY16 CE Recommended</b>	<b>7,001,973</b>	<b>3.00</b>

### Permanent Supportive Housing Services

Permanent Supportive Housing Services provides permanent housing to single adults and families. The single adult or head of household must have a documented disabling condition which could include mental health issues, substance dependence, or a

co-occurring disorder. Case management is provided to monitor compliance and assist clients in becoming more self-sufficient.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of households remaining housed at least 12 months after placement in permanent supportive housing	97	97	95	95	95

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,456,081</b>	<b>9.90</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	24,112	0.00
<b>FY16 CE Recommended</b>	<b>2,480,193</b>	<b>9.90</b>

## Housing Stabilization Services

Housing Stabilization Services provides intake and assessment for County households who are experiencing a housing-related emergency. The program's focus is on crisis intervention and prevention. State and County grants are provided to prevent evictions and utility cut offs. Additionally, referrals are made for Temporary Cash Assistance. Case management services are provided to help at risk households develop and implement plans to prevent a future housing crisis.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>5,526,316</b>	<b>34.60</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	315,104	0.00
<b>FY16 CE Recommended</b>	<b>5,841,420</b>	<b>34.60</b>

## Service Area Administration

This program provides leadership and direction for the administration of Special Needs Housing and Montgomery County Continuum of Care (CoC).

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>360,223</b>	<b>3.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	38,761	0.00
<b>FY16 CE Recommended</b>	<b>398,984</b>	<b>3.00</b>

## PROGRAM SUMMARY

<b>Program Name</b>	<b>FY15 Approved Expenditures</b>	<b>FY15 Approved FTEs</b>	<b>FY16 Recommended Expenditures</b>	<b>FY16 Recommended FTEs</b>
Rental & Energy Assistance Program	5,335,729	13.00	4,775,620	14.00
Shelter Services	6,833,523	3.00	7,001,973	3.00
Permanent Supportive Housing Services	2,456,081	9.90	2,480,193	9.90
Housing Stabilization Services	5,526,316	34.60	5,841,420	34.60
Service Area Administration	360,223	3.00	398,984	3.00
<b>Total</b>	<b>20,511,872</b>	<b>63.50</b>	<b>20,498,190</b>	<b>64.50</b>

# Administration and Support

## FUNCTION

The function of Administration and Support Services is to provide overall leadership, administration, and direction to the Department of Health and Human Services (HHS), while providing an efficient system of support services to assure effective management and delivery of services.

## PROGRAM CONTACTS

Contact Stuart Venzke of the HHS - Administration and Support at 240.777.1211 or Rachel Silberman of the Office of Management and Budget at 240.777.2786 for more information regarding this service area's operating budget.

## PROGRAM DESCRIPTIONS

### Office of the Director

The Office of the Director provides comprehensive leadership and direction for the Department, including policy development and implementation; planning and accountability; service integration; customer service; and the formation and maintenance of partnerships with non-governmental service providers. Further, the Office of the Director facilitates external liaison and communications, provides overall guidance and leadership of health and social service initiatives, and assures compliance with relevant laws and regulations including the Americans with Disabilities Act (ADA) and the Health Insurance Portability and Accountability Act (HIPAA).

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>8,305,411</b>	<b>22.35</b>
Increase Cost: Maryland Health Benefit Exchange (2001651) and Maryland Health Benefit Exchange-State (2002071)	973,686	0.00
Decrease Cost: Public Information Department (PIO) Chargeback Adjustment	-7,468	-0.20
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-2,712,949	1.00
<b>FY16 CE Recommended</b>	<b>6,558,680</b>	<b>23.15</b>

### Office of the Chief Operating Officer

This Office provides overall administration of the day-to-day operations of the Department, including direct service delivery, budget and fiscal management oversight, contract management, logistics and facilities support, human resources management, and information technology support and development.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>19,578,977</b>	<b>89.75</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	378,468	-1.00
<b>FY16 CE Recommended</b>	<b>19,957,445</b>	<b>88.75</b>

### Office of Community Affairs

This office supports expanding access to and improving the quality of services, increasing Individuals/families' independence, promoting equity and reducing disparities. The office accomplishes the mission through education, outreach, system navigation assistance, effective referrals, language services, cultural competency training, and policy advocacy. The office includes the Community Action Agency, Head Start, Takoma-East Silver Spring (TESS) Center, the Leadership Institute of Equity and Elimination of Disparities (LIEED) within which are the African American Health Program, Latino Health Initiative, and the Asian American Health Initiative.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percentage of African Americans who demonstrate an increase in knowledge after taking diabetes education classes	90	91	90	90	90



<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>7,760,558</b>	<b>22.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	165,757	0.00
<b>FY16 CE Recommended</b>	<b>7,926,315</b>	<b>22.50</b>

## PROGRAM SUMMARY

<b>Program Name</b>	<b>FY15 Approved</b>		<b>FY16 Recommended</b>	
	<b>Expenditures</b>	<b>FTEs</b>	<b>Expenditures</b>	<b>FTEs</b>
Office of the Director	8,305,411	22.35	6,558,680	23.15
Office of the Chief Operating Officer	19,578,977	89.75	19,957,445	88.75
Office of Community Affairs	7,760,558	22.50	7,926,315	22.50
<b>Total</b>	<b>35,644,946</b>	<b>134.60</b>	<b>34,442,440</b>	<b>134.40</b>

# Community Use of Public Facilities

## 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 or County operations.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Office of Community Use of Public Facilities is \$10,846,275, an increase of \$711,766 or 7.0 percent from the FY15 Approved Budget of \$10,134,509. Personnel Costs comprise 26.6 percent of the budget for 27 full-time positions and one part-time position, and a total of 27.74 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 73.4 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

❖ **A Responsive, Accountable County Government**

❖ **Children Prepared to Live and Learn**

❖ **Healthy and Sustainable Neighborhoods**

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Program Measures</b>					
Percent of available time in school auditoriums, gyms, all purpose rooms/caferterias used by the community.	48%	45%	45%	45%	45%
Percent of available use time in County buildings used by the community	54%	52%	55%	55%	55%
Percentage of Interagency Coordinating Board (ICB) members satisfied with CUPF's support of ICB	100%	98%	95%	95%	95%
Hours of paid school use	520,516	533,207	533,500	533,500	533,500
Hours of weekday paid high school use	55,518	56,320	56,300	56,300	56,300
Hours of paid school field use	70,286	63,059	65,000	65,000	65,000
Hours of paid community use on M-NCPPC fields	100,464	94,664	98,000	98,000	98,000
Hours of use for government buildings	13,695	12,361	12,500	12,500	12,500
Percentage of school, field, and government building users satisfied with the reservation process	85	86	85	85	85
Hours of Paid Community Use in Silver Spring Civic Building at Veterans Plaza	7,442	7,763	7,750	7,750	7,750
Percentage of government building free use	53	47	50	50	50
Number of Users Participating in Instructor Led User Education Training <sup>1</sup>	723	701	60	60	60
Number of Users Completing On-Line User Education Training <sup>2</sup>	NA	NA	1,100	1,100	1,100

<sup>1</sup> In house classes changed from weekly to monthly. Training available online

<sup>2</sup> New option as of FY15

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## ACCOMPLISHMENTS AND INITIATIVES

- ❖ *Enhanced customer service for new community users through the launch of an online New User Education Training program in FY15 that can be completed using either a personal computer or mobile device. CUPF anticipates 1100 community users will complete the on-line version versus the 701 new users completing the in-house instructor led user education training class in FY14.*
- ❖ *Replaced the after hour's problem landline with a cloud hosted line that can accept both voice and text messages, also log in and log out outgoing calls. The new line facilitates a quicker response time and can be used with either a smart phone or tablet.*
- ❖ *The 360 degree photographs of rooms available for community use using a personal computer, smart phone or tablet in the Silver Spring Civic Building was posted on the CUPF website to assist potential users in deciding if the venue will meet their needs, reducing staff time in giving walk-in tours.*
- ❖ *Through the Community Access Program, 52 groups, of which 40% were new users, received support in their use of the Silver Spring Civic Building.*
- ❖ *Access to more resources on the CUPF webpage with an updated look, facility images, tabs to quickly find reorganized information and a streamlined login process for users submitting and paying facility requests online.*
- ❖ *Continue to make schools, parks and other public facilities welcoming resources for the community. In FY14, 1,103,752 hours of use was logged in the CUPF database, an increase of 1% by community groups, public partners, schools and County agencies.*
- ❖ **Productivity Improvements**
  - *Enhance customer service with the migration from a server based facility reservation to a cloud based system in FY16. This will create a one-stop shopping experience for County residents to request reservations in Recreation, Montgomery Parks, school and County facilities. ActiveNet system will be accessible using either a personal computer or mobile device.*
  - *Ensure PCI credit card compliance for customers with the migration from a server based facility reservation to a cloud based system in FY16. In conjunction with the effort, CUPF is streamlining fees and policies where feasible to improve customer service.*
  - *The 360 degree photographs of high school auditoriums, gyms and cafeterias available for community use will be posted on the CUPF website to assist potential users in deciding if the site will meet their needs, reducing school staff time in giving tours or CUPF staff time making and then canceling reservations.*
  - *In conjunction with Montgomery County Public Schools, coordinate a new process to help schools select a before and after school childcare providers under new County Regulation.*
  - *Developed a new security overtime authorization online form with MCPS security staff to streamline the process, improve payroll accuracy, reduce CUPF processing time by 50%, and reduce MCPS overtime costs as was done previously with MCPS Building Service Workers.*

## PROGRAM CONTACTS

Contact Elizabeth Habermann of the Office of Community Use of Public Facilities at 240.777.2713 or Jane Mukira of the Office of Management and Budget at 240.777.2754 for more information regarding this department's operating budget.

## 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, MNCPPC fields, libraries, Regional Service Centers, County government meeting rooms, and the Silver Spring Civic Building; managing on-line customer facility requests; administering connectivity to the facility database for school and County staff; information and referral; and problem and conflict resolution. Working with MCPS staff, PTAs, and

community-based committees 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 (ICB), which is CUPF's policy-making authority, and its Citizens' Advisory Committee, and administration for community use operations, including financial processes and budgeting for the Community Use Enterprise Fund. The County's General Fund supports limited free use of facilities to qualifying organizations in accordance with ICB policy.

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COMMUNITY USE OF PUBLIC FACILITIES</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,730,015	1,940,191	1,891,511	2,108,832	8.7%
Employee Benefits	660,596	711,495	685,317	777,719	9.3%
<b>Community Use of Public Facilities Personnel Costs</b>	<b>2,390,611</b>	<b>2,651,686</b>	<b>2,576,828</b>	<b>2,886,551</b>	<b>8.9%</b>
Operating Expenses	6,644,842	7,482,823	7,370,195	7,959,724	6.4%
Capital Outlay	0	0	0	0	—
<b>Community Use of Public Facilities Expenditures</b>	<b>9,035,453</b>	<b>10,134,509</b>	<b>9,947,023</b>	<b>10,846,275</b>	<b>7.0%</b>
<b>PERSONNEL</b>					
Full-Time	26	26	26	27	3.8%
Part-Time	1	1	1	1	—
FTEs	26.74	26.74	26.74	27.74	3.7%
<b>REVENUES</b>					
Facility Rental Fees	10,860,679	10,368,000	10,354,220	10,955,160	5.7%
Investment Income	5,157	2,230	9,480	36,860	1552.9%
Miscellaneous Revenues	-8,104	0	0	0	—
<b>Community Use of Public Facilities Revenues</b>	<b>10,857,732</b>	<b>10,370,230</b>	<b>10,363,700</b>	<b>10,992,020</b>	<b>6.0%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COMMUNITY USE OF PUBLIC FACILITIES</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>10,134,509</b>	<b>26.74</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Utility Reimbursements to MCPS	174,446	0.00
Increase Cost: ActiveNet Transaction Fees, net of reduced credit card fees of \$85,280	172,600	0.00
Increase Cost: Chargeback from Recreation for ActiveNet implementation and administration (was budgeted as a transfer in FY15)	93,544	0.00
Increase Cost: Program Manager I - Before and After Childcare Programs in Public School Facilities	90,561	1.00
Increase Cost: FY16 Compensation Adjustment	83,567	0.00
Increase Cost: Annualization of FY15 Personnel Costs	31,932	0.00
Increase Cost: Retirement Adjustment	20,948	0.00
Increase Cost: Office Lease	14,342	0.00
Increase Cost: Increase in Other MCPS Reimbursable Costs	13,981	0.00
Increase Cost: Retiree Health Insurance Pre-funding Adjustment	12,600	0.00
Increase Cost: Group Insurance Adjustment	7,857	0.00
Decrease Cost: Motor Pool Rate Adjustment	-2,032	0.00
Decrease Cost: Printing and Mail	-2,580	0.00
<b>FY16 RECOMMENDED:</b>	<b>10,846,275</b>	<b>27.74</b>

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(S000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COMMUNITY USE OF PUBLIC FACILITIES</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>10,846</b>	<b>10,846</b>	<b>10,846</b>	<b>10,846</b>	<b>10,846</b>	<b>10,846</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY16</b>	<b>0</b>	<b>-71</b>	<b>-71</b>	<b>-71</b>	<b>-71</b>	<b>-71</b>
Items approved for one-time funding in FY16, including one-time implementation costs related to ActiveNet, will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>ActiveNet Implementation and Administration</b>	<b>0</b>	<b>10</b>	<b>21</b>	<b>31</b>	<b>43</b>	<b>54</b>
ActiveNet implementation and administration costs.						
<b>Increase in Other MCPS Reimbursable Costs</b>	<b>0</b>	<b>10</b>	<b>21</b>	<b>31</b>	<b>42</b>	<b>54</b>
Reimbursements to MCPS for staff, maintenance, and supplies will be periodically adjusted to reflect increases in those costs.						
<b>Office Lease</b>	<b>0</b>	<b>9</b>	<b>18</b>	<b>28</b>	<b>38</b>	<b>48</b>
These costs assume the current lease remains in effect.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>0</b>	<b>-5</b>	<b>-10</b>	<b>-13</b>	<b>-16</b>
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
<b>Utility Reimbursements to MCPS</b>	<b>0</b>	<b>104</b>	<b>170</b>	<b>238</b>	<b>308</b>	<b>308</b>
These amounts reflect the projected future cost of reimbursing MCPS for utilities.						
<b>Subtotal Expenditures</b>	<b>10,846</b>	<b>10,920</b>	<b>11,011</b>	<b>11,105</b>	<b>11,204</b>	<b>11,235</b>

FY16-21 PUBLIC SERVICES PROGRAM: FISCAL PLAN				Community Use of Public Facilities			
	FY15	FY16	FY17	FY18	FY19	FY20	FY21
FISCAL PROJECTIONS	ESTIMATE	REC	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	15.87%	15.98%	15.98%	15.98%	15.98%	15.98%	15.98%
CPI (Fiscal Year)	1.7%	2.0%	2.2%	2.3%	2.5%	2.8%	3.1%
Investment Income Yield	0.17%	0.65%	1.25%	1.75%	2.25%	2.75%	3.50%
<b>BEGINNING FUND BALANCE</b>	<b>5,419,310</b>	<b>5,432,550</b>	<b>5,269,695</b>	<b>5,013,064</b>	<b>4,637,733</b>	<b>4,137,897</b>	<b>3,503,959</b>
<b>REVENUES</b>							
Charges For Services	10,354,220	10,955,160	11,196,174	11,457,044	11,746,908	12,075,821	12,453,794
Miscellaneous	9,480	36,860	70,880	99,230	127,580	155,930	198,460
<b>Subtotal Revenues</b>	<b>10,363,700</b>	<b>10,992,020</b>	<b>11,267,054</b>	<b>11,556,274</b>	<b>11,874,488</b>	<b>12,231,751</b>	<b>12,652,254</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>							
Transfers To The General Fund	(403,437)	(308,600)	(307,340)	(304,125)	(300,553)	(296,500)	(291,842)
Indirect Costs	(454,619)	(468,600)	(470,310)	(470,310)	(470,310)	(470,310)	(470,310)
DCM	(420,820)	(461,270)	(462,980)	(462,980)	(462,980)	(462,980)	(462,980)
Technology Modernization	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)
Transfers To Special Fds: Tax Supported	(26,469)	0	0	0	0	0	0
To Recreation: ActiveNet	(108,818)	0	0	0	0	0	0
Transfers From Special Fds: Tax Supported	(108,818)	0	0	0	0	0	0
After School	160,000	160,000	162,970	166,185	169,757	173,810	178,468
Election	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	135,000	135,000	137,970	141,185	144,757	148,810	153,468
<b>TOTAL RESOURCES</b>	<b>15,379,573</b>	<b>16,115,970</b>	<b>16,229,409</b>	<b>16,265,213</b>	<b>16,211,667</b>	<b>16,073,148</b>	<b>15,864,370</b>
<b>PSP OPER. BUDGET APPROP/ EXP'S</b>							
Operating Budget	(9,947,023)	(10,846,275)	(11,142,625)	(11,462,405)	(11,815,165)	(12,211,595)	(12,662,575)
Labor Agreement	n/a	0	(10,705)	(10,705)	(10,705)	(10,705)	(10,705)
Annualizations and One-Time	n/a	n/a	70,929	70,929	70,929	70,929	70,929
Utility Reimbursement to MCPS	n/a	n/a	(104,471)	(170,341)	(238,187)	(308,069)	(308,047)
Increase in Other MCPS Reimbursable Costs	n/a	n/a	(10,335)	(20,827)	(31,482)	(42,303)	(54,255)
Office Lease	n/a	n/a	(9,064)	(18,400)	(28,016)	(37,920)	(48,122)
ActiveNet Implementation and Administration	n/a	n/a	(10,094)	(20,541)	(31,354)	(42,546)	(54,129)
Retiree Health Insurance Pre-Funding	n/a	n/a	20	4,810	10,210	13,020	16,030
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(9,947,023)</b>	<b>(10,846,275)</b>	<b>(11,216,345)</b>	<b>(11,627,480)</b>	<b>(12,073,770)</b>	<b>(12,569,189)</b>	<b>(13,050,874)</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(9,947,023)</b>	<b>(10,846,275)</b>	<b>(11,216,345)</b>	<b>(11,627,480)</b>	<b>(12,073,770)</b>	<b>(12,569,189)</b>	<b>(13,050,874)</b>
<b>YEAR END FUND BALANCE</b>	<b>5,432,550</b>	<b>5,269,695</b>	<b>5,013,064</b>	<b>4,637,733</b>	<b>4,137,897</b>	<b>3,503,959</b>	<b>2,813,496</b>
<b>END-OF-YEAR RESERVES AS A</b>							
<b>PERCENT OF RESOURCES</b>	<b>35.3%</b>	<b>32.7%</b>	<b>30.9%</b>	<b>28.5%</b>	<b>25.5%</b>	<b>21.8%</b>	<b>17.7%</b>

#### Assumptions:

1. Changes in interfund transfers reflect the election cycle, receipts from the General Fund to offset the cost of free use and unpermitted field use, and technology modernization costs.
2. The ICB must review and approve any changes in fees.

#### Notes:

1. The fund balance is calculated on a net assets basis.
2. These projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here
3. Community Use of Public Facilities has a fund balance policy target of 10%.



# Public Libraries

## MISSION STATEMENT

Montgomery County Public Libraries (MCPL) offers free and equal access to services and resources that connect the people of Montgomery County to ideas and information which sustain and enrich their lives.

MCPL's Vision: Our diverse community of lifelong learners finds Montgomery County Public Libraries to be an open, inviting, and vital gateway to the information, ideas, and enrichment that strengthens our County. A diverse, highly qualified staff continually assesses community needs and interests to support, encourage, and inspire our customers.

MCPL's Values: The Montgomery County Public Libraries believes in the right of all to learn and to grow. We value intellectual freedom, accountability, quality service, diversity, fairness, professional ethics, integrity of information, and respect for our customers, our community, and ourselves. We are a learning organization that functions openly by exploring new ideas and using the collective talent, knowledge, and creativity of employees at all levels.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Department of Public Libraries is \$40,204,345, an increase of \$1,917,385 or 5.0 percent from the FY15 Approved Budget of \$38,286,960. Personnel Costs comprise 80.5 percent of the budget for 208 full-time positions and 214 part-time positions, and a total of 379.06 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 19.5 percent of the FY16 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Children Prepared to Live and Learn***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***Strong and Vibrant Economy***
- ❖ ***Vital Living for All of Our Residents***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Multi-Program Measures</b>					
Total Use of Library Services (number of services provided)	24,094,214	24,147,766	24,389,244	24,511,190	24,537,696



## ACCOMPLISHMENTS AND INITIATIVES

### ❖ **FY16 County Executive Recommended Initiatives:**

- **Open the new, five-story Silver Spring Library with innovative features that include a Technology Corral, expanded service hours, an Accessibility Resource Center, a Business Center, hand-crafted pre-Kindergarten learning furniture donated by the Friends of the Library Silver Spring Chapter, a Studio i Digital Media Lab and new Teen Space, Smart meeting rooms, a locally run Café, a future Purple Line transit stop, flexible space for programming or partnerships on the first two floors, 24-hour holds pick-up lockers, and two-hours of free parking.**
- **Respond to high demand resource needs from the community by enhancing the library materials collection and substantially increasing the number of All-Children-Excel Technology Go! Kits.**

### ❖ **MCPL Strategic Plan Goal 1: To Strengthen our Communities' Passion for Reading, Viewing and Listening, we:**

- **Expanded Library Hours 106 hours per week (9%), with new Sunday hours at four branches, and addition of weekday morning and evening hours at several branches.**
- **Expanded e-resources, including e-magazines, planned improvements to library catalog searches with improved links to e-books, and addition of free on-line courses.**
- **Will be implementing innovative new software which provides weekly, librarian-curated suggestions for children's reading that are tailored to individual participating customers.**
- **Expanded World Language collections, adding an Amharic collection at Silver Spring branch and a Farsi collection at the Gaithersburg and Marilyn J. Praisner branches.**
- **Re-opened Olney and Gaithersburg libraries with enhanced collections, new technologies, and enhanced layout and facility amenities, including a Gilchrist Center for new Americans, and the first in-library Café at the Gaithersburg branch.**
- **Opened "Studio-i", our new Digital Media Lab and electronic Makerspace at Long Branch Library.**

### ❖ **MCPL Strategic Plan Goal 2: To provide Learning Readiness through Early Literacy Programs, we:**

- **Implemented All Children Excel (ACE) Technology Go! Kits at Aspen Hill, Gaithersburg, Noyes, Olney, Silver Spring, Twinbrook and White Oak.**
- **Added Tumblebooks (pre-Kindergarten - elementary school age e-books).**
- **Updated our website to include new information for the youngest pre-readers on mobile apps, Early Literacy, STEM concepts, and MCPL online resources.**

### ❖ **MCPL Strategic Plan Goal 3: To help Learners Succeed, we:**

- **Integrated STEM elements into many pre-kindergarten programs.**
- **Deployed Outreach team to Parent Academies, Judy Centers and Linkages to Learning sites to provide information about library programs, services and collections.**
- **Enhanced on-line and paper resources in test preparation, career training, and full on-line courses in a variety of topics, including foreign languages and using business software.**

### ❖ **MCPL Strategic Plan Goal 4: To bring Technology's Benefits to Everyone, we:**

- **Implemented many new library technologies, including: digital signage, interactive (touch screen) catalog screens, all-in-one format PCs, enhanced self-checkout machines, E-book Discovery Stations, DVD self-checkout dispensers, lending e-readers, e-magazine tablets for in-library browsing, Early Learning Workstations, laptops for in-library use, and new Wi-Fi infrastructure.**
- **Completed computer hardware upgrades to Windows7 machines, and software updates to Office 2010.**
- **Began implementation of systemwide network upgrade, Integrated Library System upgrade, and Wi-Fi improvement, with completion scheduled during FY15.**

### ❖ **MCPL Strategic Plan Goal 5: To empower Our Communities by Creating Awareness of Library Resources, we:**

- **Worked with leaders in the Ethiopian community to hold a series of programs at the Silver Spring Library, including Amharic story times, and held monthly Reading Circles for Latino mothers at Long Branch Library in coordination with Impact Silver Spring.**
- **Revamped marketing of library services – advertising in RideOn buses, using lawn signs, door signs, and digital signage to announce new hours and services.**
- **Redesigned the website and our social media offerings, launching MCPL Pinterest and Instagram social media pages.**
- **MCPL's award-winning Outreach team marketed library services at dozens of community events, including the Gaithersburg Book Festival, and hosted pop-up libraries around the County.**

### ❖ **MCPL Strategic Plan Goal 6: To build on success, we:**

- **Applied for and received State matching grants totaling \$387,000 in FY15 for MCPL's innovative Library Refresh program, with \$700,000 in additional aid proposed for FY16 by Maryland's Governor.**
- **Used innovation in our partnerships to connect customers with library and other lifelong learning services, including: a new Montgomery College Community Engagement Center and class series at Gaithersburg branch; Gilchrist Centers for New Americans at Gaithersburg and Wheaton branches; the KIDMuseum at Davis; and**

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**partnerships with Ghandi-Brigade, My Montgomery Media, and the County's Cable and Broadband Services Office to support Digital Media Lab and Teen Advisory Group content creation.**

- ❖ **MCPL Strategic Plan Goal 7: To foster an Organizational Culture of Innovation, we:**
  - **Expanded staff training opportunities with online training and staff-led webinars on hot topics such as the new Health Care law.**
  - **Continued to refine use of our new engageMCPL tool for staff to report their observations about branch interactions and customer feedback.**
  - **Continue to upgrade and innovate in our Training Lab at Central Administration, to establish a "model branch" environment for efficient and effective training.**
- ❖ **Productivity Improvements**
  - **Initiated and implementing Library Refurbishment projects funded in the Capital Budget, to enable targeted improvements to all 21 library branches every seven years at far lower cost and with less disruption than the former approach;**
  - **Initiated and implementing 21st Century Library Enhancements project which will enable systemwide technology and other service infrastructure improvements every year;**
  - **Leveraged partnerships and grant funding to provide high quality programs for teens and seniors, such as arts and other creative programs for seniors, a Financial Literacy Boot Camp for teens, technology and other classes at Studio-I Digital Media Lab at Long Branch and the Gaithersburg Computer Lab;**
  - **Developed a new method for customers to book small group study/tutor rooms online, enhancing the customer experience while saving staff time and reducing paper usage;**
  - **Implemented KIDMuseum Agreement to a growing non-profit learning organization to refresh former training and book storage space at Davis library into a state-of-the-art Makerspace, which will provide dedicated programming for library customers and provide valuable training experience for MCPL staff at minimal cost to the County;**
  - **Modelling a "one-stop shopping" approach to lifelong learning at Gaithersburg Library. Customers can use library resources in combination with classes and programming from Gilchrist Center, Montgomery College, Literacy Council of Montgomery County, and Montgomery Coalition for Adult English Literacy to improve their lives along a full spectrum of needs, from basic language development to career advancement. All the involved partners supplement each other's resources at the library site, and make it convenient for customers to learn and grow.**

## **PROGRAM CONTACTS**

Contact Eric Carzon of the Department of Public Libraries at 240.777.0048 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**

### **Branch Library Services**

Library Services are available to all County residents, Maryland residents, and those working in Montgomery County, free of charge. MCPL meets the diverse needs of the community for lifelong learning with materials, branch facilities and services, virtual services, programming, and staff. Library services to the public are provided at 20 library branches, plus the Montgomery County Correctional Facility Library, the Noyes Library for Young Children, the MCPLExpress@Olney kiosk at the Longwood Community Center, and electronically through the library's website.

Services available include:

- Circulation of library materials and management of customer accounts (via staff at branches, email, website, and the telephone);
- Information services, including reader's advisory, research and homework assistance, questions about library materials, and questions about how to access information related to other government services (available in person, via the website, email, chat, and telephone);
- Information services via the department and State of Maryland Ask-a-Librarian collaboration (questions answered via telephone, email, and chat);
- Access to online reference information at library branches or anywhere with a computer;
- Early Literacy programs that emphasize to children and caregivers the skills and behaviors needed to be "Ready-to-Learn" by age five, in coordination with the Maryland State Department of Education and all Maryland library systems;
- Facilitation of other programming done by staff, volunteers, or community organizations in a variety of areas of interest to the

residents of Montgomery County;

- Automated library services "Beyond-Our-Walls" via book and media dispensing devices, reserves lockers, and return book drops;
- A variety of formally booked (via Community Use of Public Facilities) and informally available meeting, study room, and table and seating spaces that support a wide variety of community needs including English language learning, basic literacy tutoring, academic and research pursuits, socialization, culture, education, and civic engagement;
- Public Access Catalog for accessing, searching, and discovering information in the libraries' collections, including on-line databases, e-books, and e-magazines (available at computers in library branches and also available 24 hours per day via the Internet);
- Access to hundreds of computers that are connected to the Internet;
- Access to office productivity software at general public computers and in lab settings for job search, resume writing, completing applications, and other activities;
- Internet access via Wi-Fi during open hours;
- Automated phone and website renewal (24 hours per day, 7 days a week); and
- Video Relay Service sign language interpretation devices at select branches for the deaf and hard-of-hearing community.

Materials and specific services are also provided to customers who have targeted information or materials needs or who require assistance or materials formats that differ from mainstream books and media. This includes services for:

- New Americans, especially those new to English, and those who need to read materials in other languages - collections in Spanish, Chinese, Vietnamese, French, Korean, Russian, Farsi, and Amharic are provided in selected branches.
- Language learning software and volunteer English conversation clubs, which assist residents in practicing their English skills. Library staff are formally certified to provide services in several languages to better assist residents with limited English proficiency.
- Incarcerated persons – The Montgomery County Correctional Facility Library provides law materials for inmates, as well as recreational and informational reading materials.
- Adult beginning readers – The Literacy Council of Montgomery County, which receives substantial funding from the County to conduct basic literacy and English as a Second Language support, provides tutorial services for adult beginning readers, which is complemented by adult beginning-to-read materials in many libraries.
- Persons with disabilities – All library staff are trained to better facilitate providing the information and reading needs of people with disabilities, their family members, caretakers, students, and service providers. Each branch has a basic level of equipment and staff training; and an enhanced focus on equipment, materials, programming, and outreach is provided at the Disability Resource Center at the Rockville Memorial Library.
- MCPL operates as the community's resource for help in navigating government services and providing information about relevant services provided by other organizations and agencies. Job and career resources, financial aid and assistance, citizenship, and healthcare information are examples of often-requested information.
- Children - Noyes Library for Young Children - This library serves as a system-wide resource and model library for early learning and early literacy.

Staff in Branch Library Services also support the management of the collection at each branch and contribute to virtually provided services, in both the provision of content for the department's web page and contributing time to MCPL's Ask-a-Librarian phone, Maryland libraries' Ask Us Now state-wide reference service, chat, and e-mail reference support services. Managers and staff in this program support system partnerships, outreach, and programming, and perform some of these activities within their specific communities.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Information Questions Answered In Branches <sup>1</sup>	1,216,291	1,798,667	1,851,050	1,749,242	1,766,734
Library Holds Fulfilled	537,372	594,359	665,682	745,564	808,279
Library Material used in a library	1,087,432	1,006,264	1,109,066	1,182,168	1,312,206
Number of items checked out (circulation) <sup>2</sup>	8,924,197	9,240,403	9,937,039	10,087,438	9,641,307
Number of library visits	4,718,332	4,503,647	4,634,808	4,376,532	4,324,248
Percentage of Library customers satisfied based on the Library customer survey results	N/A	91.7%	92.3%	93.0%	93.0%

<sup>1</sup> Large increase in FY14 reflects a change in methodology that now includes information questions answered at both Information and Circulation service desks. Projections also account for re-openings (Gaithersburg, Olney), the new Silver Spring Branch, and future closures (Wheaton, branches being refreshed).

<sup>2</sup> This measure now reflects a change in methodology to show only physical items (books, media) checked out. Electronic item checkouts are shown in a separate measure. Projections also account for materials budget reinvestment, re-openings (Gaithersburg, Olney), the new Silver Spring Branch, and future closures (Wheaton, branches being refreshed).

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>26,041,003</b>	<b>334.86</b>
Increase Cost: Annualization of FY15 Lapsed Positions	574,980	0.00
Increase Cost: Minimum Wage Adjustment for Library Pages Seasonal Staff	44,603	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15	-1,300	0.00
Decrease Cost: Collection of Overdue Fines and Customer Notices Contract	-33,120	0.00
Decrease Cost: Reduced Re-shelving Costs	-83,290	-4.90
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	555,145	-1.35
<b>FY16 CE Recommended</b>	<b>27,098,021</b>	<b>328.61</b>

## **Administration, Virtual Services, Outreach and Operations Support**

The Office of the Director oversees strategic planning and evaluation of services, policy development and direction, human resources and personnel, technology, branch services, collection management, and financial management. The Office of the Director manages relations with the community, Library Board, local library advisory committees, Friends of the Library, and coordination with County government, as well as marketing the department's services and community outreach. The Director's Office directly manages the Technology Management Team, Business Office, the Collection Development Manager, and three Public Services Administrators. Planning for future information technology and the introduction of new services is led by the Director's Office and involves all programs in the department.

The Public Services Administration (PSA) team oversees and supports the day-to-day operations of the library's branches. The Branch Operations and Customer Service function is responsible for branch library services policy and procedures; customer service, and the daily operation of the systems 21 library branches, including department facilities issues in coordination with the Department of General Services. The Human Resources and Community Engagement function is responsible for human resources management's functions such as classification, transfers, discipline, records, promotions, labor relations, recruitment, position descriptions, and occupational medical services issues, training and staff development. That function is also responsible for community engagement functions, including virtual services, marketing, community outreach, substitute staffing operations, programming steering committees, and strategic partnerships. The Strategic Planning and Facilities function is responsible for the department's Strategic Plan, Facilities Strategic Plan, Continuity of Operations Planning, and the management of and use of statistics and analysis for program evaluation and planning. The function also manages development and execution of the department's part of the County Capital Improvements Program.

The Virtual Services unit provides several ways for customers to discover library resources and services, get questions answered, and view on-line library materials 24 hours per day, seven days per week and is responsible for development and management of the Department's website and social media efforts (Facebook, Twitter, Blogs). The Virtual Services unit creates topical guides for popular subjects called "LibGuides," and answers frequently asked questions.

The Technology Management Team manages the department's information technology assets, including the circulation control system, Public Access Catalog, network configuration, application servers, and public access to the Internet at more than 500 public computers and "Wi-Fi Hotspots" located at each branch. The team provides technology support to all branches and units in the department and is the department's liaison with the County Department of Technology Services.

The Business Office manages administrative support functions, including contracts, budget, fiscal administration, operations support contracts, grant management, time card reporting, revenue management, and supply purchasing.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Attendance at Library Programs	108,197	148,653	173,329	189,241	200,595
Cost per circulation	\$3.43	\$3.41	\$3.48	\$3.49	\$3.60
Number of visits to the library's website	2,974,410	3,251,041	3,553,400	3,873,206	4,221,794
Questions Answered by Virtual Technologies <sup>1</sup>	1,097,590	666,989	705,674	752,249	759,771

<sup>1</sup> Large decrease in FY14 reflects a change in methodology to remove visits to "LibGuides" websites as questions answered by virtual technologies, as of FY14.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,050,182</b>	<b>22.50</b>
Increase Cost: Provide Patron Parking and Employee Parking - Wayne Avenue Garage	306,000	0.00
Increase Cost: Book Sorting Contract Increase due to minimum wage increase	12,160	0.00
Increase Cost: Motor Pool Rate Adjustment	8,621	0.00
Decrease Cost: Printing and Mail	-20,842	0.00

	<b>Expenditures</b>	<b>FTEs</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-156,839	0.25
<b>FY16 CE Recommended</b>	<b>4,199,282</b>	<b>22.75</b>

## Collection Management

The Collection Management program provides for the selection, acquisition, cataloging, processing, and delivery of library content and materials, including electronic resources, eBooks, and eAudiobooks. The Collection Development Unit is responsible for planning the 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 Spanish, Chinese, Vietnamese, French, Korean, Russian, Farsi, and Amharic. The materials delivery service delivers new materials, customer requested items, and returned materials among MCPL branches and between several jurisdictions in the region. The cataloging and processing unit prepares all library materials for use in the branches. The Interlibrary 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.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Circulation of library materials per capita	9.30	10.03	10.66	10.79	10.38
eBooks and eAudioBooks borrowed <sup>1</sup>	381,335	960,535	1,029,290	1,097,364	1,218,074
Library visits per capita	4.70	4.43	4.49	4.21	4.12
Retrieve an electronic database record or article	1,518,792	1,147,498	1,187,660	1,229,229	1,272,252

<sup>1</sup> Large increase in FY14 reflects both general increase in use and the addition of the "Safari Publisher" of technology e-books to this measure, formerly counted as an electronic database record/article.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>8,195,775</b>	<b>27.20</b>
Enhance: High Demand Library Resources (Library Materials Budget and All-Children-Excel Technology Go! Kits)	560,000	0.50
Enhance: Integrated Library System Hosted Solution to Improve Reliability	75,000	0.00
Increase Cost: SIRSI Contract	19,080	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	57,187	0.00
<b>FY16 CE Recommended</b>	<b>8,907,042</b>	<b>27.70</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	18,663,030	21,720,107	21,368,870	22,168,862	2.1%
Employee Benefits	8,685,538	9,593,108	9,550,823	10,175,170	6.1%
<b>County General Fund Personnel Costs</b>	<b>27,348,568</b>	<b>31,313,215</b>	<b>30,919,693</b>	<b>32,344,032</b>	<b>3.3%</b>
Operating Expenses	6,379,823	6,921,455	6,996,455	7,808,023	12.8%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>33,728,391</b>	<b>38,234,670</b>	<b>37,916,148</b>	<b>40,152,055</b>	<b>5.0%</b>
<b>PERSONNEL</b>					
Full-Time	190	210	210	208	-1.0%
Part-Time	196	210	210	214	1.9%
FTEs	348.94	383.56	383.56	378.06	-1.4%
<b>REVENUES</b>					
Facility Rental Fees	15,369	12,000	14,000	14,000	16.7%
Library Fees	27,781	600	20,000	20,000	3233.3%
Library Fines	1,121,664	1,421,220	1,421,220	1,421,220	—
Miscellaneous Revenues	182,629	240,000	240,000	240,000	—
State Reimbursement: Library Operations	2,771,423	2,667,853	2,813,185	2,902,000	8.8%
State Reimbursement: Library Staff Retirement	1,865,495	2,813,185	2,000,000	2,201,000	-21.8%
Other Fines/Forfeitures	0	10,000	10,000	10,000	—
Other Intergovernmental	0	20,000	20,000	20,000	—
<b>County General Fund Revenues</b>	<b>5,984,361</b>	<b>7,184,858</b>	<b>6,538,405</b>	<b>6,828,220</b>	<b>-5.0%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	33,524	37,427	37,427	37,427	—
Employee Benefits	12,879	2,863	2,863	2,863	—
<b>Grant Fund MCG Personnel Costs</b>	<b>46,403</b>	<b>40,290</b>	<b>40,290</b>	<b>40,290</b>	—
Operating Expenses	5,887	12,000	12,000	12,000	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>52,290</b>	<b>52,290</b>	<b>52,290</b>	<b>52,290</b>	—
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
<b>REVENUES</b>					
State Grants	0	52,290	52,290	52,290	—
<b>Grant Fund MCG Revenues</b>	<b>0</b>	<b>52,290</b>	<b>52,290</b>	<b>52,290</b>	—
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>33,780,681</b>	<b>38,286,960</b>	<b>37,968,438</b>	<b>40,204,345</b>	<b>5.0%</b>
<b>Total Full-Time Positions</b>	<b>190</b>	<b>210</b>	<b>210</b>	<b>208</b>	<b>-1.0%</b>
<b>Total Part-Time Positions</b>	<b>196</b>	<b>210</b>	<b>210</b>	<b>214</b>	<b>1.9%</b>
<b>Total FTEs</b>	<b>349.94</b>	<b>384.56</b>	<b>384.56</b>	<b>379.06</b>	<b>-1.4%</b>
<b>Total Revenues</b>	<b>5,984,361</b>	<b>7,237,148</b>	<b>6,590,695</b>	<b>6,880,510</b>	<b>-4.9%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>38,234,670</b>	<b>383.56</b>
<b>Changes (with service impacts)</b>		
Enhance: High Demand Library Resources (Library Materials Budget and All-Children-Excel Technology Go! Kits) [Collection Management]	560,000	0.50
Enhance: Integrated Library System Hosted Solution to Improve Reliability [Collection Management]	75,000	0.00
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment	1,096,724	0.00
Increase Cost: Annualization of FY15 Lapsed Positions [Branch Library Services]	574,980	0.00
Increase Cost: Retirement Adjustment	379,181	0.00
Increase Cost: Provide Patron Parking and Employee Parking - Wayne Avenue Garage [Administration, Virtual Services, Outreach and Operations Support]	306,000	0.00
Increase Cost: Group Insurance Adjustment	121,347	0.00
Increase Cost: Minimum Wage Adjustment for Library Pages Seasonal Staff [Branch Library Services]	44,603	0.00
Increase Cost: SIRSI Contract [Collection Management]	19,080	0.00
Increase Cost: Book Sorting Contract Increase due to minimum wage increase [Administration, Virtual Services, Outreach and Operations Support]	12,160	0.00
Increase Cost: Motor Pool Rate Adjustment [Administration, Virtual Services, Outreach and Operations Support]	8,621	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15 [Branch Library Services]	-1,300	0.00
Decrease Cost: Printing and Mail [Administration, Virtual Services, Outreach and Operations Support]	-20,842	0.00
Decrease Cost: Collection of Overdue Fines and Customer Notices Contract [Branch Library Services]	-33,120	0.00
Decrease Cost: Reduced Re-shelving Costs [Branch Library Services]	-83,290	-4.90
Decrease Cost: Annualization of FY15 Personnel Costs	-514,017	-1.10
Decrease Cost: Increase Lapse and Turnover Savings	-627,742	0.00
<b>FY16 RECOMMENDED:</b>	<b>40,152,055</b>	<b>378.06</b>
<b>GRANT FUND MCG</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>52,290</b>	<b>1.00</b>
<b>FY16 RECOMMENDED:</b>	<b>52,290</b>	<b>1.00</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Branch Library Services	26,041,003	334.86	27,098,021	328.61
Administration, Virtual Services, Outreach and Operations Support	4,050,182	22.50	4,199,282	22.75
Collection Management	8,195,775	27.20	8,907,042	27.70
<b>Total</b>	<b>38,286,960</b>	<b>384.56</b>	<b>40,204,345</b>	<b>379.06</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
Correction and Rehabilitation	County General Fund	142,361	1.70	149,846	1.70

## FUTURE FISCAL IMPACTS

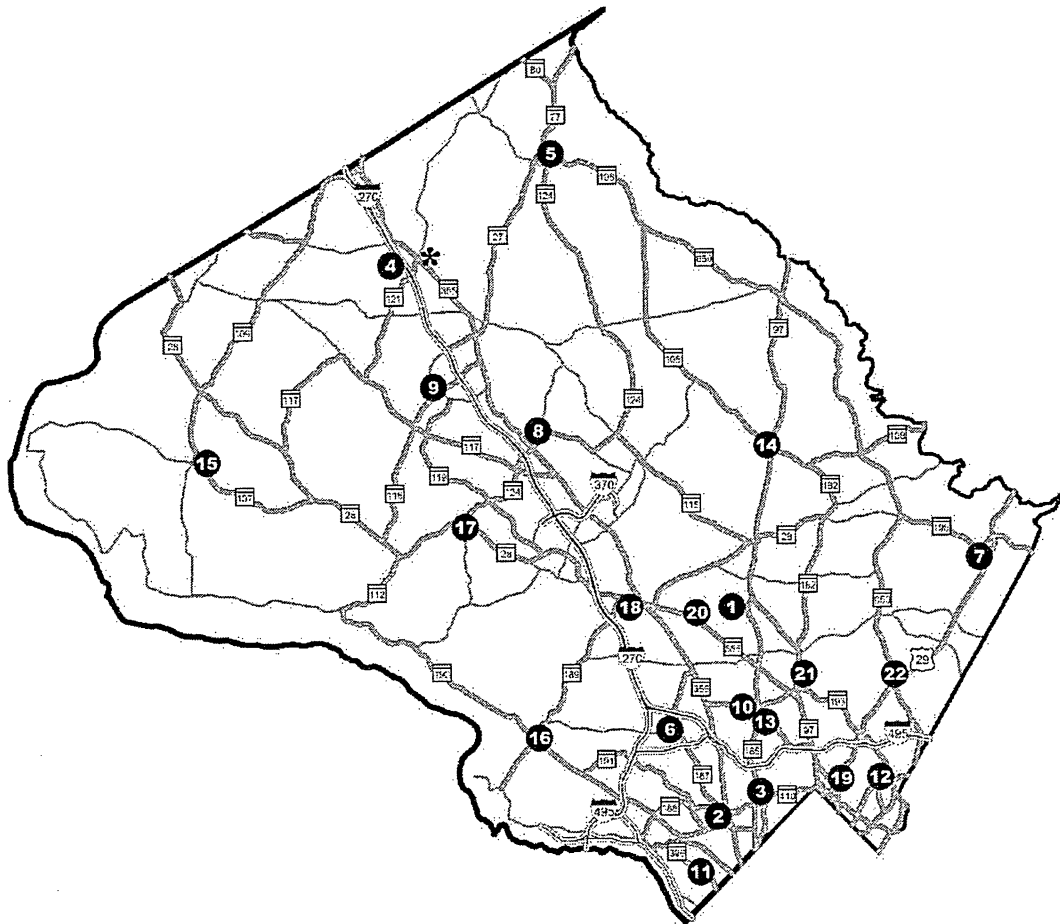
Title	CE REC.			(5000's)		
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>40,152</b>	<b>40,152</b>	<b>40,152</b>	<b>40,152</b>	<b>40,152</b>	<b>40,152</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY16</b>	<b>0</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
This reflects the annualization of Library position added in FY16 for Collections Management.						
<b>Elimination of One-Time Items Recommended in FY16</b>	<b>0</b>	<b>-45</b>	<b>-45</b>	<b>-45</b>	<b>-45</b>	<b>-45</b>
This represents the elimination of one time operating expenses associated with the purchase of Go Kits in FY16.						
<b>Labor Contracts</b>	<b>0</b>	<b>235</b>	<b>235</b>	<b>235</b>	<b>235</b>	<b>235</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>40,152</b>	<b>40,352</b>	<b>40,352</b>	<b>40,352</b>	<b>40,352</b>	<b>40,352</b>

## ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY16 Recommended		FY17 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Enhance: High Demand Library Resources (Library Materials Budget and All-Children-Excel Technology Go! Kits) [Collection Management]	39,031	0.50	49,031	0.50
<b>Total</b>	<b>39,031</b>	<b>0.50</b>	<b>49,031</b>	<b>0.50</b>



# Montgomery County, Maryland Public Libraries



## BRANCHES

- |                          |                          |   |                            |
|--------------------------|--------------------------|---|----------------------------|
| 1. Aspen Hill ❖          | 7. Marilyn J. Praisner ❖ | 13. Noyes Library for<br>Young Children | 18. Rockville Memorial ❖   |
| 2. Bethesda ❖            | 8. Gaithersburg ❖        | 14. Olney ❖ *                           | 19. Silver Spring ❖        |
| 3. Chevy Chase           | 9. Germantown ❖          | 15. Poolesville                         | 20. Twinbrook              |
| 4. Correctional Facility | 10. Kensington Park      | 16. Potomac                             | 21. Wheaton ❖              |
| 5. Damascus ❖            | 11. Little Falls         | 17. Quince Orchard ❖                    | 22. White Oak ❖            |
| 6. Davis                 | 12. Long Branch ❖        |   | * Clarksburg<br>(proposed) |

❖ Open on Sundays

\* MCPL Express @ Olney will continue to provide materials for checkout at the Longwood Community Center.

See <http://www.montgomerycountymd.gov/library> for a full listing of Library Hours and Holidays,  
Services, and Policies.

# Recreation

## 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 FY16 Operating Budget for the Department of Recreation is \$32,199,080, an increase of \$1,824,797 or 6.0 percent from the FY15 Approved Budget of \$30,374,283. Personnel Costs comprise 62.6 percent of the budget for 112 full-time positions, and a total of 415.24 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 37.4 percent of the FY16 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 \$8,847,110 is required to cover general obligation bond and long-term lease costs.

Additionally, it should be noted that the Department manages an estimated \$8,358,659 Agency Fund. This Fund is designated for handling contracted programs and services and is entirely revenue supported. The net proceeds of these activities are accounted for in the Recreation Fund.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ **Children Prepared to Live and Learn**
- ❖ **Healthy and Sustainable Neighborhoods**
- ❖ **Vital Living for All of Our Residents**

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Multi-Program Measures</b>					
Number of people with disabilities served by Therapeutic Recreation Programs	3,462	3,472	3,635	3,745	3,800
Total number of repeat participants in recreation programming	51,575	51,744	54,500	56,300	57,000
Total Percent of County residents registered through the Department of Recreation	7.2%	7.3%	7.2%	7.2%	7.3%
Percent of customers who report that they are satisfied based on the Recreation customer survey results (median percent that meet or exceed expectations)	94.0%	95.6%	95.0%	95.0%	95.0%
Percentage of youth registered in positive youth development programs who report program participation benefits	91.0%	91.1%	94.0%	94.0%	94.0%

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## ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Implemented the Summer Mobile Teen program as part of the TeenWorks program. The Summer Mobile Teen program accompanies the Montgomery County Public Schools Summer Lunch program, providing activities for students who came for lunch, serving over 15,000 residents.**
- ❖ **The Excel Beyond the Bell (EBB) program continues to thrive. In partnership with MCPS, the Collaboration Council, and numerous quality out of school time providers, EBB served seven middle schools during the FY15 school year. With grant funding from United Way and in partnership with Identity Neelsville, maintained five schools for summer extended learning programs.**
- ❖ **Supported Creative Afternoons Program offered by the Department's Therapeutics unit, providing recreational activities and family events for profoundly disabled persons affiliated with the Stephen Knolls School and Longview School.**
- ❖ **In response to the community identified need, extended operating hours at three of five Senior Centers, providing access to programs and activities an additional 2 - 8 hours a week.**
- ❖ **In conjunction with the Jewish Council for the Aging (JCA), launched new Transportation Initiative in January 2014 and in FY15, expanded these transportation services. The initiative adds five days a week transportation to all five senior centers. Bus ridership and participation in center activities has increased at all locations.**
- ❖ **Re-instituted the popular senior mini-trip program that was eliminated due to budget cuts in 2008. Each senior center and Active Adult Program now receives four trips per year to take seniors to local destinations of interest.**
- ❖ **Re-opened the Plum Gar Community Center with senior and youth programming such as Senior Neighborhoods, Club Rec, Club Friday and Summer Fun Centers, along with a host of activities, special events and sporting events for the community.**
- ❖ **Re-opened the Scotland Community Center. Programming includes Club Friday, Summer Fun Centers, and a host of activities, special events, and sporting events for the community.**
- ❖ **Productivity Improvements**
  - **Restructured Department internally in FY15 to improve revenue collections, participation, provide more innovative programming, and encourage community investing.**
  - **Implementing ActiveNet software to improve customer service, allowing a one-stop access location to register for Montgomery County Parks, Community Use of Public Facilities, and Recreation programs.**
  - **Expanded TeenWorks Program through a partnership with Maryland Conservation Corps (MCC). This partnership program engages young adults in extensive natural resource management and park conservation projects. MCC provides members with opportunities for skill development and personal growth through a supportive, team-based environment, emphasizing the satisfaction of completing projects that benefit Maryland's natural resources.**
  - **Implemented new financial assistance program, resulting in increased participation by clients who cannot afford program fees and a greater portion of funding being utilized.**
  - **The Department is working closely with County Stat and other resources to fine tune customer data collection and analysis to improve program offerings and operations.**

## PROGRAM CONTACTS

Contact Robin Riley of the Department of Recreation at 240.777.6824 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

### **Aquatics**

The Aquatics programs provide recreational, fitness, instructional, competitive, therapeutic, and rehabilitative water activities that serve all residents. The broad ranges of programming include lessons, instructional wellness classes, and competitive programming such as dive and swim teams. Facilities also host a wide variety of local, regional, and national events and competitions each year. The Department operates seven regional outdoor pools, four indoor aquatics facilities, and a neighborhood spray park. The indoor pools serve the public 17 hours each day, 7 days a week, for approximately 340 days a year. The outdoor pools and the spray park

operate from Memorial Day through Labor Day weekend.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>5,736,084</b>	<b>119.62</b>
Eliminate: Piney Branch Elementary School Pool Maintenance Funding	-10,000	0.00
Eliminate: Piney Branch Elementary School Pool Service Contract	-145,000	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.	234,559	0.00
<b>FY16 CE Recommended</b>	<b>5,815,643</b>	<b>119.62</b>

## **Countywide Programs**

This team includes Classes, Contract Camps, Instructional, High School and Adult Sports, Trips and Tours, Special Events, Therapeutic Recreation Programs, Summer Camps and Fun Centers, and Inclusion Services. The team serves residents from the ages of 2 years old to over 90 years old. Programs and leagues are carried out across the entire County and are carried out in Recreation Facilities, MCPS schools, County facilities, and Parks facilities.

The Classes Program offers recreational and skill development classes for all ages. Leisure classes are scheduled and advertised four times each year in arts, crafts, exercise, music, performing and social dance, and special interest areas. Sports instruction is offered in basketball, fencing, soccer, and martial arts. Special intensive schools and clinics are also offered during school vacation times. The Classes program also provides “Tiny Tot” classes: recreational, social, and early childhood development activities for children ages one to five years, incorporating child-parent interaction, creativity, independence, fitness, and wholesome fun.

Trips and Tours offers a variety of trips, activities, and excursions to cultural arts centers, athletic venues, and destinations of interest for Seniors, Adults, Families, and Teens.

Summer Camps provide a safe, convenient, fun, and affordable program for children ages 4-13. Recreation provides over 50 camps in Montgomery County. Extended hours provide parents with opportunities to have children cared for both before and after camp. Holiday camps are offered during the winter and spring school breaks. Summer Fun Centers is a six-week program in the summer for youth ages 5 to 12 years. This program serves as a neighborhood drop-in program where children may come for the entire seven weeks or they may choose the days they would like to participate in activities such as arts and crafts, sports, nature activities, and games.

Youth Winter Basketball continues to be one of the Recreation Department’s premier youth activities. Approximately 10,000 youth take part in healthy activities twice a week.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>5,630,726</b>	<b>81.12</b>
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	0.32
<b>FY16 CE Recommended</b>	<b>5,632,165</b>	<b>81.44</b>

Notes: Multi-program adjustment reflects the shift of 1 FTE Recreation Supervisor from Countywide Programs to Youth Development Programs.

## **Recreation Areas and Community Centers**

The Department has 20 community recreation centers, located throughout the County. These community recreation centers provide facilities and programs featuring leisure activities, social interaction, family participation, and community civic involvement, as well as promote community cohesion and identity.

Our Centers are designed to support sports, fitness, dance, community/social activities, and arts 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. User fees are charged for room rentals, special programs, fitness room memberships, and services offered at each facility.

Club Rec is an affordable after school program geared to elementary age children offered at selected community recreation centers. Programming is focused on homework time, sports, games, arts and crafts, and events.

Club Friday is for youth in grades 3 to 5 who participate in Friday evening activities, events, and programs at local community recreation centers.

The Division is divided into three geographic service areas. Area supervisors and staff plan and coordinate recreation services and activities in their area. They also assist with the delivery of services, perform customer assessments of programs, provide staff

support to area Recreation Advisory Boards, and serve as liaisons with schools and community groups in the area. Area staff also manage local community-based activities, such as community days, festivals, and other special events.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>5,032,077</b>	<b>92.48</b>
Reduce: Scheduled Ken Gar Programming To Flexible Community Programming	-15,240	-0.36
Reduce: Early Closure of Good Hope Neighborhood Center in Advance of Renovations to Begin Spring 2016	-51,354	-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.	184,036	0.15
<b>FY16 CE Recommended</b>	<b>5,149,519</b>	<b>90.27</b>

Notes: Multi-program adjustments reflect shift of 1 FTE moved to Recreation Outreach Services, shift of 1 FTE from Senior Adult Programs, and seasonal staff adjustments from Senior Adult Programs.

## Senior Adult Programs

The seniors' program offers services for adults age 55 and above including senior centers, neighborhood programs, classes, sports and fitness, trips, and special programs. It serves seniors who are frail and isolated to those who are very active.

**Senior Centers:** The Department-operated senior centers across the County are open five to six days per week and provide social, physical, recreational, educational, and community oriented activities. Recreation opportunities range from organized classes such as fitness, art, and computer skills to more informal activities such as billiards, discussion groups, and guest speakers. These centers are focal points for the delivery of recreation, community, and health-related services to senior adults.

**Transportation:** The Department provides a combination of curb-to-curb and fixed route transportation shuttles, Monday to Friday, to its five senior centers. County residents 55 and over are eligible for this program if they are within the service area for one of the centers. Senior Centers in this program include: Damascus, Holiday Park, Margaret Schweinhaut, Long Branch, and White Oak. Also available are mini trips to local attractions and businesses. These trips are generally local and scheduled for a few hours in length.

**55+ Active Adult Programs:** These programs serve groups of 20-70 individuals who meet in community recreation centers or other facilities near their homes one to three days each week. These programs offer special interest classes, trips, social activities, and food services at selected sites.

Although not listed specifically under the Senior Programs section, the Department offers a wide variety of programming for Baby Boomers and Senior Adults through the Classes, Trips and Tours, Aquatics, and Sports teams.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,939,927</b>	<b>23.41</b>
Increase Cost: Senior Nutrition Grant (HHS)	4,515	0.37
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-112,633	-1.52
<b>FY16 CE Recommended</b>	<b>1,831,809</b>	<b>22.26</b>

Notes: Multi-program adjustments reflect shift of 1.15 FTE's Recreation Supervisor and seasonal FTE's from Senior Adult Programs to Recreation Areas and Community Centers. Other seasonal adjustments were also made to align seasonal staff with program needs.

## Recreation Outreach Services

**Events:** The Department of Recreation coordinates special events and other activities which offer a variety of benefits, including enhancing a sense of community, encouraging family participation, and providing a positive image of the County. These special events offer opportunities for interaction among the various segments of our multi-cultural community and provide a chance to celebrate our rich cultural diversity. Several of our Department's larger events are the Fourth of July Celebrations, Pikes Peak Road Race, Silver Spring Jazz Festival, and the annual Thanksgiving Parade.

**Partnerships:** The Department partners with many County and outside agencies and organizations to provide various leisure opportunities for the residents of the County. More formal partnerships/contracts include the Arts and Humanities Council, Public Arts Trust, BlackRock Center for the Arts, YMCA, and others.

**Services to Special Populations:** The Therapeutic Recreation Team provides accessible leisure, educational, and personal development activities for individuals with disabilities through mainstreaming and adaptive programs. The Department has staff trained who develop and implement accessible leisure, educational, and personal skill development activities for individuals with disabilities through mainstreaming, community integration, and adaptive programs. The Department offers programs including classes, camps, sports, and activities which enhance the lives of individuals with disabilities and provide support for the families of participants, ages pre-school through adult. The activities available to residents with disabilities through the Department are often the

only opportunities these individuals have for leisure activities since community options are limited.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>393,030</b>	<b>4.92</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	103,609	1.00
<b>FY16 CE Recommended</b>	<b>496,639</b>	<b>5.92</b>

Notes: Multi-program adjustment for the shift of 1 FTE to reflect the move of a Recreation Specialist from Recreation Areas and Community Centers to Recreation Outreach Services.

## Management Services

This team includes the Department's infrastructure support group primarily engaged in furnishing general overall operational or specialized management services on a day-to-day basis. The program is targeted for customer service, training, IT maintenance, software, computers and point of sale management, personnel/payroll, accounting functions, budget & planning, procurement and contractual review and other fiscal matters, as well as technology improvements. Also included in this team is the department's graphic designer, who designs the web page, publications, and the Recreation Guide. This unit also manages a robust financial assistance program that allows thousands of low income residents to have access to programs, facilities, and activities they may not otherwise have resources for.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,330,209</b>	<b>17.82</b>
Increase Cost: ActiveNet Staff, Contractor, and Operating Expenses	700,530	2.40
Enhance: Provide WiFi access at Eight Recreation or Aquatic Centers	97,000	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.	20,851	0.00
<b>FY16 CE Recommended</b>	<b>3,148,590</b>	<b>20.22</b>

## Planned Lifecycle Asset Replacement (PLAR)

PLAR provides funding for a lifecycle replacement program to protect the Department's investment in facilities and equipment and to sustain efficient and reliable facility maintenance and operations. The program is targeted at slowing the deterioration of the equipment and structures in Department facilities. Specifically, the program includes interior space modifications, security system enhancements, refinishing gymnasium floors and bleachers, and the repair/replacement of furniture, fixtures, and equipment in the Department's facilities.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>866,778</b>	<b>0.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,809	0.00
<b>FY16 CE Recommended</b>	<b>869,587</b>	<b>0.50</b>

## Fixed Costs

Fixed Costs include costs associated with utilities, property insurance, Workers' Compensation insurance, and grants to the city of Takoma Park.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,141,043</b>	<b>0.00</b>
Increase Cost: Utilities Expense Budget Based on Actual Costs	694,037	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	62,420	0.00
<b>FY16 CE Recommended</b>	<b>3,897,500</b>	<b>0.00</b>

## Administration/Policy Management

The Department's Administration staff provides the management and supervisory oversight to accomplish the agency's mission, goals, and objectives. This team includes the Department's senior managers and staff who provide policy development, accountability, evaluation, and planning.

Capital Programs (CIP): Within the Office of the Director, this staff manages the Department's long range facility planning efforts and the Capital Improvement Program, or CIP, to include the development of new facilities and the renovation and modernization of

existing recreation facilities.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,912,832</b>	<b>13.63</b>
Increase Cost: Minimum Wage Impact for Seasonal Staff (effective date October 1, 2015)	101,919	0.00
Decrease Cost: Reduction in Takoma Park Contract that Supports New Hampshire Avenue Recreation Center	-2,630	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.	-399,320	0.37
<b>FY16 CE Recommended</b>	<b>1,612,801</b>	<b>14.00</b>

Notes: Multi-program adjustment reflects the addition of 0.37 FTE's due to adjustment of seasonal positions related to the Senior Nutrition Grant funding increase.

### **Youth Development Programs**

In support of the County Executive's Positive Youth Development Initiative, program staff provides and supports a wide variety of teen and youth programs. These include High School Rec Zones (previously Sports Academies), Excel Beyond the Bell, Rec Extra, Teen Works, Dream Academy, and a wide variety of teen cafés, events, and activities. Many of these activities are in partnership with Montgomery County Public Schools and the Montgomery County Collaboration Council. These programs take place in high schools, middle, and elementary schools providing safe environments for youth to engage in sports and such leisure activities as arts, dance, nutrition education, STEM, and leadership skill development. Other teen programming includes sports tournaments, the newly created Summer Teen Mobile Program, and our Youth Advisory Committee.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percent of Excel Beyond the Bell youth participating multiple years	64%	71%	76%	77%	77%
Percent of Excel Beyond the Bell youth reporting making positive life choices	78%	84%	84%	86%	86%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,391,577</b>	<b>60.01</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	353,250	1.00
<b>FY16 CE Recommended</b>	<b>3,744,827</b>	<b>61.01</b>

Notes: Multi-program adjustment reflects the shift of 1 FTE due to move of Recreation Supervisor from Countywide Programs to Youth Development Programs.

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>RECREATION</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	14,861,566	15,507,238	15,294,250	16,086,750	3.7%
Employee Benefits	3,739,596	3,821,814	3,972,999	3,994,500	4.5%
<b>Recreation Personnel Costs</b>	<b>18,601,162</b>	<b>19,329,052</b>	<b>19,267,249</b>	<b>20,081,250</b>	<b>3.9%</b>
Operating Expenses	10,253,848	10,976,074	11,529,079	12,044,158	9.7%
Capital Outlay	0	0	0	0	—
<b>Recreation Expenditures</b>	<b>28,855,010</b>	<b>30,305,126</b>	<b>30,796,328</b>	<b>32,125,408</b>	<b>6.0%</b>
<b>PERSONNEL</b>					
Full-Time	104	109	109	112	2.8%
Part-Time	1	1	1	0	—
FTEs	393.73	410.37	410.37	411.73	0.3%
<b>REVENUES</b>					
Facility Rental Fees	745,571	757,600	757,600	794,600	4.9%
Investment Income	5,951	5,650	10,940	10,940	93.6%
Miscellaneous Revenues	135,851	-105,360	63,705	84,365	-180.1%
Miscellaneous Revenues - Parks ActiveNet	0	169,065	169,065	102,263	-39.5%
Other Charges/Fees	-270	0	0	0	—
Parking Fees	-28	0	0	0	—
Property Tax	29,427,342	34,559,943	34,409,228	35,717,163	3.3%
Recreation Fees	9,471,390	10,604,411	9,708,225	10,465,942	-1.3%
<b>Recreation Revenues</b>	<b>39,785,807</b>	<b>45,991,309</b>	<b>45,118,763</b>	<b>47,175,273</b>	<b>2.6%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	61,794	64,242	64,242	68,437	6.5%
Employee Benefits	7,244	4,915	4,915	5,235	6.5%
<b>Grant Fund MCG Personnel Costs</b>	<b>69,038</b>	<b>69,157</b>	<b>69,157</b>	<b>73,672</b>	<b>6.5%</b>
Operating Expenses	0	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>69,038</b>	<b>69,157</b>	<b>69,157</b>	<b>73,672</b>	<b>6.5%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	3.90	3.14	3.14	3.51	11.8%
<b>REVENUES</b>					
Federal Grants	0	69,157	69,157	73,672	6.5%
State Grants	22,550	0	0	0	—
<b>Grant Fund MCG Revenues</b>	<b>22,550</b>	<b>69,157</b>	<b>69,157</b>	<b>73,672</b>	<b>6.5%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>28,924,048</b>	<b>30,374,283</b>	<b>30,865,485</b>	<b>32,199,080</b>	<b>6.0%</b>
<b>Total Full-Time Positions</b>	<b>104</b>	<b>109</b>	<b>109</b>	<b>112</b>	<b>2.8%</b>
<b>Total Part-Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>397.63</b>	<b>413.51</b>	<b>413.51</b>	<b>415.24</b>	<b>0.4%</b>
<b>Total Revenues</b>	<b>39,808,357</b>	<b>46,060,466</b>	<b>45,187,920</b>	<b>47,248,945</b>	<b>2.6%</b>



## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>RECREATION</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>30,305,126</b>	<b>410.37</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Provide WiFi access at Eight Recreation or Aquatic Centers [Management Services]	97,000	0.00
Eliminate: Piney Branch Elementary School Pool Maintenance Funding [Aquatics]	-10,000	0.00
Reduce: Scheduled Ken Gar Programming To Flexible Community Programming [Recreation Areas and Community Centers]	-15,240	-0.36
Reduce: Early Closure of Good Hope Neighborhood Center in Advance of Renovations to Begin Spring 2016 [Recreation Areas and Community Centers]	-51,354	-2.00
Eliminate: Piney Branch Elementary School Pool Service Contract [Aquatics]	-145,000	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: ActiveNet Staff, Contractor, and Operating Expenses [Management Services]	700,530	2.40
Increase Cost: Utilities Expense Budget Based on Actual Costs [Fixed Costs]	694,037	0.00
Increase Cost: FY16 Compensation Adjustment	395,176	0.00
Increase Cost: Retirement Adjustment	131,479	0.00
Increase Cost: Minimum Wage Impact for Seasonal Staff (effective date October 1, 2015) [Administration/Policy Management]	101,919	0.00
Increase Cost: Risk Management Adjustment	65,999	0.00
Increase Cost: Existing Contractual Services Increases	65,875	0.00
Increase Cost: Group Insurance Adjustment	32,258	0.00
Increase Cost: Annualization of FY15 Lapsed Positions	26,937	0.00
Decrease Cost: Reduction in Takoma Park Contract that Supports New Hampshire Avenue Recreation Center [Administration/Policy Management]	-2,630	0.00
Decrease Cost: Printing and Mail	-10,818	0.00
Decrease Cost: Motor Pool Rate Adjustment	-31,924	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15	-101,000	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-122,962	1.32
<b>FY16 RECOMMENDED:</b>	<b>32,125,408</b>	<b>411.73</b>
<b>GRANT FUND MCG</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>69,157</b>	<b>3.14</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Senior Nutrition Grant (HHS) [Senior Adult Programs]	4,515	0.37
<b>FY16 RECOMMENDED:</b>	<b>73,672</b>	<b>3.51</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Aquatics	5,736,084	119.62	5,815,643	119.62
Countywide Programs	5,630,726	81.12	5,632,165	81.44
Recreation Areas and Community Centers	5,032,077	92.48	5,149,519	90.27
Senior Adult Programs	1,939,927	23.41	1,831,809	22.26
Recreation Outreach Services	393,030	4.92	496,639	5.92
Management Services	2,330,209	17.82	3,148,590	20.22
Planned Lifecycle Asset Replacement (PLAR)	866,778	0.50	869,587	0.50
Fixed Costs	3,141,043	0.00	3,897,500	0.00
Administration/Policy Management	1,912,832	13.63	1,612,801	14.00
Youth Development Programs	3,391,577	60.01	3,744,827	61.01
<b>Total</b>	<b>30,374,283</b>	<b>413.51</b>	<b>32,199,080</b>	<b>415.24</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
RECREATION					
CIP	CIP	57,068	0.50	58,605	0.50
Health and Human Services	Grant Fund MCG	69,157	3.14	73,672	3.51
Urban Districts	Silver Spring Urban District	148,637	0.90	155,903	0.90
Total		274,862	4.54	288,180	4.91

## FUTURE FISCAL IMPACTS

Title	CE REC.	(\$000's)				
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>RECREATION</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>32,125</b>	<b>32,125</b>	<b>32,125</b>	<b>32,125</b>	<b>32,125</b>	<b>32,125</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY16</b>	<b>0</b>	<b>-80</b>	<b>-80</b>	<b>-80</b>	<b>-80</b>	<b>-80</b>
Items approved for funding in FY16 that are eliminated in FY17 and beyond, include the following : \$80,000 to provide WiFi access at eight Recreation sites in FY16.						
<b>Labor Contracts</b>	<b>0</b>	<b>71</b>	<b>71</b>	<b>71</b>	<b>71</b>	<b>71</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>ActiveNet Expenses</b>	<b>0</b>	<b>-348</b>	<b>-333</b>	<b>-318</b>	<b>-302</b>	<b>-285</b>
Reflects the elimination of one-time costs in FY16 and the annualization of on-going operating costs.						
<b>Good Hope Neighborhood Recreation Center (P720918)</b>	<b>0</b>	<b>0</b>	<b>88</b>	<b>117</b>	<b>117</b>	<b>117</b>
These figures represent the impacts on the Operating Budget of projects included in the FY16-20 Approved Capital Improvements Program.						
<b>North Potomac Community Recreation Center (P720102)</b>	<b>0</b>	<b>404</b>	<b>404</b>	<b>404</b>	<b>404</b>	<b>404</b>
These figures represent the impacts on the Operating Budget of projects included in the FY16-20 Approved Capital Improvements Program.						
<b>Ross Boddy Neighborhood Recreation Center (P720919)</b>	<b>0</b>	<b>71</b>	<b>71</b>	<b>71</b>	<b>71</b>	<b>71</b>
These figures represent the impacts on the Operating Budget of projects included in the FY16-20 Approved Capital Improvements Program.						
<b>Wheaton Library and Recreation Center</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>971</b>	<b>931</b>	<b>931</b>
These figures represent the impacts on the Operating Budget of projects included in the FY16-20 Approved Capital Improvements Program.						
<b>Subtotal Expenditures</b>	<b>32,125</b>	<b>32,244</b>	<b>32,347</b>	<b>33,362</b>	<b>33,338</b>	<b>33,355</b>

# RECREATION

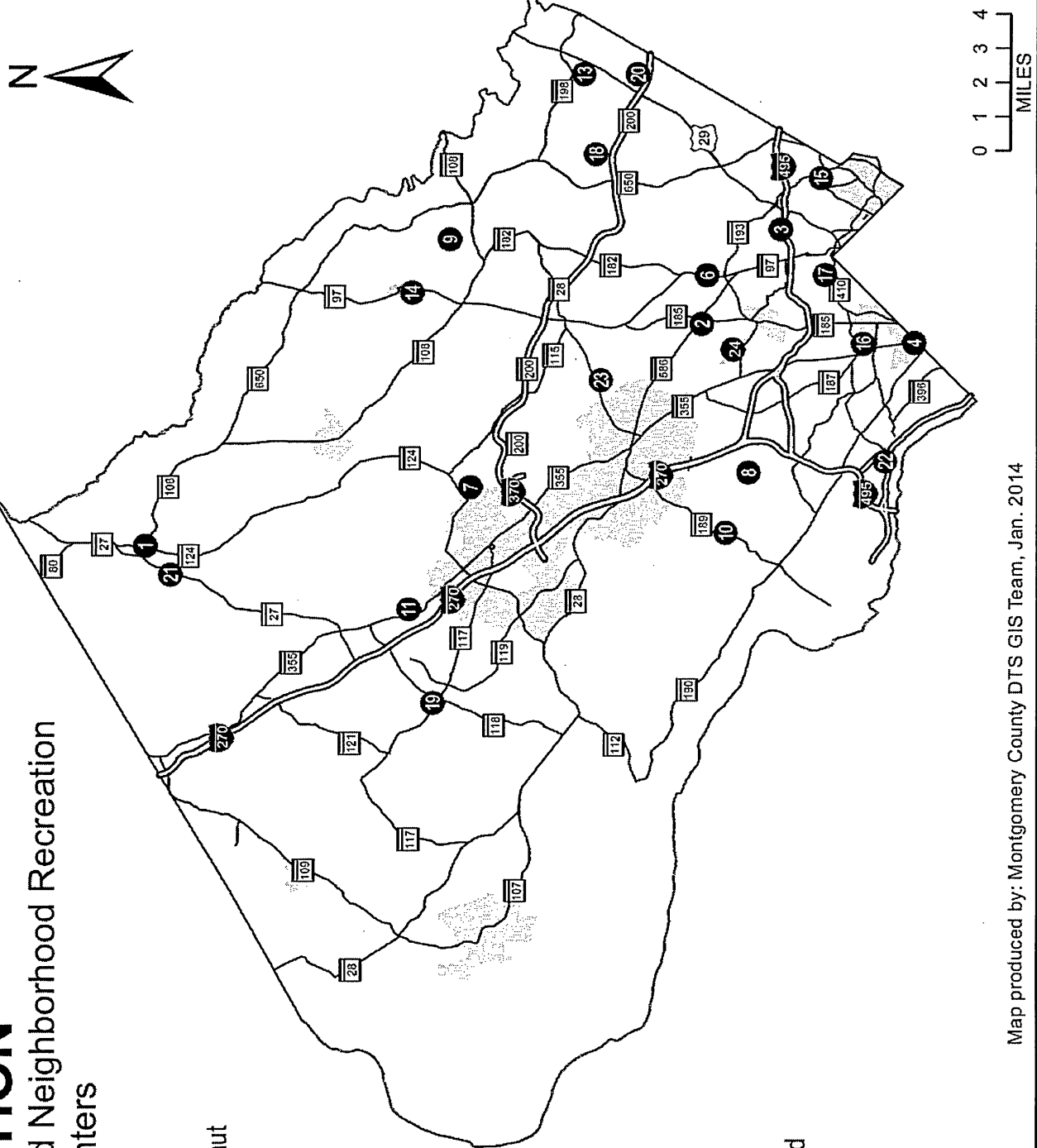
## Community and Neighborhood Recreation and Senior Centers

### Senior Centers

1. Damascus
2. Holiday Park
3. Margaret Schweinhaut
5. White Oak
15. Long Branch

### 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

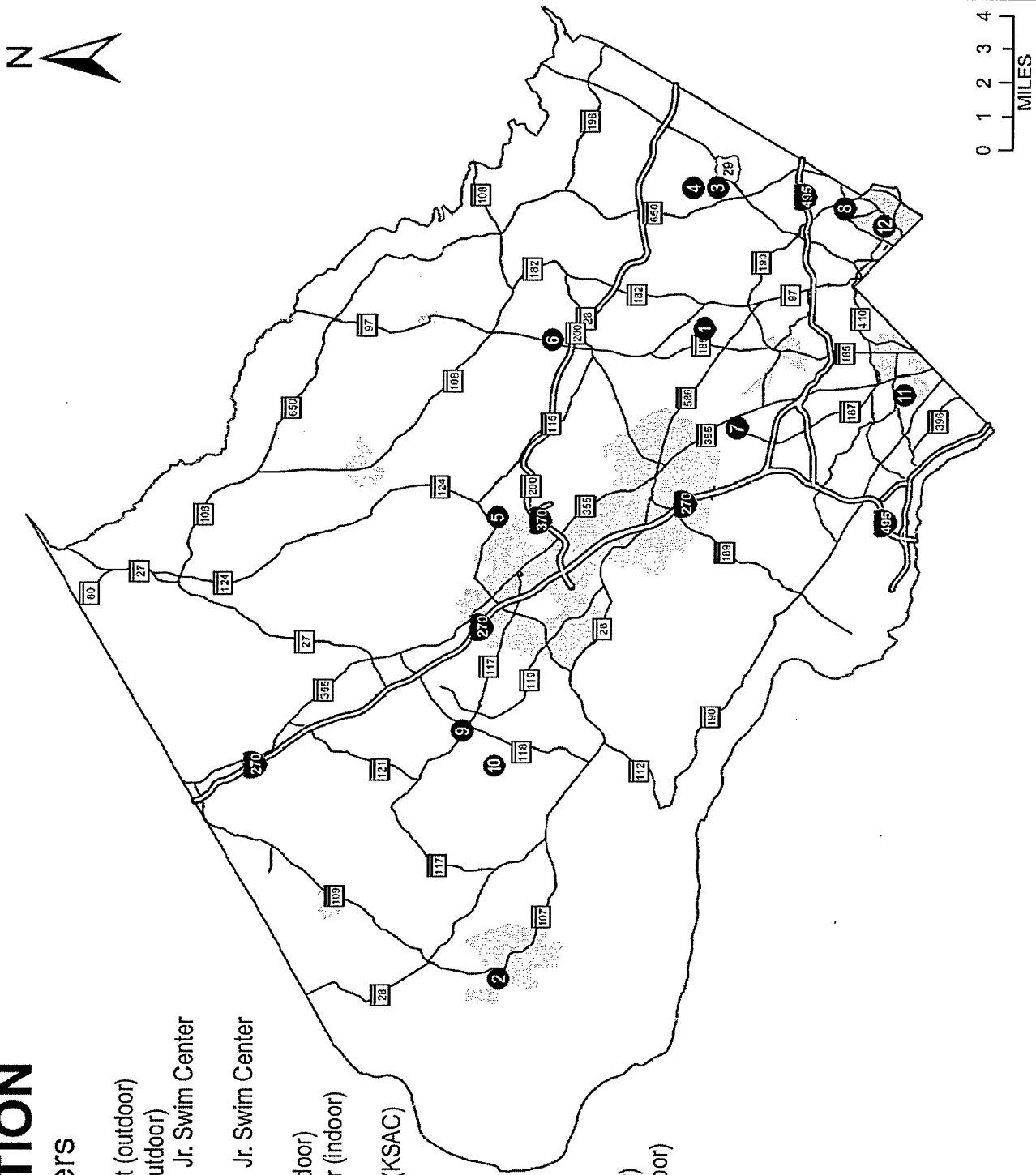


Map produced by: Montgomery County DTS GIS Team, Jan. 2014

## Aquatic Centers

1. Wheaton/Glenmont (outdoor)
2. 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)

Map produced by:  
Montgomery County  
DTS GIS Team





# Economic Development

## MISSION STATEMENT

The mission of the Department of Economic Development (DED) is to ensure Montgomery County remains a globally competitive and highly diversified knowledge-based economy that provides for the retention and growth of existing companies, stimulates new job creation, and enhances entrepreneurial opportunities. The Department's current Strategic Plan is based on six programs of work, which have been identified as priorities for sustainable economic growth in Montgomery County. The focus is on: 1) company retention, 2) company growth, 3) the development of strategic industry sectors, 4) the expansion of minority, women, disadvantaged and veteran owned businesses, 5) entrepreneurship, and 6) marketing.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Department of Economic Development is \$14,519,322, an increase of \$1,013,111 or 7.5 percent from the FY15 Approved Budget of \$13,506,211. Personnel Costs comprise 29.0 percent of the budget for 38 full-time positions and two part-time positions, and a total of 32.40 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 71.0 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ **A Responsive, Accountable County Government**
- ❖ **Healthy and Sustainable Neighborhoods**
- ❖ **Strong and Vibrant Economy**
- ❖ **Vital Living for All of Our Residents**

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Multi-Program Measures</b>					
Jobs created by business expansions, attractions, and start-ups through DED Involvement <sup>1</sup>	903	1,643	1,024	1,500	1,600
Jobs retained (location decision, lease renewals) through DED involvement	1,392	1,098	1,000	1,000	1,000
Total new capital investment by business expansions, attractions, and start-ups through DED involvement (in \$ millions)	\$17M	\$160M	\$100M	\$100M	\$100M

<sup>1</sup> Projections are based on the projects currently in the pipeline that are expected to be completed in FY15 and is consistent with the historic job creation trends. The FY16 and FY17 projections reflect the expectation that the new MOVE program and the new MCSquared Accelerator program will spur job creation.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Create MC Squared, a new start-up business accelerator, to expand the County's business incubator networks. This initiative provides early-stage companies with an intensive product-focused curriculum to accelerate their growth and leverage the region's unique Federal assets.**
- ❖ **In Fall 2014, design of the National Cybersecurity Center of Excellence (NCCoE) was completed and construction will begin in 2015. In partnership with the State of Maryland and the National Institute of Standards and Technology, the NCCoE will position the County to be the epicenter of the emerging and fast growing Cybersecurity industry.**

- ❖ **Add funds to support the marketing of the NCCoE establishment to help expand the County's Business Innovation Network by developing the data analytics sector and continuing to support growth of the life science industry.**
- ❖ **DED's outreach efforts resulted in starting up, expanding, or relocating 38 businesses to Montgomery County in FY14. These efforts will retain and create over 2,600 jobs, lease nearly 935,000 square feet of commercial space, and generate \$160 million in capital investment within the next three to five years.**
- ❖ **Thirty eight start-up companies were created due to the efforts of the County's partner organizations partially funded by DED, including Small Business and Technology Development Center, Latino Economic Development Center, and BioHealth Innovation, Inc.**
- ❖ **During FY14, DED staff worked with nearly 400 businesses, organizations, and federal agencies in Montgomery County, resolving over 800 issues and providing assistance to over 900 additional businesses through the DED funded partner organizations.**
- ❖ **DED's Workforce Services Division assisted over 14,000 job seekers and placed close to 7,000 workers in local jobs in FY14.**
- ❖ **Assisted more than 3,300 business officials in 140 technical assistance and training events in FY14.**
- ❖ **Montgomery County's Tech Transfer Speakers Series, in combination with the Tech Transfer Society of DC series, has been approved as a course elective for the Tech Transfer Certificate Program with the Foundation for Advanced Education in the Sciences (FAES).**
- ❖ **DED hosted the National Federal Laboratory Consortium (FLC) Conference for the first time in the Washington, DC area in April, 2014, advancing DED's objective of linking Federal research institution with local entrepreneurs.**
- ❖ **Executed a Partnership Intermediary Agreement as an Agricultural Research Partner with the Agricultural Research Service (ARS) of the U.S. Department of Agriculture (USDA).**
- ❖ **DED/University of Maryland (UMD)/USDA-ARS High Tunnel Forum won the FLC Mid-Atlantic Region's Educational Institution and Federal Laboratory Partnership Award for 2014.**
- ❖ **The Farm Equipment Rental Program was kicked off in September 2014 as a partnership between DED, Montgomery County Soil Conservation District, Montgomery County Farm Bureau, UMD Extension, and private farmers to meet the needs of agricultural businesses.**
- ❖ **Productivity Improvements**
  - **Provided an office sharing arrangement to the representatives of the Chinese Biopharmaceutical Association and the Maryland Israel Development Center to attract high-tech companies from China and Israel. Consequently, four companies have executed lease agreements to establish US operations in Montgomery County.**
  - **Created the Life Science Impact Grant Program to provide financial assistance to life science employers who retain jobs in the County and to stimulate growth of the Life Sciences industry in the County. DED awarded \$185,000 in grants ranging from \$10,000 to \$25,000 to eight companies to support their business growth and product development.**

## **PROGRAM CONTACTS**

Contact Peter Bang of the Department of Economic Development at 240.777.2008 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this department's operating budget.

## **PROGRAM DESCRIPTIONS**

### **Marketing and Business Development**

This program promotes the assets, advantages, and opportunities available within Montgomery County for domestic and international businesses. The division provides services that result in the creation of new businesses, the retention and growth of existing businesses, and the attraction of strategic businesses to the County. This includes a specific focus on strategic industry sectors: life sciences, IT, healthcare, green technology, and government contracting.

The Department supports the county's entrepreneurial ecosystem by running a highly-regarded innovation center network for 150+ technology companies and by leveraging entrepreneurial activities and events by partners. The retention and growth of County businesses includes a robust visitation program focusing on the largest private employers in the County, on those businesses with significant changes (contract wins, mergers, C-level changes, etc.) and those with upcoming lease expirations. DED staff work with

these companies to remove roadblocks to growth, to provide introductions to contacts and identification of resources. Attraction targets are identified through trade show and conference attendance, through referrals from partners, through visits to select companies, and through advertising, web site, social media, and public relations events.

In general, DED staff assists with needs assessment, financial and training assistance, site identification, and expediting and coordinating business development. DED staff also provide clients with land-use planning expertise, economic analysis, b2b match-making, financing and international trade assistance. Promotional activities include media relations; event coordination; local, regional, national, and international advertising; and development of informational and sales materials including the Department's website.

These efforts help to position the County in a highly competitive environment, and they set the stage for direct contact. Activities and materials are directed toward achieving balanced economic growth with a positive business climate and are often closely coordinated with local, regional, and State partners, such as the Maryland State Department of Business and Economic Development, and the World Trade Center Institute. The program also establishes and maintains high-level relationships with local government and private industry organizations, State and Federal agencies, and national and international governments and organizations. These important contacts are sought through meetings, trade shows and conferences, national and international trade missions, and other major events that provide exposure and opportunities to market and promote the County.

In addition, this program, jointly with the Finance and Administration Division, manages the Business Innovation Network, which currently includes five facilities in Wheaton, Silver Spring, Shady Grove, Rockville, and Germantown and encompasses over 140,000 square feet of office/lab space. These facilities provide high-level business support services and innovative programming to over 160 entrepreneurs. The program also operates a virtual network that provides identical programs and services to over 20 participating businesses without incurring the cost of leasing office space.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Net new commercial space occupied by business expansions, attractions, and start-ups through DED involvement (s.f.)	232,206	934,856	230,000	250,000	300,000
Number of businesses attracted	11	13	10	10	10
Number of businesses expanded	15	16	15	15	15
Number of businesses retained	1	2	3	3	3
Number of companies that received business assistance (permits, zoning, exports, B2B, introductions, land-use, etc.)	319	1,315	1,000	1,000	1,000
Number of new business starts <sup>1</sup>	30	43	30	35	35

<sup>1</sup> FY15 projections are based on the current pipeline of projects. FY16 projection reflects the CE's proposed funding for the Business Innovation Network incubator program.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,189,781</b>	<b>12.00</b>
Decrease Cost: Operating Funds from the Marketing Business Development Division to Reflect Actual Spending	-22,396	0.00
Decrease Cost: Montgomery Business Development Corporation Marketing Contract to Reflect Actual Spending	-40,000	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.	84,275	0.00
<b>FY16 CE Recommended</b>	<b>2,211,660</b>	<b>12.00</b>

## Business Empowerment

The Division of Business Empowerment provides a variety of programs and services to the County's small and minority business community through creative initiatives and partnerships with community organizations, business groups, private enterprises, and other public agencies. Services include providing technical publications and services, workshops and conferences, the business mentorship program, and convening targeted business development events in areas such as procurement and contracting. Serving as the primary resource and advocate for small businesses in Montgomery County, this program addresses the unique needs of the small business community and helps with short- and long-range economic development strategies for the County.

The Division of Business Empowerment provides a Small Business Navigator to assist small businesses with their compliance with County policies and regulations. This person promotes communications between a small business and County departments or agencies that the small business must interact with. Efforts are also made to identify changes that could improve turn around, eliminate duplication, resolve conflicts and eliminate unnecessary regulations and requirements.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percent of participants satisfied with DED sponsored technical assistance and training programs	96%	93%	95%	95%	95%



<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>774,682</b>	<b>3.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	10,720	1.00
<b>FY16 CE Recommended</b>	<b>785,402</b>	<b>4.00</b>

## Workforce Services

The Workforce Services (WS) program ensures that Montgomery County has a well-prepared, educated, trained, and adaptable workforce to meet the current and future needs of business, and that the County's workforce has the tools and resources to successfully compete in a global economy.

The Workforce Investment Board (WIB) provides advice and oversight on workforce development activities and policy. The 30-member WIB is composed of business representatives (51%), community leaders, and public officials. The Board is appointed by the County Executive in accordance with the Workforce Investment Act (WIA) of 1998 and Montgomery County Executive Order No. 159-02. The WIB does much of its work through its committees, which include the Communications, Outreach, and Board Development; Executive; Finance; Program Planning; Quality Assurance; and Youth Council committees. The work of the Board is defined by its Strategic Plan. The Staff provides support to the Board and its committees.

WS is funded by \$3 million in Federal Government, State of Maryland, and Montgomery County funds. The majority of annual formula funding received is through WIA grants to implement the One-Stop career system. This system is operated locally as MontgomeryWorks, and provides an array of vocational assessment, job readiness, job training, and job placement services to dislocated workers, low-income adults, older workers, disadvantaged workers, and youth. The WIB provides policy oversight and guidance for the expenditure of funds, which enables local businesses and the public and private sectors to work collaboratively in meeting the workforce development needs of Montgomery County. Program staff provides overall administrative support of the WIA grants and are responsible for fiscal monitoring and accounting, program monitoring and review, new program and grant development, legislation development, and contract management for the WIA and County programs.

Services are provided at the MontgomeryWorks One-Stop Workforce Centers in Wheaton and Germantown and are operated as a consortium with the Department of Licensing, Labor, and Regulation, the Workforce Solutions Group (formerly Career Transition Center, Inc.), Maryland Job Service, and other non-profit and local agency partners. MontgomeryWorks serves the businesses of the County on an ongoing basis and also provides direct services to adult and youth residents. Youth services are provided through the Maryland Multicultural Youth Center, which is operated by the Latin American Youth Council (LAYC) while TransCen offers a full range of services to youth with disabilities.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of job seekers placed in jobs by Workforce Services <sup>1</sup>	5,934	6,898	4,700	5000	5000
Number of unique businesses assisted by Workforce Services (recruitments, trainings, lay-offs)	676	470	500	500	500

<sup>1</sup> FY15 projections are lower than FY14 due to the general state of the economy. As the the economy improves, the estimates for FY16 and FY17 are slightly higher.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,358,703</b>	<b>3.00</b>
Enhance: Federal Workforce Investment Act (WIA) Grants	569,602	0.00
Enhance: MD Division of Rehabilitation Services (DORS) Youth Program	111,400	0.00
Enhance: Wagner Peyser Act Funding	48,455	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.	19,357	0.00
<b>FY16 CE Recommended</b>	<b>4,107,517</b>	<b>3.00</b>

## Agricultural Services

This program encompasses the promotion of agriculture as a viable component of the County's business and economic sector, as well as the preservation of farmland as a resource for future agricultural production capabilities. The Department of Economic Development co-sponsors farmers' markets, an annual farm tour, and other activities that promote agricultural businesses and products. The Division is also engaged in supporting a local food production network. Whether through programs like the New Farmer Pilot Program, or through association with the Montgomery Food Council, the Division is actively providing assistance in local food production, food recovery and food recycling initiatives.

The goal of the Agricultural Preservation Program was to acquire easements to protect 70,000 acres of farmland in the Agricultural Reserve. This goal was achieved in January 2009, one year prior to the 2010 target date. Agricultural Services also provides farmers

with zoning and master plan technical assistance and coordinates the County's Weed Control and Deer Donation programs.

The Montgomery Soil Conservation District (MSCD) is considered a political subdivision of the State and is staffed by County, State, and Federal employees. Programs offered by MSCD include an array of technical advice for conservation and natural resource planning, as well as a variety of educational opportunities. MSCD staff assist farmers and landowners in the County with Soil Conservation and Water Quality Plans, provide technical assistance for conservation practices, and administer a variety of Federal and State cost-share programs which help fund projects to prevent soil erosion and improve water quality. Many of these programs are designed to help protect local waterways and the Chesapeake Bay as well as help achieving State mandated nutrient reduction goals for farmland. The MSCD provides a number of programs that focus on educating Montgomery County residents about the benefits of agriculture, conservation, and natural resources management. Other services include small pond review, drainage advice for residential landowners, and administering the Cover Crop program in the County.

The Montgomery County Cooperative Extension Office serves as the agricultural outreach education component of the University of Maryland- Extension. This agency is funded cooperatively through local, State, and Federal governments. Farmers, families, and youth are the primary audiences of the Extension Office. Educational programs for farmers include raising crops and livestock, protecting the environment, farm and business management, marketing commodities, and pest management. Programs for families and youth include: home horticulture, family budgeting, consumer education with a focus on promoting positive parenting skills and healthful diets and lifestyles, leadership development, and traditional 4-H youth development programs. The Extension Office's professional staff utilizes an extensive network of volunteers to assist them in program delivery. Extension Office personnel manage a diverse group of over 3,000 volunteers to respond to over 100,000 information requests a year. Outreach education programs are delivered informally through one-on-one contacts, telephone assistance, the internet, classes and workshops, field days, radio, TV, and print media.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
<b>Acres of land under easements inspected by Agricultural Services<sup>1</sup></b>	1,000	2,048	750	750	750

<sup>1</sup> Lower projections for future years reflect a shift of inspections to part-time contracted staff

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>758,782</b>	<b>4.40</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	33,457	0.00
<b>FY16 CE Recommended</b>	<b>792,239</b>	<b>4.40</b>

## Special Projects

The Division of Special Projects administers all aspects of DED's public-private partnerships programs, encompassing the Department's capital projects, legislative activities, strategic planning endeavors and new program development. The program builds programmatic relationships with local academic institutions and Federal installations to advance the County's economic base. In addition, the program oversees the development and management of the Shady Grove Life Sciences Center and planning for new science and technology centers in the east County area at White Oak, and manages the Conference Center NDA. The Special Projects Division also initiates and implements such activities as the development of workshops on GSA leasing activities, and forums on development issues with site search consultants and commercial brokers.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>341,673</b>	<b>2.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	34,379	0.00
<b>FY16 CE Recommended</b>	<b>376,052</b>	<b>2.00</b>

## Finance and Administration

This program is responsible for managing and servicing all departmental administrative functions including fiscal, procurement, grant applications and monitoring, IT, human resources allocation and management, market research and data analysis, and formulating and administering the operating and capital improvement budgets. This program also administers six financing programs under the Economic Development Fund: the Economic Development Grant and Loan program, the Technology Growth program, the Impact Assistance Fund, the Small Business Revolving Loan program, the Biotech Tax Credit Supplemental Program, and the Green Investor Incentive Program. This program also works in concert with Marketing and Business Development and Business Empowerment staff to promote the development of high technology and professional services companies within Montgomery County, and applies and negotiates financial assistance from the State for the County's businesses.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>6,082,590</b>	<b>9.00</b>
Enhance: Business Incubator Network by Creating MC Squared, a New Start-up Business Accelerator	430,000	0.00
Enhance: Phase II Implementation of the Business Innovation Network - Development of Data Analytics Programming	300,000	0.00
Increase Cost: FY16 Compensation Adjustment	220,993	0.00
Increase Cost: Retirement Adjustment	16,882	0.00
Increase Cost: Group Insurance Adjustment	9,864	0.00
Decrease Cost: Motor Pool Rate Adjustment	-1,495	0.00
Decrease Cost: Printing and Mail	-3,871	0.00
Decrease Cost: Life Sciences Incubator One-Time Startup Costs Funded in FY15	-50,000	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-93,460	-1.00
Decrease Cost: American Film Institute's FY16 Budget Request	-158,217	0.00
Decrease Cost: Increase Lapse	-324,646	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.	-182,188	-1.00
<b>FY16 CE Recommended</b>	<b>6,246,452</b>	<b>7.00</b>

## BUDGET SUMMARY

	<b>Actual FY14</b>	<b>Budget FY15</b>	<b>Estimated FY15</b>	<b>Recommended FY16</b>	<b>% Chg Bud/Rec</b>
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	2,858,134	3,390,278	3,121,091	3,239,476	-4.4%
Employee Benefits	828,607	995,064	895,537	975,499	-2.0%
<b>County General Fund Personnel Costs</b>	<b>3,686,741</b>	<b>4,385,342</b>	<b>4,016,628</b>	<b>4,214,975</b>	<b>-3.9%</b>
Operating Expenses	5,920,797	6,278,015	7,628,071	6,732,036	7.2%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>9,607,538</b>	<b>10,663,357</b>	<b>11,644,699</b>	<b>10,947,011</b>	<b>2.7%</b>
<b>PERSONNEL</b>					
Full-Time	37	39	39	38	-2.6%
Part-Time	4	2	2	2	—
FTEs	31.30	33.40	33.40	32.40	-3.0%
<b>REVENUES</b>					
Miscellaneous Revenues	67,280	163,300	163,300	163,300	—
Other Intergovernmental	0	48,710	48,710	48,710	—
<b>County General Fund Revenues</b>	<b>67,280</b>	<b>212,010</b>	<b>212,010</b>	<b>212,010</b>	<b>—</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund MCG Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	3,090,399	2,842,854	2,842,854	3,572,311	25.7%
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>3,090,399</b>	<b>2,842,854</b>	<b>2,842,854</b>	<b>3,572,311</b>	<b>25.7%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
Federal Grants	3,621,471	2,842,854	2,842,854	3,572,311	25.7%
State Grants	127,610	0	0	0	—
<b>Grant Fund MCG Revenues</b>	<b>3,749,081</b>	<b>2,842,854</b>	<b>2,842,854</b>	<b>3,572,311</b>	<b>25.7%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>12,697,937</b>	<b>13,506,211</b>	<b>14,487,553</b>	<b>14,519,322</b>	<b>7.5%</b>
<b>Total Full-Time Positions</b>	<b>37</b>	<b>39</b>	<b>39</b>	<b>38</b>	<b>-2.6%</b>
<b>Total Part-Time Positions</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>—</b>
<b>Total FTEs</b>	<b>31.30</b>	<b>33.40</b>	<b>33.40</b>	<b>32.40</b>	<b>-3.0%</b>
<b>Total Revenues</b>	<b>3,816,361</b>	<b>3,054,864</b>	<b>3,054,864</b>	<b>3,784,321</b>	<b>23.9%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>10,663,357</b>	<b>33.40</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Business Incubator Network by Creating MC Squared, a New Start-up Business Accelerator [Finance and Administration]	430,000	0.00
Enhance: Phase II Implementation of the Business Innovation Network - Development of Data Analytics Programming [Finance and Administration]	300,000	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment [Finance and Administration]	220,993	0.00
Increase Cost: Retirement Adjustment [Finance and Administration]	16,882	0.00
Increase Cost: Group Insurance Adjustment [Finance and Administration]	9,864	0.00
Decrease Cost: Motor Pool Rate Adjustment [Finance and Administration]	-1,495	0.00
Decrease Cost: Printing and Mail [Finance and Administration]	-3,871	0.00
Decrease Cost: Operating Funds from the Marketing Business Development Division to Reflect Actual Spending [Marketing and Business Development]	-22,396	0.00
Decrease Cost: Montgomery Business Development Corporation Marketing Contract to Reflect Actual Spending [Marketing and Business Development]	-40,000	0.00
Decrease Cost: Life Sciences Incubator One-Time Startup Costs Funded in FY15 [Finance and Administration]	-50,000	0.00
Decrease Cost: Annualization of FY15 Personnel Costs [Finance and Administration]	-93,460	-1.00
Decrease Cost: American Film Institute's FY16 Budget Request [Finance and Administration]	-158,217	0.00
Decrease Cost: Increase Lapse [Finance and Administration]	-324,646	0.00
<b>FY16 RECOMMENDED:</b>	<b>10,947,011</b>	<b>32.40</b>
<b>GRANT FUND MCG</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>2,842,854</b>	<b>0.00</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Federal Workforce Investment Act (WIA) Grants [Workforce Services]	569,602	0.00
Enhance: MD Division of Rehabilitation Services (DORS) Youth Program [Workforce Services]	111,400	0.00
Enhance: Wagner Peyser Act Funding [Workforce Services]	48,455	0.00
<b>FY16 RECOMMENDED:</b>	<b>3,572,311</b>	<b>0.00</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Marketing and Business Development	2,189,781	12.00	2,211,660	12.00
Business Empowerment	774,682	3.00	785,402	4.00
Workforce Services	3,358,703	3.00	4,107,517	3.00
Agricultural Services	758,782	4.40	792,239	4.40
Special Projects	341,673	2.00	376,052	2.00
Finance and Administration	6,082,590	9.00	6,246,452	7.00
<b>Total</b>	<b>13,506,211</b>	<b>33.40</b>	<b>14,519,322</b>	<b>32.40</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	252,958	2.50	263,104	2.50
Economic Development Fund	Economic Development Fund	125,976	1.00	129,166	1.00
Environmental Protection	Water Quality Protection Fund	200,000	2.10	320,000	2.10
NDA - Conference Center	County General Fund	113,277	1.00	118,314	1.00
Total		692,211	6.60	830,584	6.60

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(S000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>10,947</b>	<b>10,947</b>	<b>10,947</b>	<b>10,947</b>	<b>10,947</b>	<b>10,947</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>10,947</b>	<b>10,959</b>	<b>10,959</b>	<b>10,959</b>	<b>10,959</b>	<b>10,959</b>

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# Economic Development Fund

## 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 and by the respective departments as noted below.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Economic Development Fund is \$1,853,591, an increase of \$3,024 or 0.2 percent from the FY15 Approved Budget of \$1,850,567. Personnel Costs comprise 7.0 percent of the budget for no full-time positions, and a total of one FTE. 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 93.0 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ *Healthy and Sustainable Neighborhoods*
- ❖ *Strong and Vibrant Economy*

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ *The County Executive introduced the MOVE Program in FY14 to reduce the amount of Class A and B office space by offering a one-time grant for new companies signing their first lease in the County. The pilot-version of the MOVE program attracted 9 companies and responded to more than 50 inquiries in eight months. In February 2015, The MOVE program was expanded to increase financial assistance from \$4 to \$8 per square foot, up to a maximum of 10,000 square feet, for any industry sector except retail and restaurant.*
- ❖ *The Biotech Tax Credit Supplement Program awarded credits for 59 investments, totaling more than \$7 million in 14 Montgomery County biotech companies in 2014.*
- ❖ *Facilitated the retention and expansion of ByteGrid in Silver Spring, which is estimated to create 80 jobs and generate \$34 million in personal property and energy tax revenue over the next twelve years.*
- ❖ *Facilitated the attraction of Mobile System 7 to generate eight additional jobs through DED's Equity Investment Program.*
- ❖ *Facilitated the retention and expansion of the Brainscope Company to generate 70 additional jobs to their current job base of 14.*
- ❖ *The Department of Economic Development works continually with the business community to identify opportunities for business attraction and retention. As economic development opportunities arise, the Executive submits a supplemental appropriation to the County Council for approval.*

## PROGRAM CONTACTS

Contact Peter Bang of the Economic Development Fund at 240.777.2008 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### **Economic Development Grant and Loan Program**

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 Economic Development (DED) through its Finance and Administration Division. DED identifies and develops prospects that meet the criteria for a grant or loan from the EDF and then

develops an assistance package. Frequently, DED works in close cooperation and coordination with the State of Maryland. 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,772,976</b>	<b>1.00</b>
Increase Cost: FY16 Compensation Adjustment	2,733	0.00
Increase Cost: Group Insurance Adjustment	291	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.	77,591	0.00
<b>FY16 CE Recommended</b>	<b>1,853,591</b>	<b>1.00</b>

### **Technology Growth Program**

The Technology Growth Program was created in FY99 to facilitate the growth of technology-based companies located or desiring to relocate in the County. Financial assistance is based on the evaluation of the technology and the innovation proposed, along with potential impact for the County. The program is aimed at leveraging private-sector financing and State Challenge and Equity Investment funds. The program is administered by the Department of Economic Development. The Biotech Tax Credit Supplement Program, established in FY10, provides additional incentive for investors who invest in Montgomery County biotech companies and works in conjunction with the State of Maryland Biotechnology Investment Tax Credit Program. Investors who qualify under the State's Program receive an additional supplement for their investment in a Montgomery County biotech company. The Green Investor Incentive Program, established in FY14, provides financial incentives to investors of qualified green companies in Montgomery County, encouraging the development of innovative green technologies.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>0</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>0</b>	<b>0.00</b>

### **Small Business Revolving Loan Program**

The Small Business Revolving Loan Program was established in FY00 and is administered by the Department of Economic Development. The program augments a grant from the Maryland Economic Development Assistance Authority and Fund Act under Senate Bill 446 to finance economic development projects that do not receive priority consideration from institutional lenders or other public sources because they are in a non-priority industry sector, a non-priority transaction site, and/or cannot fully satisfy the credit requirements of a conventional loan. The program offers secured loans typically in the range of \$25,000 to \$100,000.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>77,591</b>	<b>0.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-77,591	0.00
<b>FY16 CE Recommended</b>	<b>0</b>	<b>0.00</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>ECONOMIC DEVELOPMENT FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	97,156	99,660	100,602	101,987	2.3%
Employee Benefits	25,198	26,316	26,027	27,013	2.6%
<b>Economic Development Fund Personnel Costs</b>	<b>122,354</b>	<b>125,976</b>	<b>126,629</b>	<b>129,000</b>	<b>2.4%</b>
Operating Expenses	7,114,189	1,724,591	4,138,075	1,724,591	—
Capital Outlay	0	0	0	0	—
<b>Economic Development Fund Expenditures</b>	<b>7,236,543</b>	<b>1,850,567</b>	<b>4,264,704</b>	<b>1,853,591</b>	<b>0.2%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
<b>REVENUES</b>					
Investment Income	30,439	68,980	55,970	55,970	-18.9%
Loan Payments	55,858	94,970	94,970	94,970	—
Miscellaneous Revenues	161,107	0	0	0	—
<b>Economic Development Fund Revenues</b>	<b>247,404</b>	<b>163,950</b>	<b>150,940</b>	<b>150,940</b>	<b>-7.9%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>ECONOMIC DEVELOPMENT FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>1,850,567</b>	<b>1.00</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment [Economic Development Grant and Loan Program]	2,733	0.00
Increase Cost: Group Insurance Adjustment [Economic Development Grant and Loan Program]	291	0.00
<b>FY16 RECOMMENDED:</b>	<b>1,853,591</b>	<b>1.00</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Economic Development Grant and Loan Program	1,772,976	1.00	1,853,591	1.00
Technology Growth Program	0	0.00	0	0.00
Small Business Revolving Loan Program	77,591	0.00	0	0.00
<b>Total</b>	<b>1,850,567</b>	<b>1.00</b>	<b>1,853,591</b>	<b>1.00</b>

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(\$000's)		
				FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>ECONOMIC DEVELOPMENT FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>1,854</b>	<b>1,854</b>	<b>1,854</b>	<b>1,854</b>	<b>1,854</b>	<b>1,854</b>
No inflation or compensation change is included in outyear projections.						
<b>Subtotal Expenditures</b>	<b>1,854</b>	<b>1,854</b>	<b>1,854</b>	<b>1,854</b>	<b>1,854</b>	<b>1,854</b>





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# Housing and Community Affairs

## MISSION STATEMENT

The mission of the Department of Housing and Community Affairs is to plan and implement activities which prevent and correct problems that contribute to the physical decline of residential and commercial areas; ensure fair and equitable relations between landlords and tenants; increase the supply of affordable housing; and maintain existing housing in a safe and sanitary condition.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Department of Housing and Community Affairs is \$39,891,738, a decrease of \$274,741 or 0.7 percent from the FY15 Approved Budget of \$40,166,479. Personnel Costs comprise 21.6 percent of the budget for 85 full-time positions and three part-time positions, and a total of 80.30 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Debt Service account for the remaining 78.4 percent of the FY16 budget.

DHCA expects the total signed agreements for affordable housing projects through the PILOT program to abate \$12.8 million in taxes in FY16.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Affordable Housing in an Inclusive Community***
- ❖ ***Healthy and Sustainable Neighborhoods***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Invest over \$43.9 million for Affordable Housing including the Montgomery Housing Initiative (MHI) fund and utilize \$17.0 million from the Affordable Housing Acquisition and Preservation CIP project. This increases dedicated funding and provides for renovation of distressed housing, the acquisition and preservation of affordable housing units, creation of housing units for special needs residents, services to the "Building Neighborhoods to Call Home" and "Housing First" and creation of mixed-income housing. Since FY08, \$657.9 million has been invested in support of affordable housing leveraging \$924.5 million in non-county funding.***
- ❖ ***Continue to use resources from the MHI fund to support rental assistance programs to the Department of Housing and Community Affairs (DHCA), Health and Human Services (DHHS), and the Housing Opportunities Commission (HOC). A total of 1,800 households were assisted in FY15 and over 1,800 are projected in FY16.***
- ❖ ***Enhance code enforcement efforts to provide increased attention to single family rental properties to ensure safe and sanitary living conditions.***
- ❖ ***Continue the County's commitment to inclusive transit-oriented development by completing The Bonifant, a new, mixed-income senior project located in downtown Silver Spring next to the new Silver Spring Library. Of the 149 units, 139 will be affordable to seniors earning between 30 percent and 60 percent of the area median income.***

- ❖ **Continue to receive funding from Federal Grants (Community Development Block Grant (CDBG), the HOME Investment Partnership Grant (HOME), and the Emergency Solutions Grant (ESG) which provide funding for affordable housing, housing rehabilitation, commercial revitalization, focused neighborhood assistance, public services and preventing homelessness.**
- ❖ **Continue to participate in the administration of the State and Federally-funded Weatherization Programs which provide energy-saving housing renovations for income-eligible county residents.**
- ❖ **In collaboration with the Maryland-National Capital Park and Planning Commission, launch a rental housing study to identify the County's rental housing needs and offer holistic and sustainable approaches to meet them.**
- ❖ **Continue the comprehensive, data-driven Focused Neighborhood Assistance (FNA) Program, which has received national recognition for its previous efforts in Cinnamon Woods. This year, the FNA program will continue its efforts related to struggling condominium communities and HOAs through intensive community outreach, board training, and common area improvements in one selected community. The FNA Program will also continue community and housing improvements in the McKendree neighborhood of Montgomery Village, as well as undertake a community planning and visioning process in the Wheaton North neighborhood.**
- ❖ **Undertake renovations at Progress Place (a DGS, HHS, and DHCA collaboration), which includes the relocation of several Montgomery County supportive housing service providers to a new, consolidated location in Silver Spring. The relocation will furnish the providers with a new and improved space while integrating 21 units of supportive, transitional housing within the location.**
- ❖ **In addition to the funding for this Department, the recommended budget includes grants to our community partners. Community organizations augment and supplement government programs by providing services such as rental assistance, renovation assistance, foreclosure/eviction prevention services, and tenant counseling. These 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. They also are able to leverage community resources that may be unavailable to County Government. For details, please see Community Grants: County Executive in the Non-Departmental Accounts section.**
- ❖ **Productivity Improvements**
  - **Design and implement IT modernization plan and maintain efforts to continuously improve existing systems. This includes redesigning the existing application infrastructure with emphasis on efficiency, maintainability, and integration. DHCA-IT will deploy and enrich a series of web services to provide all departmental applications with a variety of centrally managed and maintained functions such as geocoding, Office 365 integration, and Siebel/MC311 integration.**
  - **Analyze and redesign departmental data repositories with the goal of supporting improved integration with other departments or initiatives ([montgomerycountymd.gov/open](http://montgomerycountymd.gov/open)) and established or upcoming standards.**
  - **Continue adding features to mobile web application used by code inspectors on mobile devices (for example, cases in proximity to inspectors location; routing to properties scheduled for inspection that day, etc.). This will improve efficiencies by enabling inspectors to conduct inspections that are located in the same geographic area and avoiding unnecessary travel saving inspector time.**
  - **Introduce and refine the Annual Rent Survey, which aims to increase adherence to the voluntary rent guideline and introduce rental market transparency by capturing countywide rent data on a per-unit basis and allows for rent analysis. This information is planned to be published on [montgomerycountymd.gov/open](http://montgomerycountymd.gov/open).**

## **PROGRAM CONTACTS**

Contact Tim Goetzinger of the Department of Housing and Community Affairs at 240.777.3728 or Jennifer Bryant of the Office of Management and Budget at 240.777.2761 for more information regarding this department's operating budget.

## **PROGRAM DESCRIPTIONS**

### **Multi-Family Housing Programs**

This program creates and preserves affordable multi-family housing units. Loans are made to the Housing Opportunities Commission, nonprofit organizations, property owners, and for-profit developers. This program provides funding to:

- preserve existing affordable housing units;
- construct and acquire affordable housing units;
- rehabilitate existing rental housing stock;

- participate in housing or mixed-use developments that will include affordable housing;
- acquire land to produce affordable housing;
- provide low income rental housing assistance.

Major funding for these projects is provided from the Montgomery Housing Initiative Fund, 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.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Cost per unit of affordable housing units preserved	8,129	7,361	6,844	6,800	6,129
Cost per unit of affordable housing units produced <sup>1</sup>	34,090	67,886	88,989	55,732	34,611
Total affordable housing units preserved <sup>2</sup>	1,663	2,544	2,594	2,710	2,428
Total affordable housing units produced	1,627	1,180	892	762	627

<sup>1</sup> DHCA projects a few well-leveraged housing developments to come on-line in FY17. These projects effectively reduce the projected cost per-unit in FY17. The reverse is true for projected FY15. The average cost per-unit in this category is approximately \$60,000.

<sup>2</sup> Preservation increases projected in FY14-17 due to increases in MHI rental assistance funding.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>27,055,648</b>	<b>8.40</b>
Enhance: Rental Assistance (Additional Estimated Recordation Tax Allocation)	353,369	0.00
Decrease Cost: Debt Service: GO Bonds (Non-Tax Funds)	-2,150	0.00
Decrease Cost: Loans	-1,075,021	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.	151,595	1.00
<b>FY16 CE Recommended</b>	<b>26,483,441</b>	<b>9.40</b>

## Single-Family Housing Programs

This program creates and preserves affordable single-family housing units. It enforces Chapter 25A of the County Code to ensure that Moderately Priced Dwelling Units (MPDUs) are provided and monitored for resale control. The Code requires that 12.5 percent to 15.0 percent of an approved development of 20 dwelling units or more be MPDUs, depending on the amount of density bonus achieved. The housing units produced are marketed at controlled prices, which makes them affordable to moderate-income households. Additional single-family (SF) housing programs provide funding to replace, rehabilitate and weatherize single-family housing units, and rehabilitate group homes (GH) for the special needs population. In addition, this program is responsible for the newly created Work Force Housing Initiative.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of Housing Units Improved/Rehabilitated <sup>1</sup>	64	127	220	362	220

<sup>1</sup> Projections for FY16 and FY17 are based on DHCA receiving a potential second EmPOWER Maryland Weatherization state grant. The first EmPOWER grant expires in FY15.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,110,602</b>	<b>10.00</b>
Decrease Cost: Lapse Vacant Program Manager II Position	-19,056	0.00
Decrease Cost: Lapse Vacant Program Manager II Position	-76,226	0.00
Decrease Cost: EmPower Maryland Program, Expired in December 2014	-190,996	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.	-915	-0.50
<b>FY16 CE Recommended</b>	<b>823,409</b>	<b>9.50</b>

## 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; and 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.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of housing Code Enforcement repeat offenses: More than 2 cases in a 2 year period	109	73	73	73	73
Percent of cases that achieve voluntary compliance in Code Enforcement cases before a citation is written	95%	93%	93%	93%	93%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,186,401</b>	<b>22.60</b>
Enhance: Code Enforcement Inspection - Single Family Rental Properties	307,060	3.00
Increase Cost: Takoma Park / HOC Code Enforcement Contract Annualization	15,714	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	195,066	-1.50
<b>FY16 CE Recommended</b>	<b>2,704,241</b>	<b>24.10</b>

## 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 low-income persons.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of Contracts Awarded and Monitored	25	37	31	32	32

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>6,859,797</b>	<b>6.70</b>
Enhance: Community Development Block Grant (CDBG)	340,136	0.00
Add: Community Block Grant: Asian Pacific Amer Legal Resource Center - Legal Services for Asian Immigrants	45,000	0.00
Add: Community Block Grant: Eastern Montgomery Emergency Assistance Network - Eviction and Utility Disconnection Prevention	45,000	0.00
Add: Community Block Grant: National Center for Children and Families - Future Bound Transitional Housing	45,000	0.00
Add: Community Block Grant: Mental Health Association of Montgomery County - Medical Therapist	44,938	0.00
Add: Community Block Grant: The Arc of Montgomery County, Inc. - Training Youth Employment Project	44,835	0.00
Add: Community Block Grant: Mobile Medical Care, Inc. - Anticoagulation Clinic for the Low Income Uninsured	40,072	0.00
Add: Community Block Grant: Boys & Girls Clubs of Greater Washington, Inc. - Power Hour	38,655	0.00
Add: Community Block Grant: Jewish Foundation for Group Homes, Inc. - Living Independently with Austim	38,500	0.00
Add: Community Block Grant: Montgomery Housing Partnership - 21st Century Gator Program	38,000	0.00
Add: Community Block Grant: Montgomery County Collaboration Council for Children Youth and Families - Strengthening Families Program	29,510	0.00
Add: Community Block Grant: Interfaith Works - Volunteer Services	29,186	0.00
Add: Community Block Grant: Jobs Unlimited, Inc. - Peer Recovery Support	25,200	0.00
Add: Community Block Grant: Stepping Stones Shelter - Community Engagement Manager	24,756	0.00
Add: Community Block Grant: Bethesda Cares, Inc. - Outreach to Chronically Homeless	21,944	0.00
Add: Community Block Grant: Aspire Counseling - Healthy Mothers Healthy Babies	15,614	0.00
Increase Cost: HOME Investment Partnerships Program (HOME)	14,799	0.00
Add: Community Block Grant: The Shepherd's Table, Inc. - Shepherd's Table Food Service Program	13,790	0.00
Decrease Cost: Emergency Shelter Grant (ESG)	-36,609	0.00
Decrease Cost: Adjustment for Individual Grants	-540,000	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.	-2,178,266	-1.00
<b>FY16 CE Recommended</b>	<b>4,999,857</b>	<b>5.70</b>

Notes: Shift Focused Neighborhood Assistance (-\$1,145,000) from Grants Administration - Federal Programs to Neighborhood Revitalization.

## Landlord-Tenant Mediation

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.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord Tenant Commission: Multi-family disputes (workdays)	35.0	38.2	36.0	36.0	36.0
Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord Tenant Commission: Single-family disputes (workdays)	35	36.7	35	35	35
Percent of Landlord/Tenant cases mediated successfully (not referred to the Commission)	97%	97%	97%	97%	97%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>923,134</b>	<b>8.00</b>
Increase Cost: Montgomery County Renters Alliance	35,000	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.	67,675	-0.50
<b>FY16 CE Recommended</b>	<b>1,025,809</b>	<b>7.50</b>

## 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.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Gains achieved in neighborhoods receiving DHCA neighborhood revitalization funding/services	2	n/a	n/a	n/a	n/a

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>333,312</b>	<b>5.10</b>
Decrease Cost: Montgomery Housing Partnership for the Focused Neighborhood Assistance Program: Delay in Contract Implementation, Funds in FY15 will be Sufficient for the Contract Through FY16	-120,000	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.	1,569,294	2.50
<b>FY16 CE Recommended</b>	<b>1,782,606</b>	<b>7.60</b>

Notes: Shift Focused Neighborhood Assistance (\$1,145,000) from Grants Administration - Federal Programs to Neighborhood Revitalization.

## Licensing and Registration

This program issues licenses to all rental housing (apartments, condominiums, single-family) and registers all housing units within common ownership communities.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of Rental Licenses Issued	93,522	96,185	97,500	98,500	99,500

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>427,865</b>	<b>3.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	12,124	0.00
<b>FY16 CE Recommended</b>	<b>439,989</b>	<b>3.00</b>

## Housing Administration

This program provides management and oversight to support activities within the housing division including single and multi-family housing programs, code enforcement, and landlord tenant mediation.

This program was formerly included as part of Housing Development and Loan Programs.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>267,258</b>	<b>3.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	76,702	0.00
<b>FY16 CE Recommended</b>	<b>343,960</b>	<b>3.50</b>

### **Administration**

This program provides overall direction, administration, and managerial support to the Department. Activities include budgeting, financial management, personnel management and administration, program oversight, training, automated systems management, and policy/program development and implementation (legislation, regulations, procedures).

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,002,462</b>	<b>10.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	285,964	0.00
<b>FY16 CE Recommended</b>	<b>1,288,426</b>	<b>10.00</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	2,832,199	3,062,271	3,025,753	3,325,239	8.6%
Employee Benefits	1,164,664	1,177,659	1,195,645	1,295,661	10.0%
<b>County General Fund Personnel Costs</b>	<b>3,996,863</b>	<b>4,239,930</b>	<b>4,221,398</b>	<b>4,620,900</b>	<b>9.0%</b>
Operating Expenses	628,272	937,826	902,131	898,207	-4.2%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>4,625,135</b>	<b>5,177,756</b>	<b>5,123,529</b>	<b>5,519,107</b>	<b>6.6%</b>
<b>PERSONNEL</b>					
Full-Time	83	82	82	85	3.7%
Part-Time	2	3	3	3	—
FTEs	38.10	38.60	38.60	41.60	7.8%
<b>REVENUES</b>					
Board of Appeals Fees	12,375	0	0	0	—
Health Inspection: Restaurants	-19	0	0	0	—
Landlord-Tenant Fees	5,041,465	4,988,040	4,988,040	5,436,018	9.0%
Miscellaneous Revenues	9,798	20,000	20,000	20,000	—
Other Charges/Fees	11,265	7,700	7,700	16,450	113.6%
Other Fines/Forfeitures	37,553	50,000	50,000	50,000	—
<b>County General Fund Revenues</b>	<b>5,112,437</b>	<b>5,065,740</b>	<b>5,065,740</b>	<b>5,522,468</b>	<b>9.0%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,368,545	1,708,044	1,708,044	1,593,154	-6.7%
Employee Benefits	482,114	589,766	589,766	579,711	-1.7%
<b>Grant Fund MCG Personnel Costs</b>	<b>1,850,659</b>	<b>2,297,810</b>	<b>2,297,810</b>	<b>2,172,865</b>	<b>-5.4%</b>
Operating Expenses	3,918,822	5,033,252	5,033,252	5,225,015	3.8%
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>5,769,481</b>	<b>7,331,062</b>	<b>7,331,062</b>	<b>7,397,880</b>	<b>0.9%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	20.60	24.00	24.00	24.00	—
<b>REVENUES</b>					
Federal Grants	3,137,510	5,550,444	5,541,028	5,541,028	-0.2%
Investment Income	731,636	0	0	0	—
Loan Payments	873,694	1,000,000	1,000,000	1,000,000	—
Miscellaneous Revenues	11,045	0	0	0	—
Other Charges/Fees	0	299,038	299,038	314,752	5.3%
State Grants	462,411	481,580	490,996	542,100	12.6%
Other Intergovernmental	257,528	0	0	0	—
<b>Grant Fund MCG Revenues</b>	<b>5,473,824</b>	<b>7,331,062</b>	<b>7,331,062</b>	<b>7,397,880</b>	<b>0.9%</b>
<b>MONTGOMERY HOUSING INITIATIVE</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,212,262	1,298,495	1,266,100	1,335,209	2.8%
Employee Benefits	447,690	471,687	471,702	475,865	0.9%
<b>Montgomery Housing Initiative Personnel Costs</b>	<b>1,659,952</b>	<b>1,770,182</b>	<b>1,737,802</b>	<b>1,811,074</b>	<b>2.3%</b>
Operating Expenses	20,771,386	25,821,849	27,187,205	25,100,197	-2.8%
Debt Service Other	67,729	65,630	65,630	63,480	-3.3%
Capital Outlay	0	0	0	0	—
<b>Montgomery Housing Initiative Expenditures</b>	<b>22,499,067</b>	<b>27,657,661</b>	<b>28,990,637</b>	<b>26,974,751</b>	<b>-2.5%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	14.70	14.70	14.70	14.70	—
<b>REVENUES</b>					
Asset Management Fee	0	0	12,770	32,188	—
Commitment Fee	0	0	75,000	150,000	—
Investment Income	2,048,496	1,000,000	1,468,200	1,468,200	46.8%
Land Sale Proceeds	0	0	2,275,000	0	—
Loan Payments	-1,156,646	2,500,000	2,500,000	1,825,000	-27.0%
MHI Transfer Tax	724,671	800,000	800,000	800,000	—



	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Miscellaneous Revenues	1,500	75,006	75,006	75,006	—
MPDU Revenues	2,964,612	1,500,000	1,500,000	1,400,000	-6.7%
Recordation Tax	7,996,905	8,858,371	7,699,250	8,382,680	-5.4%
Other Financing Sources	67,729	65,630	65,630	63,480	-3.3%
<b>Montgomery Housing Initiative Revenues</b>	<b>12,647,267</b>	<b>14,799,007</b>	<b>16,470,856</b>	<b>14,196,554</b>	<b>-4.1%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>32,893,683</b>	<b>40,166,479</b>	<b>41,445,228</b>	<b>39,891,738</b>	<b>-0.7%</b>
<b>Total Full-Time Positions</b>	<b>83</b>	<b>82</b>	<b>82</b>	<b>85</b>	<b>3.7%</b>
<b>Total Part-Time Positions</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>—</b>
<b>Total FTEs</b>	<b>73.40</b>	<b>77.30</b>	<b>77.30</b>	<b>80.30</b>	<b>3.9%</b>
<b>Total Revenues</b>	<b>23,233,528</b>	<b>27,195,809</b>	<b>28,867,658</b>	<b>27,116,902</b>	<b>-0.3%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>5,177,756</b>	<b>38.60</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Code Enforcement Inspection - Single Family Rental Properties [Housing Code Enforcement]	307,060	3.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	127,342	0.00
Increase Cost: Retirement Adjustment	47,304	0.00
Increase Cost: Montgomery County Renters Alliance [Landlord-Tenant Mediation]	35,000	0.00
Increase Cost: Group Insurance Adjustment	10,854	0.00
Increase Cost: Annualization of FY15 Personnel Costs	9,136	0.00
Decrease Cost: Printing and Mail	-8,138	0.00
Decrease Cost: Office Supplies	-18,000	0.00
Decrease Cost: Lapse Vacant Program Manager II Position [Single-Family Housing Programs]	-19,056	0.00
Decrease Cost: Motor Pool Rate Adjustment	-30,151	0.00
Decrease Cost: Montgomery Housing Partnership for the Focused Neighborhood Assistance Program: Delay in Contract Implementation, Funds in FY15 will be Sufficient for the Contract Through FY16 [Neighborhood Revitalization]	-120,000	0.00
<b>FY16 RECOMMENDED:</b>	<b>5,519,107</b>	<b>41.60</b>
<b>GRANT FUND MCG</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>7,331,062</b>	<b>24.00</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Takoma Park / HOC Code Enforcement Contract Annualization [Housing Code Enforcement]	15,714	0.00
Decrease Cost: Lapse Vacant Program Manager II Position [Single-Family Housing Programs]	-76,226	0.00
Decrease Cost: EmPower Maryland Program, Expired in December 2014 [Single-Family Housing Programs]	-190,996	0.00
<b><u>Federal Programs</u></b>		
Add: Community Block Grant: Asian Pacific Amer Legal Resource Center - Legal Services for Asian Immigrants	45,000	0.00
Add: Community Block Grant: Aspire Counseling - Healthy Mothers Healthy Babies	15,614	0.00
Add: Community Block Grant: Bethesda Cares, Inc. - Outreach to Chronically Homeless	21,944	0.00
Add: Community Block Grant: Boys & Girls Clubs of Greater Washington, Inc. - Power Hour	38,655	0.00
Add: Community Block Grant: Eastern Montgomery Emergency Assistance Network - Eviction and Utility Disconnection Prevention	45,000	0.00
Add: Community Block Grant: Interfaith Works - Volunteer Services	29,186	0.00
Add: Community Block Grant: Jewish Foundation for Group Homes, Inc. - Living Independently with Austim	38,500	0.00
Add: Community Block Grant: Jobs Unlimited, Inc. - Peer Recovery Support	25,200	0.00
Add: Community Block Grant: Mental Health Association of Montgomery County - Medical Therapist	44,938	0.00
Add: Community Block Grant: Mobile Medical Care, Inc. - Anticoagulation Clinic for the Low Income Uninsured	40,072	0.00
Add: Community Block Grant: Montgomery County Collaboration Council for Children Youth and Families - Strengthening Families Program	29,510	0.00
Add: Community Block Grant: Montgomery Housing Partnership - 21st Century Gator Program	38,000	0.00

	Expenditures	FTEs
Add: Community Block Grant: National Center for Children and Families - Future Bound Transitional Housing	45,000	0.00
Add: Community Block Grant: Stepping Stones Shelter - Community Engagement Manager	24,756	0.00
Add: Community Block Grant: The Arc of Montgomery County, Inc. - Training Youth Employment Project	44,835	0.00
Add: Community Block Grant: The Shepherd's Table, Inc. - Shepherd's Table Food Service Program	13,790	0.00
Decrease Cost: Adjustment for Individual Grants	-540,000	0.00
Decrease Cost: Emergency Shelter Grant (ESG)	-36,609	0.00
Enhance: Community Development Block Grant (CDBG)	340,136	0.00
Increase Cost: HOME Investment Partnerships Program (HOME)	14,799	0.00
<b>FY16 RECOMMENDED:</b>	<b>7,397,880</b>	<b>24.00</b>

<b>MONTGOMERY HOUSING INITIATIVE</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>27,657,661</b>	<b>14.70</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Rental Assistance (Additional Estimated Recordation Tax Allocation) [Multi-Family Housing Programs]	353,369	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	48,717	0.00
Increase Cost: Retirement Adjustment	19,171	0.00
Increase Cost: Group Insurance Adjustment	4,219	0.00
Decrease Cost: Debt Service: GO Bonds (Non-Tax Funds) [Multi-Family Housing Programs]	-2,150	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-31,215	0.00
Decrease Cost: Loans [Multi-Family Housing Programs]	-1,075,021	0.00
<b>FY16 RECOMMENDED:</b>	<b>26,974,751</b>	<b>14.70</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Multi-Family Housing Programs	27,055,648	8.40	26,483,441	9.40
Single-Family Housing Programs	1,110,602	10.00	823,409	9.50
Housing Code Enforcement	2,186,401	22.60	2,704,241	24.10
Grants Administration - Federal Programs	6,859,797	6.70	4,999,857	5.70
Landlord-Tenant Mediation	923,134	8.00	1,025,809	7.50
Neighborhood Revitalization	333,312	5.10	1,782,606	7.60
Licensing and Registration	427,865	3.00	439,989	3.00
Housing Administration	267,258	3.50	343,960	3.50
Administration	1,002,462	10.00	1,288,426	10.00
<b>Total</b>	<b>40,166,479</b>	<b>77.30</b>	<b>39,891,738</b>	<b>80.30</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	181,610	1.70	189,280	1.70
Permitting Services	Permitting Services	119,460	1.00	120,076	1.00
Solid Waste Services	Solid Waste Disposal	728,911	5.50	740,234	5.50
Total		1,029,981	8.20	1,049,590	8.20

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(S000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b> No inflation or compensation change is included in outyear projections.	5,519	5,519	5,519	5,519	5,519	5,519
<b>Elimination of One-Time Items Recommended in FY16</b> Items approved for one-time funding in FY16, including vehicles for new code enforcement staff and assoicated operating expenses, will be eliminated from the base in the outyears.	0	-77	-77	-77	-77	-77
<b>Labor Contracts</b> These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.	0	15	15	15	15	15
<b>Subtotal Expenditures</b>	5,519	5,457	5,457	5,457	5,457	5,457
<b>MONTGOMERY HOUSING INITIATIVE</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b> No inflation or compensation change is included in outyear projections.	26,975	26,975	26,975	26,975	26,975	26,975
<b>Labor Contracts</b> These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.	0	6	6	6	6	6
<b>Subtotal Expenditures</b>	26,975	26,981	26,981	26,981	26,981	26,981

FY16-21 PUBLIC SERVICES PROGRAM: FISCAL PLAN				Montgomery Housing Initiative			
	FY15	FY16	FY17	FY18	FY19	FY20	FY21
FISCAL PROJECTIONS	APPROVED	REC	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	15.87%	15.98%	15.98%	15.98%	15.98%	15.98%	15.98%
CPI (Fiscal Year)	2.0%	2.0%	2.2%	2.3%	2.5%	2.8%	3.1%
Investment Income Yield	0.35%	0.65%	1.25%	1.75%	2.25%	2.75%	3.50%
<b>BEGINNING FUND BALANCE</b>	<b>2,960,408</b>	<b>7,241,980</b>	<b>3,275,540</b>	<b>2,052,300</b>	<b>829,060</b>	<b>562,000</b>	<b>562,000</b>
<b>REVENUES</b>							
Taxes	9,658,371	9,182,680	10,443,700	11,064,790	11,790,390	12,006,050	12,568,410
Miscellaneous	5,140,636	5,013,874	4,985,223	4,755,986	4,526,188	4,295,853	4,317,367
<b>Subtotal Revenues</b>	<b>14,799,007</b>	<b>14,196,554</b>	<b>15,428,923</b>	<b>15,820,776</b>	<b>16,316,578</b>	<b>16,301,903</b>	<b>16,885,777</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>	<b>11,080,786</b>	<b>11,086,757</b>	<b>11,081,547</b>	<b>11,073,847</b>	<b>11,080,347</b>	<b>11,076,257</b>	<b>11,081,397</b>
Transfers To Debt Service Fund	(7,196,010)	(7,196,110)	(7,200,310)	(7,208,010)	(7,201,510)	(7,205,600)	(7,200,460)
Debt Service Other/MHI Property Acquisition	(7,196,010)	(7,196,110)	(7,200,310)	(7,208,010)	(7,201,510)	(7,205,600)	(7,200,460)
Transfers To The General Fund	(295,481)	(289,410)	(290,420)	(290,420)	(290,420)	(290,420)	(290,420)
Indirect Costs	(280,930)	(289,410)	(290,420)	(290,420)	(290,420)	(290,420)	(290,420)
Technology Modernization CIP	(14,551)	0	0	0	0	0	0
Transfers From The General Fund	18,572,277	18,572,277	18,572,277	18,572,277	18,572,277	18,572,277	18,572,277
<b>TOTAL RESOURCES</b>	<b>28,840,201</b>	<b>32,525,291</b>	<b>29,786,010</b>	<b>28,946,923</b>	<b>28,225,985</b>	<b>27,940,160</b>	<b>28,529,174</b>
<b>CIP CURRENT REVENUE APPROP.</b>	<b>0</b>	<b>(2,275,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PSP OPER. BUDGET APPROP/ EXP'S.</b>							
Operating Budget	(3,272,889)	(3,313,781)	(3,422,911)	(3,540,401)	(3,669,351)	(3,813,261)	(3,975,761)
Debt Service: GO Bonds (Non-Tax Funds only)	(65,630)	(63,480)	(61,274)	(59,021)	(56,727)	(54,396)	(54,396)
Labor Agreement	n/a	0	(6,313)	(6,313)	(6,313)	(6,313)	(6,313)
Rental Assistance Program (RAP)	(9,252,551)	(9,605,920)	(10,866,940)	(11,488,030)	(11,819,450)	(11,768,050)	(12,330,410)
Housing First	(7,856,455)	(7,856,455)	(7,856,455)	(7,856,455)	(7,856,455)	(7,856,455)	(7,856,455)
Neighborhoods to Call Home	(596,340)	(596,340)	(596,340)	(596,340)	(596,340)	(596,340)	(596,340)
Special Needs and Nonprofit Housing	(2,380,510)	(2,380,510)	(2,380,510)	(2,380,510)	(2,380,510)	(2,380,510)	(2,380,510)
100,000 Homes	(437,120)	(437,120)	(437,120)	(437,120)	(437,120)	(437,120)	(437,120)
Affordable Housing Initiative	(3,796,166)	(2,721,145)	(2,105,847)	(1,753,673)	(841,719)	(465,715)	(329,869)
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(27,657,661)</b>	<b>(26,974,751)</b>	<b>(27,733,710)</b>	<b>(28,117,863)</b>	<b>(27,663,985)</b>	<b>(27,378,160)</b>	<b>(27,967,174)</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(27,657,661)</b>	<b>(29,249,751)</b>	<b>(27,733,710)</b>	<b>(28,117,863)</b>	<b>(27,663,985)</b>	<b>(27,378,160)</b>	<b>(27,967,174)</b>
<b>YEAR END FUND BALANCE</b>	<b>1,182,540</b>	<b>3,275,540</b>	<b>2,052,300</b>	<b>829,060</b>	<b>562,000</b>	<b>562,000</b>	<b>562,000</b>
<b>TOTAL INVESTMENT</b>							
<b>Total Use of Resources</b>	<b>(27,657,661)</b>	<b>(29,249,751)</b>	<b>(27,733,710)</b>	<b>(28,117,863)</b>	<b>(27,663,985)</b>	<b>(27,378,160)</b>	<b>(27,967,174)</b>
<b>Affordable Housing Acquisition and Preservation CIP Project #760100</b>	<b>(15,950,000)</b>	<b>(14,725,000)</b>	<b>(2,185,500)</b>	<b>(7,085,900)</b>	<b>(1,293,500)</b>	<b>(4,651,000)</b>	<b>(4,555,000)</b>
<b>TOTAL INVESTMENT IN AFFORDABLE HOUSING (MHI Fund + CIP Project)</b>	<b>(43,607,661)</b>	<b>(43,974,751)</b>	<b>(29,919,210)</b>	<b>(35,203,763)</b>	<b>(28,957,485)</b>	<b>(32,029,160)</b>	<b>(32,522,174)</b>

#### Assumptions:

1. Maintains the County Executive's commitment to affordable housing. In addition to expenditures reflected in this fund, the Affordable Housing Acquisition and Preservation CIP Project #P760100 includes the issuance of \$7.7 million of debt in FY16 in addition to \$2.5 million in estimated loan repayments in FY16, and \$6.8 million in other resources to provide continued high level of support for the Housing Initiative Fund Property Acquisition Revolving Program created in FY09.
2. The amount shown in the Fiscal Plan for the Affordable Housing Acquisition and Preservation CIP project in FY16 is different from the PDF by \$2,275,000. This is because that amount is already included in the Total Use of Resources in the MHI fund.
3. Montgomery County Council Resolution #15-110 provides for an allocation from the General Fund to the Montgomery Housing Initiative fund (MHI) of \$16.1 million or the equivalent to 2.5 percent of actual General Fund property taxes from two years prior to the upcoming fiscal year, whichever is greater, for the purpose of maintaining and expanding the supply of affordable housing. The actual transfer from the General Fund will be determined each year based on the availability of resources.

**Notes:** 1. These projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.

Affordable Housing Support Summary													
	2008	2009	2010	2011	2012	2013	2014	2015 Approved	2016 Recommended	Total Funding	Non-County Dollars Leveraged	Creation/ Preservation of Affordable Housing Units 2008-2015	Projected FY16 Creation/ Preservation of Affordable Housing Units
Actual Operating Budget Expenditures: FY2008-2014, FY15 Approved Budget, and FY16 Rec.													
MHI Fund Operating Budget	33,715	23,083	27,266	16,450	13,890	21,021	24,312	27,658	26,975	214,371			
Debt Service (Int. only)	000	000	000	1,572	2,183	2,454	2,930	3,646	3,566 *	16,351			
Total MHI Operating Budget	33,715	23,083	27,266	18,023	16,073	23,475	27,242	31,304	30,541	230,722			
Other General Fund Affordable Housing Support													
HHS Housing Programs (General Fund)	5,731	6,141	9,588	10,442	9,642	9,549	10,169	11,823	11,854	73,066	14,776	10,901	1,980
HOC NDA			6,136	5,804	5,514	5,583	6,093	6,376	6,401	53,781			
Total Other General Fund Support	5,731	6,141	15,724	16,246	15,156	15,132	16,263	18,199	18,255	126,847			
Total Operating Budget	39,446	29,224	42,990	34,269	31,229	38,607	43,505	49,503	48,796	357,568	14,776	10,901	1,980 Clients Served
Funding Sources: Programmed Funding Thru FY13, FY14, FY15 and FY16 Rec.													
Affordable Housing Acquisition and Preservation Project (CIP)													
MHI						2,500	000	000	2,275	4,775			
HIF Revolving Loan Program						73,310	19,410	7,280	000	100,000			
Loan Repayment Proceeds						9,701	7,280	6,670	2,460	26,111			
G.O. Bonds						000	000	2,000	7,725	9,725			
Recordation Tax Premium						000	000	000	4,540	4,540			
Total CIP						85,511	26,690	15,950	17,000	145,151			
Total Units Include Operating and CIP Funding (DHCA)											909,732	22,359	2,934
Other Affordable Housing Support													
PILOTS (Payments in lieu of Taxes Non-HOC)	6,252	6,581	7,944	7,986	8,022	8,514	9,677	10,305 **	12,804 **	78,084		7,479	7,779 Senior housing
Sub Total Affordable Housing										580,804	924,508	7,479	7,779
HOC (PILOTS)	7,205	8,095	8,625	8,213	8,266	8,496	9,312	9,345	9,500 **	77,058		6,927	7,077
Total Affordable Housing Support										657,861	924,508	36,765	17,790
* Estimated Debt Service Interest for FY16 ** Estimated PILOT value for FY15 and the FY16 PILOT Cap													

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# Permitting Services

## MISSION STATEMENT

The mission of the Department of Permitting Services (DPS) is to protect the safety and welfare of County residents and businesses through the permitting and inspections process to ensure that the structures in which we live, work, congregate, and recreate are safe, secure and in compliance with zoning and building requirements. DPS contributes to the economic vitality of Montgomery County through the effective and efficient processing of land development and building construction permits and licenses.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Department of Permitting Services is \$33,893,405, an increase of \$1,885,569 or 5.9 percent from the FY15 Approved Budget of \$32,007,836. Personnel Costs comprise 73.8 percent of the budget for 207 full-time positions and one part-time position, and a total of 212.50 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 26.2 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***An Effective and Efficient Transportation Network***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***Safe Streets and Secure Neighborhoods***
- ❖ ***Strong and Vibrant Economy***
- ❖ ***Vital Living for All of Our Residents***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***The Department of Permitting Services has engaged in a comprehensive study of its fees. A significant outcome of the study is that the Department will be moving away from a construction cost-based fee for new commercial construction to a rate per square foot which more accurately reflects the necessary DPS staff work. This new approach is projected to yield a fee structure that is more equitable, predictable, and consistent with maintaining reserve policy. In FY15, DPS reduced the information technology surcharge fee by 50 percent and reduced fees for mid-rise woodframe construction. The FY16 budget is proposing a new permit fee structure that will result in materially lower permit fees across multiple charges for services.***
- ❖ ***DPS won the National Association of Counties (NACO) top award for “Best in Category” for their Apply Online program.***
- ❖ ***The Department expanded eServices (ePermits and ePlans) to include Residential permits (new homes, additions, renovations, and decks), Public Right-of-way permits (engineered plans, utility and driveway permits), Commercial Building permits (new construction and alterations), Fire alarm permits and Fire Protection System permits and Electrical permits and created and posted training videos to replace weekly in-office training for customers.***

- ❖ **In FY15, DPS launched comprehensive legislative programs for Design for Life, Tree Canopy and Roadside Trees and expedited residential solar and electric vehicle charging station permits, and implemented the Zoning Rewrite and new State septic requirements.**
- ❖ **The Department improved responses to complaints, launched cross-agency sign sweeps, provided education at numerous civic and community meetings, succeeded in getting Clarksburg Town Center work under open permits reactivated; and in coordination with the Department of Housing and Community Affairs and the County's Regional Service Centers, got extensive safety improvements and Zoning enforcement underway in multiple areas.**
- ❖ **In FY15, DPS created and launched the cross-agency "Recipes for Success" program which includes the Restaurant Welcome Package and Pre-Design Consultation to assist restaurants seeking to locate or expand in Montgomery County.**
- ❖ **The department continues to make progress in the adoption of Green Building Code to reduce building energy consumption by 10 percent, incorporate recycling/waste stream reduction into construction processes, reduce heat island effects, and generally implement construction related elements of the Climate Protection Plan.**
- ❖ **Streamlining the development process continues to be a priority for the County Executive. The Department of Permitting Services FY16 Recommended Budget maintains funding for ongoing streamlining activities and includes an additional \$551,344 for strategic efforts to improve the overall development approval process. With this additional funding, DPS will accomplish the following:**
  - **help the Department of Permitting Services meet its commitment to complete initial review and comment within 30 days for properly prepared and electronically submitted commercial plans**
  - **reduce the processing time for sediment control plans**
  - **staff more frequent revamped development review meetings with MNCPPC**
  - **continue the Department's move to electronic plans review and electronic permit processing**
  - **improve coordination of construction activities impacting business and community use of public rights-of-way in County business districts while facilitating orderly construction activities**
- ❖ **Productivity Improvements**
  - **Mandated a new 30-day turn around time for review of commercial plan processes.**
  - **eServices – DPS will continue transition to full online process for core services including: mechanical permits, sediment control permits, stormwater concept permits, special protection area permits, and demolition permits and ACH payments. In addition, DPS will create a concierge for in-office online permit application and processing.**
  - **Business process improvements include: created a Service Manual and training for MC311; launched Fee Payment Office; revised and created new performance measures; published nine datasets for dataMontgomery; and implemented 38 of the Cross-agency Streamlining Initiative recommendations.**

## PROGRAM CONTACTS

Contact Barbara Suter of the Department of Permitting Services at 240.777.6244 or Dennis Hetman of the Office of Management and Budget at 240.777.2770 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Land Development

The Land Development program is responsible for ensuring the protection of the County's land and water resources and for the protection of the environment and the safety of residents and businesses through its engineering and inspection functions related to stormwater management, sediment control, floodplain management, special protection areas, well-and-septic systems approval, storm drain design and construction, and work in the public right-of-way.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>7,217,744</b>	<b>60.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	521,055	2.00
<b>FY16 CE Recommended</b>	<b>7,738,799</b>	<b>62.50</b>

## Customer Service

The Customer Service program ensures customer service and satisfaction. This division measures customer satisfaction through communication and public outreach. Customer service receives complaints, processes information requests, responds to departmental correspondence, maintains the DPS web site, publishes the DPS newsletter, and coordinates outreach events and seminars for residents, civic organizations and professionals. Customer Service assists applicants with intake and issuance of permits and facilitates the processing of permits for "green tape" projects (i.e., affordable housing and areas such as the Silver Spring, Wheaton, and Long Branch enterprise zones, strategic economic development projects such as White Flint, and faith based institutions). This division develops customer service surveys for the department, analyzes the results, reports findings, and recommends a course of action for improvement.

<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
Complaint Resolution -- Average number of days from complaint filing to final resolution	11.30	8.95	12.00	12.00	12.00
Complaint Response -- average number of days from the complaint being filed to first inspection contact with customer	7.15	4.21	5.00	5.00	6.00

<i>FY16 Recommended Changes</i>	<i>Expenditures</i>	<i>FTEs</i>
<b>FY15 Approved</b>	<b>1,070,923</b>	<b>10.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	123,500	0.00
<b>FY16 CE Recommended</b>	<b>1,194,423</b>	<b>10.00</b>

## Building Construction

The Building Construction program ensures public safety and welfare through the effective enforcement of construction, zoning codes and standards, and site plan requirements. This division reviews engineering plans for permit issuance and conducts construction inspections in the administration and enforcement of building, structural, electrical, mechanical, fire-safety, energy conservation, green building, and accessibility codes and standards. This division assists businesses and applicants through pre-submission meetings and guidance. The program is also responsible for conducting county-wide damage assessments during natural and other disasters and incidents and provides assistance in disaster recovery efforts.

<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
Commercial Fast Track -- Service within 2.5 hours	66.00%	64.13%	75.00%	90.00%	90.00%
Commercial Permits -- Additions -- Average total time (In days)	51.00	66.53	52.00	50.00	50.00
Commercial Permits -- Additions -- DPS average review time (In days)	39	31	35	30	30
Commercial Permits -- New Construction -- Average total time (In days)	265.00	174.66	150.00	120.00	120.00
Commercial Permits -- New Construction -- DPS average review time (In days)	82.00	61.55	60.00	30.00	30.00
Fire Protection (Sprinkler Permits) -- DPS average review time (In days)	12.0	33.6	28.0	21.0	21.0
Residential (home) Fast Track -- Service within 2.5 hours	95.00%	93.95%	95.00%	95.00%	95.00%
Residential (home) Permits - Additions - Average total time (In days)	17	17	16	15	14
Residential (home) Permits -- Additions -- DPS average review time (In days)	6	8	6	5	4
Residential (home) Permits -- New Construction -- Average total time (In days)	82.03	73.65	58.00	55.00	50.00
Residential (home) Permits -- New Construction -- DPS average review time (In days)	21.0	16.2	14.0	13.0	12.0

<i>FY16 Recommended Changes</i>	<i>Expenditures</i>	<i>FTEs</i>
<b>FY15 Approved</b>	<b>10,413,912</b>	<b>92.90</b>
Add: County Executive's Economic Development Initiative - 6 positions to ensure 30 day turnaround time for commercial plan reviews	551,344	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.	411,816	-3.00
<b>FY16 CE Recommended</b>	<b>11,377,072</b>	<b>95.90</b>

## Administration

The Administration program provides policy development and leadership for all programs within the department. Staff specialists are responsible for a full range of administrative, financial, and budgetary tasks, including daily operations, automation, human resources management, training, safety, quality assurance, legislative coordination, space management, historic files management, and management services.



<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
Building Construction Inspections -- Percentage occurring on scheduled day	90.00%	93.54%	95.00%	95.00%	96.00%
Electrical Permits -- Walk-in service permit within 2 hours	94.00%	96.54%	97.54%	98.54%	99.54%
Fire Protection (Sprinkler Permits) -- Average total time (In days)	15.3	34.6	31.0	24.0	24.0
Mechanical Permits -- Walk-in service permit within 2 hours	95.00%	96.53%	97.53%	98.53%	99.53%
MPIA responses - percent of information requests responded to within 30 days after receipt by DPS		99%	99%	99%	99%
Percent of MC311 Service Requests (SR) Meeting the Service Level Agreement (SLA) Response Time	87.35%	81.34%	85.00%	85.00%	85.00%
Quality Control Inspections -- under construction					
Record Plats -- DPS average review time (In days)		14.24	12.00	12.00	12.00
Right of way Permits -- DPS average review time (In days)		5.01	4.00	5.00	5.00
Sediment Control Enforcement -- % of sites in compliance within 5 days following NOV -- Under construction					
Sediment Control Permits - DPS average review time (In days)		39.21	35.00	37.00	35.00
Septic Permits -- DPS average review time (In days)		12.28	14.00	14.00	14.00
Successful Maryland Department of the Environment (MDE) Delegation of Review of Sediment Control and Storm-Water Management	Yes	Yes	Yes	Yes	Yes
Well Permits -- DPS average review time (In days)		10.25	11.00	11.00	11.00

<i>FY16 Recommended Changes</i>	<i>Expenditures</i>	<i>FTEs</i>
<b>FY15 Approved</b>	<b>9,513,408</b>	<b>13.10</b>
Increase Cost: Rent at 255 Rockville Pike	209,649	0.00
Increase Cost: Retiree Health Insurance Pre-funding Adjustment	123,030	0.00
Increase Cost: Expenditures for Credit Card Charges	62,000	0.00
Increase Cost: Risk Management Adjustment	59,128	0.00
Increase Cost: IT Maintenance Cost	1,960	0.00
Decrease Cost: IT Replacement Plan	-510,000	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.	237,976	0.00
<b>FY16 CE Recommended</b>	<b>9,697,151</b>	<b>13.10</b>

## **Zoning and Site Plan Enforcement**

The Zoning and Site Plan Enforcement program protects the quality of life in Montgomery County and the public safety, welfare, health, and comfort of the present and future inhabitants of Montgomery County, through the effective application and enforcement of zoning code standards and M-NCPPC certified site plan requirements. This division reviews plans prior to permit issuance and conducts inspections, as well as investigates complaints in order to administer and enforce the zoning standards established by Chapter 59 of the Montgomery County Code. This program regulates size, shape, height, and mass of a building and the uses that are allowed on the property.

<i>FY16 Recommended Changes</i>	<i>Expenditures</i>	<i>FTEs</i>
<b>FY15 Approved</b>	<b>3,791,849</b>	<b>30.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	94,111	1.00
<b>FY16 CE Recommended</b>	<b>3,885,960</b>	<b>31.00</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>PERMITTING SERVICES</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	15,808,143	16,891,234	16,837,758	18,036,021	6.8%
Employee Benefits	6,228,739	6,314,202	6,719,763	6,979,039	10.5%
<b>Permitting Services Personnel Costs</b>	<b>22,036,882</b>	<b>23,205,436</b>	<b>23,557,521</b>	<b>25,015,060</b>	<b>7.8%</b>
Operating Expenses	7,895,639	8,802,400	8,525,700	8,878,345	0.9%
Capital Outlay	0	0	0	0	—
<b>Permitting Services Expenditures</b>	<b>29,932,521</b>	<b>32,007,836</b>	<b>32,083,221</b>	<b>33,893,405</b>	<b>5.9%</b>
<b>PERSONNEL</b>					
Full-Time	195	201	201	207	3.0%
Part-Time	1	1	1	1	—
FTEs	200.50	206.50	206.50	212.50	2.9%
<b>REVENUES</b>					
Automation Enhancement Fee	2,169,708	1,633,791	1,879,221	1,942,650	18.9%
Building Permits	21,872,917	21,001,416	19,768,926	17,303,987	-17.6%
Electrical Permits and Licenses	4,089,207	3,400,000	3,853,593	3,403,352	0.1%
Fire Code Enforcement Permits	1,935,911	1,544,934	1,747,053	2,435,618	57.7%
Grading/Storm Drains/Paving/Driveway Permits	5,730,606	6,000,000	4,889,931	4,777,732	-20.4%
Investment Income	24,815	24,000	45,640	177,460	639.4%
Mechanical Construction Permit	1,431,695	1,200,000	1,541,273	1,547,794	29.0%
Miscellaneous Revenues	7,537	0	0	0	—
Occupancy Permits	829,800	700,000	646,813	1,201,028	71.6%
Sediment Control Permits	2,912,151	2,569,000	2,685,389	1,222,542	-52.4%
Sign Permits	166,923	196,510	187,318	317,674	61.7%
Special Exception Fee	228,839	232,010	228,502	322,149	38.9%
Stormwater Mgmt and Water Quality Plan Fee	293,810	270,000	262,423	133,765	-50.5%
Utility Permits	0	0	0	1,175,879	—
Well and Septic	241,783	200,000	170,142	344,150	72.1%
Other Charges/Fees	76,601	92,784	58,519	75,059	-19.1%
Other Fines/Forfeitures	93,658	0	136,800	85,043	—
Other Licenses/Permits	1,158,402	1,146,180	810,456	1,954,704	70.5%
<b>Permitting Services Revenues</b>	<b>43,264,363</b>	<b>40,210,625</b>	<b>38,911,999</b>	<b>38,420,586</b>	<b>-4.5%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>PERMITTING SERVICES</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>32,007,836</b>	<b>206.50</b>
<b>Changes (with service impacts)</b>		
Add: County Executive's Economic Development Initiative - 6 positions to ensure 30 day turnaround time for commercial plan reviews [Building Construction]	551,344	6.00
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment	743,407	0.00
Increase Cost: Retirement Adjustment	338,768	0.00
Increase Cost: Rent at 255 Rockville Pike [Administration]	209,649	0.00
Increase Cost: Annualization of FY15 Personnel Costs	148,723	0.00
Increase Cost: Retiree Health Insurance Pre-funding Adjustment [Administration]	123,030	0.00
Increase Cost: Annualization of FY15 Lapsed Positions	113,427	0.00
Increase Cost: Expenditures for Credit Card Charges [Administration]	62,000	0.00
Increase Cost: Group Insurance Adjustment	60,207	0.00
Increase Cost: Risk Management Adjustment [Administration]	59,128	0.00
Increase Cost: Motor Pool Rate Adjustment	38,471	0.00
Increase Cost: Expenditures for General Office Supplies	35,580	0.00
Increase Cost: IT Maintenance Cost [Administration]	1,960	0.00
Decrease Cost: Printing and Mail	-19,948	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15	-70,177	0.00
Decrease Cost: IT Replacement Plan [Administration]	-510,000	0.00
<b>FY16 RECOMMENDED:</b>	<b>33,893,405</b>	<b>212.50</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Land Development	7,217,744	60.50	7,738,799	62.50
Customer Service	1,070,923	10.00	1,194,423	10.00
Building Construction	10,413,912	92.90	11,377,072	95.90
Administration	9,513,408	13.10	9,697,151	13.10
Zoning and Site Plan Enforcement	3,791,849	30.00	3,885,960	31.00
<b>Total</b>	<b>32,007,836</b>	<b>206.50</b>	<b>33,893,405</b>	<b>212.50</b>

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(S000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>PERMITTING SERVICES</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>33,893</b>	<b>33,893</b>	<b>33,893</b>	<b>33,893</b>	<b>33,893</b>	<b>33,893</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY16</b>	<b>0</b>	<b>-112</b>	<b>-112</b>	<b>-112</b>	<b>-112</b>	<b>-112</b>
Items approved for one-time funding in FY16, including costs for computers, phones, and vehicle will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>111</b>	<b>111</b>	<b>111</b>	<b>111</b>	<b>111</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>IT Maintenance Costs</b>	<b>0</b>	<b>102</b>	<b>76</b>	<b>179</b>	<b>81</b>	<b>84</b>
Represents additional maintenance costs for the system upgrades and post-warranty maintenance for servers, scanners, and printers.						
<b>IT Replacement Plan</b>	<b>0</b>	<b>0</b>	<b>69</b>	<b>629</b>	<b>419</b>	<b>-32</b>
Key components of Permitting Service's technology replacement plan include:						
FY18 Scanners (\$100,000);						
FY19 Printers (\$60,000), Servers (\$600,000);						
FY20 Permit DB Servers - Hardware & Software (\$450,000).						
<b>Office Rent</b>	<b>0</b>	<b>190</b>	<b>386</b>	<b>588</b>	<b>796</b>	<b>796</b>
Represents projected rent increase.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>0</b>	<b>-36</b>	<b>-76</b>	<b>-97</b>	<b>-120</b>
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
<b>Subtotal Expenditures</b>	<b>33,893</b>	<b>34,185</b>	<b>34,387</b>	<b>35,211</b>	<b>35,091</b>	<b>34,621</b>

FY16-21 PUBLIC SERVICES PROGRAM: FISCAL PLAN			Permitting Services				
FISCAL PROJECTIONS	FY15 ESTIMATE	FY16 REC	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION	FY21 PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	15.87%	15.98%	15.98%	15.98%	15.98%	15.98%	15.98%
CPI (Fiscal Year)	1.7%	2.0%	2.2%	2.3%	2.5%	2.8%	3.1%
Investment Income Yield	0.17%	0.65%	1.25%	1.75%	2.25%	2.75%	3.50%
Rate Stabilization factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>BEGINNING FUND BALANCE</b>	<b>28,183,801</b>	<b>12,601,123</b>	<b>9,363,056</b>	<b>9,184,186</b>	<b>9,866,183</b>	<b>10,246,146</b>	<b>9,095,997</b>
<b>REVENUES</b>							
Licenses & Permits	36,791,819	36,140,374	38,291,769	40,540,274	41,565,943	42,729,790	44,067,232
Charges For Services	1,937,740	2,017,709	2,062,099	2,110,145	2,163,532	2,224,111	2,293,726
Fines & Forfeitures	136,800	85,043	86,914	88,939	91,189	93,742	96,677
Miscellaneous	45,640	177,460	341,270	477,780	614,290	750,800	955,560
<b>Subtotal Revenues</b>	<b>38,911,999</b>	<b>38,420,586</b>	<b>40,782,052</b>	<b>43,217,139</b>	<b>44,434,955</b>	<b>45,798,443</b>	<b>47,413,195</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>							
Transfers To The General Fund	(4,090,186)	(4,206,430)	(4,224,180)	(4,224,180)	(4,224,180)	(4,224,180)	(4,224,180)
Indirect Costs	(3,682,700)	(3,997,410)	(4,015,160)	(4,015,160)	(4,015,160)	(4,015,160)	(4,015,160)
DCM Replacement	(109,020)	(109,020)	(109,020)	(109,020)	(109,020)	(109,020)	(109,020)
Technology Modernization CIP project	(198,466)	0	0	0	0	0	0
DOT Lab testing Transfer	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Transfers From The General Fund	0	0	0	1,153,770	1,153,770	1,153,770	1,153,770
Payment for Public Agency Permits	0	0	0	1,059,660	1,059,660	1,059,660	1,059,660
Payment for Green Tape Position	0	0	0	94,110	94,110	94,110	94,110
<b>TOTAL RESOURCES</b>	<b>63,005,614</b>	<b>46,815,279</b>	<b>45,920,928</b>	<b>49,330,914</b>	<b>51,230,728</b>	<b>52,974,179</b>	<b>53,438,782</b>
<b>PSP OPER. BUDGET APPROP/ EXP'S.</b>							
Operating Budget	(32,083,221)	(33,893,405)	(35,139,355)	(36,479,415)	(37,946,225)	(39,577,245)	(41,411,825)
Labor Agreement	n/a	0	(111,127)	(111,127)	(111,127)	(111,127)	(111,127)
Annualizations and One-Time	n/a	n/a	111,940	111,940	111,940	111,940	111,940
IT Maintenance	n/a	n/a	(101,999)	(76,038)	(178,634)	(81,282)	(83,983)
IT Replacement Plan	n/a	n/a	0	(68,500)	(628,500)	(418,500)	31,500
Office Rent	n/a	n/a	(190,188)	(386,082)	(587,853)	(795,677)	(795,677)
Retiree Health Insurance Pre-Funding	n/a	n/a	160	35,990	76,390	97,400	119,910
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(32,083,221)</b>	<b>(33,893,405)</b>	<b>(35,430,569)</b>	<b>(36,973,232)</b>	<b>(39,264,009)</b>	<b>(40,774,491)</b>	<b>(42,139,262)</b>
<b>OTHER CLAIMS ON FUND BALANCE</b>	<b>(18,321,270)</b>	<b>(3,558,818)</b>	<b>(1,306,173)</b>	<b>(2,491,500)</b>	<b>(1,720,573)</b>	<b>(3,103,691)</b>	<b>0</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(50,404,491)</b>	<b>(37,452,223)</b>	<b>(36,736,742)</b>	<b>(39,464,732)</b>	<b>(40,984,582)</b>	<b>(43,878,182)</b>	<b>(42,139,262)</b>
<b>YEAR END FUND BALANCE</b>	<b>12,601,123</b>	<b>9,363,056</b>	<b>9,184,186</b>	<b>9,866,183</b>	<b>10,246,146</b>	<b>9,095,997</b>	<b>11,299,520</b>
<b>END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES</b>	<b>20.0%</b>	<b>20.0%</b>	<b>20.0%</b>	<b>20.0%</b>	<b>20.0%</b>	<b>17.2%</b>	<b>21.1%</b>
<b>Assumptions:</b> 1. These projections are based on the Executive's recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here. 2. Revenue projections in FY16 and future years assume a gradual increase in construction market activity. 3. Key components of Permitting Service's technology replacement plan include: FY18 Scanners (\$100,000); FY19 Printers (\$60,000), Servers (\$600,000) FY20 Permit DB Servers - Hardware & Software (\$450,000); 4. "Other Claims on Fund Balance" are to fund the department's proportional share of the new headquarters in Wheaton. Current estimates for the cost to DPS is approximately \$35 million. 5. The Rate Stabilization Factor (RSF) is the factor by which the fee rate is adjusted, up or down, to maintain the reserve policy of 20% of total resources in the budget year. 6. The Permitting Services fund balance policy target is 20% of resources, after the IT set-aside, and 15% to 20% in the out years. 7. The General Fund transfer for Public Agency Permits and Green Tape will be deferred from FY15-FY17 for fiscal reasons.							



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# Environmental Protection

## MISSION STATEMENT

The mission of the Department of Environmental Protection (DEP) is to improve the quality of life in our community through conservation, protection, and restoration of natural resources guided by the principles of science, sustainability, and stewardship; and to provide solid waste management services, including reducing, reusing, and recycling waste in an environmentally progressive and economically sound manner.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Department of Environmental Protection is \$25,329,525, an increase of \$2,957,668 or 13.2 percent from the FY15 Approved Budget of \$22,371,857. Personnel Costs comprise 39.1 percent of the budget for 91 full-time positions and two part-time positions, and a total of 99.78 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 60.9 percent of the FY16 budget.

The debt service for the Water Quality Protection Fund is appropriated in the Debt Service Fund and is, therefore, not displayed in this section. To pay for the debt service, a transfer of funds from the Water Quality Protection Fund to the Debt Service Fund of \$3,020,250 for Water Quality Protection bonds is required.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Healthy and Sustainable Neighborhoods***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***DEP continues progress towards meeting the 2010 MS4 permit goals, and will work with the Maryland Department of Environment (MDE) to develop goals for the County's next MS4 permit.***
- ❖ ***Additional staffing and contractual support is funded in the DEP and M-NCPPC budget to address the increased demand for Stormwater Management facility inspection, maintenance, and related program oversight.***
- ❖ ***Initiated design on 23 stormwater management pond retrofits, five stream restoration projects, two green street neighborhoods and nine low impact development projects located on County and school properties.***
- ❖ ***Restored over 7,803 linear feet of degraded stream channels and eroding streambanks in the Anacostia Watershed.***
- ❖ ***Constructed 37 Low-Impact Development (LID) practices along Dennis Avenue, treating a combined impervious surface of 19.4 acres.***
- ❖ ***Inspected over 1,100 stormwater management facilities to ensure the facilities are functioning properly.***
- ❖ ***Handled over 1,400 environmental complaints and requests related to air, water quality, illegal dumping, and noise.***
- ❖ ***Established forest cover on approximately 45 acres at the closed Oaks Landfill to provide 17 acres of credit towards meeting the MS4 permit requirements.***

- ❖ ***Developed a Continuous Improvement Program template that will allow Certified Green Businesses to set sustainability goals and measure their progress.***
- ❖ ***Reviewed and commented on 128 requests for variances from the Forest Conservation Law for disturbance and removals of regulated trees.***
- ❖ ***Continued to expand watershed outreach to the County's diverse community, in particular native Spanish speakers. Hosted or participated in 103 outreach events, an increase of approximately 25% from the previous year. Watershed staff or volunteers interacted with approximately 12,500 people at these outreach events.***
- ❖ ***Joined both Prince George's County and WSSC in developing a report on the needs for sewers and sewer finance issues in unserved and underserved communities.***
- ❖ ***Developed sewer service policy recommendations for the Glen Hills area.***
- ❖ ***Completed report on five years of litter monitoring in the Anacostia with results showing a decrease in all categories of litter except food packaging at 14 stream stations being monitored.***
- ❖ ***Successfully transferred maintenance responsibility to three private property managers who participated in the pilot pet waste management station project in the Rock Creek watershed. From these seven stations, over 1,800 pounds of pet waste was collected.***
- ❖ ***Productivity Improvements***
  - ***Developed mobile application to support illicit discharge detection investigations allowing field staff to quickly and accurately input investigation data via smart phone, eliminating use of paper forms.***
  - ***Developed an inspection database and iPad app for use by underground stormwater inspectors to more efficiently complete the annual underground pre-maintenance inspections.***
  - ***Converted paper inspection and site assessment forms to tablet based forms which allowed for more rapid documentation completion and better customer service.***
  - ***Increased use of ArcGIS tablet application to provide for quicker and more accurate mapping during environmental complaint investigations.***
  - ***Incorporated Noise Complaint forms and Temporary Noise Waivers into case management system, which eliminated manual data input and enabled automatic creation of waiver certificates.***
  - ***Developed a web-based app for RainScapes neighborhood level screening for retrofit opportunities on private property front yards.***
  - ***Modified the DEP routes for streetsweeping to focus efforts within the Anacostia, making significant progress on pollutant reductions to meet Total Maximum Daily Loads (TMDL) for that watershed while keeping the same amount of impervious acre restoration credits.***

## **PROGRAM CONTACTS**

Contact Michelle Hwang of the Department of Environmental Protection at 240.777.7724 or Matt Schaeffer of the Office of Management and Budget at 240.777.2751 for more information regarding this department's operating budget.

## **PROGRAM DESCRIPTIONS**

### ***Watershed Management***

This program supports watershed-based monitoring, planning, policy development, and project implementation activities designed to achieve County stream protection goals (Chapter 19, Article IV) and comply with the federal Clean Water Act NPDES Municipal Separate Storm Sewer System (MS-4) permit. In combination with the stormwater management projects in the Capital Improvements Program, this program's goal is to provide stormwater treatment for 3,976 acres of impervious area by 2015. Program 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 best management practices that mitigate those impacts within the County's four designated "Special Protection Areas" (Chapter 19, Article IV).

Program staff manage, inspect, and ensures the operational effectiveness of over 9,000 stormwater management facilities which receive stormwater runoff discharge and are designed to protect County streams. The Department is also responsible for the structural maintenance of over 3,700 of these facilities.

Revenue for this program is generated by the Water Quality Protection Charge, applied to all residential and non-residential properties except for those owned by the State and County government, and in the cities of Gaithersburg, Rockville, and Takoma Park.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
County Watershed Stream Quality Index of Biological Integrity (IBI) Score	58.2%	58.9%	59.6%	60.4%	61.1%
Percent of the impervious acreage control goal met	6.3%	9.7%	12.9%	43.0%	73.1%
Percent of the nitrogen pollution reduction goal met	1.58%	4.39%	5.40%	19.27%	33.13%
Percent of the phosphorous pollution reduction goal met	4.17%	20.14%	28.57%	64.72%	100.86%
Stormwater Facility Maintenance Compliance Rate	85.6%	82.0%	82.0%	83.0%	85.0%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>20,521,787</b>	<b>84.39</b>
Enhance: Stormwater Management maintenance including new and newly transferred facilities	706,100	0.00
Enhance: Stormwater Management Facility Inspection Contractual Assistance	385,680	0.00
Enhance: Inspections of New Stormwater Management Facilities	350,000	0.00
Enhance: M-NCPPC Stormwater Management program costs	271,627	0.00
Enhance: Operating Budget Impacts of Stormwater Management CIP Projects	257,000	0.00
Add: Post-construction monitoring of Best Management Practices (BMP) facilities within Special Protection Areas (SPA's)	177,000	0.00
Increase Cost: FY16 Compensation Adjustment	172,951	0.00
Increase Cost: Homeowner Association Roads Credit Phased Implementation	147,000	0.00
Increase Cost: Charges from Other Departments	96,434	0.00
Add: Planning Specialist III - Water and Sewer Planning	73,976	1.00
Add: Program Manager I - Stormwater Management Facility Inspection	73,976	1.00
Increase Cost: Increase Senior Financial Specialist from 0.70 FTE to 1.00 FTE due to increased workload	47,142	0.30
Increase Cost: Retirement Adjustment	35,044	0.00
Increase Cost: Building Rent - 255 Rockville Pike	32,005	0.00
Increase Cost: Group Insurance Adjustment	14,625	0.00
Decrease Cost: Printing and Mail	-4,565	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15	-56,000	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-58,077	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.	-128,657	-1.00
<b>FY16 CE Recommended</b>	<b>23,115,048</b>	<b>85.69</b>

## Environmental Policy and Compliance

This program develops and implements scientifically-based, integrated programs which protect and enhance the County's environmental resources and promotes sustainable practices by the County government, businesses, and residents. The division develops, analyzes, and enforces policies, programs, and regulations related to air quality (ambient and indoor), water quality and stormwater management, energy conservation, forest and tree resources, noise control, pollution prevention, and sustainability efforts. The division is also responsible for environmental monitoring of the County's solid waste facilities; coordination of responses on all legislative referrals at the local, state, and federal levels; and participation on local and regional task forces, committees, and various advisory groups.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Average Number of Days to Resolve Incoming Complaints <sup>1</sup>	26	30	36	36	36
Non-Residential Building Energy Use as a Measure of Greenhouse Gas Reductions (Million British Thermal Units) [UNDER CONSTRUCTION]					
Percent of Customers Who Rated Themselves as Satisfied with DEP Response to Environmental Complaints <sup>2</sup>	70.8%	66.1%	65.0%	65.0%	65.0%
Residential Building Energy Use as a Measure of Greenhouse Gas Reductions (Million British Thermal Units) [UNDER CONSTRUCTION]					

<sup>1</sup> The FY14 average is for 1,524 total cases in the following areas: Air, Indoor Air, Noise, Stormwater, Water Quality, Solid Waste, Hazmat, and PIA.

<sup>2</sup> For FY14, DEP sent 635 emails to customers requesting they complete an electronic survey. 118 responses were received, which translates to a 18.6% response rate. 78 (66.1%) of the 118 respondents indicated they were satisfied with the service received.



<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,017,282</b>	<b>7.94</b>
Enhance: Tree Canopy Conservation - Tree Planting	200,000	0.00
Increase Cost: FY16 Compensation Adjustment	44,218	0.00
Increase Cost: Annualization of FY15 Lapsed Positions	38,105	0.00
Increase Cost: Annualization of FY15 Lapsed Positions	23,836	0.00
Increase Cost: Retirement Adjustment	13,785	0.00
Decrease Cost: Lapse Part-Time Program Manager II (.5 FTE) and substitute with contractual services for data analysis and research services in Office of Sustainability	-22,344	0.00
Decrease Cost: Motor Pool Rate Adjustment	-33,446	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-34,593	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.	140,411	1.00
<b>FY16 CE Recommended</b>	<b>1,387,254</b>	<b>8.94</b>

## Administration

The Office of the Director provides leadership on policy development, implementation, and administration for all departmental programs and management services. The Director's Office is also responsible for planning, development, and administration of water supply and wastewater policies for the County, development of the State-required Montgomery County Comprehensive Water Supply and Sewerage System Plan. The technical experts in this program work to ensure that the County's management of water and wastewater protects public health and the environment. Additional activities in the Director's Office include budget development and administration; contract management; human resources management; management of the Water Quality Protection Charge including geographical information systems and information technology services.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>832,788</b>	<b>5.15</b>
Increase Cost: Group Insurance Adjustment	3,972	0.00
Decrease Cost: Printing and Mail	-4,069	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.	-5,468	0.00
<b>FY16 CE Recommended</b>	<b>827,223</b>	<b>5.15</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	941,677	1,152,130	1,097,532	1,163,571	1.0%
Employee Benefits	352,871	407,660	379,609	408,552	0.2%
<b>County General Fund Personnel Costs</b>	<b>1,294,548</b>	<b>1,559,790</b>	<b>1,477,141</b>	<b>1,572,123</b>	<b>0.8%</b>
Operating Expenses	224,465	290,280	370,493	483,575	66.6%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>1,519,013</b>	<b>1,850,070</b>	<b>1,847,634</b>	<b>2,055,698</b>	<b>11.1%</b>
<b>PERSONNEL</b>					
Full-Time	40	41	41	41	—
Part-Time	1	2	2	2	—
FTEs	11.49	13.09	13.09	13.09	—
<b>REVENUES</b>					
Other Charges/Fees	79,358	91,000	141,000	227,000	149.5%
Other Fines/Forfeitures	20,610	10,000	10,000	10,000	—
Other Licenses/Permits	4,600	9,000	9,000	6,000	-33.3%
Tree Canopy	0	50,000	50,000	250,000	400.0%
<b>County General Fund Revenues</b>	<b>104,568</b>	<b>160,000</b>	<b>210,000</b>	<b>493,000</b>	<b>208.1%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund MCG Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
Operating Expenses	83,243	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>83,243</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
Miscellaneous Revenues	1,250	0	0	0	—
State Grants	33,387	0	0	0	—
<b>Grant Fund MCG Revenues</b>	<b>34,637</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
<b>WATER QUALITY PROTECTION FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	5,413,078	5,863,038	5,689,315	6,230,239	6.3%
Employee Benefits	1,794,004	2,013,922	1,788,239	2,095,836	4.1%
<b>Water Quality Protection Fund Personnel Costs</b>	<b>7,207,082</b>	<b>7,876,960</b>	<b>7,477,554</b>	<b>8,326,075</b>	<b>5.7%</b>
Operating Expenses	11,095,329	12,588,827	12,926,210	14,947,752	18.7%
Capital Outlay	0	56,000	0	0	—
<b>Water Quality Protection Fund Expenditures</b>	<b>18,302,411</b>	<b>20,521,787</b>	<b>20,403,764</b>	<b>23,273,827</b>	<b>13.4%</b>
<b>PERSONNEL</b>					
Full-Time	42	46	46	50	8.7%
Part-Time	1	1	1	0	—
FTEs	81.39	84.39	84.39	86.69	2.7%
<b>REVENUES</b>					
Bag Tax	2,406,995	2,150,000	2,150,000	2,400,000	11.6%
Investment Income	11,430	8,540	21,020	81,730	857.0%
Water Quality Protection Fee	23,571,861	28,273,690	28,630,224	32,633,364	15.4%
Other Charges/Fees	57,357	200,000	200,000	200,000	—
<b>Water Quality Protection Fund Revenues</b>	<b>26,047,643</b>	<b>30,632,230</b>	<b>31,001,244</b>	<b>35,315,094</b>	<b>15.3%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>19,904,667</b>	<b>22,371,857</b>	<b>22,251,398</b>	<b>25,329,525</b>	<b>13.2%</b>
<b>Total Full-Time Positions</b>	<b>82</b>	<b>87</b>	<b>87</b>	<b>91</b>	<b>4.6%</b>
<b>Total Part-Time Positions</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>-33.3%</b>
<b>Total FTEs</b>	<b>92.88</b>	<b>97.48</b>	<b>97.48</b>	<b>99.78</b>	<b>2.4%</b>
<b>Total Revenues</b>	<b>26,186,848</b>	<b>30,792,230</b>	<b>31,211,244</b>	<b>35,808,094</b>	<b>16.3%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>1,850,070</b>	<b>13.09</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Tree Canopy Conservation - Tree Planting [Environmental Policy and Compliance]	200,000	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment [Environmental Policy and Compliance]	44,218	0.00
Increase Cost: Annualization of FY15 Lapsed Positions [Environmental Policy and Compliance]	38,105	0.00
Increase Cost: Retirement Adjustment [Environmental Policy and Compliance]	13,785	0.00
Increase Cost: Group Insurance Adjustment [Administration]	3,972	0.00
Decrease Cost: Printing and Mail [Administration]	-4,069	0.00
Decrease Cost: Lapse Part-Time Program Manager II (.5 FTE) and substitute with contractual services for data analysis and research services in Office of Sustainability [Environmental Policy and Compliance]	-22,344	0.00
Decrease Cost: Motor Pool Rate Adjustment [Environmental Policy and Compliance]	-33,446	0.00
Decrease Cost: Annualization of FY15 Personnel Costs [Environmental Policy and Compliance]	-34,593	0.00
<b>FY16 RECOMMENDED:</b>	<b>2,055,698</b>	<b>13.09</b>
<b>WATER QUALITY PROTECTION FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>20,521,787</b>	<b>84.39</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Stormwater Management maintenance including new and newly transferred facilities [Watershed Management]	706,100	0.00
Enhance: Stormwater Management Facility Inspection Contractual Assistance [Watershed Management]	385,680	0.00
Enhance: Inspections of New Stormwater Management Facilities [Watershed Management]	350,000	0.00
Enhance: M-NCPPC Stormwater Management program costs [Watershed Management]	271,627	0.00
Enhance: Operating Budget Impacts of Stormwater Management CIP Projects [Watershed Management]	257,000	0.00
Add: Post-construction monitoring of Best Management Practices (BMP) facilities within Special Protection Areas (SPA's) [Watershed Management]	177,000	0.00
Add: Planning Specialist III - Water and Sewer Planning [Watershed Management]	73,976	1.00
Add: Program Manager I - Stormwater Management Facility Inspection [Watershed Management]	73,976	1.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment [Watershed Management]	172,951	0.00
Increase Cost: Homeowner Association Roads Credit Phased Implementation [Watershed Management]	147,000	0.00
Increase Cost: Charges from Other Departments [Watershed Management]	96,434	0.00
Increase Cost: Increase Senior Financial Specialist from 0.70 FTE to 1.00 FTE due to increased workload [Watershed Management]	47,142	0.30
Increase Cost: Retirement Adjustment [Watershed Management]	35,044	0.00
Increase Cost: Building Rent - 255 Rockville Pike [Watershed Management]	32,005	0.00
Increase Cost: Annualization of FY15 Lapsed Positions [Environmental Policy and Compliance]	23,836	0.00
Increase Cost: Group Insurance Adjustment [Watershed Management]	14,625	0.00
Increase Cost: Administrative Specialist II - Stormwater Management CIP program (charged to CIP)	6,286	0.00
Decrease Cost: Printing and Mail [Watershed Management]	-4,565	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15 [Watershed Management]	-56,000	0.00
Decrease Cost: Annualization of FY15 Personnel Costs [Watershed Management]	-58,077	0.00
<b>FY16 RECOMMENDED:</b>	<b>23,273,827</b>	<b>86.69</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Watershed Management	20,521,787	84.39	23,115,048	85.69
Environmental Policy and Compliance	1,017,282	7.94	1,387,254	8.94
Administration	832,788	5.15	827,223	5.15
<b>Total</b>	<b>22,371,857</b>	<b>97.48</b>	<b>25,329,525</b>	<b>99.78</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
WATER QUALITY PROTECTION FUND					
CIP	CIP	2,681,739	24.20	2,918,293	25.20

## FUTURE FISCAL IMPACTS

Title	CE REC.		(\$000's)			
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>2,056</b>	<b>2,056</b>	<b>2,056</b>	<b>2,056</b>	<b>2,056</b>	<b>2,056</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>2,056</b>	<b>2,060</b>	<b>2,060</b>	<b>2,060</b>	<b>2,060</b>	<b>2,060</b>
<b>WATER QUALITY PROTECTION FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>23,274</b>	<b>23,274</b>	<b>23,274</b>	<b>23,274</b>	<b>23,274</b>	<b>23,274</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Building Rent - 255 Rockville Pike</b>	<b>0</b>	<b>17</b>	<b>40</b>	<b>64</b>	<b>89</b>	<b>89</b>
DEP share of building rent of 255 Rockville Pike offices.						
<b>Homeowner Association Roads Credit Phased Implementation</b>	<b>0</b>	<b>16</b>	<b>43</b>	<b>181</b>	<b>209</b>	<b>209</b>
These amounts relate to a phased implementation of a Water Quality Protection Charge credit program authorized by Bill 34-12 for Homeowner Association roads.						
<b>Inspections of New Stormwater Management Facilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>30</b>
These figures represent costs associated with the inspection of new above ground and underground stormwater management facilities.						
<b>Operating Budget Impacts of Stormwater Management CIP Projects</b>	<b>0</b>	<b>209</b>	<b>941</b>	<b>1,473</b>	<b>1,989</b>	<b>1,989</b>
These figures represent the Operating Budget Impacts of Stormwater Management projects in the FY16-20 CIP.						
<b>Program Growth</b>	<b>0</b>	<b>50</b>	<b>100</b>	<b>150</b>	<b>200</b>	<b>200</b>
These figures represent the anticipated increase of expenditures related to an increase in Water Quality Protection initiatives, including the MS4 program.						
<b>Subtotal Expenditures</b>	<b>23,274</b>	<b>23,594</b>	<b>24,425</b>	<b>25,169</b>	<b>25,818</b>	<b>25,818</b>

FY16-21 PUBLIC SERVICES PROGRAM: FISCAL PLAN		Water Quality Protection Fund					
FISCAL PROJECTIONS	FY15 Estimate	FY16 CE REC	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION	FY21 PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	15.87%	15.98%	15.98%	15.98%	15.98%	15.98%	15.98%
CPI (Fiscal Year)	1.72%	2.0%	2.2%	2.3%	2.5%	2.8%	3.1%
Investment Income Yield	0.17%	0.65%	1.25%	1.75%	2.25%	2.75%	3.50%
Number of Equivalent Residential Units (ERUs) Billed	326,857	372,369	372,369	372,369	372,369	372,369	372,369
Water Quality Protection Charge (\$/ERU)	\$88.40	\$88.40	\$93.25	\$93.50	\$115.75	\$121.00	\$124.25
Collection Factor for Charge	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
<b>BEGINNING FUND BALANCE</b>	<b>9,901,940</b>	<b>10,698,490</b>	<b>4,463,000</b>	<b>1,668,010</b>	<b>1,833,250</b>	<b>3,132,540</b>	<b>4,348,970</b>
<b>REVENUES</b>							
Charges For Services	28,630,224	32,633,364	34,430,324	34,522,954	42,766,734	44,711,904	45,916,044
Bag Tax Receipts	2,150,000	2,400,000	1,920,000	1,536,000	1,228,800	983,040	786,432
Miscellaneous	221,020	281,730	357,170	420,040	482,910	545,780	640,080
<b>Subtotal Revenues</b>	<b>31,001,244</b>	<b>35,315,094</b>	<b>36,707,494</b>	<b>36,478,994</b>	<b>44,478,444</b>	<b>46,240,724</b>	<b>47,342,556</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>	<b>(4,306,744)</b>	<b>(4,350,760)</b>	<b>(8,762,910)</b>	<b>(8,760,610)</b>	<b>(13,976,710)</b>	<b>(14,170,160)</b>	<b>(14,174,510)</b>
Transfers To General Fund	(1,287,544)	(1,330,510)	(1,330,510)	(1,330,510)	(1,330,510)	(1,330,510)	(1,330,510)
Indirect Costs	(1,206,980)	(1,330,510)	(1,330,510)	(1,330,510)	(1,330,510)	(1,330,510)	(1,330,510)
Technology Modernization	(80,564)	0	0	0	0	0	0
Transfers to Debt Service Fund (Non-Tax)	(3,019,200)	(3,020,250)	(7,432,400)	(7,430,100)	(12,646,200)	(12,839,650)	(12,844,000)
<b>TOTAL RESOURCES</b>	<b>36,596,440</b>	<b>41,662,824</b>	<b>32,407,584</b>	<b>29,386,394</b>	<b>32,334,984</b>	<b>35,203,104</b>	<b>37,517,016</b>
<b>CIP CURRENT REVENUE APPROPRIATION</b>	<b>(3,826,000)</b>	<b>(13,926,000)</b>	<b>(6,490,000)</b>	<b>(1,740,000)</b>	<b>(1,840,000)</b>	<b>(1,940,000)</b>	<b>(1,940,000)</b>
<b>PSP OPER. BUDGET APPROP/ EXP'S.</b>							
Operating Budget	(20,403,764)	(23,273,827)	(23,952,377)	(24,683,977)	(25,489,507)	(26,392,447)	(27,416,837)
FFI - Inspection of New Facilities	0	0	0	0	0	(30,000)	(30,000)
FFI - Operating Impacts of CIP Projects	0	0	(209,000)	(941,000)	(1,473,000)	(1,989,000)	(1,989,000)
FFI - Homeowner Association Roads Phase In	0	0	(16,000)	(43,000)	(181,000)	(209,000)	(209,000)
FFI - Building Rent Escalation	0	0	(22,197)	(45,167)	(68,938)	(93,687)	(93,687)
FFI - Program Growth	0	0	(50,000)	(100,000)	(150,000)	(200,000)	(250,000)
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(20,403,764)</b>	<b>(23,273,827)</b>	<b>(24,249,574)</b>	<b>(25,813,144)</b>	<b>(27,362,445)</b>	<b>(28,914,134)</b>	<b>(29,988,524)</b>
<b>OTHER CLAIMS ON FUND BALANCE</b>	<b>(1,668,189)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(25,897,953)</b>	<b>(37,199,827)</b>	<b>(30,739,574)</b>	<b>(27,553,144)</b>	<b>(29,202,445)</b>	<b>(30,854,134)</b>	<b>(31,928,524)</b>
<b>YEAR END FUND BALANCE</b>	<b>10,698,490</b>	<b>4,463,000</b>	<b>1,668,010</b>	<b>1,833,250</b>	<b>3,132,540</b>	<b>4,348,970</b>	<b>5,588,490</b>
<b>END-OF-YEAR RESERVES AS A</b>							
<b>PERCENT OF RESOURCES</b>	<b>29.2%</b>	<b>10.7%</b>	<b>5.1%</b>	<b>6.2%</b>	<b>9.7%</b>	<b>12.4%</b>	<b>14.9%</b>
<b>NET REVENUE</b>	<b>9,309,936</b>	<b>10,710,757</b>	<b>11,127,410</b>	<b>9,335,340</b>	<b>15,785,489</b>	<b>15,996,080</b>	<b>16,023,522</b>
<b>DEBT SERVICE COVERAGE RATIO</b>	<b>3.08</b>	<b>3.55</b>	<b>1.50</b>	<b>1.26</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>
<b>Assumptions:</b> 1. These projections are based on the County Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes 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, Operating Budget Impacts of Stormwater CIP projects, and Program Growth between FY17 and FY21 have been incorporated in the future fiscal impact (FFI) rows. 4. The operating budget includes planning and implementation costs for compliance with the Municipal Separate Storm Sewer System (MS-4) permit issued by the Maryland Department of the Environment in February 2010. Debt service on bonds 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. The Department of Finance issued \$37.8 million in Water Quality Protection Charge Revenue Bonds dated July 18, 2012 (Series 2012A). The actual debt service costs for the Series 2012A bond issuance and projected debt service for future bond issuances (\$50 million in FY2016 and \$65 million in FY2018) are included in the fiscal plan. Actual debt service costs may vary depending on the size and timing of future debt issues. Current revenue may be used to offset future borrowing requirements. Future WQPC rates are subject to change based on the timing and size of future debt issuance, State Aid, and legislation. 5. Charges are adjusted to fund the planned service program and maintain net revenues sufficient to cover 1.25 times debt service costs. 6. The Water Quality Protection fund balance policy target is 10%-15% of resources.							

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# Solid Waste Services

## MISSION STATEMENT

Provide world-class solid waste management for the people living and working in Montgomery County, in an environmentally progressive and economically sound manner, striving to reduce and recycle 70 percent of our waste. Vision: We aspire to provide the best solid waste services in the nation and meet the needs of our diverse community.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Division of Solid Waste Services is \$111,889,853, an increase of \$2,349,757 or 2.1 percent from the FY15 Approved Budget of \$109,540,096. Personnel Costs comprise 10.0 percent of the budget for 79 full-time positions and one part-time position, and a total of 103.01 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Capital Outlay account for the remaining 90.0 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Healthy and Sustainable Neighborhoods***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***The FY16 budget includes a 4.0% rate decrease in solid waste charges across the single-family, multi-family, and non-residential sectors, thereby providing relief to ratepayers in these sectors.***
- ❖ ***At the conclusion of the current processing contract for mixed paper in FY16, the Division of Solid Waste Services will begin selling sorted and bound mixed paper as a commodity. The budget includes the initial capital investment of \$2.1 million for this purpose, which will be recovered in the first year of operation and will generate net revenue of \$4.6 million per year.***
- ❖ ***DSWS received Maryland Department of the Environment approval to include the County's Municipal Solid Waste (MSW) incinerator ash recycled as Alternate Daily Cover in the County's Maryland Recycling Act (MRA) Recycling Tonnages.***
- ❖ ***Continued the food scrap recycling demonstration project in the Wellbeing Café in the Executive Office Building. Since inception of the project on November 1, 2011 through June 30, 2014, a total of 45.2 tons of pre-consumer food scraps have been collected and diverted for recycling. Training and educational materials are being provided to businesses implementing food scrap recycling collection programs at their workplace.***
- ❖ ***The County's Yard Trim Composting Facility won the 2014 Silver Award from the Solid Waste Association of North America (SWANA) and the National Association of Counties (NACo) Award; and passed its first annual independent audit to maintain its International Organization for Standardization (ISO) 14001 (Environmental Management System) certification. The Resource Recovery Facility (RRF) won the 2014 USEPA Environmental Excellence Award.***
- ❖ ***Developed a broad-based multi-media education campaign to highlight the County's 70 percent recycling goal and motivate everyone living, working, and visiting in the County to recycle more materials. Participated in several public affairs programs to discuss the County's goal to reduce waste and recycle 70 percent by 2020.***

- ❖ *Through the contractor training initiative and high level of performance, and staff training, the number of missed collections and complaints were reduced, and contamination of paper in the commingled stream at the Materials Recovery Facility (MRF) were reduced.*
- ❖ *In FY14, conducted seven confidential paper shredding/recycling and reusable clothing/household item donation collection events throughout the County, serving 5,205 vehicles. About 108.1 tons of confidential paper and cardboard were collected for shredding and recycling, and four box trucks were nearly filled with donated clothing and household items for reuse distribution through a variety of charitable organizations in Montgomery County.*
- ❖ *According to Maryland Department of the Environment (MDE), the County's Calendar Year 2012 recycling rate is 54.81 percent. Achieved the maximum allowable 5 percent source reduction credit awarded by MDE. The County's Calendar Year 2012 Waste Diversion Rate is 59.81 percent, the highest in the state for the 2nd consecutive year.*
- ❖ **Productivity Improvements**
  - *During FY14, onsite diesel fuel usage by Dickerson Yard Trim Composting Facility equipment was reduced by approximately 16% (7,172 gallons), a savings of \$22,349, compared to FY13. This was achieved despite a 7.6% (4,869 tons) increase in leaves and grass processed at the facility.*
  - *Monitor contractor performance to maintain high level of service and customer satisfaction. Continue to deliver recycling bins and carts in a timely manner, despite a 30% increase in requests.*
  - *Continue efforts to coordinate and integrate the execution and completion of recycling outreach, education, training, and evaluation projects to increase cost efficiencies and effectiveness, and ensure that the maximum amount of recycling is achieved. The majority of artwork and other educational materials was developed internally. Estimated savings for FY14 was approximately \$118,239.*

## PROGRAM CONTACTS

Contact Scott McClure of the Division of Solid Waste Services at 240.777.6436 or Matt Schaeffer of the Office of Management and Budget at 240.777.2751 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Administration and Support

This program provides budget management, program and management analysis, contract administration, and administrative support; manages enterprise fund business processes and supports solid waste policy issues through system evaluation and analyses which includes rate setting and fiscal health management; performs financial analysis of enterprise funds, revenue forecasting and enhancement, ratepayer database management, hauler billing processing, and system-wide tonnage tracking and reporting; maintain statistical waste generation data, headline performance measures, and County Stat data; provide for the overall operation and maintenance of existing computer equipment, as well as the purchase of any new automation equipment and technology to support effective and efficient achievement of the Division's mission.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Single-Family Solid Waste Charge: System Benefit Charge, covers the portion of the County costs of providing basic solid waste services for single-family waste not covered by disposal and tipping fees (dollars per household) <sup>1</sup>	214	214	214	205	204

<sup>1</sup> Denotes the System Benefit Charge – Charges assessed to improved properties that help cover the costs of basic programs and facilities to manage all County solid waste generation.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,615,194</b>	<b>23.58</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-20,418	0.00
<b>FY16 CE Recommended</b>	<b>3,594,776</b>	<b>23.58</b>

### Commercial Recycling and Waste Reduction

This program provides for mandatory commercial sector recycling and waste reduction for all businesses, as well as the review of recycling and waste reduction plans and annual reports from all large and medium-sized businesses, as well as targeted small businesses. Through this program, technical support, assistance, education, outreach, and training is provided to the commercial sector in the areas of recycling, reuse, buying recycled products, and waste reduction. This program also provides for enforcement of

the County's recycling regulations and other requirements of the County Code as they apply to non-residential waste generators. All program initiatives and services apply to businesses, not-for-profit organizations, as well as federal, state and local government facilities.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,045,850</b>	<b>11.00</b>
Increase Cost: Continuation of 70% Recycling Goal Media Campaign	155,000	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.	-219,538	0.00
<b>FY16 CE Recommended</b>	<b>1,981,312</b>	<b>11.00</b>

### **Dickerson Compost Facility**

This program includes all processing, transporting, composting, and marketing of yard trim received by the County, including leaves received from the County's Leaf Vacuuming Program. Processing includes grinding brush to produce mulch at the Transfer Station. Transportation included is for hauling leaves and grass from the Transfer Station, located in Derwood, MD to the Composting Facility, located in Dickerson, MD. Composting of all leaves and grass produces a high-quality soil amendment, sold wholesale as LeafGro in bulk and bagged forms. The budget is net of wholesale receipts.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,575,256</b>	<b>1.15</b>
Increase Cost: Compost Facility - mandatory contractual increases	381,806	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.	743,433	0.00
<b>FY16 CE Recommended</b>	<b>5,700,495</b>	<b>1.15</b>

### **Dickerson Master Plan Implementation**

This program provides for the implementation of the Dickerson Solid Waste Facilities Master Plan. This plan identifies the environmental, community, and operational effects of solid waste facilities in the Dickerson area (the RRF, the Site 2 Landfill, and the Compost Facility) and outlines policies and actions to mitigate those effects.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>94,052</b>	<b>0.57</b>
Decrease Cost: Dickerson Master Plan - Dickerson study costs	-2,052	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.	2,683	0.00
<b>FY16 CE Recommended</b>	<b>94,683</b>	<b>0.57</b>

### **Gude Landfill**

The purpose of this program is to monitor air and water quality around the landfill, maintain stormwater management and erosion control structures, maintain site roads, and manage the landfill gas through collection, flaring, and gas-to-energy systems. In addition, it encompasses all operational functions necessary to maintain the Gude Landfill, which closed in 1982, in an environmentally sound and cost-effective manner. In addition, planning for further remediation mandated by the Maryland Department of the Environment to minimize potentially adverse environmental impacts and the design of post-closure uses for the site that serve the community are part of this program.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>928,075</b>	<b>1.31</b>
Increase Cost: Gude Landfill - mandatory contractual increases and changes in landfill-to-gas project revenue	489,547	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.	25,385	0.00
<b>FY16 CE Recommended</b>	<b>1,443,007</b>	<b>1.31</b>

### **Household and Small Quantity Household Hazardous Materials**

This program funds a contractor to receive, sort, pack, ship, and properly dispose of household hazardous waste such as flammable products, insecticides, mercury, and reactive and corrosive chemicals. These products are brought in by residents and processed at State and Federally-approved hazardous waste treatment, storage, and disposal facilities. This program also includes outreach to educate residents regarding the potential dangers of certain household products and to reduce generation of hazardous waste; it also



provides assistance to businesses that qualify as small-quantity generators of hazardous waste by providing them with an economical and environmentally safe disposal option. The materials are handled through the County's hazardous waste contractor and permitted hazardous waste management facilities.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,029,507</b>	<b>0.00</b>
Increase Cost: Household Waste Detoxification - mandatory contractual increases	19,656	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	0.00
<b>FY16 CE Recommended</b>	<b>1,049,162</b>	<b>0.00</b>

## **Housing and Environmental Permit Enforcement**

Enforcement provided by the Department of Housing and Community Affairs under this program consists of six related components. Staff 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 program includes a "Clean and Lien" component, which provides for the removal of dangerous or unsightly trash, perimeter grass, and weeds on properties which the owners have failed to maintain as required. Also under this program, the Department of Environmental Protection provides surface and subsurface environmental compliance monitoring at all County solid waste facilities, and reviews reports of air monitoring of the Resource Recovery Facility (RRF).

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,164,926</b>	<b>9.93</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	64,409	0.00
<b>FY16 CE Recommended</b>	<b>1,229,335</b>	<b>9.93</b>

## **Oaks Landfill**

This 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 maintaining monitoring wells for landfill gas and water quality around the landfill; managing landfill gas through collection, flaring, and gas-to-energy systems; maintaining leachate storage and pre-treatment facilities; and performing other required site maintenance. This program also provides for the acceptance and treatment of waste generated by the cleanout of storm water oil/grit separators.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,529,902</b>	<b>1.52</b>
Increase Cost: Oaks Landfill - monitoring activities	190,127	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.	-15,533	0.00
<b>FY16 CE Recommended</b>	<b>1,704,496</b>	<b>1.52</b>

## **Out-of-County Refuse Disposal**

This program provides for the rail shipment of ash residue that is designated for recycling or disposal from the Resource Recovery Facility (RRF) to Fulton Rail Yard near Richmond, Virginia, where it is unloaded and transported by truck to a contracted landfill facility where the ash is processed for further metals removal and recycling. Ash may be beneficially reused as alternate daily cover and road base within the lined areas of modern landfill facilities owned by Republic Services. The dedicated landfill in Brunswick County, Virginia is still available for ash or other materials that cannot be recycled. This program also provides for the shipment of nonprocessible waste, such as construction material and, if necessary, bypass waste, from the Transfer Station to either recycling facilities or the contracted landfill in Brunswick County.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>9,483,037</b>	<b>1.00</b>
Increase Cost: Out-of-County Haul - Increase in tonnage of hauled material	927,882	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.	3,292	0.00
<b>FY16 CE Recommended</b>	<b>10,414,211</b>	<b>1.00</b>

## Recycling & Waste Reduction - Multi-Family Dwellings

This program provides for mandatory recycling and waste reduction for multi-family properties. Program efforts include technical support, assistance, education, outreach and training about recycling, reuse, buying recycled products, and waste reduction, in addition to the review and monitoring of waste reduction and recycling plans and annual reports. This program also provides for enforcement of the County's recycling regulations and other requirements of the County Code, as they apply to multi-family waste generators.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>830,889</b>	<b>4.00</b>
Increase Cost: Multifamily Recycling Program - mandatory contractual increases	28,228	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.	5,395	0.00
<b>FY16 CE Recommended</b>	<b>864,512</b>	<b>4.00</b>

## Recycling Center

This program provides for the separation, processing, and marketing of recyclable materials (glass, metal, and plastic). The Recycling Center also serves as a transfer point for shipping residential mixed paper for processing. The Recycling Center receives recyclable material collected under the County curbside collection program, as well as from municipalities and multi-family properties which have established similar types of programs. The materials are then sorted and shipped to markets for recycling. This program also provides for the management of the County's residential mixed paper. Residential mixed paper includes newspaper, corrugated containers, kraft paper bags, magazines, telephone directories, and unwanted mail.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>6,747,010</b>	<b>3.00</b>
Increase Cost: Disposal Fund Capital Items	3,905,757	0.00
Increase Cost: Recycling Center Program - mandatory contractual increases	197,009	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.	-2,257,257	0.00
<b>FY16 CE Recommended</b>	<b>8,592,519</b>	<b>3.00</b>

## Recycling Outreach & Education

This program provides for broadly educating everyone living and working in the County about recycling, reuse, buying recycled products, composting, grasscycling, waste reduction, mandates and requirements, and the need to comply with applicable County laws. Public education is an important effort which supports solid waste program goals and ensures the success of recycling initiatives and working to achieve the County's recycling goal.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Multi-Family Recycling (tonnages) <sup>1</sup>	25,058	25,771	26,844	27,928	29,061
Non-Residential Recycling (tonnages) <sup>2</sup>	306,098	323,726	336,456	350,846	365,886
Number of Site Visits to Provide Recycling Assistance to Businesses <sup>3</sup>	10,987	10,014	12,000	12,000	12,000
Percent of Total Municipal Solid Waste Recycled <sup>4</sup>	60%	61%	63%	64%	66%
Single-Family Recycling (tonnages) <sup>5</sup>	277,995	288,413	297,054	305,408	314,069
Total Recycling (tonnage) <sup>6</sup>	609,151	637,909	660,354	684,183	709,016

<sup>1</sup> CY14 data is an estimate

<sup>2</sup> CY14 data is an estimate

<sup>3</sup> FY14 performance is despite staffing vacancies

<sup>4</sup> Adopted the State of Maryland methodology for measuring the County's recycling rate; beginning with CY12 this measure is the Waste Diversion Rate (Recycling Rate + Source Reduction Credit). The reporting is performed on a calendar year basis. CY14 data is an estimate

<sup>5</sup> CY14 data is an estimate

<sup>6</sup> CY14 is an estimate

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>614,667</b>	<b>2.00</b>
Increase Cost: Outreach and Education campaign - for print and other advertising related to Bill 41-14	90,000	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.	-51,004	0.00
<b>FY16 CE Recommended</b>	<b>653,663</b>	<b>2.00</b>

## Residential Collection

This program provides for securing, administering, monitoring, and enforcing countywide contracts with private collectors for collection of residential refuse and recyclables, and responding to the service needs of residents. Staff processes service requests from MC311 to ensure timely fulfillment by collection contractors. This program also provides for enforcement of the County's recycling regulations as they apply to single-family waste generators, and enforcement of relevant parts of Chapter 48 of the County Code. Staff maintains the database of households served and administers the billing of that service.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Average number of recycling collections missed per week, not picked up within 24 hours	5.0	7.0	6.5	6.5	6.5
Average number of refuse collections missed per week, not picked up within 24 hours	3.0	6.0	3.6	3.6	3.6
Single-family Solid Waste Charge: Refuse Collection Fee, charged for once per week curbside collection including on-call bulk pickups (dollars per household) <sup>1</sup>	66	66	66	70	74

<sup>1</sup> Denotes the Refuse Collection Charge – Fees charged to provide the refuse collection service

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>25,950,923</b>	<b>22.00</b>
Increase Cost: Residential Recycling - mandatory contractual increases and recycling bin purchases	428,407	0.00
Increase Cost: Contract services for recycling bin delivery (includes one-time capital cost for delivery truck)	116,357	0.00
Shift: Transfer a portion of Permitting Inspector from the Disposal Fund to Residential Refuse Collection Program	41,447	0.50
Decrease Cost: Residential Refuse Collection program - contract adjustment	-12,709	0.00
Shift: Transfer portion of Permitting Inspector to the Refuse Collection program	-41,447	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.	-29,519	0.00
<b>FY16 CE Recommended</b>	<b>26,453,459</b>	<b>23.00</b>

## Resource Recovery Facility & Related Waste Transfer

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 by the combustion of municipal solid waste and is sold into the competitive energy market. Ferrous metals are recovered and recycled. Extensive environmental and operational monitoring is conducted, to meet contractual obligations and all applicable regulatory standards. This program also includes costs for related operations at the Transfer Station and for transportation of waste from the Transfer Station to the RRF.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Percent of Total Municipal Solid Waste Sent to Landfill	15.5%	12.6%	13.9%	13.7%	13.0%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>45,026,231</b>	<b>1.25</b>
Decrease Cost: Resource Recovery Facility (RRF) program costs	-2,557,939	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	8,328	0.00
<b>FY16 CE Recommended</b>	<b>42,476,620</b>	<b>1.25</b>

## Satellite Site

This program provides for the operation of a satellite drop-off site at the Poolesville Highway Services Depot. Residents can bring bulky materials to this site. The site, which operates only on weekends, provides drop-off for trash items as a convenience to County residents and reduces the incidence of roadside dumping. The material that is collected is then transported to the Transfer Station in Rockville.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>227,309</b>	<b>1.70</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,737	0.00
<b>FY16 CE Recommended</b>	<b>232,046</b>	<b>1.70</b>

## Site 2

This program provides for the management of properties acquired for a potential future landfill. All properties are leased and/or used by private residents. Management activities include the inspection, evaluation, and maintenance of leased agricultural land, single-family dwellings, and agricultural buildings. Activities are coordinated with the Department of General Services as needed.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>143,181</b>	<b>0.40</b>
Increase Cost: Site 2 Landfill - Maintenance of Chiswell House Historical Site	11,320	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.	2,013	0.00
<b>FY16 CE Recommended</b>	<b>156,514</b>	<b>0.40</b>

## Solid Waste Transfer Station

The purpose of this program is to provide a receiving, processing, and shipping facility for municipal solid waste generated within the County. Waste that is handled or recycled includes scrap metal, oil and anti-freeze, textiles, car batteries, and construction material. County staff operates the scale-house and oversees general operations, while contractors provide for the receipt and transfer of waste and operate the public unloading facility and recycling drop-off areas. This program includes enforcement of the County's ban on delivery of recyclables mixed with trash delivered for disposal and the inspection and licensing of waste collection vehicles; and it provides for the regulation and enforcement of certain provisions of Chapter 48 of the County Code, including licensing requirements for refuse and recycling commercial collectors, and haulers of solid waste and recyclables.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of Customers Dropping Off Household Hazardous Waste at the Transfer Station	65,452	78,292	78,500	78,800	79,000

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,984,492</b>	<b>16.00</b>
Increase Cost: Transfer Station - mandatory annual contractual increases	51,165	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-374,252	-1.00
<b>FY16 CE Recommended</b>	<b>4,661,405</b>	<b>15.00</b>

## Support for Recycling Volunteers

The mission of this program is to recruit and retain resident volunteers to augment available staff resources to educate the general public and thereby improve participation in waste reduction, recycling, and buying recycled programs. This resident-to-resident and peer-to-peer contact is very effective in motivating people living and working in the County to actively participate more in recycling.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>136,649</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>136,649</b>	<b>0.00</b>

## Waste System Planning

This program supports the planning and development of solid waste programs in accordance with the mandates of the County's Ten Year Comprehensive Solid Waste Management Plan. This may include evaluating existing source reduction, recycling, composting, collection, and disposal programs and policies with the intent of achieving solid waste program goals.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>332,593</b>	<b>2.60</b>
Increase Cost: Recycling incentives study	20,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	18,043	0.00
<b>FY16 CE Recommended</b>	<b>370,636</b>	<b>2.60</b>

## Yard Trim Reduction Program

The purpose of this program is to provide education and training to residents, multi-family properties, and businesses to reduce the amount of yard trim materials (grass, leaves, and brush) generated and also to manage what is generated on-site through- both grasscycling and composting, thus reducing the amount of yard trim materials that must be collected, transported, and managed at the

County's Compost Facility in Dickerson or at private compost facilities.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>80,353</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>80,353</b>	<b>0.00</b>

## BUDGET SUMMARY

	<b>Actual FY14</b>	<b>Budget FY15</b>	<b>Estimated FY15</b>	<b>Recommended FY16</b>	<b>% Chg Bud/Rec</b>
<b>SOLID WASTE COLLECTION</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	879,176	928,157	932,183	993,833	7.1%
Employee Benefits	287,874	324,440	324,444	338,160	4.2%
<b>Solid Waste Collection Personnel Costs</b>	<b>1,167,050</b>	<b>1,252,597</b>	<b>1,256,627</b>	<b>1,331,993</b>	<b>6.3%</b>
Operating Expenses	4,708,589	5,162,238	5,032,238	5,145,946	-0.3%
Capital Outlay	0	0	0	0	—
<b>Solid Waste Collection Expenditures</b>	<b>5,875,639</b>	<b>6,414,835</b>	<b>6,288,865</b>	<b>6,477,939</b>	<b>1.0%</b>
<b>PERSONNEL</b>					
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	10.43	10.59	10.59	11.09	4.7%
<b>REVENUES</b>					
Investment Income	2,293	1,220	4,220	16,410	1245.1%
Systems Benefit Charge	6,029,414	6,052,200	6,040,948	6,428,730	6.2%
Other Charges/Fees	11,299	0	0	0	—
<b>Solid Waste Collection Revenues</b>	<b>6,043,006</b>	<b>6,053,420</b>	<b>6,045,168</b>	<b>6,445,140</b>	<b>6.5%</b>
<b>SOLID WASTE DISPOSAL</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	6,702,918	7,035,656	6,981,453	7,255,672	3.1%
Employee Benefits	2,330,154	2,536,354	2,506,310	2,656,792	4.7%
<b>Solid Waste Disposal Personnel Costs</b>	<b>9,033,072</b>	<b>9,572,010</b>	<b>9,487,763</b>	<b>9,912,464</b>	<b>3.6%</b>
Operating Expenses	83,311,302	91,696,045	91,248,721	91,552,993	-0.2%
Capital Outlay	0	1,857,206	0	3,946,457	112.5%
<b>Solid Waste Disposal Expenditures</b>	<b>92,344,374</b>	<b>103,125,261</b>	<b>100,736,484</b>	<b>105,411,914</b>	<b>2.2%</b>
<b>PERSONNEL</b>					
Full-Time	75	75	75	75	—
Part-Time	0	1	1	1	—
FTEs	91.78	92.42	92.42	91.92	-0.5%
<b>REVENUES</b>					
Investment Income	40,553	140,260	74,580	289,990	106.8%
Miscellaneous Revenues	80,347	5,013,514	6,053,034	5,736,474	14.4%
Property Rentals	0	0	43,000	39,719	—
Sale of Recycled Materials	4,271,232	4,445,436	4,250,436	5,232,584	17.7%
Solid Waste Disposal Fees/Operating Revenues	20,998,946	27,509,320	28,261,174	28,480,257	3.5%
Systems Benefit Charge	68,900,752	59,061,380	58,903,640	56,240,992	-4.8%
Other Charges/Fees	237,918	0	195,000	238,628	—
Other Fines/Forfeitures	56,934	22,000	22,000	56,934	158.8%
Other Licenses/Permits	13,145	15,000	15,000	13,145	-12.4%
<b>Solid Waste Disposal Revenues</b>	<b>94,599,827</b>	<b>96,206,910</b>	<b>97,817,864</b>	<b>96,328,723</b>	<b>0.1%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>98,220,013</b>	<b>109,540,096</b>	<b>107,025,349</b>	<b>111,889,853</b>	<b>2.1%</b>
<b>Total Full-Time Positions</b>	<b>79</b>	<b>79</b>	<b>79</b>	<b>79</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>—</b>
<b>Total FTEs</b>	<b>102.21</b>	<b>103.01</b>	<b>103.01</b>	<b>103.01</b>	<b>—</b>
<b>Total Revenues</b>	<b>100,642,833</b>	<b>102,260,330</b>	<b>103,863,032</b>	<b>102,773,863</b>	<b>0.5%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>SOLID WASTE COLLECTION</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>6,414,835</b>	<b>10.59</b>
<b>Other Adjustments (with no service impacts)</b>		
Shift: Transfer a portion of Permitting Inspector from the Disposal Fund to Residential Refuse Collection Program [Residential Collection]	41,447	0.50
Increase Cost: FY16 Compensation Adjustment	39,399	0.00
Increase Cost: Retirement Adjustment	9,403	0.00
Increase Cost: Risk Management Adjustment	6,750	0.00
Increase Cost: Group Insurance Adjustment	3,128	0.00
Increase Cost: Retiree Health Insurance Pre-funding Adjustment	1,860	0.00
Decrease Cost: Printing and Mail	-7,443	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-8,251	0.00
Decrease Cost: Motor Pool Rate Adjustment	-10,480	0.00
Decrease Cost: Residential Refuse Collection program - contract adjustment [Residential Collection]	-12,709	0.00
<b>FY16 RECOMMENDED:</b>	<b>6,477,939</b>	<b>11.09</b>
<b>SOLID WASTE DISPOSAL</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>103,125,261</b>	<b>92.42</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Disposal Fund Capital Items [Recycling Center]	3,905,757	0.00
Increase Cost: Out-of-County Haul - Increase in tonnage of hauled material [Out-of-County Refuse Disposal]	927,882	0.00
Increase Cost: Gude Landfill - mandatory contractual increases and changes in landfill-to-gas project revenue [Gude Landfill]	489,547	0.00
Increase Cost: Residential Recycling - mandatory contractual increases and recycling bin purchases [Residential Collection]	428,407	0.00
Increase Cost: Compost Facility - mandatory contractual increases [Dickerson Compost Facility]	381,806	0.00
Increase Cost: FY16 Compensation Adjustment	320,490	0.00
Increase Cost: Recycling Center Program - mandatory contractual increases [Recycling Center]	197,009	0.00
Increase Cost: Oaks Landfill - monitoring activities [Oaks Landfill]	190,127	0.00
Increase Cost: Continuation of 70% Recycling Goal Media Campaign [Commercial Recycling and Waste Reduction]	155,000	0.00
Increase Cost: Contract services for recycling bin delivery (includes one-time capital cost for delivery truck) [Residential Collection]	116,357	0.00
Increase Cost: Outreach and Education campaign - for print and other advertising related to Bill 41-14 [Recycling Outreach & Education]	90,000	0.00
Increase Cost: Risk Management Adjustment	73,230	0.00
Increase Cost: Retirement Adjustment	73,103	0.00
Increase Cost: Transfer Station - mandatory annual contractual increases [Solid Waste Transfer Station]	51,165	0.00
Increase Cost: Retiree Health Insurance Pre-funding Adjustment	40,260	0.00
Increase Cost: Charges from other departments	38,406	0.00
Increase Cost: Multifamily Recycling Program - mandatory contractual increases [Recycling & Waste Reduction - Multi-Family Dwellings]	28,228	0.00
Increase Cost: Group Insurance Adjustment	25,328	0.00
Increase Cost: Recycling incentives study [Waste System Planning]	20,000	0.00
Increase Cost: Household Waste Detoxification - mandatory contractual increases [Household and Small Quantity Household Hazardous Materials]	19,656	0.00
Increase Cost: Site 2 Landfill - Maintenance of Chiswell House Historical Site [Site 2]	11,320	0.00
Decrease Cost: Printing and Mail	-397	0.00
Decrease Cost: Dickerson Master Plan - Dickerson study costs [Dickerson Master Plan Implementation]	-2,052	0.00
Shift: Transfer portion of Permitting Inspector to the Refuse Collection program [Residential Collection]	-41,447	0.50
Decrease Cost: Annualization of FY15 Personnel Costs	-63,966	-1.00
Decrease Cost: Elimination of One-Time Items Approved in FY15	-773,418	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15 - Capital	-1,857,206	0.00
Decrease Cost: Resource Recovery Facility (RRF) program costs [Resource Recovery Facility & Related Waste Transfer]	-2,557,939	0.00
<b>FY16 RECOMMENDED:</b>	<b>105,411,914</b>	<b>91.92</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Administration and Support	3,615,194	23.58	3,594,776	23.58
Commercial Recycling and Waste Reduction	2,045,850	11.00	1,981,312	11.00
Dickerson Compost Facility	4,575,256	1.15	5,700,495	1.15
Dickerson Master Plan Implementation	94,052	0.57	94,683	0.57
Gude Landfill	928,075	1.31	1,443,007	1.31
Household and Small Quantity Household Hazardous Materials	1,029,507	0.00	1,049,162	0.00
Housing and Environmental Permit Enforcement	1,164,926	9.93	1,229,335	9.93
Oaks Landfill	1,529,902	1.52	1,704,496	1.52
Out-of-County Refuse Disposal	9,483,037	1.00	10,414,211	1.00
Recycling & Waste Reduction - Multi-Family Dwellings	830,889	4.00	864,512	4.00
Recycling Center	6,747,010	3.00	8,592,519	3.00
Recycling Outreach & Education	614,667	2.00	653,663	2.00
Residential Collection	25,950,923	22.00	26,453,459	23.00
Resource Recovery Facility & Related Waste Transfer	45,026,231	1.25	42,476,620	1.25
Satellite Site	227,309	1.70	232,046	1.70
Site 2	143,181	0.40	156,514	0.40
Solid Waste Transfer Station	4,984,492	16.00	4,661,405	15.00
Support for Recycling Volunteers	136,649	0.00	136,649	0.00
Waste System Planning	332,593	2.60	370,636	2.60
Yard Trim Reduction Program	80,353	0.00	80,353	0.00
<b>Total</b>	<b>109,540,096</b>	<b>103.01</b>	<b>111,889,853</b>	<b>103.01</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
SOLID WASTE DISPOSAL					
General Services	County General Fund	276,438	0.00	266,476	0.00
Liquor Control	Liquor Control	20,574	0.00	20,276	0.00
Parking District Services	Bethesda Parking District	73,697	0.00	71,777	0.00
Parking District Services	Montgomery Hills Parking District	2,303	0.00	2,243	0.00
Parking District Services	Silver Spring Parking District	140,484	0.00	136,825	0.00
Parking District Services	Wheaton Parking District	13,818	0.00	13,458	0.00
Total		527,314	0.00	511,055	0.00

## FUTURE FISCAL IMPACTS

Title	CE REC.		(\$000's)			
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>SOLID WASTE COLLECTION</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>6,478</b>	<b>6,478</b>	<b>6,478</b>	<b>6,478</b>	<b>6,478</b>	<b>6,478</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>-2</b>	<b>-2</b>	<b>-2</b>
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
<b>Subtotal Expenditures</b>	<b>6,478</b>	<b>6,484</b>	<b>6,483</b>	<b>6,482</b>	<b>6,482</b>	<b>6,482</b>
<b>SOLID WASTE DISPOSAL</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>105,412</b>	<b>105,412</b>	<b>105,412</b>	<b>105,412</b>	<b>105,412</b>	<b>105,412</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY16</b>	<b>0</b>	<b>-318</b>	<b>-318</b>	<b>-318</b>	<b>-318</b>	<b>-318</b>
Items approved for one-time funding in FY16 - including continuation of 70% recycling goal media campaign (\$155,000); outreach and education for polystyrene ban (\$90,000); Capital costs for delivery truck for blue recycling bins (\$52,857); and small study for recycling incentives (\$20,000).						
<b>Labor Contracts</b>	<b>0</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>57</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						

Title	CE REC.			(S000's)		
	FY16	FY17	FY18	FY19	FY20	FY21
<b>Equipment Replacement Purchase Schedule</b>	<b>0</b>	<b>204</b>	<b>-173</b>	<b>-1,577</b>	<b>-3,712</b>	<b>-2,170</b>
This item outlines known capital equipment purchases based on the current replacement schedule through FY20. FY16 replacement schedule includes \$2.362 million for the compost facility, \$0.098 million for the transfer station, \$0.091 million for the recycling center, and \$0.055 million for information technology infrastructure costs.						
<b>Resource Recovery Facility (RRF) Debt Service Schedule</b>	<b>0</b>	<b>-21,407</b>	<b>-21,407</b>	<b>-21,407</b>	<b>-21,407</b>	<b>-21,407</b>
Debt restructuring and debt payoff at the end of FY16.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>0</b>	<b>-14</b>	<b>-29</b>	<b>-37</b>	<b>-45</b>
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
<b>Subtotal Expenditures</b>	<b>105,412</b>	<b>83,948</b>	<b>83,558</b>	<b>82,138</b>	<b>79,995</b>	<b>81,528</b>



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## SOLID WASTE ENTERPRISE FUND

### RATES AND FISCAL PROJECTIONS FOR FY16-21

#### Assumptions:

- Refuse collection services are maintained at their current level, with the annual household collection charge increasing \$4.00 (6.1%) from \$66.00 in FY15 to \$70.00 in FY16.
- The disposal fee for municipal solid waste received at the Transfer Station (known as the “Tipping Fee”) is unchanged at \$56.00 per ton.
- Solid waste system service charges are adjusted to ensure the fiscal health of the fund (i.e., positive cash and retained earnings). In FY16, the County Executive is recommending a 4.0% reduction in solid waste rates across all sectors. This reduction equates to the following impact on rates:

	Current Rate	Reduction (4.0%)	Revised Rate for FY16
Single-Family:	\$213.75	(\$8.64)	\$205.11
Multi-Family:	\$16.73	(\$0.67)	\$16.06
Non-Residential (medium category):	\$621.21	(\$25.08)	\$596.13

- Expenditures for certain programs, such as the Resource Recovery Facility, Out-of-County Haul, and Mixed Paper Recycling, are calculated based on waste generation, disposal, and recycling estimates, as well as inflation. Other expenditures are increased by inflation, except where contract or scheduled costs apply.
- At the conclusion of the current processing contract for mixed paper in FY16, the Division of Solid Waste Services will begin selling sorted and bound mixed paper as a commodity. The budget includes the initial capital investment of \$2.1 million for this purpose, which will be recovered in the first year of operation and will generate net revenue of \$4.6 million per year.

FY16-21 PUBLIC SERVICES PROGRAM: FISCAL PLAN			Solid Waste Collection				
FISCAL PROJECTIONS	FY15 ESTIMATE	FY16 REC	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION	FY21 PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	15.87%	15.98%	15.98%	15.98%	15.98%	15.98%	15.98%
CPI (Fiscal Year)	1.7%	2.0%	2.2%	2.3%	2.5%	2.8%	3.1%
Investment Income Yield	0.17%	0.65%	1.25%	1.75%	2.25%	2.75%	3.50%
Number of Households	91,454	91,839	92,225	92,611	92,997	93,383	93,660
Charge per Household (once-weekly refuse collection)	\$66.00	\$70.00	\$74.00	\$78.00	\$84.00	\$89.00	\$92.00
<b>BEGINNING FUND BALANCE</b>	<b>2,330,824</b>	<b>1,462,184</b>	<b>1,211,535</b>	<b>946,287</b>	<b>755,814</b>	<b>786,099</b>	<b>804,287</b>
<b>REVENUES</b>							
Charges For Services	6,040,948	6,428,730	6,570,162	6,814,247	7,223,345	7,425,359	7,678,162
Miscellaneous	4,220	16,410	31,560	44,180	56,800	69,420	88,350
<b>Subtotal Revenues</b>	<b>6,045,168</b>	<b>6,445,140</b>	<b>6,601,722</b>	<b>6,858,427</b>	<b>7,280,145</b>	<b>7,494,779</b>	<b>7,766,512</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>	<b>(203,943)</b>	<b>(217,850)</b>	<b>(213,820)</b>	<b>(213,820)</b>	<b>(213,820)</b>	<b>(213,820)</b>	<b>(213,820)</b>
Transfers To The General Fund	(203,943)	(217,850)	(213,820)	(213,820)	(213,820)	(213,820)	(213,820)
Indirect Costs	(188,619)	(212,850)	(213,820)	(213,820)	(213,820)	(213,820)	(213,820)
Technology Modernization CIP	(10,324)	0	0	0	0	0	0
Desktop Computer Modernization	(5,000)	(5,000)	0	0	0	0	0
<b>TOTAL RESOURCES</b>	<b>8,172,049</b>	<b>7,689,474</b>	<b>7,599,437</b>	<b>7,590,894</b>	<b>7,822,139</b>	<b>8,067,057</b>	<b>8,356,979</b>
<b>CIP CURRENT REVENUE APPROP.</b>	<b>(421,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PSP OPER. BUDGET APPROP/ EXPS.</b>							
Operating Budget	(6,288,865)	(6,477,939)	(6,647,089)	(6,829,729)	(7,031,489)	(7,258,639)	(7,517,559)
Labor Agreement	n/a	0	(6,061)	(6,061)	(6,061)	(6,061)	(6,061)
Retiree Health Insurance Pre-Funding	0	0	0	710	1,510	1,930	2,370
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(6,288,865)</b>	<b>(6,477,939)</b>	<b>(6,653,150)</b>	<b>(6,835,080)</b>	<b>(7,036,040)</b>	<b>(7,262,770)</b>	<b>(7,521,250)</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(6,709,865)</b>	<b>(6,477,939)</b>	<b>(6,653,150)</b>	<b>(6,835,080)</b>	<b>(7,036,040)</b>	<b>(7,262,770)</b>	<b>(7,521,250)</b>
<b>YEAR END FUND BALANCE</b>	<b>1,462,184</b>	<b>1,211,535</b>	<b>946,287</b>	<b>755,814</b>	<b>786,099</b>	<b>804,287</b>	<b>835,729</b>
<b>END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES</b>	<b>17.9%</b>	<b>15.8%</b>	<b>12.5%</b>	<b>10.0%</b>	<b>10.0%</b>	<b>10.0%</b>	<b>10.0%</b>

**Assumptions:**

1. Refuse collection charges are adjusted to achieve cost recovery.

**Notes:**

- The refuse collection charge is adjusted annually to fund the approved service program and to maintain an ending net asset balance between 10% and 15% of resources at the end of the six-year planning period.
- These projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes not assumed here.

**FY16-21 DIVISION OF SOLID WASTE SERVICES**

FISCAL PROJECTIONS	ESTIMATED FY15	PROJECTED FY16	PROJECTED FY17	PROJECTED FY18	PROJECTED FY19	PROJECTED FY20	PROJECTED FY21
Single-Family Charges (\$/Household)	213.75	205.11	203.85	193.30	183.90	179.41	176.36
% change in rate from previous year	0.0%	-4.0%	-0.6%	-5.2%	-4.9%	-2.4%	-1.7%
Multi-Family Charges (\$/Dwelling Unit)	16.73	16.06	15.68	15.30	14.40	13.90	12.04
% change in rate from previous year	0.0%	-4.0%	-2.4%	-2.4%	-5.9%	-3.5%	-13.4%
Nonresidential Charges (medium "category" charge)	621.21	596.13	590.45	508.90	398.99	319.38	253.23
% change in rate from previous year	0.0%	-4.0%	-1.0%	-13.8%	-21.6%	-20.0%	-20.7%
Nonresidential Charges (average \$/2000 sq. ft.)	239.72	226.61	224.46	193.46	151.67	121.41	96.26

**OPERATIONS CALCULATION**

<b>REVENUES</b>							
Disposal Fees	28,261,174	28,480,257	29,062,657	29,656,963	30,309,815	30,976,387	31,656,250
Charges for Services/SBC	58,903,639	56,240,992	56,433,121	51,866,851	46,110,014	42,934,223	39,932,313
Miscellaneous	10,578,471	11,317,484	14,783,768	14,824,536	14,860,820	14,897,214	14,934,223
Investment Income	74,580	289,990	557,670	780,740	1,003,810	1,226,880	1,561,480
<b>Subtotal Revenues</b>	<b>97,817,864</b>	<b>96,328,723</b>	<b>100,837,216</b>	<b>97,129,090</b>	<b>92,284,459</b>	<b>90,034,704</b>	<b>88,084,266</b>
<b>INTERFUND TRANSFERS</b>	<b>834,305</b>	<b>683,994</b>	<b>981,333</b>	<b>858,848</b>	<b>819,808</b>	<b>346,485</b>	<b>415,580</b>
<b>EXPENDITURES</b>							
Personnel Costs	(9,487,763)	(9,912,464)	(10,360,507)	(10,840,198)	(11,320,419)	(11,804,933)	(12,310,184)
Operating Expenses	(89,391,515)	(91,552,993)	(74,031,655)	(76,810,488)	(77,556,038)	(80,960,785)	(83,975,652)
Capital Outlay	(1,857,206)	(3,946,457)	(4,150,450)	(3,773,955)	(2,369,541)	(234,148)	(1,776,079)
Other Expenditure Restrictions Raised in Prior Years)							
<b>Subtotal Expenditures</b>	<b>(100,736,464)</b>	<b>(105,411,914)</b>	<b>(88,542,612)</b>	<b>(91,424,641)</b>	<b>(91,245,998)</b>	<b>(92,999,866)</b>	<b>(98,061,915)</b>
<b>CURRENT RECEIPTS TO CIP</b>	<b>(718,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>POTENTIAL FUTURE EXPENDITURE (Gude Remediation)</b>	<b>-</b>	<b>-</b>	<b>(756,000)</b>	<b>(1,090,000)</b>	<b>(732,000)</b>	<b>(484,000)</b>	<b>(941,000)</b>
<b>PAYOUT OF GUDE REMEDIATION</b>	<b>-</b>	<b>746,000</b>	<b>756,000</b>	<b>1,090,000</b>	<b>732,000</b>	<b>484,000</b>	<b>941,000</b>
<b>PAYOUT OF CLOSURE COSTS (Non-CIP)</b>	<b>1,494,904</b>	<b>1,669,495</b>	<b>1,714,994</b>	<b>1,763,682</b>	<b>1,810,289</b>	<b>1,855,479</b>	<b>1,901,867</b>
<b>CY ACCRUED CLOSURE COSTS</b>	<b>(30,422)</b>	<b>(36,426)</b>	<b>(45,500)</b>	<b>(48,688)</b>	<b>(46,607)</b>	<b>(45,190)</b>	<b>(46,388)</b>
<b>NET CHANGE</b>	<b>(1,337,833)</b>	<b>(6,020,128)</b>	<b>14,945,431</b>	<b>8,278,291</b>	<b>3,621,951</b>	<b>(808,388)</b>	<b>(7,706,590)</b>

**CASH POSITION**

<b>ENDING CASH &amp; INVESTMENTS</b>							
Unrestricted Cash	29,796,442	27,460,461	36,488,350	41,372,119	40,958,412	38,069,185	32,645,345
Restricted Cash	32,947,033	28,009,046	31,428,808	32,354,028	34,539,364	35,134,245	31,157,215
<b>Subtotal Cash &amp; Investments</b>	<b>62,743,475</b>	<b>55,469,507</b>	<b>67,917,158</b>	<b>73,726,147</b>	<b>75,497,776</b>	<b>73,203,430</b>	<b>63,802,560</b>
<b>RESERVE &amp; LIABILITY REQUIREMENTS</b>							
Management Reserve	(26,352,978)	(22,135,653)	(22,856,160)	(22,811,499)	(23,249,967)	(24,515,479)	(24,764,484)
Debt Service Reserve	-	-	-	-	-	-	-
Future System Contingency Reserve	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Research & Development Reserve	(298,080)	(298,080)	(298,080)	(298,080)	(298,080)	(298,080)	(298,080)
Renewal & Replacement Reserve	(3,986,806)	(4,075,313)	(4,178,011)	(4,287,892)	(4,392,088)	(4,492,228)	(4,594,651)
Stability Reserve	(1,309,169)	(500,000)	(3,096,557)	(3,956,557)	(5,599,229)	(4,828,458)	(500,000)
<b>Subtotal Reserve Requirements</b>	<b>(32,947,033)</b>	<b>(28,009,046)</b>	<b>(31,428,808)</b>	<b>(32,354,028)</b>	<b>(34,539,364)</b>	<b>(35,134,245)</b>	<b>(31,157,215)</b>
Closure/Postclosure Liability	(13,582,659)	(11,949,590)	(10,280,096)	(8,565,101)	(6,801,419)	(4,991,131)	(3,135,652)
Gude Remediation Liability	(28,500,000)	(27,754,000)	(26,998,000)	(25,908,000)	(25,176,000)	(24,692,000)	(23,751,000)
Current Liabilities Not Including Debt/Closure	-	-	-	-	-	-	-
<b>Subtotal Reserve &amp; Liability Requirements</b>	<b>(75,029,692)</b>	<b>(67,712,636)</b>	<b>(68,706,904)</b>	<b>(66,827,129)</b>	<b>(66,516,783)</b>	<b>(64,817,376)</b>	<b>(58,043,867)</b>
<b>CASH &amp; INVESTMENTS OVER/(UNDER) RESERVE &amp; LIABILITY REQUIREMENTS</b>	<b>(12,286,217)</b>	<b>(12,243,129)</b>	<b>(789,746)</b>	<b>6,899,018</b>	<b>8,980,993</b>	<b>8,386,054</b>	<b>5,758,693</b>
<b>Net Assets</b>							
<b>ENDING NET ASSETS</b>	<b>56,074,550</b>	<b>53,729,540</b>	<b>72,229,521</b>	<b>84,529,503</b>	<b>90,984,984</b>	<b>90,910,544</b>	<b>86,436,127</b>
Less: Reserve Requirements	(32,947,033)	(28,009,046)	(31,428,808)	(32,354,028)	(34,539,364)	(35,134,245)	(31,157,215)
<b>NET ASSETS OVER/(UNDER)</b>	<b>23,127,517</b>	<b>25,720,494</b>	<b>40,800,713</b>	<b>52,175,475</b>	<b>56,445,620</b>	<b>55,776,299</b>	<b>55,278,912</b>

## FY16 Solid Waste Service Charges

1. **Purpose** - To fund solid waste management services provided to residents and businesses in Montgomery County through service charges to all entities that benefit from such services.
2. **Classification of Service Charges** - There are five basic categories of service charges:

*Base Systems Benefit Charge* - Paid by all entities to cover costs of system administration, historical debt service, waste reduction, and "stand-by" disposal capacity.

*Incremental Systems Benefit Charge* - Paid by entities based on sector-specific services they receive (single-family homeowners pay for curbside recycling collection and processing, businesses pay for the commercial recycling program, etc.)

*Disposal Charges* - Paid as a service charge via the tax bill or at the Transfer Station by all entities who deliver solid waste to Montgomery County for disposal. At the Solid Waste Transfer Station, this charge is referred to as the "Tipping Fee" for accepting municipal solid waste for disposal.

*Leaf Vacuuming Charge* - Covers the cost of leaf vacuuming service provided in the Leaf Vacuuming District.

*Refuse Collection Charge* - Paid by homeowners who receive once weekly refuse collection service by County contractors.

3. **Implementation of Service Charges** - Service charges are collected from the various sectors in the following manner:

	Base Systems Benefit Charge	Incremental Systems Benefit Charge	Disposal Charge	Leaf Vacuuming Charge	Refuse Collection Charge
<b>Unincorporated Single-Family</b>	Via tax bill	Via tax bill	Via tax bill	Via tax bill to those serviced	Via tax bill to those serviced
<b>Incorporated Single-Family</b>	Via tax bill	Not applicable	Charged at Transfer Station	Not applicable	Not applicable
<b>Unincorporated Multi-family</b>	Via tax bill	Via tax bill	Charged at Transfer Station	Via tax bill to those serviced	Not applicable
<b>Incorporated Multi-family</b>	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
<b>Unincorporated Non-Residential</b>	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
<b>Incorporated Non-Residential</b>	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable

FY16 RECOMMENDED SOLID WASTE SERVICE CHARGES TO BE COLLECTED VIA REAL PROPERTY ACCOUNT BILLING															
Code Reference	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
	48-32(a)(1)				48-32(c)(2)		48-8A(b)(2)(A)		48-8A(b)(2)(B)		48-29		48-47		
<b>SUBDISTRICT A (Refuse Collection District)*</b>															
Inside Leaf Vacuuming District	\$ 56.00		0.87054		\$ 48.75		\$ 30.68		\$ 125.68		\$ 70.00		\$ 88.91		\$ 364.02
Outside Leaf Vacuuming District	\$ 56.00		0.87054		\$ 48.75		\$ 30.68		\$ 125.68		\$ 70.00				\$ 275.11
Incorporated							\$ 30.68								\$ 30.68
<b>SUBDISTRICT B SINGLE-FAMILY**</b>															
Incorporated							\$ 30.68								\$ 30.68
Inside Leaf Vacuuming District															
Unincorporated	\$ 56.00		0.87054		\$ 48.75		\$ 30.68		\$ 125.68				\$ 88.91		\$ 294.02
Outside Leaf Vacuuming District															
Unincorporated	\$ 56.00		0.87054		\$ 48.75		\$ 30.68		\$ 125.68						\$ 205.11
<b>MULTI-FAMILY RESIDENTIAL**</b>															
Incorporated							\$ 6.47		\$ 9.59						\$ 16.06
Unincorporated															
Outside Leaf Vacuuming District							\$ 6.47		\$ 9.59						\$ 16.06
Inside Leaf Vacuuming District							\$ 6.47		\$ 9.59				\$ 3.54		\$ 19.60
<b>NONRESIDENTIAL - \$/2,000 SQ. FT. ***</b>															
<b>Code Reference</b>															
Waste Generation Categories															
Low							\$ 78.48		\$ 40.75						\$ 119.23
Medium Low							\$ 235.42		\$ 122.25						\$ 357.67
Medium							\$ 392.37		\$ 203.76						\$ 596.13
Medium High							\$ 549.31		\$ 285.26						\$ 834.57
High							\$ 706.26		\$ 366.76						\$ 1,073.02
<b>OTHER RECOMMENDED FY 16 SOLID WASTE FEES</b>															
Base Solid Waste Charge under Section 48-32(a)(1):															
(This is known as the "Tipping Fee") \$56.00 /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 \$66.00 /disposal ton															
Miscellaneous (48-31(f)): Compost Bins \$0.00 each															

\* Note: Base System Benefit Charges are set to cover County Base System Costs net of Disposal Charges.

\*\* With respect to Base and Incremental System 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.

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# Cable Communications Plan

## MISSION STATEMENT

The mission of the Cable Communications Plan is to effectively manage the County's cable television and telecommunications franchise agreements and the Cable Special Revenue Fund to ensure that: cable services in Montgomery County are of high quality; cable and telecommunications providers comply with applicable safety and construction codes; cable customer service requirements and applicable consumer protection provisions are enforced; quality Public, Educational, and Governmental (PEG) cable programming is provided; FiberNet is expanded and operated to provide reliable voice, data, video and public safety communications to County government agencies; and a reliable and expedient process is provided for telecommunication carriers to establish transmission facilities in the County to speed deployment of services for residents while maintaining adequate public protection.

## BUDGET OVERVIEW

For FY16, the Cable Communications Plan consists of three elements: the Cable & Broadband Office appropriation (\$15,764,947), transfers to the County General Fund (\$9,087,925), and transfers to the County Capital Improvements Program (\$4,098,000) for a total use of fund resources of \$28,950,872. Within the Cable Office appropriation of \$15,764,947, Personnel Costs comprise 24.4 percent of the budget for thirteen full-time positions. A total of 30.5 FTEs includes these positions as well as any seasonal, temporary, and positions charged to or from other departments or funds. Operating Expenses account for the remaining 75.6 percent of the FY16 budget.

In FY16, there are several transfers to the General Fund for the following:

Montgomery College (MC): Funds are transferred from the Cable Fund to the General Fund, and then to MC. In FY16, total transfers to MC are \$1,542,300, representing an increase of \$112,300 (or 7.85%) over the FY15 transfer of \$1,430,000.

Montgomery County Public Schools (MCPS): Funds are transferred from the Cable Fund to the General Fund, and then to MCPS. In FY16, total transfers to MCPS are \$1,654,209 representing an increase of \$58,585 (or 3.67%) over the FY15 transfer of \$1,595,624.

Other: Funds are transferred from the Cable Fund to the General Fund to cover the cost of certain administrative services provided by the County to the Cable Fund (\$614,091), costs related to funding the workplan of the Legislative Branch Communications Outreach NDA (\$490,000), and other contributions (\$4,787,325).

The County Executive has recommended \$728,900 for full funding of a Network Operations Center for the FiberNet network in FY16. Costs will be shared according to proportional bandwidth usage; resulting in an allocation of 52% for Montgomery County Government (or \$379,028) and 48% for Montgomery County Public Schools (or \$349,872).

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***An Effective and Efficient Transportation Network***
- ❖ ***Children Prepared to Live and Learn***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***Strong and Vibrant Economy***
- ❖ ***Vital Living for All of Our Residents***

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## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Implement a Network Operations Center (NOC) for the County's FiberNet network. The NOC will provide situational awareness of FiberNet on a 24x7 basis, respond to faults in the network in order to restore services in a timely manner, participate in service provisioning activities with participating agencies and Montgomery County Government's Department of Technology Services (DTS) associates, and develop utilization reports and capacity planning studies showing FiberNet's ability to satisfy participating agency bandwidth and service requirements.**
- ❖ **In FY15 the Cable Office worked with their Legislative Information Office to support the fifth annual Youth Town Hall Meeting for students held in the Council Office Building. For the first time, the department inserted live Twitter comments and used Google Hangout to take questions from the Long Branch Library in Silver Spring; Council members interacted with students and answered questions during the live broadcast. The program was available on cable TV, online, and on mobile devices.**
- ❖ **The Cable Office is leading the development of a mobile app that will provide access to content produced by the County's PEG channels. Content will include information about programs and services, healthy living, recreation, entertainment, and educational opportunities. Features of the app will include individual programming schedules; the ability to search content by title, date, and channel; and the ability to share content on social media sites.**
- ❖ **The department provided unique local coverage of the 2014 Gubernatorial and Montgomery County General Election results including production support and editorial expertise, videotaped candidate statements, and live coverage with expert analysis, up to the minute results for statewide and local county races, and live updates from the Montgomery County Board of Elections and the Maryland State Board of Elections.**
- ❖ **The Cable Office highlighted programming based on trends, popularity and timeliness. This included live social media posting during Council Sessions, meetings, hearings and special events to provide multi-channel (cable, web, social) access to information by residents; strategic use of hashtags such as #banthebox, #MoCoVote; creating focused topic pages that highlight subjects of importance to residents; as well as pertinent videos. These pages receive an additional boost via the use of title and keyword metadata, as well as the inclusion of links and bold type within the content; revising metadata on all pages of the website to ensure proper presentation when shared on social media sites such as Facebook; and creating custom links via bitly.com.**
- ❖ **For the first time County PEG channels' content has generated over 1 million views on YouTube and other Video-on-Demand sites. This is an increase of 14% over FY14, and 98% over FY13.**
- ❖ **In FY16, the PEG channels plan to create programming to honor Montgomery County Vietnam Veterans. As the 40th anniversary of the end of the war is commemorated, programming is intended to thank and honor Vietnam War Veterans for their service and sacrifice; to thank and honor the families of these veterans; and to pay tribute to the contributions made on the home front by the people of Montgomery County during the Vietnam War.**
- ❖ **Montgomery County's PEG Channels received the following awards in 2014:**
  - **"County Report This Week" (collaborative PEG Network weekly cable television show) – prestigious national "Telly" award**
  - **"Capsula Informativa Spanish Language News" (weekly 15 minute Spanish language local County news and information) – NACO Achievement Award**
  - **"Library Teen Advisory Public Service Announcement" – National Association of Telecommunications Officers and Advisors (NATOA) 1st Place Government Programming Award, Library Category, and Alliance for Community Media (ACM) Honorable Mention Hometown Media Award**
  - **"Parks Rec n' Roll" – ACM 1st Place Hometown Media Award**
  - **Government Access Station Website – Honorable Mention, NATOA Government Programming Award**
  - **Use of Social Media – Honorable Mention, NATOA Government Programming Award**
  - **"State of the College" – ACM 1st Place Hometown Media Award, Live Format**
  - **"Campus Conversations" – ACM 1st Place Hometown Media Award, Website for Producers**
  - **Use of Social Media – 1st Place, NATOA Government Programming Award**
- ❖ **In FY15, the County expanded FiberNet to 42 new locations and completed replacement of three FiberNet hub sites.**

## ❖ Productivity Improvements

- **Montgomery County Public Schools internet and cloud computing capacity was increased by 300 percent, representing an annual cost savings of \$120,000. This FiberNet upgrade enabled 40,000 new Chromebooks for MCPS students to be used effectively with WiFi in the classroom.**
- **Upgraded and expanded wireless access points in County facilities as the department continues to expand access to mobile devices and business productivity both for employees and visitors.**

## PROGRAM CONTACTS

Contact Phil Roter of the Cable and Broadband Office at 240.777.2886 or Dennis Hetman of the Office of Management and Budget at 240.777.2770 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### **Cable Franchise Administration**

The Cable & Broadband Office in the Department of Technology Services is responsible for administering the cable television agreements for the County and participating municipalities. The budget for franchise administration includes funds for cable management and enforcement staff, including cable and broadband complaint investigation staff, cable inspection and facilities testing staff, and office operating expenses. Funds will be used for engineering consulting services which require special expertise, such as engineering review of tower and antenna siting applications, IP-based interconnection of public, educational, and government access (PEG) video signals and facilities, transmission facility digital and engineering upgrades, and the implementation of future technology and mobile video applications. Funds will also be used to pay legal and financial consultants for work which requires special expertise, such as preparation of filings on behalf of the County before the Federal Communications Commission, analysis of legislative proposals, and County representation in cable and telecommunications service negotiations, and rate regulation and franchise compliance matters.

The responsibilities associated with franchise administration include:

- Ensuring cable operator compliance with franchise financial, technical, and construction requirements and managing the cable franchise renewal and transfer process;
- Investigating and resolving cable and broadband subscriber and residential complaints;
- Administering contracts with and providing liaison and support services for the PEG channels;
- Collecting and administering franchise fees, grants, and other payments to the County and participating municipalities;
- Encouraging entry of competitive providers of telecommunication services and negotiating and reviewing proposed telecommunications franchises for use of the public rights-of-way;
- Directing and coordinating the Transmission Facilities Coordinating Committee;
- Supporting the Cable and Communications Advisory Committee and Cable Compliance Commission;
- Strategic planning for Montgomery County government cable and communications technology;
- Preparing the annual Cable Communications Plan; and
- Monitoring and working with the Office of Intergovernmental Relations to advocate for effective and reasonable State and Federal cable, broadband and telecommunications regulations and legislation.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Average Days to Process Transmission Facilities Applications by Transmission Facilities Coordinating Group	30	30	30	30	30
Number of Transmission Facility Applications Processed	71	144	180	150	150
Percent of Customers Satisfied with Cable Office Complaint Handling	96	97	97	97	97

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,637,788</b>	<b>8.90</b>
Increase Cost: FY16 Compensation Adjustment	122,971	0.00
Increase Cost: Retirement Adjustment	32,595	0.00
Increase Cost: Annualization of FY15 Personnel Costs	27,039	0.00
Increase Cost: Tower Facilities Coordinating Group & Engineering Contract cost	24,500	0.00
Increase Cost: Group Insurance Adjustment	8,875	0.00
Decrease Cost: Printing and Mail	-1,588	0.00
Decrease Cost: Franchise Administration	-4,000	0.00
Decrease Cost: Legal Expenditures	-100,000	0.00



	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.	-131,785	0.00
<b>FY16 CE Recommended</b>	<b>1,616,395</b>	<b>8.90</b>

### Community Access to Cable

The Cable & Broadband Office administers a contract with Montgomery Community Television, doing business as Montgomery Community Media (MCM), through which MCM operates two community media cable television channels and provides media technology training to County residents and community organizations. MCM produces independent, diverse and informative cable programming for Montgomery 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 FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Hours of First Run Locally Produced, Block and Acquired MCM Programming	5,900	6,862	6,940	6,940	6,940
Hours of MCM Volunteer Effort in Creating Public Access Programming	16,500	17,000	17,000	17,500	17,500

FY16 Recommended Changes	Expenditures	FTEs
<b>FY15 Approved</b>	<b>2,429,442</b>	<b>0.00</b>
Increase Cost: Montgomery Community Media salary and benefit increases	87,926	0.00
Increase Cost: Montgomery Community Media Rent and Utilities	11,067	0.00
<b>FY16 CE Recommended</b>	<b>2,528,435</b>	<b>0.00</b>

### County Cable Montgomery

The Cable Office manages CCM (County Cable Montgomery), the government access channel. CCM programming includes live Council general and committee meetings, press conferences, town hall meetings, special events, and programs highlighting County services and activities. Funding is provided to the Cable Office, County Council, Office of Public Information (PIO), and Maryland National Capital Park and Planning Commission (M-NCPPC) to develop programming for CCM. Funding to provide engineering personnel for the Mobile Production Vehicle for the PEG Network and other digital media services for the Executive and Legislative Branches is also included in the allocation to the Cable Office. Over 99 percent of all CCM programming is presented with closed captions. Highlights of programs are available on the County's YouTube channel. Spanish language programming is produced and all programming is web-streamed to the County's website.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Hours of First Run Locally Produced, Block and Acquired CCM Programming	2,533	2,790	2,810	2,830	2,851

FY16 Recommended Changes	Expenditures	FTEs
<b>FY15 Approved</b>	<b>2,509,334</b>	<b>15.90</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	68,587	0.00
<b>FY16 CE Recommended</b>	<b>2,577,921</b>	<b>15.90</b>

### Cable Programming for Public Schools

The Montgomery County Public Schools (MCPS) Office of Communications is responsible for producing television programming for its educational cable channel. Funds are used for production of instructional, community-based, staff development, and training television programs; for programs viewed via the Internet; as well as for engineering, channel management, and program acquisition. MCPS regular programming includes Board of Education meetings, Homework Hotline Live!, staff training and development, live call-in and interactive programs, in-class student programs, student-produced programs, technology training, and televised instruction in a variety of academic content areas. Many programs are translated and cablecast in multiple languages. Additional funds are requested and provided through the Public Schools' operating budget.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Hours of First Run Locally Produced, Block and Acquired MCPS ITV Programming	974	662	615	646	678

<i>FY16 Recommended Changes</i>	Expenditures	FTEs
<b>FY15 Approved</b>	<b>0</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>0</b>	<b>0.00</b>

### **Cable Programming for Montgomery College**

The Instructional Television (ITV) and Media Production Services Unit of Montgomery College is responsible for creating cable programming available on the Montgomery College educational cable channel as well as video programming and learning materials available as on-line content. Funds are used for staff, equipment, and operating expenses to provide digital media services to support student success (i.e., course completion, retention, graduation, and academic excellence), produce Spanish language programming, and to advance the mission of the entire College community. The cable and video programming features acquired and originally produced educational, informational and instructional programming which directly supports the College's distance learning and instructional programs, and to provide professional and workforce development and self-enrichment opportunities for the community. Additional funds are provided through the Montgomery College operating budget.

<i>Program Performance Measures</i>	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Hours of First Run Locally Produced and Acquired MC-ITV Programming	245	229	230	230	230
Hours of Montgomery College Student-Assisted Original Programming	115	137	140	140	140

<i>FY16 Recommended Changes</i>	Expenditures	FTEs
<b>FY15 Approved</b>	<b>0</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>0</b>	<b>0.00</b>

### **Municipal Support**

Franchise and PEG fees owed by cable operators to participating municipalities within Montgomery County are paid by cable operators to the County for administrative convenience and then redistributed by the County to the City of Rockville, the City of Takoma Park, and the Montgomery County Chapter of the Maryland Municipal League (MML). The County has a contractual obligation to pass through fees owed to municipalities and no discretion to alter these payments. Municipalities may use franchise fees for any purpose. Under the terms of the franchise agreements, participating municipalities must use Public, Education, and Government (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.

<i>FY16 Recommended Changes</i>	Expenditures	FTEs
<b>FY15 Approved</b>	<b>4,083,777</b>	<b>0.00</b>
Increase Cost: Municipal Pass-through Payments	201,307	0.00
<b>FY16 CE Recommended</b>	<b>4,285,084</b>	<b>0.00</b>

### **Public Education Government Access (PEG) Operations**

The mission of the Public, Education, and Government (PEG) Governance Board is to facilitate collaboration among the local television access operators in providing and promoting the most effective public access, educational and government programming and media services to the Montgomery County community using current and emerging technologies. PEG is collaboratively working to expand community engagement programming, programming in languages other than English, and youth media programming.

The budget for PEG includes funds for the purchase of equipment; engineering support; promotion and outreach support to increase channel awareness and viewership; operational and maintenance support for the mobile production vehicle; closed captioning and Spanish language support; and general operating and administrative expenses. Federal law and cable franchise agreements restrict use of some funds to PEG and Institutional Network capital expenditures. These funds may be used to purchase PEG equipment and renovate or construct PEG studio and mobile facilities.

<i>FY16 Recommended Changes</i>	Expenditures	FTEs
<b>FY15 Approved</b>	<b>1,370,371</b>	<b>0.00</b>
Increase Cost: PEG Equipment Warranty Support	90,651	0.00
Increase Cost: Closed Captioning	33,165	0.00
Add: PEG Audience Measurement Initiative	25,000	0.00
Decrease Cost: Mobile Production Vehicle Operating	-2,500	0.00
Decrease Cost: PEG Training	-25,000	0.00
Decrease Cost: Youth Media	-50,000	0.00

	Expenditures	FTEs
Decrease Cost: PEG Capital equipment	-138,342	0.00
<b>FY16 CE Recommended</b>	<b>1,303,345</b>	<b>0.00</b>

## FiberNet

Funding from the Cable Special Revenue Fund are used to support Montgomery County's private communications network – FiberNet. FiberNet is a critical infrastructure asset that provides carrier class voice, video, Internet access and data network services for Montgomery County Government and Public Schools, Montgomery College, Housing Opportunities Commission (HOC), the Maryland-National Park and Planning Commission (M-NCPPC) and the Washington Suburban Sanitary Commission (WSSC). The County's public safety communications are also provided via FiberNet infrastructure. Additionally, FiberNet provides private network access to the State of Maryland and all of the local counties, municipalities and the District of Columbia. Expenditures cover the cost of network expansion, monitoring, management, and maintenance services. FiberNet is a countywide multi-million dollar investment that is crucial to the daily operation of local government within Montgomery County and with its citizens, neighboring governments and business partners.

Program Performance Measures	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
New Sites Added to FiberNet	2	42	80	20	25

FY16 Recommended Changes	Expenditures	FTEs
<b>FY15 Approved</b>	<b>2,675,273</b>	<b>5.70</b>
Add: Implement new FiberNet Network Operating Center	728,900	0.00
Decrease Cost: FiberNet Operating	-13,604	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	63,198	0.00
<b>FY16 CE Recommended</b>	<b>3,453,767</b>	<b>5.70</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>CABLE TELEVISION</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	2,443,441	2,691,270	2,604,323	2,813,670	4.5%
Employee Benefits	886,682	960,120	930,218	1,029,200	7.2%
<b>Cable Television Personnel Costs</b>	<b>3,330,123</b>	<b>3,651,390</b>	<b>3,534,541</b>	<b>3,842,870</b>	<b>5.2%</b>
Operating Expenses	9,788,262	11,054,595	11,232,219	11,922,077	7.8%
Capital Outlay	0	0	0	0	—
<b>Cable Television Expenditures</b>	<b>13,118,385</b>	<b>14,705,985</b>	<b>14,766,760</b>	<b>15,764,947</b>	<b>7.2%</b>
<b>PERSONNEL</b>					
Full-Time	16	16	16	13	-18.8%
Part-Time	0	0	0	0	—
FTEs	30.50	30.50	30.50	30.50	—
<b>REVENUES</b>					
Franchise Fees	16,644,317	17,002,130	17,106,891	17,281,070	1.6%
Gaithersburg PEG Contribution	177,629	174,950	172,438	168,127	-3.9%
I-Net Operating Revenue	1,761,616	1,800,372	1,792,092	0	—
Investment Income	1,574	0	2,890	11,240	—
PEG Capital Revenue	6,064,376	6,276,638	6,496,654	6,298,151	0.3%
PEG Operating Revenue	2,239,456	2,288,724	2,278,196	4,110,091	79.6%
Tower Application Fees	155,500	120,000	150,000	150,000	25.0%
<b>Cable Television Revenues</b>	<b>27,044,468</b>	<b>27,662,814</b>	<b>27,999,161</b>	<b>28,018,679</b>	<b>1.3%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>CABLE TELEVISION</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>14,705,985</b>	<b>30.50</b>
<b>Changes (with service impacts)</b>		
Add: Implement new FiberNet Network Operating Center [FiberNet]	728,900	0.00
Add: PEG Audience Measurement Initiative [Public Education Government Access (PEG) Operations]	25,000	0.00
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Municipal Pass-through Payments [Municipal Support]	201,307	0.00
Increase Cost: FY16 Compensation Adjustment [Cable Franchise Administration]	122,971	0.00
Increase Cost: PEG Equipment Warranty Support [Public Education Government Access (PEG) Operations]	90,651	0.00
Increase Cost: Montgomery Community Media salary and benefit increases [Community Access to Cable]	87,926	0.00
Increase Cost: Closed Captioning [Public Education Government Access (PEG) Operations]	33,165	0.00
Increase Cost: Retirement Adjustment [Cable Franchise Administration]	32,595	0.00
Increase Cost: Annualization of FY15 Personnel Costs [Cable Franchise Administration]	27,039	0.00
Increase Cost: Tower Facilities Coordinating Group & Engineering Contract cost [Cable Franchise Administration]	24,500	0.00
Increase Cost: Montgomery Community Media Rent and Utilities [Community Access to Cable]	11,067	0.00
Increase Cost: Group Insurance Adjustment [Cable Franchise Administration]	8,875	0.00
Decrease Cost: Printing and Mail [Cable Franchise Administration]	-1,588	0.00
Decrease Cost: Mobile Production Vehicle Operating [Public Education Government Access (PEG) Operations]	-2,500	0.00
Decrease Cost: Franchise Administration [Cable Franchise Administration]	-4,000	0.00
Decrease Cost: FiberNet Operating [FiberNet]	-13,604	0.00
Decrease Cost: PEG Training [Public Education Government Access (PEG) Operations]	-25,000	0.00
Decrease Cost: Youth Media [Public Education Government Access (PEG) Operations]	-50,000	0.00
Decrease Cost: Legal Expenditures [Cable Franchise Administration]	-100,000	0.00
Decrease Cost: PEG Capital equipment [Public Education Government Access (PEG) Operations]	-138,342	0.00
<b>FY16 RECOMMENDED:</b>	<b>15,764,947</b>	<b>30.50</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Cable Franchise Administration	1,637,788	8.90	1,616,395	8.90
Community Access to Cable	2,429,442	0.00	2,528,435	0.00
County Cable Montgomery	2,509,334	15.90	2,577,921	15.90
Cable Programming for Public Schools	0	0.00	0	0.00
Cable Programming for Montgomery College	0	0.00	0	0.00
Municipal Support	4,083,777	0.00	4,285,084	0.00
Public Education Government Access (PEG) Operations	1,370,371	0.00	1,303,345	0.00
FiberNet	2,675,273	5.70	3,453,767	5.70
<b>Total</b>	<b>14,705,985</b>	<b>30.50</b>	<b>15,764,947</b>	<b>30.50</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.	(S000's)				
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>CABLE TELEVISION</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>15,765</b>	<b>15,765</b>	<b>15,765</b>	<b>15,765</b>	<b>15,765</b>	<b>15,765</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY16</b>	<b>0</b>	<b>-25</b>	<b>-25</b>	<b>-25</b>	<b>-25</b>	<b>-25</b>
Items approved for one-time funding in FY16, including the PEG Audience Measurement Initiative, will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>15,765</b>	<b>15,762</b>	<b>15,762</b>	<b>15,762</b>	<b>15,762</b>	<b>15,762</b>

**FY16 CE RECOMMENDED CABLE COMMUNICATIONS PLAN (in \$000's)**

		App FY14	Actual FY14	App FY15	Est FY15	CE REC FY16	Proj. FY17	Proj. FY18	Proj. FY19	Proj. FY20	Proj. FY21
1	<b>BEGINNING FUND BALANCE</b>	1,023	817	(422)	136	1,231	299	1,404	1,413	1,422	1,431
2	<b>REVENUES</b>										
3	Franchise Fees <sup>4</sup>	17,096	16,644	17,002	17,107	17,281	17,405	17,516	17,611	17,717	17,825
4	Gaithersburg PEG Contribution <sup>5</sup>	189	178	175	172	168	165	162	161	161	161
5	PEG Operating Grant <sup>4,5,6</sup>	4,332	2,239	2,289	2,278	4,110	4,027	3,965	3,923	3,920	3,917
6	PEG Capital Grant <sup>12,3</sup>	5,855	6,064	6,277	6,497	6,298	6,456	6,585	6,683	6,751	6,818
7	FiberNet Operating & Equipment Grant <sup>4</sup>	0	1,762	1,800	1,792	0	0	0	0	0	0
8	Interest Earned	10	2	0	3	11	22	30	39	48	48
9	TFCG Application Review Fees	100	156	120	150	150	120	120	120	120	120
10	Miscellaneous										
12	<b>TOTAL ANNUAL REVENUES</b>	27,583	27,044	27,663	27,999	28,019	28,193	28,378	28,537	28,716	28,888
13	<b>TOTAL RESOURCES-CABLE FUND</b>	28,606	27,862	27,241	28,135	29,250	28,492	29,782	29,951	30,138	30,318
14	<b>EXPENDITURE OF RESTRICTED FUNDS<sup>2</sup></b>										
15	<b>A. EXPENDITURE OF RESTRICTED CAPITAL FUNDS</b>										
16	Municipal Capital Support <sup>3</sup>										
17	Rockville Equipment	836	855	894	916	946	968	986	1,001	1,012	1,024
18	Takoma Park Equipment	125	855	894	916	946	968	986	1,001	1,012	1,024
19	Municipal League Equipment	125	855	824	916	946	968	986	1,001	1,012	1,024
20	<b>SUBTOTAL</b>	1,086	2,565	2,611	2,747	2,837	2,905	2,959	3,004	3,035	3,071
21	PEG Capital <sup>5</sup>	852	246	852	852	714	852	2,204	2,580	2,616	2,647
22	FiberNet - CIP	3,916	3,916	3,748	3,748	4,098	3,945	1,422	1,100	1,100	1,100
23	(Must be greater or equal to Line 6) SUBTOTAL	5,855	6,727	7,211	7,347	7,649	7,702	6,585	6,683	6,751	6,818
24	<b>B. EXPENDITURE OF OTHER RESTRICTED FUNDS</b>										
25	Municipal Franchise Fee Distribution <sup>2</sup>										
26	City of Rockville	682	661	668	693	700	704	708	711	715	719
27	City of Takoma Park	248	245	240	245	245	246	246	247	248	249
28	Other Municipalities	262	263	266	267	271	274	276	278	280	282
29	<b>SUBTOTAL</b>	1,191	1,168	1,174	1,205	1,216	1,223	1,230	1,236	1,243	1,250
30	Municipal Operating Support <sup>2</sup>										
31	Rockville PEG Support	425	75	76	76	77	79	80	82	86	87
32	Takoma Park PEG Support	425	75	76	76	77	79	80	82	86	87
33	Muni. League PEG Support	425	75	146	76	77	79	80	82	86	87
34	<b>SUBTOTAL</b>	1,275	224	299	228	232	236	241	246	257	261
35	<b>SUBTOTAL</b>	2,466	1,392	1,473	1,433	1,448	1,460	1,471	1,483	1,499	1,511
36	<b>TOTAL EXPENDITURES OF RESTRICTED FUNDS</b>	8,321	8,119	8,684	8,780	9,097	9,161	8,055	8,166	8,250	8,329
37	<b>NET TOTAL ANNUAL REVENUES</b>	19,262	18,926	18,979	19,219	18,922	19,032	20,323	20,371	20,466	20,559
38	<b>NET TOTAL RESOURCES-CABLE FUND</b>	20,285	19,743	18,557	19,355	20,153	19,331	21,727	21,784	21,888	21,990
39	<b>EXPENDITURES OF NON-RESTRICTED FUNDS</b>										
40	<b>A. Transmission Facilities Coordinating Group</b>										
41	TFCG Application Review	175	163	175	175	190	194	198	202	207	211
42	<b>SUBTOTAL</b>	175	163	175	175	190	194	198	202	207	211
43	<b>B. FRANCHISE ADMINISTRATION</b>										
44	Personnel Costs - Cable Administration	834	805	840	840	885	919	956	997	1,040	1,085
45	Personnel Costs - DTS Administration	71	76	76	76	82	85	89	93	97	101
46	Personnel Costs - Charges for County Atty	103	110	110	110	119	123	128	134	139	146
47	Operating	80	74	81	81	75	51	52	53	55	56
48	Engineering & Inspection Services	88	70	88	88	98	99	101	104	106	108
49	Legal and Professional Services	275	174	268.161	268	168	171	175	179	183	187
50	<b>SUBTOTAL</b>	1,450	1,308	1,463	1,463	1,426	1,450	1,502	1,559	1,619	1,682
51	<b>SUBTOTAL</b>	1,625	1,471	1,638	1,638	1,616	1,644	1,700	1,761	1,826	1,894
52	<b>C. MONTGOMERY COUNTY GOVERNMENT - CCM</b>										
53	Media Production & Engineering										
54	Personnel Costs	856	867	907	877	647	673	700	729	761	794
55	Operating	31	10	31	41	31	32	33	33	34	35
56	Contracts - TV Production	86	42	87	77	87	89	91	93	95	97
57	New Media, Webstreaming & VOD Services	38	50	38	48	38	39	40	40	41	42
58	<b>SUBTOTAL</b>	1,012	969	1,064	1,044	804	832	863	896	931	968
59	Public Information Office										
60	Personnel Costs	733	740	774	774	796	828	861	897	936	976
61	Operating Expenses	12	9	12	12	12	12	13	13	13	14
62	Contracts - TV Production	83	98	0	0	0	0	0	0	0	0
63	<b>SUBTOTAL</b>	828	846	787	787	809	840	874	910	949	990
64	County Council										
65	Personnel Costs	169	170	179	179	485	504	525	547	571	595
66	Operating Expenses	13	41	13	13	13	13	14	14	14	14
67	Contracts - TV Production	140	148	152	152	152	154	158	161	165	169
68	General Sessions and Committee Meetings	101	101	101	101	101	103	105	107	110	113
69	Multi-Lingual/Cultural Production Services	91	49	91	91	91	93	95	97	99	101
70	<b>SUBTOTAL</b>	514	509	536	536	842	868	896	926	958	992

**FY16 CE RECOMMENDED CABLE COMMUNICATIONS PLAN (in \$000's)**

71	MNCPPC										
72	Contracts - TV Production	99	95	99	99	99	100	103	105	107	110
73	New Media, Webstreaming & VOD Services	24	23	24	24	24	25	25	26	26	27
74		<b>SUBTOTAL</b>	<b>123</b>	<b>118</b>	<b>123</b>	<b>123</b>	<b>125</b>	<b>128</b>	<b>131</b>	<b>134</b>	<b>137</b>
75		<b>SUBTOTAL</b>	<b>2,477</b>	<b>2,442</b>	<b>2,509</b>	<b>2,489</b>	<b>2,578</b>	<b>2,666</b>	<b>2,760</b>	<b>2,863</b>	<b>2,973</b>
76	<b>D. MONTGOMERY COLLEGE - MCITV</b>										
77	Personnel Costs	1,260	1,260	1,344	1,344	1,456	1,513	1,575	1,641	1,712	1,785
78	Operating Expenses	86	86	86	86	86	88	89	91	94	96
79		<b>SUBTOTAL</b>	<b>1,346</b>	<b>1,346</b>	<b>1,430</b>	<b>1,430</b>	<b>1,542</b>	<b>1,492</b>	<b>1,560</b>	<b>1,560</b>	<b>1,560</b>
80	<b>E. PUBLIC SCHOOLS - MCPS ITV</b>										
81	Personnel Costs	1,371	1,380	1,490	1,490	1,548	1,609	1,674	1,744	1,820	1,898
82	Operating Expenses	106	97	106	106	106	108	110	112	115	118
83		<b>SUBTOTAL</b>	<b>1,477</b>	<b>1,477</b>	<b>1,596</b>	<b>1,596</b>	<b>1,654</b>	<b>1,717</b>	<b>1,784</b>	<b>1,857</b>	<b>2,016</b>
84	<b>F. COMMUNITY ACCESS PROGRAMMING<sup>a</sup></b>										
85	Personnel Costs	1,904	1,904	1,954	1,954	2,042	2,122	2,208	2,300	2,400	2,503
86	Operating Expenses	67	67	67	67	67	68	70	71	73	75
87	Rent & Utilities	374	374	385	385	396	404	412	421	431	441
88	New Media, Webstreaming & VOD Services	23	23	23	23	23	24	24	25	25	26
89		<b>SUBTOTAL</b>	<b>2,369</b>	<b>2,369</b>	<b>2,429</b>	<b>2,429</b>	<b>2,528</b>	<b>2,618</b>	<b>2,714</b>	<b>2,818</b>	<b>3,045</b>
90	<b>G. PEG OPERATING</b>										
91	Operating Expenses	107	77	116	116	206	185	189	193	197	202
92	Youth and Arts Community Media	50	50	150	150	100	102	104	106	109	111
93	Community Engagement	91	92	91	91	91	93	95	97	99	101
94	Closed Captioning	130	130	130	130	163	166	170	173	189	189
95	Technical Operations Center (TOC)	10	11	10	10	10	10	10	11	11	11
96	Mobile Production Vehicle	22	13	22	22	19	19	20	20	21	21
97		<b>SUBTOTAL</b>	<b>409</b>	<b>372</b>	<b>518,288</b>	<b>518</b>	<b>590</b>	<b>575</b>	<b>587</b>	<b>600</b>	<b>636</b>
98	<b>H. FIBERNET OPERATING</b>										
99	FiberNet - Personnel Charges for DTS	595	490	689	602	727	756	786	819	855	892
100	FiberNet - Operations & Maintenance DTS	1,131	1,143	1,131	1,202	1,126	1,147	1,171	1,197	1,224	1,253
101	FiberNet - Network Operations Center					729	743	758	775	793	811
102	FiberNet - Personnel Charges for DOT	74	74	76	76	101	105	109	114	118	124
103	FiberNet - Operations & Maintenance DOT	238	238	359	359	351	357	365	373	381	390
104		<b>SUBTOTAL</b>	<b>2,038</b>	<b>1,945</b>	<b>2,255</b>	<b>2,240</b>	<b>3,034</b>	<b>3,108</b>	<b>3,189</b>	<b>3,277</b>	<b>3,470</b>
105	<b>I. MISS UTILITY COMPLIANCE</b>										
106	Miss Utility Compliance	300	305	420	420	420	428	437	447	457	467
107		<b>SUBTOTAL</b>	<b>300</b>	<b>305</b>	<b>420</b>	<b>420</b>	<b>428</b>	<b>437</b>	<b>447</b>	<b>457</b>	<b>467</b>
108	<b>TOTAL EXPENDITURE OF UNRESTRICTED FUNDS</b>	<b>12,041</b>	<b>11,727</b>	<b>12,796</b>	<b>12,760</b>	<b>13,963</b>	<b>14,247</b>	<b>14,731</b>	<b>15,182</b>	<b>15,677</b>	<b>16,175</b>
109	<b>TOTAL EXPENDITURE OF RESTRICTED FUNDS</b>	<b>8,321</b>	<b>8,119</b>	<b>8,684</b>	<b>8,780</b>	<b>9,097</b>	<b>9,161</b>	<b>8,055</b>	<b>8,166</b>	<b>8,250</b>	<b>8,329</b>
110	<b>TOTAL EXPENDITURES - PROGRAMS</b>	<b>20,362</b>	<b>19,846</b>	<b>21,480</b>	<b>21,540</b>	<b>23,059</b>	<b>23,408</b>	<b>22,787</b>	<b>23,348</b>	<b>23,927</b>	<b>24,504</b>
111	<b>J. OTHER</b>										
112	Indirect Costs Transfer to Gen Fund	539	539	579	579	614	638	664	692	722	753
113	Indirect Costs Transfer to Gen Fund (ERP & MCTime)	25	25	30	30	-	0	0	0	0	0
114	Transfer to the General Fund	7,175	7,175	4,266	4,266	4,787	2,552	4,428	3,999	3,568	3,133
115	Legislative Community Communications NDA	400	400	488	488	490	490	490	490	490	490
116		<b>SUBTOTAL</b>	<b>8,139</b>	<b>8,139</b>	<b>5,363</b>	<b>5,363</b>	<b>5,891</b>	<b>3,680</b>	<b>5,582</b>	<b>5,181</b>	<b>4,779</b>
117	<b>TOTAL EXPENDITURES</b>	<b>28,501</b>	<b>27,985</b>	<b>26,843</b>	<b>26,904</b>	<b>28,951</b>	<b>27,089</b>	<b>28,369</b>	<b>28,529</b>	<b>28,707</b>	<b>28,879</b>
118	<b>K. ADJUSTMENTS</b>										
119	Prior Year Adjustments	-		0	0	0	0	0	0	0	0
120	Encumbrance Adjustment	-	(271)	0	0	0	0	0	0	0	0
121	Transfer for Vehicle		12		0	0					
122	CIP - Designated Claim on Fund			0	0	0	0	0	0	0	0
123	<b>TOTAL ADJUSTMENTS</b>	<b>-</b>	<b>(259)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
124	<b>FUND BALANCE</b>	<b>105</b>	<b>136</b>	<b>398</b>	<b>1,231</b>	<b>299</b>	<b>1,404</b>	<b>1,413</b>	<b>1,422</b>	<b>1,431</b>	<b>1,439</b>
125	<b>FUND BALANCE PER POLICY GUIDANCE<sup>5</sup></b>	<b>1,377</b>	<b>1,344</b>	<b>1,370</b>	<b>1,381</b>	<b>1,395</b>	<b>1,404</b>	<b>1,413</b>	<b>1,422</b>	<b>1,431</b>	<b>1,439</b>
126	<b>L. SUMMARY - EXPENDITURES BY FUNDING SOURCE</b>										
127	Transfer to Gen Fund-Indirect Costs	564	564	610	610	614	638	664	692	722	753
128	Transfer to Gen Fund-Mont Coll Cable Fund <sup>a</sup>	1,346	1,346	1,430	1,430	1,542	1,492	1,560	1,560	1,560	1,560
129	Transfer to Gen Fund-Public Sch Cable Fund <sup>b</sup>	1,477	1,477	1,596	1,596	1,654	1,717	1,784	1,857	1,935	2,016
130	Transfer to CIP Fund	3,916	3,916	3,748	3,748	4,098	3,945	1,422	1,100	1,100	1,100
131	Transfer to the General Fund-Other	7,175	7,175	4,266	4,266	4,787	2,552	4,428	3,999	3,568	3,133
132	Transfer to the General Fund-Legislative Branch NDA	400	400	488	488	490	490	490	490	490	490
133	<b>FUND TRANSFERS SUBTOTAL</b>	<b>14,878</b>	<b>14,878</b>	<b>12,137</b>	<b>12,137</b>	<b>13,186</b>	<b>10,834</b>	<b>10,348</b>	<b>9,698</b>	<b>9,374</b>	<b>9,052</b>
134	<b>Cable Fund Expenditure of Unrestricted Funds</b>	<b>9,218</b>	<b>8,904</b>	<b>9,770</b>	<b>9,735</b>	<b>10,766</b>	<b>11,038</b>	<b>11,387</b>	<b>11,765</b>	<b>12,182</b>	<b>12,599</b>
135	<b>Cable Fund Direct Expenditures</b>	<b>13,623</b>	<b>13,107</b>	<b>14,706</b>	<b>14,767</b>	<b>15,765</b>	<b>16,255</b>	<b>18,020</b>	<b>18,831</b>	<b>19,333</b>	<b>19,827</b>
136	<b>Cable Fund Personnel</b>	<b>3,434</b>	<b>3,330</b>	<b>3,651</b>	<b>3,535</b>	<b>3,843</b>	<b>3,993</b>	<b>4,155</b>	<b>4,329</b>	<b>4,516</b>	<b>4,711</b>
137	<b>Cable Fund Operating</b>	<b>10,189</b>	<b>9,777</b>	<b>11,055</b>	<b>11,232</b>	<b>11,922</b>	<b>12,262</b>	<b>13,866</b>	<b>14,502</b>	<b>14,816</b>	<b>15,116</b>

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**Notes:** These projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, transfers, and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors.

1. Subject to municipal pass-through payment.
2. Restricted revenue and expenditures: Certain Cable Fund revenues, required in excess of the federal limit on franchise fees, and corresponding expenditures (Municipal Franchise Fees/Pass-throughs, PEG Capital/Equipment Grants, and PEG Operating Revenue) are contractually required by franchise, municipal, and settlement agreements, and by the County Code, and may only be used for permissible federal purposes and in a manner consistent with applicable agreements.
3. The Comcast franchise renewal process is ongoing and specific elements of a final agreement are uncertain. Restricted categories such as PEG Capital and Operating support revenues, as well as Municipal Capital and Operating Support expenditures, will be affected. Municipal cost sharing is dependant on final negotiation of agreements between the County and municipalities. The County may require Capital Grants based on community needs. The County may negotiate, but may not require Operating Grants in addition to Franchise Fees. FY16-FY21 assumes that the County will receive payments from Comcast calculated at a new franchise agreement, but assumes Municipal payments as similar to the previous franchise agreement.
4. Montgomery Community Television, Inc., d/b/a Montgomery Community Media, is designated as a sole source contractor to provide community access media services.
5. The fund balance policy for the Cable Communications Plan is calculated as 8% of total non-restricted revenues (franchise fees, tower fees, and investment income).
6. The Cable Fund makes a fund transfer to Montgomery College and MCPS to support MCPS ITV and MC ITV.





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# Liquor Control

## MISSION STATEMENT

The mission of the Department of Liquor Control (DLC) 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.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Department of Liquor Control is \$59,332,248, an increase of \$3,063,507 or 5.4 percent from the FY15 Approved Budget of \$56,268,741. Personnel Costs comprise 52.5 percent of the budget for 294 full-time positions and 160 part-time positions, and a total of 426.72 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses, Capital Outlay, and Debt Service account for the remaining 47.5 percent of the FY16 budget.

The above projections and proposed expenditures form the basis for working capital decisions concerning the Liquor 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.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***A Responsive, Accountable County Government***
- ❖ ***Healthy and Sustainable Neighborhoods***
- ❖ ***Safe Streets and Secure Neighborhoods***
- ❖ ***Strong and Vibrant Economy***

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***In FY16, Liquor Control will make a transfer of \$24.5 million to the General Fund and will make \$11 million in debt service payments on Liquor Control Revenue Bonds for a total of \$35.5 million.***
- ❖ ***DLC total sales for FY14 were \$266.6 million. This represents growth over the previous year of 3.8%. Montgomery County DLC-operated retail liquor and wine stores had sales of \$127.2 million – an annual increase of 3.9%. Warehouse/wholesale sales amounted to \$139.4 million. Sales to licensees (both on and off premise) were up nearly 3.7% over last year. The wholesale beer business grew by 5.1% -- fueled by the continuing robust interest in craft beers and micro-brews.***
- ❖ ***DLC opened two new stores in Clarksburg and Seneca Meadows to serve the rapidly growing Clarksburg and Germantown areas and relocated Montgomery Village store to a more desirable location.***

- ❖ **The County Executive created a “Nighttime Economy Task Force” to develop specific recommendations for facilitating responsible growth in this area. Several legislative initiatives resulted from the work of the task force, and DLC was actively involved in drafting and promoting these changes. The laws adopted by the Maryland General Assembly took effect on July 1st, and include:**
  - longer hours of operation for some licensees
  - new license categories such as the performing arts license
  - modified residency requirements for license applicants
  - update to the food to alcohol ratios
  - the ability of salons, art galleries and other non-traditional licensed retailers to serve alcohol
  - increased flexibility and expanded self-distribution rights for local micro-breweries and wineries
- ❖ **In FY16, DLC will open three new retail stores in currently underserved areas of the County generating at least \$1.8 million in additional net profit.**
- ❖ **Productivity Improvements**
  - **DLC continued through the year to develop its much-anticipated Oracle ERP system, which went live on February 1, 2015. Once fully operational, this system will dramatically improve many of the department's business processes and operational practices as it offers tighter inventory controls, County-approved inventory valuation methodology, and enhanced reporting capabilities which enable customers, suppliers and employees access to more valuable information.**

## PROGRAM CONTACTS

Contact Lynn Duncan of the Department of Liquor Control at 240.777.1915 or Dennis Hetman of the Office of Management and Budget at 240.777.2770 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Warehouse Operations

This program involves management of the County's beverage alcohol warehouse and includes the purchase, receipt, and storage of over 20,000 different stock and special order items.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Inventory as a percent of Cost of Goods Sold (COGS)	14.2%	16.6%	16.0%	16.0%	16.0%
Inventory as a Percent of DLC Sales	10.10%	11.87%	12.00%	12.00%	12.00%
Satisfaction rating of wholesale customers based on the DLC customer survey results	2.91	2.53	2.95	2.95	2.95

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>8,714,906</b>	<b>63.96</b>
Decrease Cost: ERP - Warehouse System cost reductions	-180,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-218,377	7.50
<b>FY16 CE Recommended</b>	<b>8,316,529</b>	<b>71.46</b>

### Delivery Operations

This program includes the distribution of distilled spirits, wine, and beer to licensed establishments and County retail stores.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>6,218,682</b>	<b>68.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	444,938	7.80
<b>FY16 CE Recommended</b>	<b>6,663,620</b>	<b>75.80</b>

### Retail Sales Operations

This program oversees sales of distilled spirits, wine, and beer to retail customers through the operation of retail stores that are located throughout Montgomery County.

<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
Retail customer satisfaction rating based on the DLC customer survey results (average score on a 1-4 scale)	3.23	3.14	3.20	3.20	3.20

<i>FY16 Recommended Changes</i>	<i>Expenditures</i>	<i>FTEs</i>
<b>FY15 Approved</b>	<b>24,559,120</b>	<b>170.16</b>
Increase Cost: Retail Store Leases	208,787	0.00
Increase Cost: staffing to convert Flower Avenue store from contractor to DLC operated	166,355	8.00
Decrease Cost: Point of Sale System cost reduction	-371,534	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.	2,179,959	64.71
<b>FY16 CE Recommended</b>	<b>26,742,687</b>	<b>242.87</b>

### ***Licensure, Regulation, and Education***

This program includes issuing of beverage alcohol licenses inspecting and investigating licensed facilities to ensure compliance with all applicable laws, rules, and regulations and serving as support staff and providing expert testimony at hearings for issuance, fining, suspension, or revocation of licenses. This program also encompasses community partnership by defining issues and strategies and monitoring efforts with various agencies, departments, civic organizations, businesses, and individuals to provide and coordinate innovative programs and measures to ensure safe and vibrant communities relative to the service and consumption of beverage alcohol.

<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
Annual alcohol compliance checks to minors (under 21)	400	400	400	400	400
Percent of licensees that fail compliance checks (Number of establishments that fail/Number of total compliance checks)	27.7%	19.0%	20.0%	20.0%	20.0%
Rating of licensees satisfied with ALERT Training (Average Score on a 1-5 Scale)	4.69	4.86	4.86	4.86	4.86
Rating of licensees satisfied with Licensing Application Process (Average score on a 1-5 scale)	4.77	4.82	4.80	4.80	4.80

<i>FY16 Recommended Changes</i>	<i>Expenditures</i>	<i>FTEs</i>
<b>FY15 Approved</b>	<b>1,633,225</b>	<b>12.00</b>
Add: Program Manager II position for Licensure, Regulation, and Education	97,500	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.	146,273	-1.61
<b>FY16 CE Recommended</b>	<b>1,876,998</b>	<b>11.39</b>

### ***Office of the Director***

This program provides the overall direction for the Department.

<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
Annual growth in DLC retail and wholesale sales (percent)	2.30%	3.79%	3.00%	3.00%	3.00%
Gross profit margin of DLC retail and wholesale operations (percent)	28.2%	28.0%	28.0%	28.0%	28.0%

<i>FY16 Recommended Changes</i>	<i>Expenditures</i>	<i>FTEs</i>
<b>FY15 Approved</b>	<b>512,058</b>	<b>2.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	42,165	0.00
<b>FY16 CE Recommended</b>	<b>554,223</b>	<b>2.00</b>

### ***Administration***

This program provides accounting, financial and information technology services for the department. Finance and accounting staff performs day-to-day accounting functions, special analysis and reporting, and the preparation and monitoring of the department's budget. Information and technology staff provide the design, operation, maintenance and protection of all information technology initiatives for the Department.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>14,630,750</b>	<b>20.70</b>
Increase Cost: Debt Service	879,600	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-332,159	2.50
<b>FY16 CE Recommended</b>	<b>15,178,191</b>	<b>23.20</b>

## BUDGET SUMMARY

	<b>Actual FY14</b>	<b>Budget FY15</b>	<b>Estimated FY15</b>	<b>Recommended FY16</b>	<b>% Chg Bud/Rec</b>
<b>LIQUOR CONTROL</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	20,328,439	20,985,210	20,976,074	22,147,818	5.5%
Employee Benefits	6,779,938	7,105,943	8,046,703	9,009,104	26.8%
<b>Liquor Control Personnel Costs</b>	<b>27,108,377</b>	<b>28,091,153</b>	<b>29,022,777</b>	<b>31,156,922</b>	<b>10.9%</b>
Operating Expenses	14,940,800	17,948,938	18,011,324	17,067,076	-4.9%
Debt Service Other	7,914,065	10,123,000	10,123,000	11,002,600	8.7%
Capital Outlay	0	105,650	0	105,650	—
<b>Liquor Control Expenditures</b>	<b>49,963,242</b>	<b>56,268,741</b>	<b>57,157,101</b>	<b>59,332,248</b>	<b>5.4%</b>
<b>PERSONNEL</b>					
Full-Time	254	255	255	294	15.3%
Part-Time	63	155	155	160	3.2%
FTEs	338.82	336.82	336.82	426.72	26.7%
<b>REVENUES</b>					
Bag Tax	7,520	0	0	0	—
Investment Income	5,756	680	7,730	30,060	4320.6%
Liquor Licenses	1,647,016	1,570,197	1,570,197	1,570,197	—
Liquor Sales	75,756,503	77,033,671	77,650,416	81,463,676	5.8%
Miscellaneous Revenues	71,407	0	0	0	—
Other Charges/Fees	19,756	8,740	8,740	8,740	—
Other Fines/Forfeitures	216,243	220,560	220,560	220,560	—
Other Licenses/Permits	80,600	156,000	156,000	156,000	—
<b>Liquor Control Revenues</b>	<b>77,804,801</b>	<b>78,989,848</b>	<b>79,613,643</b>	<b>83,449,233</b>	<b>5.6%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	3,357	0	0	0	—
Employee Benefits	888	0	0	0	—
<b>Grant Fund MCG Personnel Costs</b>	<b>4,245</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
Operating Expenses	2,994	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>7,239</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
Federal Grants	6,600	0	0	0	—
<b>Grant Fund MCG Revenues</b>	<b>6,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>49,970,481</b>	<b>56,268,741</b>	<b>57,157,101</b>	<b>59,332,248</b>	<b>5.4%</b>
<b>Total Full-Time Positions</b>	<b>254</b>	<b>255</b>	<b>255</b>	<b>294</b>	<b>15.3%</b>
<b>Total Part-Time Positions</b>	<b>63</b>	<b>155</b>	<b>155</b>	<b>160</b>	<b>3.2%</b>
<b>Total FTEs</b>	<b>338.82</b>	<b>336.82</b>	<b>336.82</b>	<b>426.72</b>	<b>26.7%</b>
<b>Total Revenues</b>	<b>77,811,401</b>	<b>78,989,848</b>	<b>79,613,643</b>	<b>83,449,233</b>	<b>5.6%</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>LIQUOR CONTROL</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>56,268,741</b>	<b>336.82</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Three new retail stores (budget assumes stores open January 2016)	1,309,500	22.20
Add: Program Manager II position for Licensure, Regulation, and Education [Licensure, Regulation, and Education]	97,500	1.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	1,079,712	0.00
Increase Cost: Debt Service [Administration]	879,600	0.00
Increase Cost: Retiree Health Insurance Pre-funding Adjustment	637,390	0.00
Increase Cost: Annualization of FY15 Personnel Costs	597,899	49.70
Increase Cost: Chargeback from Department of Technology Services for ERP contractor expenses	542,000	0.00
Increase Cost: Annualization of FY15 Lapsed Positions	371,000	0.00
Increase Cost: Five truck drivers to improve warehouse operations and four positions to support the new Oracle ERP system	264,001	9.00
Increase Cost: Retail Store Leases [Retail Sales Operations]	208,787	0.00
Increase Cost: staffing to convert Flower Avenue store from contractor to DLC operated [Retail Sales Operations]	166,355	8.00
Increase Cost: Retirement Adjustment	161,941	0.00
Increase Cost: Group Insurance Adjustment	124,111	0.00
Increase Cost: Solid Waster Services System Benefit Charge	6,656	0.00
Decrease Cost: Printing and Mail	-25,308	0.00
Decrease Cost: Motor Pool Rate Adjustment	-36,138	0.00
Decrease Cost: Risk Management Adjustment	-67,774	0.00
Decrease Cost: ERP - Warehouse System cost reductions [Warehouse Operations]	-180,000	0.00
Decrease Cost: Facilities services	-318,580	0.00
Decrease Cost: Reduction in Contractual Services	-332,373	0.00
Decrease Cost: Point of Sale System cost reduction [Retail Sales Operations]	-371,534	0.00
Decrease Cost: Reduction in professional computer services spending	-668,370	0.00
Decrease Cost: Increase Lapse	-673,750	0.00
Decrease Cost: Defer Store improvements	-709,118	0.00
<b>FY16 RECOMMENDED:</b>	<b>59,332,248</b>	<b>426.72</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Warehouse Operations	8,714,906	63.96	8,316,529	71.46
Delivery Operations	6,218,682	68.00	6,663,620	75.80
Retail Sales Operations	24,559,120	170.16	26,742,687	242.87
Licensure, Regulation, and Education	1,633,225	12.00	1,876,998	11.39
Office of the Director	512,058	2.00	554,223	2.00
Administration	14,630,750	20.70	15,178,191	23.20
<b>Total</b>	<b>56,268,741</b>	<b>336.82</b>	<b>59,332,248</b>	<b>426.72</b>

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(S000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>LIQUOR CONTROL</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>59,332</b>	<b>59,332</b>	<b>59,332</b>	<b>59,332</b>	<b>59,332</b>	<b>59,332</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>258</b>	<b>258</b>	<b>258</b>	<b>258</b>	<b>258</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Point of Sale System (POS)</b>	<b>0</b>	<b>-36</b>	<b>78</b>	<b>-84</b>	<b>-34</b>	<b>-34</b>
These figures represent cost savings realized from the POS System.						
<b>Retail Store Leases</b>	<b>0</b>	<b>215</b>	<b>437</b>	<b>665</b>	<b>900</b>	<b>900</b>
The leases for 25 retail stores based on CPI assumptions.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>0</b>	<b>-73</b>	<b>-155</b>	<b>-198</b>	<b>-243</b>
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
<b>Subtotal Expenditures</b>	<b>59,332</b>	<b>59,770</b>	<b>60,032</b>	<b>60,017</b>	<b>60,259</b>	<b>60,213</b>

FY16-21 PUBLIC SERVICES PROGRAM: FISCAL PLAN							
Liquor Control							
FISCAL PROJECTIONS	FY15 ESTIMATE	FY16 REC	FY17 PROJECTION	FY18 PROJECTION	FY19 PROJECTION	FY20 PROJECTION	FY21 PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
CPI (Fiscal Year)	1.7%	2.0%	2.2%	2.3%	2.5%	2.8%	3.1%
Investment Income Yield	0.17%	0.65%	1.25%	1.75%	2.25%	2.75%	3.50%
<b>BEGINNING FUND BALANCE</b>	<b>7,903,057</b>	<b>2,568,683</b>	<b>2,116,008</b>	<b>4,116,008</b>	<b>4,116,008</b>	<b>4,116,008</b>	<b>4,116,008</b>
<b>REVENUES</b>							
Licenses & Permits	1,726,197	1,726,197	1,764,173	1,805,279	1,850,952	1,902,779	1,962,336
Charges For Services	8,740	8,740	8,932	9,140	9,372	9,634	9,936
Fines & Forfeitures	220,560	220,560	225,412	230,664	236,500	243,122	250,732
Miscellaneous	77,658,146	81,493,736	83,558,078	85,668,705	87,831,519	90,047,826	92,330,523
<b>Subtotal Revenues</b>	<b>79,613,643</b>	<b>83,449,233</b>	<b>85,556,596</b>	<b>87,713,788</b>	<b>89,928,343</b>	<b>92,203,361</b>	<b>94,553,526</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>	<b>(27,790,916)</b>	<b>(24,569,660)</b>	<b>(22,105,663)</b>	<b>(24,188,348)</b>	<b>(24,429,596)</b>	<b>(24,285,339)</b>	<b>(24,446,554)</b>
Transfers To The General Fund	(27,790,916)	(24,569,660)	(22,105,663)	(24,188,348)	(24,429,596)	(24,285,339)	(24,446,554)
Indirect Costs	(2,809,120)	(3,115,690)	(3,141,540)	(3,141,540)	(3,141,540)	(3,141,540)	(3,141,540)
Technology Modernization	(960,383)	0	0	0	0	0	0
Earnings Transfer	(24,021,413)	(21,453,970)	(18,964,123)	(21,046,808)	(21,288,056)	(21,143,799)	(21,305,014)
<b>TOTAL RESOURCES</b>	<b>59,725,784</b>	<b>61,448,256</b>	<b>65,566,941</b>	<b>67,641,448</b>	<b>69,614,755</b>	<b>72,034,030</b>	<b>74,222,980</b>
<b>PSP OPER. BUDGET APPROP/ EXPS.</b>							
Operating Budget	(46,818,501)	(48,329,648)	(50,013,718)	(51,825,888)	(53,811,838)	(56,023,728)	(58,516,068)
Debt Service: Other (Non-Tax Funds only)	(10,338,600)	(11,002,600)	(10,999,600)	(10,999,600)	(11,002,600)	(10,967,900)	(10,710,200)
Labor Agreement	n/a	0	(258,460)	(258,460)	(258,460)	(258,460)	(258,460)
FFI Refiree Health Insurance Pre-Funding	n/a	n/a	320	73,050	155,060	197,690	243,380
FFI PCS	n/a	n/a	35,577	(77,988)	83,793	34,070	34,070
FFI Retail Store Leases	n/a	n/a	(215,052)	(436,554)	(664,702)	(899,694)	(899,694)
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(57,157,101)</b>	<b>(59,332,248)</b>	<b>(61,450,933)</b>	<b>(63,525,440)</b>	<b>(65,498,747)</b>	<b>(67,918,022)</b>	<b>(70,106,972)</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(57,157,101)</b>	<b>(59,332,248)</b>	<b>(61,450,933)</b>	<b>(63,525,440)</b>	<b>(65,498,747)</b>	<b>(67,918,022)</b>	<b>(70,106,972)</b>
<b>YEAR END FUND BALANCE</b>	<b>2,568,683</b>	<b>2,116,008</b>	<b>4,116,008</b>	<b>4,116,008</b>	<b>4,116,008</b>	<b>4,116,008</b>	<b>4,116,008</b>
<b>END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES</b>	<b>4.3%</b>	<b>3.4%</b>	<b>6.3%</b>	<b>6.1%</b>	<b>5.9%</b>	<b>5.7%</b>	<b>5.5%</b>

**Assumptions:**

1. These projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors.
2. Fund Balance Policy equals one month's operating expenses, one payroll, and \$1,500,000 for inventory in cash balance.
3. Operating budget expenditures grow with CPI.
4. Net profit growth is estimated at 2.5% per year.





# Non-Departmental Accounts

## 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 FY16, 37 NDAs were funded. Four NDAs were not funded: Inauguration & Transition, Montgomery County Employee Retirement Plans, Motor Pool Fund Contribution and Restricted Donations.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Non-Departmental Accounts is \$276,751,003, a decrease of \$14,179,880 or 4.9 percent from the FY15 Approved Budget of \$290,930,883. Personnel Costs comprise 1.0 percent of the budget for 17 full-time positions, and a total of 4.23 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 99.0 percent of the FY16 budget.

## PROGRAM CONTACTS

Contact Felicia Zhang of the Office of Management and Budget at 240.777.2781 for more information regarding this department's operating budget.

## 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 and humanities agency. FY16 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, such as by the Executive Ball for the Arts Committee or through power2give; 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's mission is to promote, support, and expand a vibrant arts and humanities presence and ensure that it is woven into the fabric of our diverse and inclusive community. 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](http://www.creativemoco.com/grants/grants-awarded)).

AHCMC is headquartered in Silver Spring, Maryland, 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 CIP project.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,442,700</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>4,442,700</b>	<b>0.00</b>

### **Boards, Committees, and Commissions**

There are approximately 75 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>22,950</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>22,950</b>	<b>0.00</b>

### 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 after the Council assumes office, for the purpose of studying the Charter. 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>150</b>	<b>0.00</b>
Increase Cost: Operating Expense	1,000	0.00
<b>FY16 CE Recommended</b>	<b>1,150</b>	<b>0.00</b>

### Community Grants: County Executive

This NDA provides one-time grants directly to organizations in the community. These 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. They also are able to leverage community resources that may be unavailable to the County Government. A complete list of grantees is located below. Included in this NDA are:

- Community Grants: one-time grants to organizations that leverage Federal, State, and/or private funding or improve the quality of life for County residents. FY16 Community Grants are \$5,953,590;
- Community Services Grants: one-time grants for capital purchases that support health and human service activities. FY16 Community Services Grants are \$60,315.

Approved for Community Grants, but included as part of the Capital Budget within the Cost Sharing: MCG Project (CIP#720601) for a total of \$515,000 are listed as follows: Beth Shalom Congregation and Talmud Torah: \$60,000; Easter Seals Greater Washington-Baltimore Region: \$50,000; Graceful Growing Together, Inc.: \$75,000; Jewish Council for the Aging of Greater Washington, Inc.: \$50,000; Jewish Foundation for Group Homes: \$50,000; Latin American Youth Center, Inc.: \$25,000; Muslim Community Center Inc. DBA MCC Medical Clinic: \$25,000; Potomac Community Resources: \$25,000; Rockville Science Center, Inc.: \$15,000; Silver Spring United Methodist Church: \$50,000; The Jewish Federation of Greater Washington: \$40,000; Warrior Canine Connection: \$50,000.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>5,614,717</b>	<b>0.00</b>
Add: Community Grant: A Wider Circle, Inc. (Provides for operating support for the Center for Professional Development)	40,000	0.00
Add: Community Grant: African Immigrant and Refugee Foundation, Inc. (Provides for the "Catching Up" Youth Development Program)	10,400	0.00
Add: Community Grant: African Women Council Inc. (Provides for leased space at the Nonprofit Village)	9,000	0.00
Add: Community Grant: Aligarh Muslim University Alumni Association of North America Inc. (Provide resources, guidance and assistance to minority youth pursue college education and obtain internships)	1,500	0.00
Add: Community Grant: Alliance For Workplace Excellence Inc. (Provides for operating support)	25,000	0.00
Add: Community Grant: Asian American LEAD: Leadership Empowerment and Development for Youth and Family (Provides for programs for low-income/underserved Asian Pacific American youth)	50,000	0.00
Add: Community Grant: Asian Pacific American Legal Resource Center (Provides for legal services to low-income Asian immigrants with limited English proficiency)	25,000	0.00
Add: Community Grant: Asian-American Homeownership Counseling, Inc. (Provides for foreclosure/eviction prevention services, homeownership and financial education)	52,500	0.00
Add: Community Grant: Ayuda (Provides interpretation and translation services to ensure equal access to justice for limited-English proficient and deaf community members.)	20,000	0.00
Add: Community Grant: Bethesda Green, Inc. (Provides support for Green Business Incubator and educational activities)	15,810	0.00
Add: Community Grant: Bethesda Help (Provides for the Emergency Food Program)	2,000	0.00
Add: Community Grant: Big Brothers Big Sisters of the National Capital Area (Provides for mentoring for high-risk Latino children)	34,340	0.00

	Expenditures	FTEs
Add: Community Grant: C&O Canal Trust, Inc. (Provides for operating support)	24,329	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provides additional support above amount provided by HIF for the Tenant Counseling and Housing Initiatives Program)	15,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provides additional support above amount provided by HIF to the Pine Ridge Community Center)	25,830	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provides for the Deferred Action for Childhood Arrivals (DACA) program)	90,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provides for the Long Branch Economic Development Program)	100,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provides linguistically and culturally appropriate social services, case management, and assistance in accessing benefits to low-income immigrants)	93,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provides vocational training for low-income immigrant workers at the Shady Grove Welcome Center)	45,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides for a bilingual office manager to support emergency assistance, case management, and referral services)	50,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides for a range of culturally competent social support services for Latino and immigrant residents in crisis)	45,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides for administrative support for transitional housing and case management for chronically homeless adults)	34,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides for employment services to low-income, unemployed and underemployed immigrant residents)	48,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides for life skills development and job placement assistance for unemployed, homeless individuals)	25,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides for medical, dental, health education, and social services for low-income immigrant clients)	36,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides for the Community Companions program)	121,300	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides therapeutic services to children and youth with developmental disabilities)	35,000	0.00
Add: Community Grant: Center for Adoption Support and Education Inc. (Provides mental health and safety net services for youth transitioning out of foster care)	27,000	0.00
Add: Community Grant: Child Center & Adult Services, Inc. dba Aspire Counseling (Provides for the Healthy Mothers, Healthy Babies Program for uninsured low-income women with perinatal depression)	20,000	0.00
Add: Community Grant: Chinese Culture and Community Service Center, Inc. (Provides operating support for the STOP B Project)	40,000	0.00
Add: Community Grant: Circle of Rights, Inc. (Provides for a stroke prevention and awareness campaign for low-income residents)	13,000	0.00
Add: Community Grant: CollegeTracks (Provides for increasing the opportunity for low-to-moderate income MCPS graduates to enroll and complete higher education degree programs)	50,000	0.00
Add: Community Grant: CollegeTracks (Provides for program expansion to Watkins Mill High School)	100,000	0.00
Add: Community Grant: Columbia Lighthouse for the Blind (Provides for the Bridge to Work Program, a workforce development training program for visually impaired and blind clients)	25,000	0.00
Add: Community Grant: Columbia Lighthouse for the Blind (Provides for the MC Deaf-Blind program, assisting the deaf-blind population in remaining independent by providing SSP services)	25,000	0.00
Add: Community Grant: Community Bridges, Incorporated (Provides for low-income, minority and/or immigrant girl and family centered, two generation programming)	45,000	0.00
Add: Community Grant: Community Health and Empowerment through Education and Research, Inc. (Provides for operating support)	25,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provides for support for Elderly Ministries)	30,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provides for the Rockville Emergency Assistance Program)	15,000	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County, Inc. (Provides for conflict resolution services for four Montgomery County schools, serving youth, families and school staff.)	20,000	0.00
Add: Community Grant: Conservation Montgomery, Inc. (Provides for Home Tree Care 101)	15,000	0.00
Add: Community Grant: Corporate Volunteer Council of Montgomery County (Provides for development a survey to measure, analyze and recognize Corporate Volunteering)	7,500	0.00
Add: Community Grant: Court Watch Montgomery (Provides for measurement of best practices in County courts that promote domestic violence victim safety and community outreach in Down/East County)	15,000	0.00
Add: Community Grant: Cultural & Diversity Enrichment Services USA, Inc. (Provides programming for immigrant youth)	34,000	0.00
Add: Community Grant: Eastern Montgomery Emergency Assistance Network, Inc. (EMEAN) (Provides for emergency assistance for rent and utilities)	10,000	0.00
Add: Community Grant: EduCare Support Services, Inc. (Provides for delivery of emergency food to seniors and individuals with disabilities)	40,000	0.00
Add: Community Grant: Empowered Women International, Inc. (Provides for entrepreneurship training and mentoring for low-income women and business assistance)	25,000	0.00
Add: Community Grant: Equipment Connections for Children (Provides for operating support)	10,000	0.00

	Expenditures	FTEs
Add: Community Grant: Ethiopian Community Center in Maryland (Provides nutrition management, healthy relationship, reproductive health, mental health and substance abuse services)	25,000	0.00
Add: Community Grant: Family Learning Solutions, Inc. (Provides for the "I Am College Ready" program)	44,180	0.00
Add: Community Grant: Family Services, Inc. (Provides for academic, social and emotional support during and after school for at-risk minority males at Gaithersburg Middle School)	40,000	0.00
Add: Community Grant: Family Services, Inc. (Provides for the Neighborhood Opportunity Network)	50,000	0.00
Add: Community Grant: First African Methodist Episcopal Church of Gaithersburg, MD (Provides for the SHARE food program for low-income families )	6,410	0.00
Add: Community Grant: Florence Crittenton Services of Greater Washington dba Crittenton Services of Greater Washington (Provides for a college preparation program for 8th grade girls)	35,000	0.00
Add: Community Grant: Gaithersburg HELP, Inc. (Provides for food, diapers, and formula for low-income residents in Gaithersburg/Montgomery Village)	25,000	0.00
Add: Community Grant: Gandhi Brigade Incorporated (Provides for youth leadership development and employment potential through media training, community engagement, and community service )	35,000	0.00
Add: Community Grant: GapBuster, Inc. (Provides for services to at-risk students, exposing them to the STEM fields and engaging them in meaningful community service )	100,000	0.00
Add: Community Grant: Generation Hope (Provides teen parents with tuition support, mentoring, academic/life/professional skills, tutoring, and case management to make college a reality)	15,000	0.00
Add: Community Grant: Girls on the Run of Montgomery County Inc. (Provides for operating support)	10,000	0.00
Add: Community Grant: Graceful Growing Together, Inc. (Provides for Capital Campaign Planning and Prospect Cultivation program)	30,000	0.00
Add: Community Grant: Great and Small, Inc. AKA Great and Small (Provides for operating support for equine-assisted programs serving individuals with special needs)	10,000	0.00
Add: Community Grant: GreenWheaton, Inc (Provides for development and implementation of community-appropriate, environmentally-friendly projects and programs)	15,000	0.00
Add: Community Grant: growingSOUL, Inc. (Provides for operating support)	20,000	0.00
Add: Community Grant: growingSOUL, Inc. (Provides support for creation of Will Allen's Policy Institute National Headquarters to research metrics to support Urban Agriculture)	27,100	0.00
Add: Community Grant: Habitat for Humanity Metro Maryland, Inc. (Provides for materials to be used to repair low-income homeowners' homes)	20,000	0.00
Add: Community Grant: Hebrew Home of Greater Washington, Inc. (Provides for operating support for the ElderSAFE Center)	50,000	0.00
Add: Community Grant: Heritage Tourism Alliance of Montgomery County, Inc. (Provides for operating support for Heritage Montgomery)	100,000	0.00
Add: Community Grant: Hispanic Business Foundation of Maryland, Inc. (Provides for the Partnership Youth Initiative)	30,000	0.00
Add: Community Grant: Housing Unlimited, Inc. (Provides for operating support)	25,000	0.00
Add: Community Grant: Identity, Inc. (Provides for a mechanism whereby disengaged Latino youth can participate in organized sports in a systematic manner)	90,000	0.00
Add: Community Grant: Identity, Inc. (Provides for case management services to connect Latino youth and families with resources for food, clothing, shelter and other safety net services)	50,000	0.00
Add: Community Grant: IMPACT Silver Spring (Provides for support for out-of-school athletic program for youth in Long Branch)	87,500	0.00
Add: Community Grant: IMPACT Silver Spring (Provides for the Neighborhood Opportunity Network Initiative )	222,640	0.00
Add: Community Grant: Interfaith Works, Inc. (Provides for the Emergency Support program)	15,000	0.00
Add: Community Grant: Interfaith Works, Inc. (Provides for vocational services to help homeless and low-income individuals achieve self-sufficiency through meaningful employment)	33,000	0.00
Add: Community Grant: Interfaith Works, Inc. (Provides security for two emergency programs to keep vulnerable clients, the staff, and volunteers safe and free from harm)	30,000	0.00
Add: Community Grant: International Rescue Committee, Inc. (Provides for supporting the successful integration of refugees and asylees into Montgomery County communities)	26,296	0.00
Add: Community Grant: Ivymount School, Inc. (Provides support for the Project SEARCH program)	40,000	0.00
Add: Community Grant: Japanese Americans Care Fund, Inc. (Provides for Keiai-no-tsudoi, an annual gathering for Japanese American seniors)	1,910	0.00
Add: Community Grant: Jewish Community Center of Greater Washington, Inc. (Provides for a nutrition program which provides critical support for aging County seniors)	40,000	0.00
Add: Community Grant: Jewish Community Center of Greater Washington, Inc. (Provides for Camp JCC Inclusion Program for children with special needs)	25,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provides a comprehensive employment training course for jobless residents age 50 and over)	36,760	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provides for the 50+ Employment Expo)	75,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provides for the Intergenerational Bridges program)	10,000	0.00
Add: Community Grant: Jewish Social Service Agency (Provides for a job developer specializing in serving individuals with disabilities, providing training, support and employment services )	30,000	0.00
Add: Community Grant: Jewish Social Service Agency (Provides for a Senior Services Case Manager to manage the daily living needs of frail seniors, allowing them to age in place)	40,000	0.00

	Expenditures	FTEs
Add: Community Grant: Jewish Social Service Agency (Provides for a social worker specializing in Early Childhood, serving children under 12 and members of their circle of care)	50,000	0.00
Add: Community Grant: Jewish Social Service Agency (Provides for a social worker specializing in treatment of children and adolescents providing individual, group and family therapy)	25,000	0.00
Add: Community Grant: Kaur Foundation, Inc. (Provides for workshops on cultural literacy)	15,000	0.00
Add: Community Grant: Korean Community Service Center of Greater Washington (Provides for Strengthening Asian Families through Empowerment and Services (SAFES) program)	45,000	0.00
Add: Community Grant: Korean Community Service Center of Greater Washington (Provides for the Keystone Project to assist victims of domestic violence in the Korean community)	55,000	0.00
Add: Community Grant: Leveling the Playing Field Inc. (Provides for operating support)	20,000	0.00
Add: Community Grant: Liberty's Promise Inc (Provides for an after-school civic engagement program and internship program for low-income, immigrant youth)	60,000	0.00
Add: Community Grant: Madison House Foundation Inc. (Provides for operating support)	25,000	0.00
Add: Community Grant: Making a New United People Inc. (Provides for the Youth Voices for Change program to empower young men of color)	20,000	0.00
Add: Community Grant: Manna Food Center, Inc. (Provides for bringing locally grown produce to County residents experiencing hunger and to recover produce from local farmers markets)	20,000	0.00
Add: Community Grant: Manna Food Center, Inc. (Provides for the Smart Sacks program for elementary school students)	32,500	0.00
Add: Community Grant: Maryland Senior Olympics Commission Ltd. (Provides for operating support)	20,000	0.00
Add: Community Grant: Maryland Vietnamese Mutual Association Inc. (Provides for outreach services to better assist disadvantaged and hard-to-reach target groups in the Vietnamese community)	25,000	0.00
Add: Community Grant: Maryland/Israel Development Center, Inc. (Provides for promoting trade and investment between Montgomery County and Israeli businesses)	40,000	0.00
Add: Community Grant: Mental Health Association of Montgomery County, MD, Inc. (Provides for Mental Health First Aid training to residents to increase community awareness of mental health crises )	25,000	0.00
Add: Community Grant: Mental Health Association of Montgomery County, MD, Inc. (Provides for the Serving Together program providing coordinated community resources for veterans and their families)	125,000	0.00
Add: Community Grant: Mercy Health Clinic, Inc. (Provides for a nurse practitioner to provide primary care to low-income uninsured patients)	45,000	0.00
Add: Community Grant: Mid-Atlantic Gleaning Network (Provides for emergency food relief by harvesting fresh fruits and vegetables and distributing to needy County residents)	20,000	0.00
Add: Community Grant: Ministries United Silver Spring Takoma Park, Inc. (Provides for eviction, 1st months rent, utility, prescription and other emergency assistance programs)	10,000	0.00
Add: Community Grant: MOCO KidsCo (dba KID Museum) (Provides for support for operation of a prototype KID Museum facility)	40,000	0.00
Add: Community Grant: Montgomery Countryside Alliance, Inc. (Provides for operating support)	10,000	0.00
Add: Community Grant: Montgomery County Coalition for the Homeless, Inc. (Provides for 24/7 emergency shelter including case management and supportive services for men experiencing homelessness)	86,260	0.00
Add: Community Grant: Montgomery County Coalition for the Homeless, Inc. (Provides for case management/support services for formerly homeless families in the Partnership for Permanent Housing)	75,000	0.00
Add: Community Grant: Montgomery County Collaboration Council for Children, Youth and Families, Inc (Provides for support to address Disproportionate Minority Contract in the Juvenile Justice System)	22,425	0.00
Add: Community Grant: Montgomery County Family Justice Center Foundation, Inc (Provide for emergency services and the security and sustained well being of survivors of domestic violence)	25,000	0.00
Add: Community Grant: Montgomery County Maryland Bar Foundation, Inc. (Provides for a part-time coordinator of the Montgomery County Legal Immigration Providers Network)	20,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation (Provides for a youth empowerment program)	5,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation (Provides for operating support)	90,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation (Provides for the Senior and Social and Transportation program)	55,000	0.00
Add: Community Grant: Montgomery County Partners for Animal Well Being (Provides for spay/neuter of feral cats in Montgomery County)	15,000	0.00
Add: Community Grant: Montgomery County Renters Alliance (Provides for operating support)	35,000	0.00
Add: Community Grant: Montgomery County Sister Cities Inc. (Provides for operating support )	25,000	0.00
Add: Community Grant: Montgomery Hospice, Inc. (Provides for professional grief support to individuals and volunteer services to support patients and their families)	37,790	0.00
Add: Community Grant: MoverMoms (Provides for operating support)	25,000	0.00
Add: Community Grant: Muslim Community Center Inc. DBA MCC Medical Clinic (Provides for a quality assurance program)	25,000	0.00
Add: Community Grant: Muslim Community Center Inc. DBA MCC Medical Clinic (Provides for handicap access shuttle van services for unemployed and uninsured patients from major transportation hubs)	25,000	0.00
Add: Community Grant: Muslim Community Center Inc. DBA MCC Medical Clinic (Provides for the domestic violence program)	25,000	0.00
Add: Community Grant: NAMI Montgomery County (Provides for implementation and training of individuals in the evidence-based suicide-prevention program Sources of Strength in MCPS)	11,207	0.00

	<b>Expenditures</b>	<b>FTEs</b>
Add: Community Grant: NAMI Montgomery County (Provides for support groups, classes and presentations for Spanish-speakers living with mental illness and their families)	8,894	0.00
Add: Community Grant: NAMI Montgomery County (Provides mental health education and support for caregivers of seniors by implementing the Side by Side program)	8,079	0.00
Add: Community Grant: Nonprofit Roundtable of Greater Washington Inc. (Provides for operating support)	20,000	0.00
Add: Community Grant: Nourish Now Foundation, Inc. (Provides for operating support for the food recovery program)	10,000	0.00
Add: Community Grant: Olney Help, Inc. (Provides for emergency financial assistance for utilities, rent and/or prescriptions)	10,000	0.00
Add: Community Grant: Olney Home For Life (Provides for senior services )	10,000	0.00
Add: Community Grant: Passion for Learning, Inc. (Provides for operating support)	22,090	0.00
Add: Community Grant: Poolesville Green, Inc. (Provides for operating support)	5,000	0.00
Add: Community Grant: Potomac Community Resources, Inc. (Provides for operating support)	30,000	0.00
Add: Community Grant: Primary Care Coalition of Montgomery County, Maryland, Inc. (Provides for the H.E.A.L.T.H. Partners project)	25,000	0.00
Add: Community Grant: Raba Leadership Initiative, Inc. (Provides for operating support for a non-sectarian youth leadership program )	30,000	0.00
Add: Community Grant: Rebuilding Together Montgomery County, Inc. (Provides for operating support)	30,920	0.00
Add: Community Grant: Red Wiggler Foundation, Inc. (Provide opportunities for youth and adults with and without disabilities to work, learn, and grow healthy food. )	30,000	0.00
Add: Community Grant: Reginald S. Lourie Center for Infants and Young Children, Inc. (Provides specialized childcare services, evidenced-based parent training, and best-practice staff development)	30,000	0.00
Add: Community Grant: Rosaria Communities, Inc. (Provides for operating support)	15,000	0.00
Add: Community Grant: Scotland Storm Community Development, Inc. (Provides for after-school academic and sports programs for underserved youth from the historic Scotland community)	20,000	0.00
Add: Community Grant: Silver Spring Green, Inc. (Provides for creation of a sustainability location in Silver Spring)	20,000	0.00
Add: Community Grant: Silver Spring Green, Inc. (Provides for operating support)	15,000	0.00
Add: Community Grant: Silver Spring Town Center, Inc. (Provides for operating support)	40,000	0.00
Add: Community Grant: Silver Spring Village, Inc. (Provides for operating support)	25,000	0.00
Add: Community Grant: St. Ann's Center for Children, Youth and Families (Provides for access to services for pregnant or parenting teens and their children, by offsetting the cost of utilities)	25,000	0.00
Add: Community Grant: St. Camillus Catholic Church (Provides for nutritionally adequate, culturally appropriate food to be distributed to families in need)	17,000	0.00
Add: Community Grant: St. Joseph's House, Ltd. (Provides for home-based care, before and after school, for students with multiple and severe disabilities)	10,000	0.00
Add: Community Grant: Sunflower Bakery, Inc. (Provides for preparing young adults with developmental or other cognitive disabilities for employment through skilled, on-the-job training)	23,400	0.00
Add: Community Grant: The CareerCatchers, Inc. (Provides for vocational counseling at the Montgomery County Family Justice Center to domestic violence survivors)	30,000	0.00
Add: Community Grant: The Community Foundation for the National Capital Region (Provides for operating support)	25,000	0.00
Add: Community Grant: The Greater Washington Jewish Coalition Against Domestic Abuse (Provides for crisis services to teen/young adult victims of dating abuse and witnesses of domestic abuse)	50,000	0.00
Add: Community Grant: The Greater Washington Jewish Coalition Against Domestic Abuse (Provides for direct client services and operating support)	45,000	0.00
Add: Community Grant: The Greater Washington Jewish Coalition Against Domestic Abuse (Provides for the Legal Access Program for more difficult legal proceedings for victims of abuse)	65,000	0.00
Add: Community Grant: The Jewish Federation of Greater Washington, Inc. (Provides for the Community Transportation Project)	35,000	0.00
Add: Community Grant: The National Capital B'nai B'rith Assisted Housing Corporation (Provides for overnight medication and/or security by Certified Nursing Assistant (CNA) )	25,500	0.00
Add: Community Grant: The National Center for Children and Families, Inc. (Provides for critical transitional housing services for families residing in the Greentree Shelter)	125,000	0.00
Add: Community Grant: The National Center for Children and Families, Inc. (Provides for the FutureBound Transitional Housing Program for young adults who are homeless)	45,000	0.00
Add: Community Grant: The Nonprofit Village Center, Inc. (Provides for operating support)	75,000	0.00
Add: Community Grant: The Senior Connection of Montgomery County, Inc. (Provides for creation of a transportation network to increase the number of seniors served and decrease wait times)	25,000	0.00
Add: Community Grant: Town of Poolesville (Provides for program coordination at the Poolesville Area Senior Center)	20,000	0.00
Add: Community Grant: Unity Christian Fellowship Incorporated (Provides for the Educational and Life Skills Program to help youth excel academically and socially)	27,220	0.00
Add: Community Grant: Unity Christian Fellowship Incorporated (Provides for the Game Changer Conference for Young Males)	10,000	0.00
Add: Community Grant: Upcounty Community Resources, Inc. (Provides support for expansion of activities for people with developmental differences)	30,000	0.00

	<b>Expenditures</b>	<b>FTEs</b>
Add: Community Grant: Upper Montgomery Assistance Network (Provides for emergency financial assistance to families facing homelessness or loss of a vital utility service)	10,000	0.00
Add: Community Grant: Washington Youth Foundation, Inc. (Provides for increased awareness of behavioral health to Korean immigrant parents and their children)	50,000	0.00
Add: Community Grant: Women Who Care Ministries (Provides for the childrens' weekend backpack program and Montgomery Village Food Center)	130,000	0.00
Add: Community Grant: World Organization for Resource Development and Education dba WORDE (Provides for operating support)	50,000	0.00
Add: Community Grant: World Organization for Resource Development and Education dba WORDE (Provides operating support for the Faith Community Working Group)	40,000	0.00
Add: Community Services Grant: Adventist Community Services of Greater Washington, Inc. (walk-in freezer for storage of perishable food donations)	3,500	0.00
Add: Community Services Grant: Catholic Charities of the Archdiocese of Washington, Inc. (commercial and chest freezer for storage of perishable food items for distribution to families in need)	3,000	0.00
Add: Community Services Grant: Child Center & Adult Services, Inc. dba Aspire Counseling (improved office equipment in main office)	3,151	0.00
Add: Community Services Grant: Circle of Rights, Inc. (blood pressure self monitoring equipment for low-income residents)	3,764	0.00
Add: Community Services Grant: Community Ministries of Rockville (computer equipment at Mansfield Kaseman Health Clinic)	4,500	0.00
Add: Community Services Grant: Cornerstone Montgomery, Inc. (furnish the lobby of intake offices)	8,000	0.00
Add: Community Services Grant: Family Services, Inc. (establish a computer lab for use by women and children at the Betty Ann Krahnke Center)	8,400	0.00
Add: Community Services Grant: Manna Food Center, Inc. (storage bins for collecting, storing, sorting and distributing food to residents in need)	8,000	0.00
Add: Community Services Grant: Montgomery Community Television dba Montgomery Community Media ("Card to Better Living" PSA series )	10,000	0.00
Add: Community Services Grant: Rebuilding Together Montgomery County, Inc. (database applications for project management, volunteer coordination, and development needs)	8,000	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15	-5,614,717	0.00
<b>FY16 CE Recommended</b>	<b>6,013,905</b>	<b>0.00</b>

### **Community Grants: County Council**

Like the NDA - Community Grants: County Executive, this provides one-time grants directly to organizations in the community as separately determined by the County Council grant process.

The amount recommended by the County Executive represents a \$1 million increase from the FY15 Recommended Operating Budget. However, as is true in the past, the Council determines the amount and distribution of community grant funding for their own grant program.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,933,038</b>	<b>0.00</b>
Add: County Council Grant Program	2,600,000	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY15	-2,933,038	0.00
<b>FY16 CE Recommended</b>	<b>2,600,000</b>	<b>0.00</b>

### **Compensation and Employee Benefits Adjustments**

This NDA contains a General Fund 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 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. MLS employees are not eligible for service increments. Performance-Based awards for MLS employees are funded in FY16.

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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>2,407,014</b>	<b>1.08</b>
Increase Cost: Group Insurance Cost-sharing in IAFF, Local 1664 Labor Agreement	620,000	0.00
Increase Cost: MLS Pay for Performance - Non-Tax Supported	22,359	0.00
Increase Cost: FY16 Compensation Adjustment	12,737	0.00
Increase Cost: Annualization of FY15 Operating Expenses	7,269	0.15
Increase Cost: Group Insurance Adjustment	1,237	0.00
Decrease Cost: Retirement Adjustment	-158	0.00
<b>FY16 CE Recommended</b>	<b>3,070,458</b>	<b>1.23</b>

### 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 State Department of Tourism, State Film Office, Capital Region USA (CRUSA), TEAM Maryland, and national and regional events to promote tourism growth, increased 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 Economic Development. Funding is based on 7 percent of the total hotel/motel tax revenues.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,225,848</b>	<b>0.00</b>
Increase Cost: Allocation Based on Revised Hotel/Motel Tax Estimate	197,940	0.00
<b>FY16 CE Recommended</b>	<b>1,423,788</b>	<b>0.00</b>

### Conference Center

Prior to FY06, the Conference Center NDA primarily provided for pre-opening expenses. Since the Conference Center opened in November 2004, the NDA has expanded its scope to fund:

- a full-time position to manage the operational and fiscal oversight of the Conference Center complex;
- non-routine repairs, alterations, improvements, renewals, and replacements; and
- the designated reserve required by the management agreement with Marriott International, Inc.

Funding is also included to reimburse the contractor for costs not covered by operations during accounting periods when losses occur. These costs will be offset by contractor payments to the County during accounting periods with operating gains. To ensure fiscal and operational accountability, a management audit is conducted every two years and the program budget is increased by \$50,000 during the year such audit is scheduled. Revenues consisting of net operating income from the Conference Center and land rent from the hotel are deposited into the general fund. Twenty percent of the County's net proceeds from Conference Center operations is retained for investment in marketing and facility improvements to increase Conference Center usage. All proposed investment expenditures are reviewed and approved by the Conference Center Management Committee.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>562,967</b>	<b>1.00</b>
Increase Cost: Biennial Audit for the Conference Center	50,000	0.00
Increase Cost: Annualization of FY15 Personnel Costs	3,105	0.00
<b>FY16 CE Recommended</b>	<b>616,072</b>	<b>1.00</b>

### **Consolidated Retiree Health Benefits Trust (MCPS)**

This NDA provides consolidated funding for Montgomery County Public Schools' contribution to the Retiree Health Benefits Trust.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>85,507,000</b>	<b>0.00</b>
Decrease Cost: County Contribution Based on Actuarial Valuation	-23,774,000	0.00
<b>FY16 CE Recommended</b>	<b>61,733,000</b>	<b>0.00</b>

### **Consolidated Retiree Health Benefits Trust (Montgomery College)**

This NDA provides consolidated funding for Montgomery College's contribution to the Retiree Health Benefits Trust.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,974,000</b>	<b>0.00</b>
Decrease Cost: County Contribution Based on Actuarial Valuation	-546,000	0.00
<b>FY16 CE Recommended</b>	<b>1,428,000</b>	<b>0.00</b>

### **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, day 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; the Anacostia Restoration Fund; and the Regional Environmental Fund.

As in previous years, the Washington Suburban Sanitary Commission will provide Montgomery County's contribution to support the Water Resources Management Planning Program and the Blue Plains Users Program.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>816,409</b>	<b>0.00</b>
Increase Cost: General Membership Dues and Assessments	2,079	0.00
<b>FY16 CE Recommended</b>	<b>818,488</b>	<b>0.00</b>

### **County Associations**

This NDA funds Montgomery County membership dues to the National Association of Counties (NACo) and the Maryland Association of Counties (MACo).

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>74,728</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>74,728</b>	<b>0.00</b>

### **Device Client Management**

The Device Client Management (DCM) program is based on a best practices approach to maintaining a modern and cost effective computing environment in the County. The program reduces the Total Cost of Ownership (TCO) of personal computers (PCs) and laptops through standardization, asset management, and maintenance services. DCM includes the centralized management, support, and maintenance of PCs and targets the annual replacement of approximately one-fourth of managed PCs. The program also includes PC-related training and software. This NDA includes funding for Help Desk support, management, maintenance, and replacement of PCs.

Replacement of the remaining Windows XP machines is completed as of mid-FY15.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>5,661,200</b>	<b>0.00</b>
Increase Cost: Help Desk Contract	800,000	0.00
Add: Mobile Device Management	99,000	0.00
Increase Cost: Windows 7 Licenses	40,000	0.00
Decrease Cost: Desktop Personal Computer Replacements	-800,000	0.00
<b>FY16 CE Recommended</b>	<b>5,800,200</b>	<b>0.00</b>

### **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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>20,000,000</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>20,000,000</b>	<b>0.00</b>

### **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) which had been received by the municipalities in FY68.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>28,020</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>28,020</b>	<b>0.00</b>

### **Group Insurance for Retirees**

Group insurance is provided to an estimated 6,242 retired County employees and survivors, as well as retirees of participating outside agencies. Employees hired before January 1, 1987, are eligible upon retirement to pay 20 percent of the premium for health and life insurance for the same number of years (after retirement) that they were eligible to participate in the group insurance plan as an active employee. The County government pays the remaining 80 percent of the premium. Thereafter, these retirees pay 100 percent of the premium. Employees hired before January 1, 1987, are also offered the option at retirement to convert from the 20/80 arrangement to a lifetime cost sharing option.

Employees hired after January 1, 1987, are eligible upon retirement for a lifetime cost sharing option under which the County pays 70 percent of the premium and the retiree pays 30 percent of the premium for life for retirees who were eligible to participate in the County group insurance plan for 15 or more years as active employees. Minimum participation eligibility of five years as an active employee is necessary to be eligible for the lifetime plan. The County will pay 50 percent of the premium for retirees with five years of participation as an active employee. The County contribution to the payment of the premium increases by two percent for each additional year of participation up to the 70 percent maximum.

On March 5, 2002, the County Council approved a one-time opportunity for retirees still under the 20/80 arrangement with an expiration date to elect the lifetime cost sharing arrangement. The new percentage paid by the County for those electing this arrangement ranges from 50 percent to 68 percent, depending upon years of active eligibility under the plan and years since retirement. The cost sharing election process has been completed.

The budget does not include employer contributions from participating outside agencies.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>32,462,450</b>	<b>0.00</b>
Increase Cost: Group Insurance Claims Costs	4,305,550	0.00
<b>FY16 CE Recommended</b>	<b>36,768,000</b>	<b>0.00</b>

## Historical Activities

This NDA contains a General Fund appropriation of \$77,250 and provides funding for the following agencies and programs:

- **Historic Preservation Commission:** The Historic Preservation Commission's main responsibility is to administer the historic preservation ordinance including recommending Montgomery County sites of potential historical significance. These efforts are administered by the Maryland-National Capital Park and Planning Commission (M-NCPPC). Starting in FY14, funding to support the Commission is no longer budgeted in this NDA but is appropriated to the M-NCPPC.
- **Historical Society:** Funding for the Montgomery County Historical Society provides support for the Society's Education Program staff, educational and outreach programs for County residents, and to maintain the Historical Society's research library and museums.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>77,250</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>77,250</b>	<b>0.00</b>

## 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>53,110</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>53,110</b>	<b>0.00</b>

## Housing Opportunities Commission

The Housing Opportunities Commission of Montgomery County (HOC) is a public body corporate and politic duly organized under Division II of the Housing Community Development Article of the Annotated Code of Maryland, as amended, known as the Housing Authorities Law. As such, 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>6,376,480</b>	<b>0.00</b>
Increase Cost: Annualization of FY15 Personnel Costs	222,910	0.00
Decrease Cost: Operating Expenses	-197,982	0.00
<b>FY16 CE Recommended</b>	<b>6,401,408</b>	<b>0.00</b>

## Inauguration & 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>5,000</b>	<b>0.00</b>
Decrease Cost: No Inauguration in FY16	-5,000	0.00
<b>FY16 CE Recommended</b>	<b>0</b>	<b>0.00</b>

## 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 basic financial statements of the Montgomery

County Union Employees Deferred Compensation Plan; and additional services related to reviews, tests, and certifications.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>420,820</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>420,820</b>	<b>0.00</b>

### **Interagency Technology Policy and Coordination Committee**

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 among 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>5,850</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>5,850</b>	<b>0.00</b>

### **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; hangar facilities; child care 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, or temporary space. Currently, there are approximately 66 leased facilities. The inventory of leases is constantly shifting as new leases are added and existing leases are terminated.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>20,981,310</b>	<b>0.00</b>
Increase Cost: Lease Added in FY16: Board of Elections Warehouse, Rockville Town Center Parking, Children's Resource Center, MC 311, and Child and Adolescent Services	2,209,147	0.00
Increase Cost: Maintenance costs for leased facilities	473,572	0.00
Decrease Cost: Terminations and Relocations	-169,482	0.00
Decrease Cost: Estimated net change in lease costs (escalation and renegotiation)	-823,920	0.00
<b>FY16 CE Recommended</b>	<b>22,670,627</b>	<b>0.00</b>

### **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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>488,000</b>	<b>2.00</b>
Increase Cost: Annualization of FY15 Personnel Costs	9,251	0.00
Increase Cost: Annualization of FY15 Compensation Increases	828	0.00
Decrease Cost: Operating Expenses	-8,079	0.00
<b>FY16 CE Recommended</b>	<b>490,000</b>	<b>2.00</b>

### **Montgomery Coalition for Adult English Literacy (MCAEL)**

This NDA provides funding for the Montgomery Coalition for Adult English Literacy (MCAEL). MCAEL's mission is to strengthen the countywide adult English literacy providers' network with resources, training, collaborations, and advocacy to support a thriving community and an effective workforce. Funding for MCAEL supports program grants to organizations that provide adult English literacy services; technical assistance, training, and networking opportunities that improve program quality and coordination; information resources for the community; and operating expenses to administer the grants and provide the support services. The County's contribution is implemented by a contract between the Department of Public Libraries and MCAEL.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,257,058</b>	<b>0.00</b>
Enhance: MCAEL Grants and Operating Support	100,000	0.00
<b>FY16 CE Recommended</b>	<b>1,357,058</b>	<b>0.00</b>

### Montgomery County Employee Retirement Plans

The mission of this NDA is to manage prudent investment programs for the members of the Employee Retirement Plans and their beneficiaries. Expenditures associated with this program are funded from the Employees' Retirement System (ERS), Retirement Savings Plan (RSP), and the General Fund on behalf of the Montgomery County Deferred Compensation Plan (DCP) trust funds and are, therefore, not appropriated here. This NDA manages the assets of the ERS through its investment managers in accordance with the Board's asset allocation strategy and investment guidelines. The Board also administers the investment programs for the RSP and DCP. The Board consists of 13 trustees including the Directors of Human Resources, Finance, and Management and Budget; the Council Administrator; 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.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
ERS - Rate of return - used to compare to the 7.5% Actuarial Assumed Return <sup>1</sup>	10.85%	8.80%	N/A	N/A	N/A
ERS - Return in excess of the total fund benchmark (passive indices)	2.37%	1.30%	2.00%	2.00%	2.00%
RSP & DCP - Percentage of funds offered that are ranked at or above over a market cycle	82%	N/A	N/A	N/A	N/A
RCP & DCP - Fees for fund offerings are at or below the median fees charged	98%	N/A	N/A	N/A	N/A

<sup>1</sup> Estimated FY14 amount represents the return as of 12/31/13.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>0</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>0</b>	<b>0.00</b>

### 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>823,698</b>	<b>0.00</b>
Decrease Cost: Elimination of One-Time Items Approved in FY15	-823,698	0.00
<b>FY16 CE Recommended</b>	<b>0</b>	<b>0.00</b>

### Municipal Tax Duplication

The Montgomery County Tax Duplication 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. This goes beyond State law, Section 6-305, which requires the County to provide to municipalities only the Property Tax funded portion of those costs. County Council Resolution No. 9-1752, enacted April 27, 1982, increased the scope of program coverage from street-related expenditures to include other public services, such as police supplemental aid; animal control; elderly transportation; parks maintenance; Board of Appeals; and Human Rights.

This program was reviewed in FY96 and technical formula amendments proposed. The changes were approved, and payment calculations since then are prepared in accordance with County Council Resolution No. 13-650, adopted September 10, 1996. Specifically, as the exact payment amount for the current year cannot be determined until both municipal and County books are closed, reimbursements are based on the final audited cost of performing eligible services during the fiscal year two years prior to the budget year. Also, reimbursements are now made at the County's cost and not at "the lesser of County or Municipal costs" of eligible service provision.

All payments are subject to appropriation under Sec. 30A-4, which states "All expenditures by the county under the authority of this chapter shall be subject to the limits of the funds appropriated by the County Council."

Also budgeted here are payments to Municipalities of a share of the net revenues from County operated Speed Cameras in their

jurisdictions. Payments are based on Memoranda of Understanding with each Municipality.

Finally, payments to municipalities are also made from other sources, including Cable TV Franchise Fees, Grants in Lieu of Shares Tax, Non-Departmental Accounts, and as part of the County's Community Development Block Grant.

<b>MUNICIPAL TAX DUPLICATION - FY16 EXECUTIVE RECOMMENDED BUDGET</b>			
<b>Municipality</b>	<b>FY16 Property Tax Duplication</b>	<b>Additional County Grant</b>	<b>FY16 Total*</b>
Brookeville	\$4,495	\$2,299	\$6,794
Chevy Chase, Sec. III	\$20,374	\$10,421	\$30,796
Chevy Chase View	\$27,308	\$13,967	\$41,275
Chevy Chase Village	\$66,507	\$34,017	\$100,524
Town of Chevy Chase	\$86,205	\$44,092	\$130,297
Drummond	\$3,052	\$1,561	\$4,613
Friendship Heights	\$54,665	\$27,960	\$82,625
Gaithersburg	\$773,060	\$395,407	\$1,168,467
Garrett Park	\$31,488	\$16,105	\$47,593
Glen Echo	\$13,736	\$7,026	\$20,762
Kensington	\$90,985	\$46,538	\$137,523
Laytonsville	\$8,595	\$4,396	\$12,991
Martin's Additions	\$17,752	\$9,080	\$26,832
North Chevy Chase	\$15,824	\$8,094	\$23,918
Oakmont	\$2,169	\$1,109	\$3,278
Poolesville	\$139,356	\$71,278	\$210,634
Rockville	\$1,400,393	\$716,278	\$2,116,671
Somerset	\$34,774	\$17,786	\$52,560
Takoma Park	\$2,324,632	\$1,189,011	\$3,513,643
Washington Grove	\$29,721	\$15,202	\$44,922
<b>TOTAL</b>	<b>\$5,145,091</b>	<b>\$2,631,629</b>	<b>\$7,776,720</b>

\* This does not include the estimated Municipalities' Speed camera allocation of \$228,000.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>8,048,578</b>	<b>0.00</b>
Decrease Cost: Speed Camera payments to municipalities	-43,858	0.00
<b>FY16 CE Recommended</b>	<b>8,004,720</b>	<b>0.00</b>

### **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,
- Medical treatment expenses covered by other appropriate and available outside resources.

The Department of Police will manage this account with the assistance of the County Attorney. All bills will be reviewed to determine the appropriateness of the medical expense reimbursement and to assess the responsible party for the medical expense.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>50,000</b>	<b>0.00</b>
Decrease Cost: Medical Services	-30,000	0.00
<b>FY16 CE Recommended</b>	<b>20,000</b>	<b>0.00</b>

### **Public Technology, Inc.**

Funds are budgeted each year to continue membership in Public Technology, Inc. (PTI) as the County's research and development link with the National Association of Counties. Annual dues cover research and development assistance for innovative projects; access to a computerized information-sharing network; and membership in the Urban Consortium. The County participates in, and has received grants as a result of, initiatives in task forces on energy, solid waste, and telecommunications. PTI, as an organization, specializes in the research and assessment of ideas of interest to local governments for increasing efficiency, reducing costs, improving services, and solving problems. A current emphasis is on public enterprise, toward helping local governments identify and capture potential sales from products and information that are outcomes of government investment.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>20,000</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>20,000</b>	<b>0.00</b>

### **Restricted Donations**

This NDA was established to comply with the requirements of Government Accounting Standards Board Statement No. 34 (GASB 34) by budgeting for the receipt of private donations for County programs. The proceeds of the former Expendable Trust Fund accounts and other miscellaneous funds have been transferred to the Restricted Donations Special Revenue Fund. Appropriation authority to spend additional donations received during the year is provided through the County Council Resolution for the Approval of and Appropriation for the Operating Budget of the Montgomery County Government. The budget resolution provides that the unexpended balance in this fund at the end of the fiscal year is reappropriated by the County Council for the next fiscal year; and if needed, the Restricted Donations NDA can receive transfers from the Future Federal, State, or Other Grants NDA for any individual donations up to \$200,000. Additional information relating to the financial activities of this NDA is displayed in Schedule A-4, Fiscal Summary by Fund, Non-Tax Supported, Montgomery County Government, Restricted Donations.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>0</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>0</b>	<b>0.00</b>

### **Retiree Health Benefits Trust**

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 prefunding for retiree pension benefits. The reasons for doing this are simple: Due to exponential growth in expected retiree health costs, the cost of funding these benefits, which were being paid out as the bills came due, would soon become unaffordable. Setting aside money now and investing it in a Trust Fund, which is invested in a similar manner as the pension fund, not only is a prudent and responsible approach, but will result in significant savings over the long term.

One approach used to address retiree health benefits funding is 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 Annual OPEB Cost or "AOC", 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 as needed 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 has committed to an approach of "ramping up" to the AOC amount over several years, with the amount set aside each year increasing steadily until the full AOC is reached. A total of \$31.9 million for all tax supported agencies was budgeted for this purpose in FY08. In May 2008, the County Council passed resolution No. 16-555 which confirmed an eight-year phase-in approach to the AOC. Consistent with this approach and based on the County's economic situation, the County contributed \$14.0 million to the Trust in FY08, \$19.7 million in FY09, \$3.3 million in FY10, and \$7.3 million in FY11. Due to fiscal constraints, the County did not budget a contribution for the General Fund in FY10 and FY11, but did resume contributions in FY12. For FY12, the County contributed \$26.1 million from the General Fund to the Retiree Health Benefits Trust. In addition, on June 26, 2011, 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 for employees of Montgomery County Public Schools and Montgomery County College. In FY12, the County appropriated \$20 million and \$1 million for contributions on behalf of MCPS



and the College, respectively. In FY13, these contributions were \$41.4 million (County General Fund), \$58.9 million (MCPS Consolidated Trust), and \$1.8 million (Montgomery College Consolidated Trust). In FY14, these contributions were \$48.9 million (County General Fund), \$83.7 million (MCPS Consolidated Trust), and \$2.4 million (Montgomery College Consolidated Trust). In FY15, these contributions were \$38.6 million (County General Fund), \$85.5 million (MCPS Consolidated Trust), and \$2.0 million (Montgomery College Consolidated Trust). These contributions allowed the County to achieve full pre-funding in FY15. 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 will reduce retiree drug insurance costs and the County's OPEB liability.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>38,577,480</b>	<b>0.00</b>
Increase Cost: County Contribution Based on Actuarial Valuation	4,942,580	0.00
<b>FY16 CE Recommended</b>	<b>43,520,060</b>	<b>0.00</b>

### **Risk Management (General Fund Portion)**

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. A listing of these member agencies and the amounts contributed can be found in the Department of Finance, Risk Management Budget Summary.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>19,547,940</b>	<b>0.00</b>
Decrease Cost: Risk Management Adjustment	-3,979,514	0.00
<b>FY16 CE Recommended</b>	<b>15,568,426</b>	<b>0.00</b>

### **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 to reimburse the City 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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>376,600</b>	<b>0.00</b>
Increase Cost: Revised Estimate	6,800	0.00
<b>FY16 CE Recommended</b>	<b>383,400</b>	<b>0.00</b>

### **Snow Removal and Storm Cleanup**

This NDA funds the snow removal and storm clean up costs for the Department of Transportation and General Services above the budgeted amounts in these departments for this purpose. This program includes the removal of storm debris and snow from County roadways and facilities. This includes plowing, applying salt and sand, equipment preparation and cleanup from snow storms, and wind and rain storm cleanup.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>5,884,990</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>5,884,990</b>	<b>0.00</b>

### **State Positions Supplement**

This NDA provides for the County supplement to State salaries and fringe benefits for secretarial assistance for the resident judges of the Maryland appellate courts.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>60,756</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>60,756</b>	<b>0.00</b>

### **State Property Tax Services**

This NDA reimburses the State for three programs that support the property tax billing administration conducted by the Department of Finance: the Montgomery County's 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 (SDAT).

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,464,610</b>	<b>0.00</b>
<b>FY16 CE Recommended</b>	<b>3,464,610</b>	<b>0.00</b>

### **State Retirement Contribution**

This NDA provides for the County's payment of two items to the State Retirement System:

- Maryland State Retirement System: Unfunded accrued liability, as established by the Maryland State Retirement System (MSRS), for employees hired prior to July 1, 1984, who are members of the MSRS (including former Department of Social Services employees hired prior to July 1, 1984), and for those who have retired (all County employees participated in the State Retirement System until 1965.) The County's contribution for this account is determined by State actuaries. Beginning in FY81, the amount due was placed on a 40-year amortization schedule.
- State Library Retirement: Accrued liability for retirement costs for three Montgomery County Public Library retirees who are receiving a State retirement benefit. These were County employees prior to 1966 who opted to stay in the State plan.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>1,251,603</b>	<b>0.00</b>
Increase Cost: Adjustment Based on Actuarial Schedule	62,392	0.00
<b>FY16 CE Recommended</b>	<b>1,313,995</b>	<b>0.00</b>

### **Takoma Park Library Annual Payment**

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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>132,819</b>	<b>0.00</b>
Increase Cost: Payment Based on Formula	16,805	0.00
<b>FY16 CE Recommended</b>	<b>149,624</b>	<b>0.00</b>

### **Takoma Park Police Rebate**

The County provides financial support to the City of Takoma Park for police protection services in accordance with provisions of the County Code. This provision was enacted in 1949 and provides a payment to the City for protective services for the County residents of the City of Takoma Park. The payment is based on a formula, which uses \$0.048 per \$100 of assessable base tax rate with "full value assessment" levied on real property.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>951,540</b>	<b>0.00</b>
Decrease Cost: Payment Based on Formula	-6,000	0.00
<b>FY16 CE Recommended</b>	<b>945,540</b>	<b>0.00</b>

### **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.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>18,342,200</b>	<b>0.00</b>
Increase Cost: Revised Baseline Cost Estimate at 90% Match	1,646,906	0.00
Increase Cost: Increase Match from 90% to 95% of State Earned Income Tax Credit as Required by Bill 8-13	1,108,194	0.00
<b>FY16 CE Recommended</b>	<b>21,097,300</b>	<b>0.00</b>

## BUDGET SUMMARY

	<b>Actual FY14</b>	<b>Budget FY15</b>	<b>Estimated FY15</b>	<b>Recommended FY16</b>	<b>% Chg Bud/Rec</b>
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	459,398	1,547,196	433,029	2,172,591	40.4%
Employee Benefits	104,063	97,895	101,478	106,904	9.2%
<b>County General Fund Personnel Costs</b>	<b>563,461</b>	<b>1,645,091</b>	<b>534,507</b>	<b>2,279,495</b>	<b>38.6%</b>
Operating Expenses	270,576,872	267,876,780	288,735,012	253,863,835	-5.2%
Capital Outlay	0	823,698	0	0	—
<b>County General Fund Expenditures</b>	<b>271,140,333</b>	<b>270,345,569</b>	<b>289,269,519</b>	<b>256,143,330</b>	<b>-5.3%</b>
<b>PERSONNEL</b>					
Full-Time	14	16	16	17	6.3%
Part-Time	0	0	0	0	—
FTEs	3.88	4.08	4.08	4.23	3.7%
<b>REVENUES</b>					
Conference Center - Net Proceeds	1,591,849	900,000	900,000	900,000	—
Conference Center - Rental Income	319,100	319,100	319,100	319,100	—
Indirect Costs: Grants	50,988	0	0	0	—
Property Rentals	3,845,667	4,489,070	4,489,070	3,850,000	-14.2%
<b>County General Fund Revenues</b>	<b>5,807,604</b>	<b>5,708,170</b>	<b>5,708,170</b>	<b>5,069,100</b>	<b>-11.2%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	585,314	585,314	607,673	3.8%
Employee Benefits	0	0	0	0	—
<b>Grant Fund MCG Personnel Costs</b>	<b>0</b>	<b>585,314</b>	<b>585,314</b>	<b>607,673</b>	<b>3.8%</b>
Operating Expenses	0	20,000,000	20,000,000	20,000,000	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>0</b>	<b>20,585,314</b>	<b>20,585,314</b>	<b>20,607,673</b>	<b>0.1%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
State Grants	0	20,000,000	20,000,000	20,000,000	—
<b>Grant Fund MCG Revenues</b>	<b>0</b>	<b>20,000,000</b>	<b>20,000,000</b>	<b>20,000,000</b>	—
<b>RESTRICTED DONATIONS</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Restricted Donations Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
Operating Expenses	753,448	0	2,317,168	0	—
Capital Outlay	0	0	0	0	—
<b>Restricted Donations Expenditures</b>	<b>753,448</b>	<b>0</b>	<b>2,317,168</b>	<b>0</b>	—
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
Investment Income	1,458	0	0	0	—
Miscellaneous Revenues	734,700	0	375,889	0	—
Other Intergovernmental	7,572	0	0	0	—
<b>Restricted Donations Revenues</b>	<b>743,730</b>	<b>0</b>	<b>375,889</b>	<b>0</b>	—

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>DEPARTMENT TOTALS</b>					
Total Expenditures	271,893,781	290,930,883	312,172,001	276,751,003	-4.9%
Total Full-Time Positions	14	16	16	17	6.3%
Total Part-Time Positions	0	0	0	0	—
Total FTEs	3.88	4.08	4.08	4.23	3.7%
Total Revenues	6,551,334	25,708,170	26,084,059	25,069,100	-2.5%

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Arts and Humanities Council	4,442,700	0.00	4,442,700	0.00
Boards, Committees, and Commissions	22,950	0.00	22,950	0.00
Charter Review Commission	150	0.00	1,150	0.00
Community Grants: County Executive	5,614,717	0.00	6,013,905	0.00
Community Grants: County Council	2,933,038	0.00	2,600,000	0.00
Compensation and Employee Benefits Adjustments	2,407,014	1.08	3,070,458	1.23
Conference and Visitors Bureau	1,225,848	0.00	1,423,788	0.00
Conference Center	562,967	1.00	616,072	1.00
Consolidated Retiree Health Benefits Trust (MCPS)	85,507,000	0.00	61,733,000	0.00
Consolidated Retiree Health Benefits Trust (Montgomery College)	1,974,000	0.00	1,428,000	0.00
Council of Governments	816,409	0.00	818,488	0.00
County Associations	74,728	0.00	74,728	0.00
Device Client Management	5,661,200	0.00	5,800,200	0.00
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 for Retirees	32,462,450	0.00	36,768,000	0.00
Historical Activities	77,250	0.00	77,250	0.00
Homeowners' Association Road Maintenance Reimburse	53,110	0.00	53,110	0.00
Housing Opportunities Commission	6,376,480	0.00	6,401,408	0.00
Inauguration & Transition	5,000	0.00	0	0.00
Independent Audit	420,820	0.00	420,820	0.00
Interagency Technology Policy and Coordination Committee	5,850	0.00	5,850	0.00
Leases	20,981,310	0.00	22,670,627	0.00
Legislative Branch Communications Outreach	488,000	2.00	490,000	2.00
Montgomery Coalition for Adult English Literacy (MCAEL)	1,257,058	0.00	1,357,058	0.00
Montgomery County Employee Retirement Plans	0	0.00	0	0.00
Motor Pool Fund Contribution	823,698	0.00	0	0.00
Municipal Tax Duplication	8,048,578	0.00	8,004,720	0.00
Prisoner Medical Services	50,000	0.00	20,000	0.00
Public Technology, Inc.	20,000	0.00	20,000	0.00
Restricted Donations	0	0.00	0	0.00
Retiree Health Benefits Trust	38,577,480	0.00	43,520,060	0.00
Risk Management (General Fund Portion)	19,547,940	0.00	15,568,426	0.00
Rockville Parking District	376,600	0.00	383,400	0.00
Snow Removal and Storm Cleanup	5,884,990	0.00	5,884,990	0.00
State Positions Supplement	60,756	0.00	60,756	0.00
State Property Tax Services	3,464,610	0.00	3,464,610	0.00
State Retirement Contribution	1,251,603	0.00	1,313,995	0.00
Takoma Park Library Annual Payment	132,819	0.00	149,624	0.00
Takoma Park Police Rebate	951,540	0.00	945,540	0.00
Working Families Income Supplement	18,342,200	0.00	21,097,300	0.00
<b>Total</b>	<b>290,930,883</b>	<b>4.08</b>	<b>276,751,003</b>	<b>4.23</b>

## FUTURE FISCAL IMPACTS

Title	CE REC. FY16	FY17	FY18	(\$000's) FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>256,143</b>	<b>256,143</b>	<b>256,143</b>	<b>256,143</b>	<b>256,143</b>	<b>256,143</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>256,143</b>	<b>256,149</b>	<b>256,149</b>	<b>256,149</b>	<b>256,149</b>	<b>256,149</b>

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# Utilities

## MISSION STATEMENT

The goals of the County Government relating to utility consumption are to:

- achieve energy savings by the elimination of wasteful or inefficient operation of building systems;
- continue improvements in energy efficiency in all County operations; and
- obtain required energy fuels at the most favorable cost to the County.

## HIGHLIGHTS

The County owns, operates, and/or maintains 412 facilities totaling 9,759,852 square feet. The Department of General Services manages the payment for 1,321 separately metered utility accounts for these facilities. The Utilities non-departmental account (NDA) budget funds 804 of these accounts, in addition to 68,426 streetlights, and 832 traffic-controlled signalized intersections.

## BUDGET OVERVIEW

The FY16 Recommended Budget for the tax supported Utilities non-departmental account (NDA) is \$25,621,891 an increase of \$387,758 or 1.5 percent from the FY15 Approved Budget of \$25,234,133. Allocation of these utilities expenditures is approximately: electricity, 85.4 percent; natural gas, 7.0 percent; water and sewer, 6.5 percent; and fuel oil, 0.8 percent, and propane, 0.2 percent.

The FY16 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 not supported by taxes, but through user fees or charges for services.

Utilities expenditures are also found in the budgets of other County agencies: Montgomery County Public Schools (MCPS), Montgomery College, the Washington Suburban Sanitary Commission (WSSC), and the Maryland-National Capital Park and Planning Commission (M-NCPPC). The total budget request for these "outside" agencies is \$74,311,947 which includes the entire bi-county area of WSSC.

The FY16 Recommended tax supported budget for Utilities Management, including both the General Fund NDA (\$25,621,891) and the other tax supported funds (\$3,710,379), is \$29,332,270, an increase of \$1,266,265 or approximately 4.5 percent from the FY15 Approved utilities budget. The FY16 Recommended budget for non-tax supported utilities expenditures is \$5,325,559, no change from the FY15 Approved Budget.

In both the tax and non-tax supported funds, utilities expenditures result primarily from higher commodity unit costs due to market price fluctuations; greater consumption due to new facilities or services; 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, and energy and HVAC management systems) are assumed to offset increased utility consumption for new facilities 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; not the General Fund Utilities NDA. The Interagency Committee on Energy and Utilities Management (ICEUM) also monitors changes in energy costs in the current year and will recommend appropriate changes, if necessary, prior to final Council approval of the FY15 Budget.

The following is a description of utility service requirements for departments which 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.

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## **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 human 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 non-departmental account.

### ***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 citizen centers.

### ***Urban Districts***

Urban District utilities are supported by Urban District Funds, which are included in the operating budget for Regional Services 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 not appropriated directly but in the budgets of other departments.

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 funds utility expenditures associated with the operation of all County-owned parking garages and parking lots.

### ***Liquor Control***

The Department of Liquor Control funds utility expenditures associated with the operation of the liquor warehouse, administrative offices, and the County-owned and contractor-operated retail liquor stores.

### ***Department of Environmental Protection, Solid Waste Services***

Solid Waste Services 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.

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## **Other Agencies**

Utilities for MCPS, Montgomery College, WSSC (bi-county), and M-NCPPC are displayed in the charts on the following pages. These are the amounts requested in the budgets of those agencies.

## **LINKAGE TO COUNTY RESULT AREAS**

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ ***An Effective and Efficient Transportation Network***
- ❖ ***Safe Streets and Secure Neighborhoods***

## **PROGRAM CONTACTS**

Contact Angela Dizelos of the Utilities at 240.777.6028 or Erika Lopez-Finn of the Office of Management and Budget at 240.777.2771 for more information regarding this department's operating budget.

## **PROGRAM DESCRIPTIONS**

### ***Utilities (for All General Fund Departments)***

The Utilities non-departmental account provides the General Fund utilities operating expense appropriations for the facilities maintained by the Department of General Services and the Department of Transportation. The utilities expenditures for other non-tax supported operations and other agencies are appropriated within their respective department or agency.



## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>County General Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	24,499,868	25,234,133	25,234,133	25,621,891	1.5%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>24,499,868</b>	<b>25,234,133</b>	<b>25,234,133</b>	<b>25,621,891</b>	<b>1.5%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund MCG Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	0	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>24,499,868</b>	<b>25,234,133</b>	<b>25,234,133</b>	<b>25,621,891</b>	<b>1.5%</b>
<b>Total Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>—</b>
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>25,234,133</b>	<b>0.00</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Renewable Energy	222,798	0.00
Increase Cost: Due to unit costs and consumption changes	113,184	0.00
Increase Cost: New buildings opening	56,604	0.00
Decrease Cost: ESCO Utility Savings	-4,828	0.00
<b>FY16 RECOMMENDED:</b>	<b>25,621,891</b>	<b>0.00</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.			(\$000's)		
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
FY16 Recommended	25,622	25,622	25,622	25,622	25,622	25,622
No inflation or compensation change is included in outyear projections.						
<b>Subtotal Expenditures</b>	<b>25,622</b>	<b>25,622</b>	<b>25,622</b>	<b>25,622</b>	<b>25,622</b>	<b>25,622</b>



COUNTY UTILITIES EXPENDITURES						
EXPENDITURES BY DEPARTMENT/AGENCY						
	ACTUAL FY13	ACTUAL FY14	APPROVED FY15	RECOMMENDED FY16	CHANGE BUD/APPR	% CHANGE REC/APPR
<b>COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS</b>						
<b>NON-DEPARTMENTAL ACCOUNT</b>						
Facilities	13,487,035	15,372,911	15,061,601	16,449,359	1,387,758	9.2%
Traffic Signals and Streetlighting	9,193,413	9,126,957	10,172,532	9,172,532	(1,000,000)	-9.8%
<b>GENERAL FUND NDA EXPENDITURES</b>	<b>22,680,448</b>	<b>24,499,868</b>	<b>25,234,133</b>	<b>25,621,891</b>	<b>387,758</b>	<b>1.5%</b>
<b>OTHER TAX SUPPORTED OPERATIONS</b>						
Transit Services	73,694	291,007	91,730	276,200	184,470	201.1%
Recreation	2,755,137	3,116,581	2,740,142	3,434,179	694,037	25.3%
SUBTOTAL	2,828,831	3,407,588	2,831,872	3,710,379	878,507	31.0%
<b>TOTAL TAX SUPPORTED</b>	<b>25,509,279</b>	<b>27,907,456</b>	<b>28,066,005</b>	<b>29,332,270</b>	<b>1,266,265</b>	<b>4.5%</b>
<b>COUNTY GOVERNMENT NON-TAX SUPPORTED OPERATIONS</b>						
Fleet Management Services	1,069,366	1,350,157	1,630,392	1,630,392	0	0.0%
Parking Districts	2,183,187	2,299,158	2,598,489	2,598,489	0	0.0%
Liquor Control	852,105	899,856	865,810	865,810	0	0.0%
Solid Waste Services	132,380	156,874	230,868	230,868	0	0.0%
<b>TOTAL NON-TAX SUPPORTED</b>	<b>4,237,038</b>	<b>4,706,045</b>	<b>5,325,559</b>	<b>5,325,559</b>	<b>0</b>	<b>0.0%</b>
<b>SUMMARY - COUNTY GOVERNMENT</b>						
TOTAL TAX SUPPORTED	25,509,279	27,907,456	28,066,005	29,332,270	1,266,265	4.5%
TOTAL NON-TAX SUPPORTED	4,237,038	4,706,045	5,325,559	5,325,559	0	0.0%
<b>TOTAL COUNTY GOVERNMENT</b>	<b>29,746,317</b>	<b>32,613,501</b>	<b>33,391,564</b>	<b>34,657,829</b>	<b>1,266,265</b>	<b>3.8%</b>
<b>OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS</b>						
Montgomery County Public Schools	35,779,753	39,444,381	35,692,609	38,802,112	3,109,503	8.7%
Montgomery College	7,096,728	6,992,988	7,613,648	7,840,755	227,107	3.0%
Washington Suburban Sanitary Commission	23,062,585	24,934,389	23,246,536	23,783,400	536,864	2.3%
M-NCPPC	2,819,826	2,915,931	3,969,940	3,885,680	(84,260)	-2.1%
<b>TOTAL OTHER AGENCIES EXPENDITURES</b>	<b>68,758,892</b>	<b>74,287,689</b>	<b>70,522,733</b>	<b>74,311,947</b>	<b>3,789,214</b>	<b>5.4%</b>
<b>TOTAL UTILITIES EXPENDITURES</b>	<b>98,505,209</b>	<b>106,901,190</b>	<b>103,914,297</b>	<b>108,969,776</b>	<b>5,055,479</b>	<b>4.9%</b>

COUNTY UTILITIES EXPENDITURES						
EXPENDITURES BY ENERGY SOURCE						
	ACTUAL FY13	ACTUAL FY14	APPROVED FY15	RECOMMENDED FY16	CHANGE BUDGET/REC	% CHANGE BUDGET/REC
<b>COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS</b>						
<b>NON-DEPARTMENTAL ACCOUNT</b>						
Electricity	19,560,557	20,756,510	21,490,160	21,821,289	331,129	1.5%
Water & Sewer	1,528,193	1,630,635	1,676,271	1,701,615	25,344	1.5%
Fuel Oil	83,127	132,406	210,000	213,171	3,171	1.5%
Natural Gas	1,478,902	1,928,192	1,797,702	1,824,910	27,208	1.5%
Propane	29,669	52,125	60,000	60,906	906	1.5%
<b>GENERAL FUND NDA EXPENDITURES</b>	<b>22,680,448</b>	<b>24,499,868</b>	<b>25,234,133</b>	<b>25,621,891</b>	<b>387,758</b>	<b>1.5%</b>
<b>OTHER TAX SUPPORTED OPERATIONS</b>						
Electricity	1,805,671	2,126,218	1,832,172	2,437,831	605,659	33.1%
Water & Sewer	472,923	539,650	360,090	525,138	165,048	45.8%
Fuel Oil	81,133	78,790	0	96,521	96,521	#DIV/0!
Natural Gas	437,411	590,644	639,610	591,314	(48,296)	-7.6%
Propane	31,693	72,286	0	59,575	59,575	#DIV/0!
<b>SUBTOTAL</b>	<b>2,828,831</b>	<b>3,407,588</b>	<b>2,831,872</b>	<b>3,710,379</b>	<b>878,507</b>	<b>0.0%</b>
<b>TOTAL TAX SUPPORTED</b>	<b>25,509,279</b>	<b>27,907,456</b>	<b>28,066,005</b>	<b>29,332,270</b>	<b>1,266,265</b>	<b>4.5%</b>
<b>NON-TAX SUPPORTED OPERATIONS</b>						
Electricity	3,762,544	4,188,447	4,685,740	4,685,740	0	0.0%
Water & Sewer	99,596	107,825	186,590	186,590	0	0.0%
Fuel Oil	0	2,918	0	0	0	#DIV/0!
Natural Gas	374,898	406,855	452,189	452,189	0	0.0%
Propane	0	0	1,040	1,040	0	0.0%
<b>TOTAL NON-TAX SUPPORTED</b>	<b>4,237,038</b>	<b>4,706,045</b>	<b>5,325,559</b>	<b>5,325,559</b>	<b>0</b>	<b>0.0%</b>
<b>SUMMARY - COUNTY GOVERNMENT</b>						
Electricity	25,128,772	27,071,175	28,008,072	28,944,860	936,788	3.3%
Water & Sewer	2,100,712	2,278,110	2,222,951	2,413,343	190,392	8.6%
Fuel Oil	164,260	214,114	210,000	309,692	99,692	47.5%
Natural Gas	2,291,211	2,925,691	2,889,501	2,868,413	(21,088)	-0.7%
Propane	61,362	124,411	61,040	121,521	60,481	99.1%
<b>TOTAL COUNTY GOVERNMENT</b>	<b>29,746,317</b>	<b>32,613,501</b>	<b>33,391,564</b>	<b>34,657,829</b>	<b>1,266,265</b>	<b>3.8%</b>
<b>OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS</b>						
Electricity	56,244,835	62,598,187	56,767,657	59,467,772	2,700,115	4.8%
Water & Sewer	4,496,191	3,567,374	5,058,360	5,488,149	429,789	8.5%
Fuel Oil	289,160	231,536	351,100	319,734	(31,366)	-8.9%
Natural Gas	7,540,076	7,674,647	8,083,160	8,735,268	652,108	8.1%
Propane	188,630	215,945	262,456	301,024	38,568	14.7%
<b>SUBTOTAL</b>	<b>68,758,892</b>	<b>74,287,689</b>	<b>70,522,733</b>	<b>74,311,947</b>	<b>3,789,214</b>	<b>5.4%</b>
<b>TOTAL UTILITIES EXPENDITURES</b>						
Electricity	81,373,607	89,669,362	84,775,729	88,412,632	3,636,903	4.3%
Water & Sewer	6,596,903	5,845,484	7,281,311	7,901,492	620,181	8.5%
Fuel Oil	453,420	445,650	561,100	629,426	68,326	12.2%
Natural Gas	9,831,287	10,600,338	10,972,661	11,603,681	631,020	5.8%
Propane	249,992	340,356	323,496	422,545	99,049	30.6%
<b>TOTAL UTILITIES EXPENDITURES</b>	<b>98,505,209</b>	<b>106,901,190</b>	<b>103,914,297</b>	<b>108,969,776</b>	<b>5,055,479</b>	<b>4.9%</b>

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# Positive Youth Development

## MISSION STATEMENT

Montgomery County is committed to creating a supportive, violence-free community for children, youth and families where young people are valued, treated with dignity and given opportunities to realize their full potential. The County and its partners are responding to the urgent need to reach out to support youth who are faced with challenges including gang involvement, poverty, and pressure to engage in risky behaviors. The methods used to respond to these challenges include positive youth development and gang intervention and suppression. Multiple agencies throughout the county are working actively together to engage youth and families positively and to prevent and address youth violence and gang activity.

## LINKAGE TO COUNTY RESULTS AREAS

- ❖ *Children Prepared to Live and Learn*
- ❖ *Healthy and Sustainable Communities*
- ❖ *Safe Streets and Secure Neighborhoods*

## PROGRAM CONTACTS

Contact Gabriel Alborno of the Department of Recreation at 240.777.6800 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this initiative's operating budget.

## FY16 RECOMMENDED ENHANCEMENTS

The FY16 Recommended Budget includes approximately \$17.3 million in tax-supported resources identified for the Positive Youth Development Initiative. The FY16 budget increases the number of grantees receiving County Executive community grants, reflecting the County's commitment to continue all aspects of service delivery for County youth. In addition, the recommended budget includes \$296,000 in non-tax supported resources for positive youth development.

### Department of Health and Human Services

- Establish the Children's Opportunity Fund jointly with Montgomery County Public Schools to support policy priorities related to addressing the social determinants that impact the achievement gap for vulnerable children and the barriers faced by their families (\$250,000).

### Department of Public Libraries

- Open the new Silver Spring Library with innovative features that include a Technology Corral, a Studio i Digital Media lab, new Teen Space, a variety of program and meeting space, and other amenities to support youth needs.

### Office of the State's Attorney

- Enhance Truancy Court from ten middle schools to fifteen using an additional Program Coordinator and increasing the number of volunteer mentors (\$57,000).

### Non-Departmental Account Community Grants

- Provide non-profit grants to our community partners with more than \$2.23 million for 55 projects engaged in positive youth development. Community organizations augment and supplement government programs by providing services such as after-school programming, mentoring, leadership development, college prep, education on domestic violence, and internship programs to engage youth that are high risk, low income, new immigrants, and/or disabled. These 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. They also are able to leverage community resources that may be unavailable to County Government. For details, please see Community Grants: County Executive in the Non-Departmental Accounts section.

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## PROGRAM DESCRIPTION

In December 2006, County Executive Isiah Leggett articulated a new vision for focusing on the issues of gang activity and youth violence based on the fact that gang crime and activity are more pronounced in specific locations in the County. This new vision also called for new efforts to encompass a broader cross-discipline approach for positive youth development rather than strictly gang prevention.

The Positive Youth Development/Gang Intervention and Suppression Initiative is a comprehensive response to the problems of children and youth exposed to trauma, gangs, and youth violence in the County, and reflects the commitment by the County to an approach that includes prevention, intervention, and suppression components. The Initiative's priorities serve to enhance existing approaches and services, and ensure the County's ability to respond to emerging trends and challenges utilizing culturally competent and evidence-based approaches.

The leadership of these efforts is provided by the Director of Health and Human Services, the Director of Recreation, the Chief of Police, along with key members of the County Executive's staff, Public Libraries, Correction and Rehabilitation, Montgomery County Public Schools (MCPS), the State's Attorney's Office, and community leaders. Work continues in the areas of suppression and enforcement, outreach and education, violence prevention, and deterrence.

The Positive Youth Development Initiative (PYDI) also includes multiple efforts to strengthen out of school time programming throughout the County. The Montgomery County Collaboration Council, the Department of Health and Human Services, the Department of Recreation, the Arts and Humanities Council of Montgomery County, Montgomery College, MCPS, and many other key partners are working together to address quality, to assess needs, to unify funding approaches, and to develop shared program approaches and outcomes. These efforts will result in the increase of programs and support for the youth of the County. In addition, many of the Health and Human Services PYDI Programs provide opportunities for children and youth to heal from trauma and utilize trauma informed, evidence-based curriculums accordingly.

Services benefiting County youth are incorporated in the general department program offerings as well as targeted services. These projects respond to multiple critical needs facing the County at this time and the desired outcomes of addressing trauma, reducing gang violence and crime, and promoting youth success and development. Below are some of the major County Government programs currently supporting County youth:

### Department of Health and Human Services

- The Crossroads Youth Opportunity Center and the UpCounty Youth Opportunity Center provide a wide array of culturally-based, trauma-informed intervention support services for high-risk youth, youth who seek to exit gang life, youth engaged in juvenile delinquency and criminal activity, and violence prevention services.
- The Identity After-School Program provides after school programming to serve at risk Latino youth in middle and high schools.
- The Maryland Multicultural Youth Center provides case management, GED preparation, job readiness development, and after school programs to high risk youth.
- High School Based Wellness Centers provide school-based, culturally-based, positive youth development services such as after school activities, job readiness, academic support, trauma-informed mental health services, parent support groups, leadership development, truancy reduction, substance abuse treatment, and other health related services. The High School Based Wellness centers are located at Watkins Mill, Northwood, and Gaithersburg High Schools.
- The Street Outreach Network (SON) provides culturally-based, trauma-informed, evidence-based gang and youth violence intervention services, conflict management services, and recreational and leisure activities. In addition, the SON offers wellness and nutrition programs, after school services to elementary, middle, and high school youth groups, job readiness and workforce development, and community-based projects that engage youth and young adults in life-affirming activities, and support services to youth and young adults returning to the community after incarceration or detention. The SON also provides transformational healing for children and youth impacted by trauma and/or violence.
- Asian American Leadership, Empowerment and Development for Youth and Family Program provides after school enrichment programs and mentoring to students at four middle schools and two high schools.
- The Street Outreach Network continues to focus its intervention services throughout the County especially targeting the Montgomery Village, Germantown, Wheaton, Silver Spring, Gaithersburg, Rockville, Briggs Chaney, and the Long Branch communities.
- Six Street Outreach Staff have been trained and certified in evidence and culturally-based, trauma-informed curriculums.

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- Conservation Corps provide job, education, and life skills training for out-of-school and unemployed County youth ages 17 to 24.

### **Department of Recreation**

- Rec Zones (previously called Sports Academies) provide direct leadership during the critical after-school hours for five high schools, including Einstein, Wheaton, Montgomery Blair, Springbrook, and Watkin Mills, which serve over 3,000 students throughout the school year. The program offers structured, semi-structured, and self-directed opportunities customized to meet the needs of students entering middle adolescence, where voice and choice and perceived freedom are critical to retention. Programming ranges from sports, arts, job readiness and college exploration, and community services to leadership development.
- Excel Beyond the Bell Program (EBB), a partnership among Recreation, the Montgomery County Collaboration Council, and MCPS, is offered at seven locations four days a week from 3:00 p.m. to 5:30 p.m. EBB offers a structure designed to increase school engagement through concentrated and expanded programming which includes: Science, Technology, Engineering, and Math (STEM), sports, a variety of dance and arts programs, Youth Advisory Council (YAC), a hot dinner, and delayed after school transportation.
- Rec Extra expands the capacity of extra-curricular and after-school opportunities for Middle Schools students. Programs are customized to each school and operate from 3:15 p.m. to 4:30 p.m. at thirteen middle schools. These programs offer sports, STEM, yoga, hip-hop dance, art, certified babysitting training, cooking, and other activities.
- Teen Events provides after-hour teen programming at a number of community recreation centers that are spread out among five regions. The program partners with Identity and HHS Street Outreach Network to reach underserved and disconnected youth. Events include: Teen Cafés, as well as special events such as Futsal tournaments, Spring Break Basketball tournaments, Summer Basketball tournaments, Stars Soccer league focusing on leadership development through sports, Teen Talent Show, college tours, and service learning opportunities.
- Teen Leadership offers a Youth Advisory Committee (YAC) and a Summer Leadership Challenge (SLC). SLC is a leadership development program that encourages exploration, independence, and personal growth. Young people participate in interactive workshops that prepare them for leadership roles and employment opportunities available to teens. Participants will become competent in leading activities and coordinate a “capstone” project benefiting young campers. Participants will earn service-learning hours, receive individual participant evaluations and fulfill pre-requisites needed to become a Junior Counselor. YAC is a program designed to promote youth voice, connect young people to the community, and engage youth in civic leadership. YAC facilitates opportunities for youth to connect to key stakeholders and decision makers as well as participate in service-learning.
- Summer Teen Programs offer opportunities for young people during the summer and has partnered with Identity, Linkages to Learning, Hispanic Business Foundation, Kid Museum, MCPS and the Community Foundation, to provide a wide variety of outreach and programming including teen summer programs and programming for disconnected children and children in economically challenged communities.
- TeenWorks (previously called Student/Teen Employment Program (STEP)) is the Department’s comprehensive youth workforce development initiative; which offers experiential learning and job readiness training in financial literacy, job etiquette, teamwork, and communication leadership for disadvantaged youth in school ages 15 to 19 years. Through work teams and apprenticeships, TeenWorks provides young people with on-the-job training through a wide range of work experiences including parks & recreation, conservation, environmental science, community non-profit work, and local government. Program partners include the Maryland Department of Natural Resources, MCPS, Montgomery Parks, National Park Service, HHS, Kid Museum, and Hispanic Business Foundation.
- Professional development and training initiatives for all our front line workers and community partners that include: Advancing Youth Development; Youth Program Quality Intervention; Developmental Assets; Youth Program Quality Methods (series); Behavior Management; Youth Mental Health First Aid; Bullying Awareness and Prevention; Professional Competencies of Youth Workers; and Person First/ Disability Characteristics.
- Mobile Recreation is a program designed to improve wellbeing and reduce barriers to health by targeting school communities with high FARMS rates. The program combines structured physical activity and play with the Summer Food Service Program, ensuring that any young person 18 and under has the opportunity to be active and has access to nutrition. Program partners include MCPS and the Alliance for a Healthier Generation.

### **Department of Police**

- Responding and combating criminal gang activity in Montgomery County through the Centralized Gang Task Force, which includes the gathering of intelligence, surveillance, and investigations, street enforcement, and educating the public and other governmental agencies on gang activity.
- Provide one School Resource Officer (SRO) for each public high school to assist school staff in maintaining safety of the schools and serving as a liaison between the Montgomery County Police Department and MCPS officials for school and police related concerns and incidents. The SRO serves to deter and prevent acts of school violence and gang activity while also fostering positive relationships between the County’s youth and the police.



- Provide one Community Services Officer for each of the six police districts to address long-term problem solving issues, including Neighborhood Watch, Community Outreach, CRIMEREPORTS.com, day to day citizen questions, station web sites, National Night Out events, community presentations, and neighborhood/homeowner association meetings. These officers provide community outreach and community relations.

#### **Department of Correction and Rehabilitation**

- Detention Services provides a General Educational Development (GED) and High School Diploma Program which: graduates participants with family attendance; manages the Gang Management Program which primarily involves youthful offenders; offers the Model Learning Center Education Program for intensive Adult Basic Education, GED, English as a Second Language, and Computer Skill Literacy; and provides a Dedicated Youthful Offender Housing Unit focusing on life skills, positive youth development, and education.
- Pre-Release and Re-Entry Services partners with Future Link to provide youth coaches, self-advocacy education, and other academic, vocational and career supports to assist vulnerable yet motivated young adults successfully transition into adulthood.
- Refer young Latino residents under the supervision of the Department of Correction and Rehabilitation to the Latin American Youth Center for GED programming and other services.

#### **Office of the State's Attorney**

- Prosecute gang related crimes through five Assistant State's Attorneys. These attorneys work with one full-time and two part-time investigators who screen all cases, maintain a database to track trends and conduct analyses of gang related cases. The Assistant State's Attorneys work closely with the Police Department and neighboring jurisdictions to reduce gang related activity.
- Address the root causes of truancy through a collaborative effort with the State's Attorney's Office, Montgomery County Public Schools, parents and other partners called Truancy Court. Through positive one-on-one interaction with students, this 10-week early intervention program identifies why children are either not regularly attending school or are not on time for school. The program not only puts resources in place to support regular and timely attendance, but successfully encourages students to enhance school performance. Truancy Court is expanding to five additional County middle schools.
- Participate in the Kennedy and Watkins Mills Clusters in a multi-agency collaboration to improve school performance.

#### **Department of Public Libraries**

- Implemented the first Library Digital Media Lab, Studio i at the Long Branch Library, providing modern digital content creation tools and collaboration space, classes, and a dedicated computer lab.
- Offer teen spaces in many branches where they can gather, collaborate, use computers, or enjoy library materials specially selected for their interests. Newly renovated Teen Spaces at the Gaithersburg and Olney branches have enhanced Wi-Fi, space and furniture for "Bring-Your-Own-Device" use, a dedicated collaboration room (Olney), and a movie/presentation area (Gaithersburg).
- Provide innovative programs for, with, and by Teens, including the Financial Literacy Boot Camp for teens, Library Public Service Announcements and other content created by Teens in partnership with MCPL Studio i, the Cable and Broadband Office, Ghandi-Brigade, and My Montgomery Media, writing and chess clubs, and graphic novel drawing.
- Opened the KIDMuseum at Davis Library - a leveraged partnership which allows a growing non-profit learning organization to refresh former training and book storage space at the Davis Library into a state-of-the-art Makerspace, which will provide dedicated state-of-the-art maker programming for young library customers.
- Expanded the e-book collection with dedicated additional funding, including adding 100 e-magazine titles, downloadable music, e-books specifically for children, and numerous electronic databases to support K-12 school work, and web-sites (Teensite and Kidsite) dedicated to serving youth.
- Engage youth and leverage their talents, skills, and energies in several ways, including a collaboratively developed and maintained Teen Facebook page on the Internet and an active Teen Advisory Group that provides feedback and advice on library services to the Library Director, administrators, and library staff. The department also offers volunteer opportunities for youth who are completing school-required public service, as well as job opportunities for teens as Library Pages. There is programming presented by the department, teens, or collaborations of both, including a Summer Reading program, homework help, writing and author program, and eReader training.
- Provide a young adult services librarian at each library branch to coordinate programming and collection efforts throughout the library system. A Teen Services Steering Committee advises the Administration on teen issues, teen collections, teen training for staff, and teen programming.
- Developed a new method for customers to book small group study/tutor rooms online, enhancing the customer experience for these resources, which are frequently used by students.

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- Offer a library materials collection that supports school or home schooling needs, personal interests, career/college preparation, and STEM resources.
  - Provide RideOn Youth Cruiser SmarTrip cards for the Department of Transportation, making acquisition of this free transportation service much easier for County youth to obtain.

**Department of Technology Services (Cable Communication Plan)**

- Training, equipment, facilities, support, and employment for youth to generate youth media content including: youth events and public performances; video, audio and written content for cable television and the Internet; facilitating youth webpages and on-line community space; and presentations on topics of current interest to youth.

**Department of Housing and Community Affairs**

- Continue Power Hour program of homework and reading assistance and tutoring after school and summer program to increase academic proficiency of low-income Germantown youth.
- Provide parenting skills training workshops to targeted low income families.
- Provide after School programs for students grades K-5 at Arcola Elementary School.
- Continue to provide housing support, case management and workforce development for young adults who are homeless or living in unstable situations.
- Provide life skills training for disabled youths ages 18-24.

**Department of Economic Development**

- Continue the Montgomery Moving Forward Initiative, a partnership of County Government, Montgomery County Public Schools, Montgomery College, the non-profit community and the private sector, to assist unemployed and underemployed County residents in gaining employment in the health and wellness industry.

**Department of Environmental Protection – Solid Waste Services**

- Household Hazardous Waste (HHW) Program pays for young offenders doing alternative community service to bulk and mix good paint for donation to non-profits and harden unusable paint for disposal in the HHW area.

**Board of Elections**

- Partner with Montgomery County Public Schools to hold the Voter Registration Drive conducted in April of each year. The activity encompasses Student Leadership Week, and concludes on the Student Member of the Board of Education Election Day.
- Future Vote increases current and future voter knowledge, educates, and strengthens ties related to civic participation for Montgomery County's youth and families by actively providing an opportunity for civic duty, community involvement, and emphasis on the importance of preserving participatory democracy.

**County Executive's Positive Youth Development  
FY16 Recommended Operating Budget**

<b>Tax-Supported</b>		
<b>Department</b>	<b>Project/Program</b>	<b>FY16 Recommended</b>
Health and Human Services	High School Wellness Centers (Northwood, Gaithersburg, Watkins Mill)	2,485,066
	Youth Opportunity Centers - Crosswalk and Upcounty	1,154,981
	Street Outreach Network to provide services to gang involved youth in underserved parts of the County	820,400
	Conservation Corps	500,000
	Gang Prevention Initiative to Serve at-risk Latino Youth	330,550
	Children's Opportunity Fund	250,000
	Gang Prevention Coordinator	146,598
	Latin American Youth Center, Inc. Support for Maryland Multicultural Youth Center	143,830
	Asian American LEAD	122,073
	Staffing Need for the Kennedy Cluster Expansion	111,565
	Continue Saturday Schools through the George B. Thomas Academy Learning	100,000
	Add One Program Specialist II Position for the Positive Youth Development	82,394
<b>Sub-total, Health and Human Services</b>		<b>6,247,457</b>
Recreation	Sports Academies	893,140
	TeenWorks (Formerly Student Teen Employment Program)	818,757
	Excel Beyond the Bell	475,027
	Rec Extra Programs	336,440
	Expand Excel Beyond the Bell to One New Site	217,959
	Teen Café	153,000
	Teen Leadership	139,260
	Expand High School Sports Academy in Watkins Mills Cluster	224,598
	Expand EBB from Two to Four Days Per Week at Neelsville and Forest Oak MS	137,352
	Add one Manager III position for Teen Programming	132,259
	Extended Learning Opportunity (ELO) Programs to Six Middle Schools for Summer Programming	94,140
	Teen Events	69,800
	Add Summer Mobile Teen Program	15,000
<b>Sub-total, Recreation</b>		<b>3,706,732</b>
Police	School Resource Officers	1,891,896
	Centralized Gang Task Force, Special Investigations Division	888,440
	Community Services Officers	715,202
	Police overtime hours to respond to disruptive behavior incidents occurring in County Libraries	25,000
	Reallocate Resources to Enhance Explorer Program	24,390
	Police Adventure Camp	5,000
<b>Sub-total, Police</b>		<b>3,549,928</b>
Office of State's Attorney	Five Assistant State's Attorneys for Gang Prosecution	536,193
	Gang Investigators	196,470
	Truancy Court Program - Expand From 10 to 15 Middle Schools	135,000
<b>Sub-total, Office of State's Attorney</b>		<b>867,663</b>
Other Departments	Community Grants NDA - Grants Serving County Youth for Positive Youth Development	2,230,467
	Department of Public Libraries - Digital Media Lab for Teen Students and E-Books and Other Downloadable Content Relevant to Youth of All Ages	300,000
	Department of Correction and Rehabilitation - Gang Sergeant Position	145,144
	Department of Economic Development - Moving Montgomery Forward	192,500
	Department of Environmental Protection, Solid Waste Services - Household Hazardous Waste Program	36,000
<b>Sub-total, Other Departments</b>		<b>2,904,111</b>
<b>Total Tax- Supported</b>		<b>17,275,891</b>

<b>Non-Tax Supported</b>		
<b>Department</b>	<b>Project/Program</b>	<b>FY16 Recommended</b>
Cable Communications Plan	Youth Media Program	100,000
Housing & Community Affairs	Community Development Block Grant - Power Hour Program through Boys and Girls Clubs of Greater Washington Inc.	38,655
	Community Development Block Grant - Future Bound Transitional Housing Program through the National Center for Children and Families, Inc.	45,000
	The Arc of Montgomery County, Inc. - Training Youth Employment Project	44,835
	Montgomery Housing Partnership - 21st Century Gator Program	38,000
	Montgomery County Collaboration Council for Children, Youth & Families - Strengthening Families Program	29,510
<b>Total Non-Tax Supported</b>		<b>296,000</b>



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# Senior Initiative

## MISSION STATEMENT

The Senior Initiative is a multi-year, cross-departmental project to (1) improve coordination, community outreach and promotion of programs designed to serve seniors, and (2) identify and plan for the short and long term needs of seniors.

## LINKAGE TO COUNTY RESULTS AREAS

- ❖ *Vital Living for All of our Residents*
- ❖ *Healthy and Sustainable Communities*
- ❖ *Safe Streets and Secure Neighborhoods*

## PROGRAM CONTACTS

Contact Uma S. Ahluwalia of the Department of Health and Human Services at 240.777.1266 or Rachel Silberman of the Office of Management and Budget at 240.777.2786 for more information regarding this Initiative's operating budget.

## FY16 RECOMMENDED ENHANCEMENTS

The FY16 Recommended Budget includes approximately \$28.2 million in tax supported resources identified for seniors, including funds for community organizations that augment County services for seniors. In addition, the approved budget includes \$13.7 million in non-tax supported resources for seniors.

### Department of Recreation

- Continue to provide enhanced operating hours at Margaret Schweinhaut, Damascus, and Holiday Park senior centers, providing access to programs and activities an additional 2-8 hours a week.
- Maintain the Jewish Council for the Aging (JCA) Senior Transportation Partnership. The initiative adds five days a week transportation to all five senior centers. Bus ridership and participation in center activities has increased at all locations.
- Continue the popular senior mini-trip program. Each senior center and Active Adult Program now receives four trips per year to take seniors to local destinations of interest.
- Maintain support for Multilingual Senior Programming services and for the Senior Services manager to help meet the growing needs of 55+ Active Adult Recreation programming at Senior Centers.

### Department of Health and Human Services

- Continue providing nurse monitoring services to more than 2,000 senior and disabled clients receiving services through the State's new Medicaid waiver program, Community First Choice.
- Maintain the raised Adult Foster Care reimbursement rate to reduce the gap between the County and State subsidy for senior assisted living group homes.
- Continue funding support for Adult Day Care subsidies to increase the number of clients able to attend an Adult Day Care program two days per week for socialization and medical supervision.
- Continue support in the Adult Protective Services/Social Services to Adults Program to address an increase in investigations of financial exploitation resulting from new bank mandatory reporting requirements.
- Commit continuous support for a Caregiver Support Fellow and operating costs to coordinate outreach to seniors and persons with disabilities regarding the available services to ease the burden on caregivers.
- Continue funding for a Program Manager in the Long Term Care Ombudsman Program, allowing the program to add volunteers and provide more long-term care facility residents with protection and advocacy.

### Department of Transportation – Transit Services

- Continue funding enhanced Call-n-Ride eligibility requirements to increase subsidies and reduce monthly co-payments for 528 current participants. This has also increased the number of County residents eligible for the program.

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- Continue enhanced support for Seniors Ride Free.

#### **Fire and Rescue Service (MCFRS)**

- Continue support for enhanced Senior Safety Outreach to provide home safety evaluations, education, and outreach programs to address the specific needs associated with the projected growth in the County's senior population.

#### **Office of the State's Attorney**

- Support newly created Crimes Against Seniors and Vulnerable Adults Unit in the State's Attorney's Office established mid-year FY15 through reallocation of existing resources. Enhanced the unit by hiring a Program Manager to coordinate elder and vulnerable adult cases with partner agencies and assist with workload of Assistant State's Attorneys assigned to the unit (\$115,913).

#### **Department of Housing and Community Affairs**

- Add funds to support Mount Jezreel Senior Housing, a proposed 75-unit mixed-income senior development located in Silver Spring. The county's investment will support the development of 67 units affordable to residents between 30 and 60 percent of the area median income (\$2,000,000).
- Add funds to support Parkview Glenmont, a proposed mixed-income senior development to be located adjacent to the newly constructed WMATA parking garage on Georgia Avenue. The proposed Housing Acquisition and Preservation project will include approximately 100 units (\$5,000,000 CIP).

#### **Non-Departmental Account Community Grants**

- Provide grants to our community partners of \$977,459 for 33 proposals for seniors. Community organizations augment and supplement government programs by providing services such as intergenerational programming, health and wellness initiatives, transportation, culturally and linguistically appropriate case management and legal assistance, and safety net services such as utility support and food assistance. These 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. They are also able to leverage community resources that may be unavailable to County Government.

## **PROGRAM DESCRIPTION**

The Senior Initiative is a comprehensive response to the various issues facing the growing number of seniors in our community. Montgomery County, much like the rest of the United States, will experience unprecedented growth in the senior population in the coming decades. The Maryland Department of Planning projects that between 2000 and 2020 the senior population will increase by 80 percent. During that period, the non-senior population will increase by only 12 percent, thus seniors as a group are growing over six times faster than non-seniors. By 2020, seniors will comprise 22 percent of the County population, compared to 20 percent currently.

Recognizing the need to address the needs of this burgeoning population, the County Executive is strategically enhancing a variety of critical senior services. At the same time, through the creation of a Senior Subcabinet, the County Executive has charged his departments with ensuring that senior services are delivered in a coordinated and effective manner.

The leadership of this effort is provided by the Director of the Department of Health and Human Services and the Director of the Department of Recreation who serve as Co-Chairs of the County Executive's Senior Subcabinet on Vital Living. The Senior Subcabinet has representatives from the following departments: Health and Human Services, Recreation, Fire and Rescue Service, Transit Services, Public Libraries, Housing and Community Affairs, Police, Office of Consumer Protection, Commission for Women, Office of Public Information, Office of Emergency Management and Homeland Security, CountyStat, and the Office of Community Partnerships (Community Engagement Cluster), as well as the Commission on Aging.

Building upon previous efforts to assess the current needs of seniors and plan for emerging needs (e.g., "A Report on the Needs of Low-Income Seniors in Montgomery County, MD," June 2002; "Strategic Planning Study of Senior Needs," December 2002; "Imagining An Aging Future for Montgomery County, MD," May 2007; "Senior Outreach Strategic Communications Plan for Montgomery County," October 2007, the "County Executive's Senior Summit", November 2008; "A Community for a Lifetime: The Senior Agenda", December 2012) eight key areas have been identified as essential for Montgomery County seniors to "age in community" with safety, dignity, and vitality:

- Communications and Outreach

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- Housing and Zoning
  - Transportation and Mobility
  - Health and Wellness
  - Civic and Social Engagement
  - Home and Community Support Services
  - Safety
  - Employment

Services benefiting seniors are incorporated in the general department program offerings, as well as targeted services. These services respond to multiple critical needs facing the County at this time and the desired outcomes to promote “vital living for all residents.” Below are some of the major County government programs currently supporting County seniors:

#### **Department of Recreation**

- Operate the five full-service Senior Centers that offer social opportunities, health and wellness programs, life-long learning and educational programs, exercise classes, dance classes, lectures, cultural programs, facility bookings, and more.
- Operate a Senior Transportation Service providing limited range access to each of the five Senior Centers.
- Operate the eleven 55+ Active Adult Centers where seniors gather for educational programs, friendship, entertainment, sports, and other activities.
- Operate a Senior Nutrition Program in cooperation with HHS.
- Operate the Senior Sneaker Exercise Program that provides for adults over 55 years of age access to quality exercise and fitness rooms at Recreation Department Community Centers with a reduced annual membership fee.
- Offer Senior Outdoor Adventures in Recreation day trip programs for active adults over 55 years of age.

#### **Department of Health and Human Services**

- Prevent or reverse nursing home placement for Medicaid eligible persons of all ages by providing supports planning, nurse monitoring and community based services.
- Transport seniors using Transit Services Ride-On buses during off-peak hours to provide transportation to County community recreation centers once or more per week and to grocery stores for a limited number of senior housing complexes one time each week.
- Provide supportive contractual services to seniors including “friendly visitor” services, escorted grocery shopping, legal assistance, and Alzheimer’s support services.
- Continue the Escorted Transportation Project with the Jewish Council for the Aging to expand and coordinate new and existing escorted transportation services.
- Promote and expand transportation options available to seniors and people with disabilities through the County Mobility and Transportation Manager who works with advocates and public and private service providers.
- Offer one-stop, hands-on assistance and outreach to Montgomery County residents regarding services for seniors, persons with disabilities, and their families and caregivers to clarify their needs and identify and access resources.
- Help protect more than 7,700 County residents in 190 assisted living facilities and 34 nursing homes by maintaining a regular presence, investigating complaints, and advocating for seniors rights.
- Guarantee that seniors over the age of 60 have access to meals, nutrition education, and the opportunity for socialization at community and senior centers and senior apartment buildings.
- Provide home delivered meals to chronically ill clients, age 60 and above, to address the nutritional needs of the County’s most frail and vulnerable seniors who are home-bound due to illness or disability and cannot get out or prepare healthful meals on their own. Special consideration is given to low income individuals, minority individuals, those in rural communities, those with limited English proficiency, and those at risk of institutional care.
- Investigate complaints of maltreatment for abuse and neglect against seniors, secure resources, and provide surrogate decision-making for adults adjudicated through the courts.
- Provide in-home support services to help vulnerable seniors remain safe and cared for in the community and to prevent premature and/or inappropriate institutionalization.
- Offer the Home Care Chore Services Program, which is targeted to low income frail elderly and people with disabilities who need help with light cleaning, vacuuming, laundry, and/or meal preparation in order to remain in their own homes and in the community.
- Provide Heavy Chore Services to serve seniors with hoarding behaviors to prevent evictions, condemnation, or to correct health and safety conditions. Services include heavy commercial cleaning and pest fumigation.



- Offer short-term respite services to caregivers who provide ongoing care to frail elders and provide relief from the demands of care-giving.
- Provide Senior Mental Health Services for home-bound seniors and coordinate medication with medical providers.
- Help meet older adult challenges of remaining independent in their homes as they age in their communities through the “Village” model, a grassroots, consumer driven, and volunteer first model. The Village Coordinator assists current and emerging “Villages” and promotes the creation of new ones.

#### **Department of Transportation – Transit Services**

- Subsidize taxi service for low income seniors, age 67 and older, to allow for greater mobility and quality of life.
- Provide information and linkage to transportation resources to senior citizens, maintain a database of resources, help callers fill out forms for transportation programs, and links caller with transportation providers.
- Provide fixed route service (Ride On) to many senior centers.
- Transport seniors to five senior centers and for grocery shopping trips during Ride On’s off-peak period.
- Provide free bus fares on Ride On and Metrobus during off-peak periods (Monday-Friday 9:30 AM to 3:00 PM) and half price fares at all other times.
- Improve over 2,925 bus stops as part of Ride On’s safety and accessibility program.

#### **Department of Public Libraries**

- Provide programs specifically designed to engage seniors in creative, learning rich events which provide opportunities for social interaction at programs, and after them. These activities are essential to vital living, and provided via grant funding, staff work, and partnerships with Montgomery College’s Lifelong Learning Institute.
- Provide library materials and programs relevant to senior issues. Topics include book discussions, finances, retirement, taxes, health, employment, technology, consumer issues, English language learning, and others.
- Provide lifelong learning services and materials, including our seniors-focused web page, and training on how to use e-books and computers.
- Offer large print library materials and other accessibility equipment and services for seniors.
- Provide Metro Senior SmarTrip cards and reduced fare paper fare cards for purchase at all library branches.
- Provide substantial volunteer opportunities that are frequently utilized by seniors at every branch, such as the MCPL “Grandreaders” program and Service Corps for Retired Executives business counseling.

#### **Fire and Rescue Service (MCFRS)**

- Identify strategies to reduce fire risk among the elderly.
- Identify homebound seniors and those with disabilities to provide information on fire safety and risk reduction assistance including the installation of approved smoke alarms appropriate for their needs.
- Increase collaboration between MCFRS, County agencies and departments, and professional organizations providing services to seniors.
- Initiate a public education and awareness campaign to educate and inform residents regarding the installation and upgrade of smoke alarms required by Maryland’s new Smoke Alarm Law.
- Initiate a door-to-door campaign offering department services to seniors including the evaluation of existing residential smoke alarm equipment, replacement of outdated smoke alarms, and general injury prevention information.
- Offer a free residential safety evaluation for seniors.
- Assist and partner with communities and neighborhood organizations regarding fire safety, the development of home fire evacuation and escape plans and general injury prevention and information.
- Ensure members of the department are aware and responsive to the needs and risks faced by senior citizens.

#### **Department of Housing and Community Affairs**

- Continue partnering with “Rebuilding Together” by funding some administrative costs for a highly leveraged program that provides home repairs for low-income homeowners, most of which are seniors and are unable to undertake home repairs on their own.
- Continue partnering with the Housing Opportunities Commission of Montgomery County to provide rental assistance to low-income seniors.

#### **Office of the State’s Attorney**

- Aggressively prosecute crimes against seniors and vulnerable adults through the newly created Crimes Against Seniors and Vulnerable Adults Unit of the State’s Attorney’s Office.
- Continue to collaborate closely with Adult Protective Services and the Police Department to address crimes against seniors in an efficient and timely manner that holds offenders accountable for their criminal activity.

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- 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 on metrics to include the number of investigations opened, inter-agency collaborations, and prosecutions.

#### **Community Engagement Cluster**

- Partner with community organizations to provide free tax preparation to low-to-moderate income Montgomery County residents with special attention to seniors age 60+.
- Support opportunities for adults age 60+ to increase access to and participate in community activities, socialization, and lifelong learning.
- Provide individual and couples senior counseling services.
- Offer the Retired Senior Volunteer Program (RSVP) for volunteers age 55+.

#### **Office of Consumer Protection**

- Continue to recruit seniors and retired professionals to work at Office of Consumer Protection as volunteers providing administrative and investigative assistance.
- Expand upon Office of Consumer Protection outreach initiatives to provide consumer education regarding consumer scams that target seniors and vulnerable adults.
- Collaborate with legislators and consumer organizations to enact and enhance laws designed to protect seniors from deceptive trade practices.

#### **Office Human Resources**

- Offer the Senior Fellows program to augment the County's workforce by tapping into the skill sets of highly talented, experienced, and seasoned professionals which includes seniors.

#### **Department of Finance**

- Continue the Senior Tax Credit for eligible residents at least 70 years of age that reduces the taxpayer's tax bill.

#### **Department of Environmental Protection**

- Access an exemption for curbside refuse and recycling services available to any individual who because of physical limitations (disability or age) is unable to bring containers to the curb.

#### **Office of Public Information**

- Produce "Seniors Today," a monthly cable television show highlighting services and programs of interest to seniors.
- Provide leadership for the Senior Subcabinet on Vital Living Committee's communications and outreach.
- Create and distribute the Senior Brochure Series including Transportation Options for Seniors (translated into eight languages), Caregiving Resources, Lifelong Learning, and Driving for Seniors.

**Senior Initiative  
FY16 Recommended Operating Budget**

**Tax-Supported**

<b>Department</b>	<b>Project/Program</b>	<b>FY16 Recommended</b>
Health and Human Services	Mental Health Services for Seniors and Persons with Disabilities	510,761
	Aging and Disability Services Resource Unit	197,513
	Senior Community Programs	1,666,099
	The Occupational Therapist initiative	230,000
	Senior Food Program	743,785
	Adult Protective Services/SSTA/ Public Guardianship	3,058,867
	The Adult Day Care Subsidies Initiative	221,565
	Respite Services	339,249
	The Home Care Services program	2,048,686
	Senior Group Homes	41,105
	Adult Foster Care	687,255
	Ombudsman Services	482,869
	CFC Supports Planning	945,236
	CFC Nurse Monitoring	1,360,075
	Senior Dental Services	443,101
	The Medical Assistance Eligibility Services	984,449
<b>Sub-total, Health and Human Services</b>		<b>13,960,615</b>
Recreation	Long Branch Senior Center	115,557
	Damascus Senior Center	145,908
	Schweinhaut Senior Center	222,609
	Holiday Park Senior Center	165,517
	Senior Neighborhood Programs	241,100
	White Oak Community Recreation Center Senior programs	127,423
	Senior Outdoor Adventure Recreation	244,574
	JCA Senior Transportation	640,220
	Senior Mini Trips	50,240
	Add Manager III - Senior Services	111,875
<b>Sub-total, Recreation</b>		<b>2,065,023</b>
Transportation	Call N Ride Program	3,315,169
	Jewish Council on Aging/Connect A Ride	153,860
	Special Transportation	45,000
	Seniors/Disabled Ride Free Program	182,003
<b>Sub-total, Transportation</b>		<b>3,696,032</b>
Other Departments	Community Engagement Cluster - Individual and Couples Counseling	21,000
	Community Engagement Cluster - RSVP Leadership	37,369
	Police - Project Lifesaver Program	12,500
	State's Attorney - Senior Financial Exploitation Prevention Initiative	681,936
	Human Resources - Senior Fellow expansion	100,000
	County Attorney - Senior Issues	128,350
	Department of Housing and Community Affairs - Glenmont Metro	5,000,000
	Department of Housing and Community Affairs - Mt. Jezreel	2,000,000
	Community Grants NDA - Grants for Senior Services	977,459
<b>Sub-total, Other Departments</b>		<b>8,958,614</b>
<b>Total Tax-Supported</b>		<b>28,680,284</b>

Note: Appropriations reported for programs in the Department of Transportation 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. FY16 DHCA appropriations include \$5.0 M for the Glenmont Metro project funded in the CIP.

## Non-Tax Supported

Department	Project/Program	FY16 Recommended
Health and Human Services	Aging and Disability Services Resource Unit	514,219
	Senior Community Programs	854,695
	Senior Food Program.	1,789,073
	Adult Protective Services/SSTA/ Public Guardianship	2,431,662
	Respite Services	88,145
	The Home Care Services program	749,615
	Senior Group Homes	120,024
	Adult Foster Care	296,594
	Ombudsman Services	279,225
	The Medical Assistance Long Term Care program	2,532,249
<b>Sub-total, Health and Human Services</b>		<b>9,655,500</b>
Other Departments	Department of Transportation - Call N Ride Program	379,110
	Fire and Rescue - Senior Safety Outreach	100,000
	Department of Transportation - Medicaid Special Transportation	3,526,720
<b>Sub-total, Other Departments</b>		<b>4,005,830</b>
<b>Total Non-Tax Supported</b>		<b>13,661,330</b>

Note: Appropriations reported for programs in the Department of Transportation include funds supporting both seniors and the disabled. All other appropriations reflect only funds attributed to senior services.



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# Pedestrian Safety

## MISSION STATEMENT

Montgomery County is committed to improving pedestrian safety and accessibility for everyone. The County's goals are to reduce collisions and make our community more walkable. The County Executive has created a comprehensive pedestrian safety strategic plan - the Pedestrian Safety Initiative - with specific performance measures, timelines and budgets for achieving recommended actions. Ongoing evaluations will ensure the proposed engineering, enforcement, and education solutions are really working. Multiple agencies throughout the County work together to install infrastructure improvements, educate residents on safe driving and walking behavior, enforce traffic laws, encourage safety innovations, and evaluate results to guide future actions.

## LINKAGE TO COUNTY RESULT AREAS

- ❖ An Effective and Efficient Transportation Network
- ❖ Healthy and Sustainable Communities
- ❖ Safe Streets and Secure Neighborhoods

## PROGRAM CONTACTS

Contact Jeff Duncel of the Department of Transportation at 240.777.7197 or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this initiative's operating budget.

## PROGRAM DESCRIPTION

County Executive Leggett has pledged to make improving pedestrian safety and making our communities more walkable a priority of his administration. The Pedestrian Safety Initiative, established in December 2007, outlines a comprehensive approach to meet that commitment. This is a collaborative effort of the County Executive, and the County Council, as well as the Maryland-National Capital Park and Planning Commission's (M-NCPPC) Planning Board and the Maryland State Highway Administration. This plan provides Montgomery County with a blueprint for pedestrian safety activities based on measureable strategies.

The strategic approaches to achieve the goals and objectives of this initiative are as follows:

- Strategy 1: Target pedestrian safety improvements in High Incidence Areas;
- Strategy 2: Assess and improve pedestrian network and connectivity needs;
- Strategy 3: Increase emphasis on pedestrians and bicyclists in the planning process;
- Strategy 4: Identify and implement corridor and intersection modifications and traffic calming treatments;
- Strategy 5: Upgrade pedestrian signals;
- Strategy 6: Assess and enhance street lighting; and
- Strategy 7: Modify pedestrian and driver behavior through enhanced enforcement and educational efforts.

## RESULTS

Since the start of this initiative, these strategies have seen several successes. Ten High Incidence Areas (HIA) have been identified, with several short-term improvements completed and long-term improvements in progress. The Montgomery County Department of Transportation (MCDOT) has constructed 16 miles of new sidewalk segments, completed 2,500 bus stop improvements, and undertaken 173 new Americans with Disabilities Act (ADA) projects. Areas with traffic calming improvements have seen pedestrian collisions decrease by 50 percent. Educational efforts have been conducted in HIAs as well as targeted high risk groups, while enforcement efforts in HIAs have been used to change unsafe pedestrian and driver behaviors. Following engineering improvement, education, coupled with enforcement, has modified perceptions of risk and responsibility on the roads and sidewalks. Targeting these HIAs with these three "Es", has resulted in a 43 percent reduction of pedestrian collisions in these locations.

The County Executive recommends \$61.4 million in FY16 expenditures in support of pedestrian safety. The FY16 Recommended Operating Budget includes \$7.7 million for pedestrian safety initiatives. In addition, the Capital Improvements Program (CIP) includes \$53.7 million in expenditures for FY16.

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Services dedicated to improving pedestrian safety are general program offerings as well as targeted services. These services address critical needs facing the County at this time and the desired outcome of reduced collisions and resulting injuries while increasing walkability. Below are some of the major County government programs currently supporting pedestrian safety:

#### **Department of Transportation**

- Provide a mechanism for communities through Safe Routes to School (SRTS) to increase the ability of students to walk or bike to school safely. Twenty two participating communities have seen a 79 percent decline in the number of collisions within a quarter mile of the school from 1.45 incidents per year to 0.40.
- Participate in the regional Street Smart pedestrian safety education campaign. The twice yearly, four-week media campaigns use transit shelters and bus advertising throughout the County to promote safe pedestrian behaviors and raise awareness of drivers and pedestrians about the importance of bicycle and pedestrian safety.
- Perform traffic calming improvements by treating roadways with pedestrian refuge islands, curb extensions, speed humps, and improved signage and marking, such as recent projects on Arcola Boulevard, Crystal Rock Drive, and Wisteria Drive. Where traffic calming has been employed, there has been a 50 percent reduction in pedestrian collisions.
- Develop and implement pedestrian signal timing improvements to provide pedestrians with adequate time to safely cross streets.
- Improve sidewalk connectivity to transportation, commercial, employment, and medical areas throughout the county. Additionally, more direct sidewalk programs exist, such as one targeting MD 355 sidewalks in Hyattstown.
- Provide curb ramps for sidewalks and other accessibility barriers on county roadways through the Americans with Disabilities Act (ADA) compliance program.
- Provide bikeway and pedestrian intersection improvements to conform to the Bethesda Central Business District (CBD) Sector Plan through the Bethesda Bikeway and Pedestrian Facilities program.
- Design and construct an extension from the end of the existing trail in Takoma Park and the Silver Spring Transit Center through the Metropolitan Branch Trail project.
- Conduct targeted 18-month pedestrian safety education campaigns in HIA's, coordinating enforcement actions with Montgomery County Police Department, including the creation of a pedestrian safety education campaign at nearby high schools, the creation of a 30-member volunteer brigade to conduct bilingual education on the streets, and bilingual education teams to reach at risk groups within the High Incidence Areas.

#### **Department of Police**

- Manage and analyze a database of collision data used to inform policy and program decisions through the Police Traffic Division, such as the identification of HIAs, locations for traffic calming improvements, and groups and areas at high risk of being involved in pedestrian collisions.
- Target enforcement of pedestrian safety and traffic safety laws in HIAs and areas around elementary, middle, and high schools in coordination with MCDOT's pedestrian safety education activities.
- Continue to implement countywide speed camera and red light camera enforcement to slow traffic to posted speed limits.
- Engage shoppers in parking lots with the "Shop with a Cop" program, where police distribute high-visibility shopping bags and safety tips brochures to address pedestrian collisions that occur in parking lots.
- Work with property managers and property owners to implement improvements that will improve pedestrian safety in parking lots, where 30 percent of the County's pedestrian collisions occur.
- Continue the Safe Routes to School Program Grant E and Grant F which covers fifteen elementary schools throughout Montgomery County. Police Officers from the School Safety and Education Section visited each school at the beginning of school year 2013-2014 to educate the staff on the program and the upcoming enforcement within their school. Principals were asked to notify parents via the weekly school news letter of the upcoming Safe Routes to School Program and police enforcement in and around the school. Officers from the Traffic Division and District Station Traffic Squads have been working the program on school days from 7-10AM and 2-5PM as their schedule allows. To date, 63 details have been worked at nine schools. Although education is part of the detail, officers have been enforcing numerous pedestrian and vehicle violations including: speeding in school zones, sign violations, red light violations, and pedestrian violations. Grant E ended on December 31, 2013. Overall enhanced enforcement of pedestrian and traffic safety laws help modify perceptions of risk and responsibility on the road and can change behavior and contribute to building a culture of safety. Montgomery County Police have been instrumental in helping reduce the number of pedestrian collisions by:
  - Targeted enforcement in HIAs, issuing nearly 3,000 citations and about 1,000 warnings to both pedestrians and motorists.

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- Targeted school enforcement, issuing more than 500 citations and 400 warnings to both pedestrians and motorists.
  - Special pedestrian crosswalk, operation safe streets corridor, holiday and school enforcements.

**Public Information Office**

- Implement an education program in cooperation with the Department of Transportation's Pedestrian Safety Coordinator to reach out to selected groups at highest risk of being involved in pedestrian collisions.
  - For FY16, these groups may include high school students, seniors, people in parking lots, and teens and others (both drivers and pedestrians) who are inattentive due to texting and smart phone use.
- Conduct more active social media campaigns to reach out to targeted groups.
- Conduct additional grassroots outreach to targeted groups.



**County Executive's Pedestrian Safety Initiative - All Funding Sources  
FY16 Recommended Capital Improvements Program and Operating Budget**

Department	Project/Program	FY16 Recommended
<b>Capital Improvements Program (CIP)</b>		
<b>Maryland-National Capital Park and Planning Commission</b>	Trails: Hard Surface Design and Construction	\$ 300,000
	Trails: Natural Surface Design, Construction, and Renovation	250,000
	Trails: Hard Surface Renovation	800,000
	<b>Total M-NCPPC (CIP)</b>	<b>\$ 1,350,000</b>
<b>Department of Transportation</b>	Sidewalk and Curb Replacement	5,300,000
	Bus Stop Improvements	651,000
	Pedestrian Safety Program	1,500,000
	Streetlight Enhancements - CBD/Town Center	250,000
	Traffic Signal System Modernization	2,000,000
	White Flint Traffic Analysis and Mitigation	118,000
	Intersection and Spot Improvements	1,482,000
	Streetlighting	955,000
	Traffic Signals	4,725,000
	Frederick Road Bike Path	2,726,000
	MD 355 Crossing (BRAC)	25,360,000
	Guardrail Projects	315,000
	Advanced Transportation Management System	2,008,000
	Neighborhood Traffic Calming	310,000
	Transportation Improvements for Schools	200,000
	Sidewalk Program - Minor Projects	2,366,000
	Bikeway Program - Minor Projects	500,000
	ADA Compliance: Transportation	1,495,000
	Metropolitan Branch Trail	100,000
	<b>Total Department of Transportation (CIP)</b>	<b>\$ 52,361,000</b>
<b>Total FY16 CIP</b>		<b>\$ 53,711,000</b>
<b>Operating Budget (PSP)</b>		
<b>Department of Transportation</b>	Pedestrian Safety/General Fund	32,596
	Street Smart Campaign	10,564
	Pedestrian Safety Coordinator	167,232
	Sidewalks/General Fund	372,412
	Contract Crosswalk Treatments	326,990
	Street Lighting/General Fund	511,600
	School Zone Pedestrian Treatments	156,240
<b>Department of Police</b>	Police Enforcement for HIAs - Overtime	100,000
	Police Enforcement for HIAs - Data Analyst	81,403
	School Safety Program/General Fund	5,909,016
<b>Public Information Office</b>	Pedestrian Safety Outreach Education	50,000
	<b>Total FY16 PSP</b>	<b>\$ 7,718,053</b>
	<b>TOTAL FY16 RECOMMENDED EXPENDITURES (CIP &amp; PSP)</b>	<b>\$ 61,429,053</b>

Source: Recommended FY16 Operating and Capital Budgets

**Note:** This table is not a comprehensive list of pedestrian safety activities undertaken by Montgomery County. It displays the capital projects and operating programs that are specifically targeted to improve pedestrian safety. There are additional costs in individual capital projects not displayed above, including sidewalk construction, street lighting, and other elements in support of pedestrian safety. In addition, there are other operating budget programs that support pedestrian safety including traffic enforcement in the Police Department.

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# Six Point Economic Plan

## MISSION STATEMENT

In the County Executive's inaugural speech on December 1, 2014, he introduced his Six-Point Economic Plan to position Montgomery County for greater economic success. Collectively, these six points represent some of the most pressing priorities to grow Montgomery County's economy by enhancing transit and fiber connectivity, stimulating entrepreneurial activities, reducing office vacancy, improving regulatory process, and revamping workforce to meet both industry and community needs.

## LINKAGE TO COUNTY RESULTS AREAS

- ❖ *A Responsive, Accountable County Government*
- ❖ *An Effective and Efficient Transportation Network*
- ❖ *Healthy and Sustainable Communities*
- ❖ *A Strong and Vibrant Economy*
- ❖ *Vital Living for All of Our Residents*

## PROGRAM CONTACTS

Contact Lily Qi of the Office of the County Executive at 240.777.2524 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this initiative's operating budget.

## FY16 RECOMMENDED ENHANCEMENT

In addition to existing resources promoting the County's economic growth through strategic development efforts, the FY16 Recommended Budget adds approximately \$1.71 million in tax-supported resources for the implementation of the Six Point Economic Plan. Those efforts include targeted business assistance, support for entrepreneurs, a better coordinated workforce development system, development approval process improvements, transportation accessibility, and enhanced Internet broadband connectivity.

### Department of Economic Development (DED)

- Create a new start-up business accelerator, called MC Squared, to expand the County's business incubator networks. This initiative provides early-stage companies with an intensive product-focused curriculum to accelerate their growth and leverage the region's unique federal assets (\$430,000).

### Department of Permit Services (DPS)

- Add funds to support the Department's strategic efforts to streamline and improve the overall development approval process (\$551,344).

### Department of Technology Services (DTS)

- Enhance staffing levels in the County's Network Operations Center (NOC) to support more affordable and widely available broadband connectivity to the public and private sectors (\$728,900).

## PROGRAM DESCRIPTION

### Department of Economic Development

- One component of the Six Point Economic Plan is to expand the existing MOVE Program to reduce vacant Class A and B office space in the County. Through the MOVE program, businesses new to the County or businesses creating their first shared office space in the County receive a one-time grant for relocation or build out assistance. The MOVE Program was expanded in February 2015 to increase financial assistance from \$4 to \$8 per square foot, up to a

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maximum of 10,000 square feet, for any industry sector except retail and restaurant.

- The BUILD Program is a new initiative supported by Montgomery County Economic Development Fund. It is designed to increase the number of construction jobs and the commercial tax base by selectively spurring the construction of Class A office spaces and hotels in the County. Through this program, approved property owners receive from 25 to 50 percent of the additional real property taxes generated by the new development through an annual grant payment that last ten years.
- The MC Squared initiative, a new start-up business accelerator, is committed to accelerating, connecting, and retaining early-stage companies in the County for long-term economic growth. Healthcare, life sciences, and information technology are major economic drivers in Montgomery County. To nurture the next generation of tech savvy entrepreneurs, this initiative will provide companies with an intensive product-focused curriculum lasting five months to accelerate their business development. It will also help founders grow their companies to the point at which their products will be ready for further investment. In addition, it will connect companies with research support networks through the many federal agencies in Montgomery County, including the National Institute of Health, the Federal Drug Administration, the U.S. Department of Health and Human Services, the National Institute of Science and Technology, the National Cybersecurity Center of Excellence, and others.
- To better meet the County's workforce development needs for businesses and residents, a coalition of workforce stakeholders, including the Executive staff, Montgomery County Workforce Investment Board, Montgomery Moving Forward, and Montgomery College, is developing detailed recommendations to enhance the management of workforce programs and services delivery and support local economic growth.

#### **Department of Permit Services**

- Streamlining the development process continues to be a priority for the County Executive. For FY16, the County Executive will continue existing funding for streamlined permitting activities in DPS. He will also add \$551,344 for strategic efforts to improve the overall development approval process. This funding will accomplish the following:
  - Help DPS meet its commitment to complete initial review and comment within 30 days for properly prepared and electronically submitted commercial plans;
  - Reduce the processing time for sediment control plans;
  - Staff more frequent development review meetings with the Maryland-National Capital Park and Planning Commission (M-NCPPC);
  - Continue the Department's move to electronic plan review and electronic permit processing; and
  - Improve coordination of construction that impact public rights-of-way in County business districts, while facilitating orderly construction activities.

#### **Department of Technology Services**

- Ultra Montgomery is a technology-based, multi-year, multi-phase economic development initiative. Its objective is to make gigabit broadband more affordable and widely available to the public and private sectors, including educational and government institutions, in major County corridors and transit-oriented communities. Ultra Montgomery will leverage resources invested through the County's FiberNet, planned economic development and smart growth initiatives, public libraries, business incubators, and community organizations in order to lower infrastructure deployment costs, create public private partnerships, and expand knowledge-based jobs and businesses within Montgomery County. The improvement of fiber optic connectivity in the County's FiberNet system will also enhance connections among the County's cybersecurity facilities, federal research networks, private businesses, and public WiFi access at County buildings.
- For FY16, the County Executive adds funds to enhance funding for the Network Operations Center, an enterprise initiative that supports FiberNet, County agencies, Montgomery County Public Schools, Montgomery College, Washington Suburban Sanitary Commission, Housing Opportunities Commission, and M-NCPPC.
- Additionally, as part of the Ultra Montgomery initiative, the County will extend deployment of WiFi in public buildings and civic areas in order to further enhance the use of public libraries, recreation and community centers, the County's "Thingstitute" laboratory, and the Business Innovation Network as places for technology and entrepreneurial innovation.

#### **Department of Transportation**

- The County Executive is committed to investing in existing and planned public transit systems to accommodate more residents and to support job growth in Montgomery County. Formation of an Independent Transit Authority (ITA) is currently in the planning phase with tentative goals to 1) develop a County-wide Rapid Transit System (RTS) that will reduce road congestion, improve local air quality, reduce road fatalities and crashes, and spur employment growth; 2) establish a transit tax that creates a stable and reliable source of revenue for funding transit; and 3) improve collaboration with the Washington Metropolitan Area Transit Authority (WMATA) for bus and rail services, the Maryland Transit Administration for the Purple Line light rail project, and MARC train services.

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# 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 Executive's recommended 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

## FY16 RECOMMENDED FISCAL SUMMARY BY FUND (\$000)

(A) AGENCIES BY FUND	(B) FY15 Est Fund Bal	(C) FY16 Estimated Revenue	(D) Net Inter-fund Transfers	(E) FY16 Total Resources	(F) CIP Current Revenue & PAYGO	(G) FY16 Operating Budget		(H) Total Approp.	(I) Total Use of Approp.	(J) Designated Fund Balance	(K) FY16 Projected Fund Bal.
						GO & LTL Debt Service	Agg/Fund Approp.				
<b>GENERAL FUND: TAX SUPPORTED</b>											
County Government	154,142	3,109,560	(284,705)	2,978,997	48,169	190,230	1,125,953	1,316,182	1,364,351		
Debt Service: Non-Agency		17,341	340,001	357,343	0	4,723	0	4,723	4,723		
Montgomery County Public Schools	33,163	627,967	0	661,129	18,761	140,243	2,168,761	2,309,004	2,327,765		
Montgomery College	10,642	118,646	0	129,288	10,941	22,147	248,546	270,692	281,633		
<b>SUBTOTAL GENERAL FUND</b>	<b>197,946</b>	<b>3,873,514</b>	<b>55,296</b>	<b>4,126,757</b>	<b>77,871</b>	<b>357,343</b>	<b>3,543,259</b>	<b>3,900,602</b>	<b>3,978,473</b>		<b>148,284</b>
<b>OTHER FUNDS: TAX SUPPORTED</b>											
County Government											
Urban Districts	124	1,780	6,479	8,382	0	0	8,172	8,172	8,172		210
Fire	9,116	225,859	(12,477)	222,498	0	0	222,299	222,299	222,299		199
Mass Transit	814	173,445	(38,179)	136,080	13,897	0	121,993	121,993	135,890		190
Noise Abatement Districts	0	0	0	0	0	0	0	0	0		
Recreation	(1,669)	47,175	(12,893)	32,613	0	0	32,125	32,125	32,125		488
Economic Development	0	151	1,703	1,854	0	0	1,854	1,854	1,854		
M-NCPPC (incl. ALARF & Bi-County)	7,313	120,397	(2,110)	125,600	350	5,225	115,694	120,920	121,270		4,331
<b>SUBTOTAL OTHER TAX SUPPORTED</b>	<b>15,697</b>	<b>568,808</b>	<b>(57,477)</b>	<b>527,028</b>	<b>14,247</b>	<b>5,225</b>	<b>502,137</b>	<b>507,362</b>	<b>521,609</b>		<b>5,418</b>
<b>TOTAL AVAIL. TAX SUPPORTED</b>	<b>213,643</b>	<b>4,442,322</b>	<b>(2,181)</b>	<b>4,652,784</b>	<b>92,118</b>	<b>362,568</b>	<b>4,045,396</b>	<b>4,407,964</b>	<b>4,500,082</b>		<b>153,702</b>
Revenue Stabilization (Designated)	230,669	777	23,434	254,880	0	0	0	0	0	254,880	
<b>TOTAL TAX SUPPORTED (W RSF)</b>	<b>444,312</b>	<b>4,443,099</b>	<b>21,253</b>	<b>4,908,664</b>	<b>92,118</b>	<b>362,568</b>	<b>4,045,396</b>	<b>4,407,964</b>	<b>4,500,082</b>		<b>153,702</b>
<b>GRANT FUNDS</b>											
County Government	0	120,062	0	120,062	0	0	120,670	120,670	120,670		(608)
Montgomery County Public Schools	0	77,170	0	77,170	0	0	77,170	77,170	77,170		
Montgomery College	0	19,773	0	19,773	0	0	19,773	19,773	19,773		
M-NCPPC	0	550	0	550	0	0	550	550	550		
<b>FEE SUPPORTED FUNDS</b>											
Cable TV	1,231	28,019	(9,088)	20,162	4,098	0	15,765	15,765	19,863		299
Montgomery Housing Initiative	7,242	14,197	11,087	32,525	2,275	63	26,911	26,975	29,250		3,276
Water Quality Protection Fund	10,698	35,315	(4,351)	41,663	13,926	0	23,274	23,274	37,200		4,463
Restricted Donations	2,133	0	0	2,133	0	0	0	0	0		2,133
<b>ENTERPRISE FUNDS</b>											
County Government											
Community Use of Public Facilities	5,433	10,992	(309)	16,116	0	0	10,846	10,846	10,846		5,270
Parking Districts	26,182	42,335	(5,070)	63,448	4,801	0	28,026	28,026	32,827		30,621
Permitting Services	12,601	38,421	(4,206)	46,815	0	0	33,893	33,893	33,893	3,559	9,363
Solid Waste Collection	1,462	6,445	(218)	7,689	0	0	6,478	6,478	6,478		1,212
Solid Waste Disposal	0	96,329	684	97,013	0	0	105,412	105,412	105,412	(2,379)	(6,020)
Vacuum Leaf Collection	969	6,544	(1,547)	5,966	0	0	5,418	5,418	5,418		548
Liquor Control	2,569	83,449	(24,570)	61,448	0	0	59,332	59,332	59,332		2,116
Non-Tax Supported Debt Service	0	0	10,216	10,216	0	10,216	0	10,216	10,216		
Montgomery County Public Schools	7,799	61,117	1,654	70,570	0	0	62,771	62,771	62,771		7,799
Montgomery College	25,387	28,037	1,542	54,966	0	0	37,887	37,887	37,887		17,079
M-NCPPC	11,119	14,210	1,312	26,640	800	0	15,415	15,415	16,215		10,425
<b>SUBTOTAL NON-TAX SUPPORTED</b>	<b>114,825</b>	<b>682,963</b>	<b>(22,862)</b>	<b>774,926</b>	<b>25,900</b>	<b>10,280</b>	<b>649,591</b>	<b>659,871</b>	<b>685,771</b>		<b>87,975</b>
<b>TOTAL BUDGET (with Revenue Stabilization)</b>	<b>559,137</b>	<b>5,126,062</b>	<b>(1,610)</b>	<b>5,683,590</b>	<b>118,018</b>	<b>372,848</b>	<b>4,694,987</b>	<b>5,067,835</b>	<b>5,185,853</b>		<b>241,677</b>



# SCHEDULE A-1

BUDGET SUMMARY BY AGENCY				
(\$ In Millions)				
A	B	C	D	E
FISCAL YEAR	TAX SUPPORTED	GRANT SUPPORTED	SELF SUPPORTED	GRAND TOTAL
<b>MONTGOMERY COUNTY GOVERNMENT</b>				
FY15 Approved	1,516.0	117.2	304.6	1,937.8
FY16 Recommended	1,512.4	120.7	315.4	1,948.5
Percent Change From FY15	-0.2 %	3.0 %	3.6 %	0.5 %
<b>MONTGOMERY COUNTY PUBLIC SCHOOLS</b>				
FY15 Approved	2,138.1	77.9	60.8	2,276.8
FY16 Recommended	2,168.8	77.2	62.8	2,308.7
Percent Change From FY15	1.4 %	-0.9 %	3.3 %	1.4 %
<b>MONTGOMERY COLLEGE</b>				
FY15 Approved	244.5	19.8	32.8	297.1
FY16 Recommended	248.5	19.8	37.9	306.2
Percent Change From FY15	1.6 %	0.0 %	15.5 %	3.1 %
<b>MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION</b>				
FY15 Approved	113.7	0.6	15.4	129.7
FY16 Recommended	115.7	0.6	15.4	131.7
Percent Change From FY15	1.7 %	0.0 %	0.0 %	1.5 %
<b>ALL AGENCIES WITHOUT DEBT SERVICE</b>				
FY15 Approved	4,012.4	215.4	413.6	4,641.4
FY16 Recommended	4,045.4	218.2	431.5	4,695.1
Percent Change From FY15	0.8 %	1.3 %	4.3 %	1.2 %
<b>DEBT SERVICE: GENERAL OBLIGATION &amp; LONG TERM LEASES</b>				
FY15 Approved	344.1	-	10.2	354.3
FY16 Recommended	362.6	-	10.2	372.8
Percent Change From FY15	5.4 %	0.0 %	0.0 %	5.2 %
<b>TOTAL BUDGETS</b>				
FY15 Approved	4,356.5	215.4	423.8	4,995.7
FY16 Recommended	4,408.0	218.2	441.7	5,067.8
Percent Change From FY15	1.2 %	1.3 %	4.2 %	1.4 %



# SCHEDULE A-2

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES							
Fiscal Year 15							
	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
Beginning Fund Balance	281,768,537	119,372	252,066	379,282	-	8,756,557	449,060
Revenues	2,952,960,922	635,917	903,759	190,666	-	134,741,053	252,929,672
Net Transfers	(260,271,686)	2,803,079	2,088,696	1,380,300	-	(20,682,790)	(9,483,690)
TOTAL RESOURCES	2,974,457,773	3,558,368	3,244,521	1,950,248		122,814,820	243,895,042
Contributions	(1,594,239,036)	-	-	-	-	-	-
To CIP: Current Revenue	(77,303,000)	-	-	-	-	(820,000)	(5,745,000)
Expenditures	(1,148,698,414)	(3,718,381)	(3,180,142)	(1,731,082)	-	(121,181,027)	(229,034,287)
TOTAL USES OF RESOURCES	(2,820,240,450)	(3,718,381)	(3,180,142)	(1,731,082)		(122,001,027)	(234,779,287)
ESTIMATED FY15 ENDING FUND BALANCE	154,217,323	(160,013)	64,379	219,166		813,793	9,115,755
Less Designated Fund Balance	-	-	-	-	-	-	-
Less Change in Designated Fund Balance	-	-	-	-	-	-	-
Less Claims on Fund Balance	(75,500)	-	-	-	-	-	-
Projected Undesignated Fund Balance To Fund FY16	154,141,823	(160,013)	64,379	219,166		813,793	9,115,755

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES							
Fiscal Year 16							
	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
Beginning Fund Balance	154,141,823	(160,013)	64,379	219,166	-	813,793	9,115,755
Revenues	3,109,559,896	652,053	930,641	197,259	-	173,445,394	225,859,224
Net Transfers	(284,705,189)	2,528,846	2,355,127	1,594,849	-	(38,179,130)	(12,476,850)
TOTAL RESOURCES	2,978,996,530	3,020,886	3,350,147	2,011,274		136,080,057	222,498,129
Contributions	(1,628,015,324)	-	-	-	-	-	-
To CIP: Current Revenue	(77,871,000)	-	-	-	-	(13,897,000)	-
Expenditures	(1,125,952,515)	(2,945,401)	(3,265,202)	(1,961,205)	-	(121,992,623)	(222,299,388)
TOTAL USES OF RESOURCES	(2,831,838,839)	(2,945,401)	(3,265,202)	(1,961,205)		(135,889,623)	(222,299,388)
ESTIMATED FY16 ENDING FUND BALANCE	147,157,691	75,485	84,945	50,069		190,434	198,741
Less Designated Fund Balance	-	-	-	-	-	-	-
Less Change in Designated Fund Balance	-	-	-	-	-	-	-
Less Claims on Fund Balance	-	-	-	-	-	-	-
Projected Undesignated Fund Balance To Fund FY17	147,157,691	75,485	84,945	50,069		190,434	198,741

# SCHEDULE A-2

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES								
Fiscal Year 15								
Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
(729,555)	2,914,137	207,986,941	501,896,397	-	39,355,084	13,478,296	12,346,837	567,076,614
45,118,763	150,940	199,790	3,387,831,482	13,507,081	623,041,641	116,102,851	115,928,568	4,256,411,623
(14,617,052)	1,199,627	22,482,050	(275,101,466)	320,114,069	-	-	(1,458,893)	43,553,710
29,772,156	4,264,704	230,668,781	3,614,626,413	333,621,150	662,396,725	129,581,147	126,816,512	4,867,041,947
-	-	-	(1,594,239,036)	-	1,476,855,309	117,383,727	-	-
(645,000)	-	-	(84,513,000)	-	-	-	(350,000)	(84,863,000)
(30,796,328)	(4,264,704)	-	(1,542,604,365)	(333,621,150)	(2,106,089,401)	(236,323,014)	(119,153,799)	(4,337,791,729)
(31,441,328)	(4,264,704)	-	(3,221,356,401)	(333,621,150)	(629,234,092)	(118,939,287)	(119,503,799)	(4,422,654,729)
(1,669,172)	-	230,668,781	393,270,012	-	33,162,633	10,641,860	7,312,713	444,387,218
-	-	(230,668,781)	(230,668,781)	-	-	-	-	(230,668,781)
-	-	-	-	-	-	-	-	-
-	-	-	(75,500)	-	-	-	-	(75,500)
(1,669,172)	-	-	162,525,731	-	33,162,633	10,641,860	7,312,713	213,642,937

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES								
Fiscal Year 16								
Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
(1,669,172)	-	230,668,781	393,194,512	-	33,162,633	10,641,860	7,312,713	444,311,718
47,175,273	150,940	776,850	3,558,747,530	17,341,440	627,966,722	118,646,267	120,397,111	4,443,099,070
(12,892,800)	1,702,651	23,433,895	(316,638,601)	340,001,065	-	-	(2,109,540)	21,252,924
32,613,301	1,853,591	254,879,526	3,635,303,441	357,342,505	661,129,355	129,288,127	125,600,284	4,908,663,712
-	-	-	(1,628,015,324)	-	1,507,631,597	120,383,727	-	-
-	-	-	(91,768,000)	-	-	-	(350,000)	(92,118,000)
(32,125,408)	(1,853,591)	-	(1,512,395,333)	(357,342,505)	(2,168,760,952)	(248,545,651)	(120,919,605)	(4,407,964,046)
(32,125,408)	(1,853,591)	-	(3,232,178,657)	(357,342,505)	(661,129,355)	(128,161,924)	(121,269,605)	(4,500,082,046)
487,893	-	254,879,526	403,124,784	-	-	1,126,203	4,330,679	408,581,666
-	-	(254,879,526)	(254,879,526)	-	-	-	-	(254,879,526)
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
487,893	-	-	148,245,258	-	-	1,126,203	4,330,679	153,702,140

# SCHEDULE A-3

CURRENT REVENUE REQUIREMENTS FOR THE CAPITAL IMPROVEMENTS PROGRAM										
March 15, 2015										
TAX SUPPORTED APPROPRIATIONS (5000s)	ACTUAL FY13 Exp	APPROVED FY14 Appr.	ACTUAL FY14 Exp.	APPROVED 6 YR	APPROVED FY15 Appr	APPROVED FY16 Appr	APPROVED FY17	APPROVED FY18	APPROVED FY19	APPROVED FY20
<b>GENERAL REVENUE SUPPORTED</b>										
MCG	16,196	17,302	12,994	80,840	21,134	11,671	12,812	10,546	12,256	12,421
M-NCPPC PARKS	-	2,748	-	16,788	2,798	2,798	2,798	2,798	2,798	2,798
PUBLIC SCHOOLS (MCPS)	16,501	15,908	14,083	113,602	8,467	18,761	25,542	21,038	19,979	19,815
MONTGOMERY COLLEGE	6,965	13,443	4,847	75,118	11,471	10,941	13,163	13,181	13,181	13,181
HOC	-	1,250	-	7,500	1,250	1,250	1,250	1,250	1,250	1,250
CIP PAYGO - REGULAR	29,500	29,500	29,500	194,700	29,950	32,450	32,700	33,200	33,200	33,200
CIP PAYGO - RSF CONTRIBUTION	-	-	-	-	-	-	-	-	-	-
<b>TOTAL CIP PAYGO</b>	<b>29,500</b>	<b>29,500</b>	<b>29,500</b>	<b>194,700</b>	<b>29,950</b>	<b>32,450</b>	<b>32,700</b>	<b>33,200</b>	<b>33,200</b>	<b>33,200</b>
<b>SUBTOTAL</b>	<b>69,162</b>	<b>80,151</b>	<b>61,424</b>	<b>488,548</b>	<b>75,070</b>	<b>77,871</b>	<b>88,265</b>	<b>82,013</b>	<b>82,664</b>	<b>82,665</b>
<b>OTHER TAX SUPPORTED</b>										
MASS TRANSIT	649	2,994	974	77,545	(491)	13,897	10,536	15,934	21,764	15,905
FIRE CONSOLIDATED	745	(763)	259	20,503	5,745	-	4,221	3,027	2,394	5,116
M-NCPPC PARKS	355	350	350	2,100	350	350	350	350	350	350
RECREATION	-	-	-	645	645	-	-	-	-	-
<b>SUBTOTAL</b>	<b>1,750</b>	<b>2,581</b>	<b>1,583</b>	<b>100,793</b>	<b>6,249</b>	<b>14,247</b>	<b>15,107</b>	<b>19,311</b>	<b>24,508</b>	<b>21,371</b>
<b>SUBTOTAL TAX SUPPORTED CURRENT REVENUE APPROPRIATION:</b>	<b>70,912</b>	<b>82,732</b>	<b>63,007</b>	<b>589,341</b>	<b>81,319</b>	<b>92,118</b>	<b>103,372</b>	<b>101,324</b>	<b>107,172</b>	<b>104,036</b>
<b>INFLATION</b>	-	-	-	17,206	-	-	1,555	3,121	5,284	7,246
<b>SUBTOTAL ALLOCATION:</b>	-	-	-	17,206	-	-	1,555	3,121	5,284	7,246
<b>TOTAL TAX SUPPORTED CURRENT REVENUE REQUIREMENT:</b>	<b>70,912</b>	<b>82,732</b>	<b>63,007</b>	<b>606,547</b>	<b>81,319</b>	<b>92,118</b>	<b>104,927</b>	<b>104,445</b>	<b>112,456</b>	<b>111,282</b>
NON-TAX SUPPORTED EXPENDITURES (5000s)	ACTUAL FY13 Exp	APPROVED FY14 Exp	LATEST FY14 Exp	APPROVED 6 YR	APPROVED FY15 Exp	APPROVED FY16 Exp	APPROVED FY17	APPROVED FY18	APPROVED FY19	APPROVED FY20
<b>NON-TAX SUPPORTED</b>										
MONTGOMERY HOUSING INITIATIVE	-	-	2,275	-	-	-	-	-	-	-
PARKING DISTRICTS	20,695	(7,193)	1,998	39,759	9,300	4,801	7,205	6,390	6,125	5,938
SOLID WASTE DISPOSAL	-	-	-	718	718	-	-	-	-	-
M-NCPPC ENTERPRISE FUND	-	600	364	4,800	800	800	800	800	800	800
CABLE TV FUND	1,002	3,916	1,604	15,413	3,748	4,098	3,945	1,422	1,100	1,100
WATER QUALITY PROTECTION CHARGE	879	1,400	1,664	29,762	3,826	13,926	6,490	1,740	1,840	1,940
<b>SUBTOTAL EXPENDITURES:</b>	<b>22,576</b>	<b>(1,277)</b>	<b>7,905</b>	<b>90,452</b>	<b>18,392</b>	<b>23,625</b>	<b>18,440</b>	<b>10,352</b>	<b>9,865</b>	<b>9,778</b>
<b>TOTAL CURRENT REVENUE REQUIREMENTS</b>	<b>93,488</b>	<b>81,455</b>	<b>70,912</b>	<b>696,999</b>	<b>99,711</b>	<b>115,743</b>	<b>123,367</b>	<b>114,797</b>	<b>122,321</b>	<b>121,060</b>

# SCHEDULE A-4

## Fiscal Summary By Fund

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>TAX SUPPORTED</b>					
<b>MONTGOMERY COUNTY GOVERNMENT</b>					
<b>County General Fund</b>					
<b>BEGINNING FUND BALANCE</b>	238,947,394	241,504,646	281,768,537	154,141,823	-36.2%
<b>REVENUES</b>					
Taxes	2,914,802,714	2,867,996,185	2,836,446,905	2,994,455,658	4.4%
Licenses & Permits	10,585,334	11,486,397	10,645,450	11,902,075	3.6%
Charges for Services	8,911,413	8,858,044	9,101,914	9,609,257	8.5%
Fines & Forfeitures	23,993,496	21,621,131	23,893,361	23,893,361	10.5%
Intergovernmental	63,243,708	56,232,240	61,099,462	58,680,835	4.4%
Investment Income	5,572	270,060	204,540	1,083,490	301.2%
Miscellaneous	10,276,242	8,720,990	11,569,290	9,935,220	13.9%
<b>Total REVENUES</b>	<b>3,031,818,479</b>	<b>2,975,185,047</b>	<b>2,952,960,922</b>	<b>3,109,559,896</b>	<b>4.5%</b>
<b>NET INTER-FUND TRANSFERS</b>					
From Non-Tax Supported Funds	40,676,571	46,302,647	45,664,067	43,308,845	-6.5%
To Non-Tax Supported Funds	-21,073,891	-21,434,937	-20,281,167	-20,190,207	-5.8%
From Tax Supported Funds	15,893,076	16,779,870	16,104,870	18,822,040	12.2%
To Tax Supported Funds	-264,299,573	-296,751,987	-285,441,736	-299,203,963	0.8%
From Internal Service Funds	8,682,636	10,056,754	10,056,754	0	—
To Revenue Stabilization Fund	-22,998,919	-22,571,411	-22,482,050	-23,433,895	3.8%
From Component Units/Agencies	0	247,610	0	0	—
To Component Units/Agencies	-3,772,545	-3,892,424	-3,892,424	-4,008,009	3.0%
<b>Total NET INTER-FUND TRANSFERS</b>	<b>-246,892,645</b>	<b>-271,263,878</b>	<b>-260,271,686</b>	<b>-284,705,189</b>	<b>5.0%</b>
<b>CONTRIBUTIONS TO/FROM OTHER FUNDS</b>					
To Tax Supported Funds	-1,547,834,321	-1,594,239,036	-1,594,239,036	-1,628,015,324	2.1%
County Contribution to CIP Fund	-61,423,872	-72,103,000	-77,303,000	-77,871,000	8.0%
<b>Total CONTRIBUTIONS TO/FROM OTHER FUNDS</b>	<b>-1,609,258,193</b>	<b>-1,666,342,036</b>	<b>-1,671,542,036</b>	<b>-1,705,886,324</b>	<b>2.4%</b>
<b>Total Resources</b>	<b>1,414,615,035</b>	<b>1,279,083,779</b>	<b>1,302,915,737</b>	<b>1,273,110,206</b>	<b>-0.5%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-1,117,961,885	-1,129,671,987	-1,148,698,414	-1,125,952,515	-0.3%
Adjustment for Prior Year Encumbrances/Reserves	-14,884,613	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-1,132,846,498</b>	<b>-1,129,671,987</b>	<b>-1,148,698,414</b>	<b>-1,125,952,515</b>	<b>-0.3%</b>
<b>CLAIMS ON FUND</b>					
Set Aside: Future Needs	0	-125,000	-75,500	0	—
<b>Total Use of Resources</b>	<b>-1,132,846,498</b>	<b>-1,129,796,987</b>	<b>-1,148,773,914</b>	<b>-1,125,952,515</b>	<b>-0.3%</b>
<b>PROJECTED FUND BALANCE</b>	<b>281,768,537</b>	<b>149,286,792</b>	<b>154,141,823</b>	<b>147,157,691</b>	<b>-1.4%</b>
<b>Special Funds</b>					
<b>Bethesda Urban District</b>					
<b>BEGINNING FUND BALANCE</b>	364,649	375,995	119,372	-160,013	-142.6%
<b>REVENUES</b>					
Taxes	471,953	480,406	485,557	501,693	4.4%
Charges for Services	156,393	150,000	150,000	150,000	—
Investment Income	195	0	360	360	—
Miscellaneous	35,003	0	0	0	—
<b>Total REVENUES</b>	<b>663,544</b>	<b>630,406</b>	<b>635,917</b>	<b>652,053</b>	<b>3.4%</b>
<b>NET INTER-FUND TRANSFERS</b>					
From Non-Tax Supported Funds	2,932,000	2,823,989	2,823,989	2,050,578	-27.4%
From Tax Supported Funds	0	0	0	500,318	—
To Tax Supported Funds	-19,940	-20,910	-20,910	-22,050	5.5%
<b>Total NET INTER-FUND TRANSFERS</b>	<b>2,912,060</b>	<b>2,803,079</b>	<b>2,803,079</b>	<b>2,528,846</b>	<b>-9.8%</b>
<b>Total Resources</b>	<b>3,940,253</b>	<b>3,809,480</b>	<b>3,558,368</b>	<b>3,020,886</b>	<b>-20.7%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-3,525,392	-3,718,381	-3,718,381	-2,945,401	-20.8%
Adjustment for Prior Year Encumbrances/Reserves	-295,489	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-3,820,881</b>	<b>-3,718,381</b>	<b>-3,718,381</b>	<b>-2,945,401</b>	<b>-20.8%</b>
<b>Total Use of Resources</b>	<b>-3,820,881</b>	<b>-3,718,381</b>	<b>-3,718,381</b>	<b>-2,945,401</b>	<b>-20.8%</b>

# SCHEDULE A-4

## Fiscal Summary By Fund

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>PROJECTED FUND BALANCE</b>	<b>119,372</b>	<b>91,099</b>	<b>-160,013</b>	<b>75,485</b>	<b>-17.1%</b>
<b>Silver Spring Urban District</b>					
<b>BEGINNING FUND BALANCE</b>	228,149	303,233	252,066	64,379	-78.8%
<b>REVENUES</b>					
Taxes	666,703	729,771	768,879	795,761	9.0%
Charges for Services	145,748	134,000	134,000	134,000	—
Investment Income	477	0	880	880	—
Miscellaneous	12,699	0	0	0	—
<b>Total REVENUES</b>	<b>825,627</b>	<b>863,771</b>	<b>903,759</b>	<b>930,641</b>	<b>7.7%</b>
<b>NET INTER-FUND TRANSFERS</b>					
From Non-Tax Supported Funds	2,405,000	2,440,546	2,440,546	2,201,257	-9.8%
From Tax Supported Funds	0	0	0	524,660	—
To Tax Supported Funds	-286,320	-351,850	-351,850	-370,790	5.4%
<b>Total NET INTER-FUND TRANSFERS</b>	<b>2,118,680</b>	<b>2,088,696</b>	<b>2,088,696</b>	<b>2,355,127</b>	<b>12.8%</b>
<b>Total Resources</b>	<b>3,172,456</b>	<b>3,255,700</b>	<b>3,244,521</b>	<b>3,350,147</b>	<b>2.9%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-2,920,775	-3,208,979	-3,180,142	-3,265,202	1.8%
Adjustment for Prior Year Encumbrances/Reserves	385	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-2,920,390</b>	<b>-3,208,979</b>	<b>-3,180,142</b>	<b>-3,265,202</b>	<b>1.8%</b>
<b>Total Use of Resources</b>	<b>-2,920,390</b>	<b>-3,208,979</b>	<b>-3,180,142</b>	<b>-3,265,202</b>	<b>1.8%</b>
<b>PROJECTED FUND BALANCE</b>	<b>252,066</b>	<b>46,721</b>	<b>64,379</b>	<b>84,945</b>	<b>81.8%</b>
<b>Wheaton Urban District</b>					
<b>BEGINNING FUND BALANCE</b>	73,159	294,416	379,282	219,166	-25.6%
<b>REVENUES</b>					
Taxes	165,142	164,449	190,366	196,959	19.8%
Investment Income	161	0	300	300	—
<b>Total REVENUES</b>	<b>165,303</b>	<b>164,449</b>	<b>190,666</b>	<b>197,259</b>	<b>20.0%</b>
<b>NET INTER-FUND TRANSFERS</b>					
From Non-Tax Supported Funds	292,320	292,320	292,320	0	—
From Tax Supported Funds	1,461,090	1,284,430	1,284,430	1,817,509	41.5%
To Tax Supported Funds	-171,110	-196,450	-196,450	-222,660	13.3%
<b>Total NET INTER-FUND TRANSFERS</b>	<b>1,582,300</b>	<b>1,380,300</b>	<b>1,380,300</b>	<b>1,594,849</b>	<b>15.5%</b>
<b>Total Resources</b>	<b>1,820,762</b>	<b>1,839,165</b>	<b>1,950,248</b>	<b>2,011,274</b>	<b>9.4%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-1,453,778	-1,813,942	-1,731,082	-1,961,205	8.1%
Adjustment for Prior Year Encumbrances/Reserves	12,298	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-1,441,480</b>	<b>-1,813,942</b>	<b>-1,731,082</b>	<b>-1,961,205</b>	<b>8.1%</b>
<b>Total Use of Resources</b>	<b>-1,441,480</b>	<b>-1,813,942</b>	<b>-1,731,082</b>	<b>-1,961,205</b>	<b>8.1%</b>
<b>PROJECTED FUND BALANCE</b>	<b>379,282</b>	<b>25,223</b>	<b>219,166</b>	<b>50,069</b>	<b>98.5%</b>
<b>Bradley Noise Abatement</b>					
<b>BEGINNING FUND BALANCE</b>	6	0	0	0	—
<b>NET INTER-FUND TRANSFERS</b>					
To Tax Supported Funds	-6	0	0	0	—
<b>Total Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Use of Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>PROJECTED FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Cabin John Noise Abatement</b>					
<b>BEGINNING FUND BALANCE</b>	40	0	0	0	—
<b>NET INTER-FUND TRANSFERS</b>					
To Tax Supported Funds	-40	0	0	0	—
<b>Total Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Use of Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>PROJECTED FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Mass Transit</b>					
<b>BEGINNING FUND BALANCE</b>	11,426,058	7,482,006	8,756,557	813,793	-89.1%

# SCHEDULE A-4

## Fiscal Summary By Fund

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>REVENUES</b>					
Taxes	70,991,730	68,920,536	68,735,499	107,000,412	55.3%
Licenses & Permits	545,877	531,000	531,000	531,000	—
Charges for Services	25,010,832	25,698,172	25,698,172	25,723,172	0.1%
Fines & Forfeitures	559,532	405,000	405,000	405,000	—
Intergovernmental	33,717,218	39,363,672	39,363,672	39,778,100	1.1%
Investment Income	4,191	1,790	7,710	7,710	330.7%
Miscellaneous	162,579	0	0	0	—
<b>Total REVENUES</b>	<b>130,991,959</b>	<b>134,920,170</b>	<b>134,741,053</b>	<b>173,445,394</b>	<b>28.6%</b>
<b>NET INTER-FUND TRANSFERS</b>					
From Non-Tax Supported Funds	7,550,738	7,799,700	7,799,700	0	—
To Non-Tax Supported Funds	-767,759	0	0	0	—
From Tax Supported Funds	531,310	531,310	531,310	531,310	—
To Tax Supported Funds	-21,936,911	-28,596,400	-29,013,800	-38,710,440	35.4%
<b>Total NET INTER-FUND TRANSFERS</b>	<b>-14,622,622</b>	<b>-20,265,390</b>	<b>-20,682,790</b>	<b>-38,179,130</b>	<b>88.4%</b>
<b>Total Resources</b>	<b>127,795,395</b>	<b>122,136,786</b>	<b>122,814,820</b>	<b>136,080,057</b>	<b>11.4%</b>
<b>CIP CURRENT REVENUE</b>	<b>-974,001</b>	<b>-820,000</b>	<b>-820,000</b>	<b>-13,897,000</b>	<b>1594.8%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-116,687,277	-121,172,193	-121,181,027	-121,992,623	0.7%
Adjustment for Prior Year Encumbrances/Reserves	-1,377,560	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-118,064,837</b>	<b>-121,172,193</b>	<b>-121,181,027</b>	<b>-121,992,623</b>	<b>0.7%</b>
<b>Total Use of Resources</b>	<b>-119,038,838</b>	<b>-121,992,193</b>	<b>-122,001,027</b>	<b>-135,889,623</b>	<b>11.4%</b>
<b>PROJECTED FUND BALANCE</b>	<b>8,756,557</b>	<b>144,593</b>	<b>813,793</b>	<b>190,434</b>	<b>31.7%</b>
<b>Fire</b>					
<b>BEGINNING FUND BALANCE</b>	<b>-2,899,600</b>	<b>-10,251,853</b>	<b>449,060</b>	<b>9,115,755</b>	<b>-188.9%</b>
<b>REVENUES</b>					
Taxes	210,945,363	234,329,822	233,700,696	206,867,464	-11.7%
Licenses & Permits	483,209	600,000	481,953	600,000	—
Charges for Services	23,562,736	16,420,000	16,820,000	18,335,000	11.7%
Intergovernmental	1,299,252	0	1,523,263	0	—
Investment Income	25,424	27,440	46,760	46,760	70.4%
Miscellaneous	41,402	10,000	357,000	10,000	—
<b>Total REVENUES</b>	<b>236,357,386</b>	<b>251,387,262</b>	<b>252,929,672</b>	<b>225,859,224</b>	<b>-10.2%</b>
<b>NET INTER-FUND TRANSFERS</b>					
To Non-Tax Supported Funds	-176,700	0	0	0	—
From Tax Supported Funds	250,000	1,450,000	250,000	250,000	-82.8%
To Tax Supported Funds	-11,682,827	-12,780,370	-9,733,690	-12,726,850	-0.4%
<b>Total NET INTER-FUND TRANSFERS</b>	<b>-11,609,527</b>	<b>-11,330,370</b>	<b>-9,483,690</b>	<b>-12,476,850</b>	<b>10.1%</b>
<b>Total Resources</b>	<b>221,848,259</b>	<b>229,805,039</b>	<b>243,895,042</b>	<b>222,498,129</b>	<b>-3.2%</b>
<b>CIP CURRENT REVENUE</b>	<b>-259,051</b>	<b>-5,388,907</b>	<b>-5,745,000</b>	<b>0</b>	<b>—</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-222,903,200	-224,302,381	-229,034,287	-222,299,388	-0.9%
Adjustment for Prior Year Encumbrances/Reserves	1,763,052	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-221,140,148</b>	<b>-224,302,381</b>	<b>-229,034,287</b>	<b>-222,299,388</b>	<b>-0.9%</b>
<b>Total Use of Resources</b>	<b>-221,399,199</b>	<b>-229,691,288</b>	<b>-234,779,287</b>	<b>-222,299,388</b>	<b>-3.2%</b>
<b>PROJECTED FUND BALANCE</b>	<b>449,060</b>	<b>113,751</b>	<b>9,115,755</b>	<b>198,741</b>	<b>74.7%</b>
<b>Recreation</b>					
<b>BEGINNING FUND BALANCE</b>	<b>2,827,206</b>	<b>841,897</b>	<b>-729,555</b>	<b>-1,669,172</b>	<b>-298.3%</b>
<b>REVENUES</b>					
Taxes	29,427,342	34,559,943	34,409,228	35,717,163	3.3%
Charges for Services	10,216,663	11,362,011	10,465,825	11,260,542	-0.9%
Investment Income	5,951	5,650	10,940	10,940	93.6%
Miscellaneous	135,851	63,705	232,770	186,628	193.0%
<b>Total REVENUES</b>	<b>39,785,807</b>	<b>45,991,309</b>	<b>45,118,763</b>	<b>47,175,273</b>	<b>2.6%</b>
<b>NET INTER-FUND TRANSFERS</b>					
From Non-Tax Supported Funds	0	108,818	108,818	0	—

# SCHEDULE A-4

## Fiscal Summary By Fund

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
From Tax Supported Funds	1,009,700	1,009,700	1,009,700	1,009,700	—
To Tax Supported Funds	-15,768,541	-16,809,420	-15,735,570	-13,902,500	-17.3%
<b>Total NET INTER-FUND TRANSFERS</b>	<b>-14,758,841</b>	<b>-15,690,902</b>	<b>-14,617,052</b>	<b>-12,892,800</b>	<b>-17.8%</b>
<b>Total Resources</b>	<b>27,854,172</b>	<b>31,142,304</b>	<b>29,772,156</b>	<b>32,613,301</b>	<b>4.7%</b>
<b>CIP CURRENT REVENUE</b>	<b>0</b>	<b>-645,000</b>	<b>-645,000</b>	<b>0</b>	<b>—</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-28,855,010	-30,305,126	-30,796,328	-32,125,408	6.0%
Adjustment for Prior Year Encumbrances/Reserves	271,283	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-28,583,727</b>	<b>-30,305,126</b>	<b>-30,796,328</b>	<b>-32,125,408</b>	<b>6.0%</b>
<b>Total Use of Resources</b>	<b>-28,583,727</b>	<b>-30,950,126</b>	<b>-31,441,328</b>	<b>-32,125,408</b>	<b>3.8%</b>
<b>PROJECTED FUND BALANCE</b>	<b>-729,555</b>	<b>192,178</b>	<b>-1,669,172</b>	<b>487,893</b>	<b>153.9%</b>
<b>Economic Development Fund</b>					
<b>BEGINNING FUND BALANCE</b>	<b>5,055,282</b>	<b>0</b>	<b>2,914,137</b>	<b>0</b>	<b>—</b>
<b>REVENUES</b>					
Investment Income	30,439	68,980	55,970	55,970	-18.9%
Miscellaneous	216,965	94,970	94,970	94,970	—
<b>Total REVENUES</b>	<b>247,404</b>	<b>163,950</b>	<b>150,940</b>	<b>150,940</b>	<b>-7.9%</b>
<b>NET INTER-FUND TRANSFERS</b>					
From Tax Supported Funds	4,840,706	1,686,617	1,199,627	1,702,651	1.0%
<b>Total Resources</b>	<b>10,143,392</b>	<b>1,850,567</b>	<b>4,264,704</b>	<b>1,853,591</b>	<b>0.2%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-7,236,543	-1,850,567	-4,264,704	-1,853,591	0.2%
Adjustment for Prior Year Encumbrances/Reserves	7,288	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-7,229,255</b>	<b>-1,850,567</b>	<b>-4,264,704</b>	<b>-1,853,591</b>	<b>0.2%</b>
<b>Total Use of Resources</b>	<b>-7,229,255</b>	<b>-1,850,567</b>	<b>-4,264,704</b>	<b>-1,853,591</b>	<b>0.2%</b>
<b>PROJECTED FUND BALANCE</b>	<b>2,914,137</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Revenue Stabilization Fund</b>					
<b>BEGINNING FUND BALANCE</b>	<b>184,879,381</b>	<b>207,188,639</b>	<b>207,986,941</b>	<b>230,668,781</b>	<b>11.3%</b>
<b>REVENUES</b>					
Investment Income	108,641	69,240	199,790	776,850	1022.0%
<b>CONTRIBUTIONS TO/FROM OTHER FUNDS</b>					
From Tax Supported Funds	22,998,919	22,571,411	22,482,050	23,433,895	3.8%
<b>Total Resources</b>	<b>207,986,941</b>	<b>229,829,290</b>	<b>230,668,781</b>	<b>254,879,526</b>	<b>10.9%</b>
<b>Total Use of Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>DESIGNATED FUND BALANCE</b>	<b>207,986,941</b>	<b>229,829,290</b>	<b>230,668,781</b>	<b>254,879,526</b>	<b>10.9%</b>
<b>DEBT SERVICE</b>					
<b>Debt Service</b>					
<b>BEGINNING FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>REVENUES</b>					
Intergovernmental	8,896,628	5,928,730	11,165,511	17,341,440	192.5%
Investment Income	95,589	0	0	0	—
Miscellaneous	334,924	0	2,341,570	0	—
<b>Total REVENUES</b>	<b>9,327,141</b>	<b>5,928,730</b>	<b>13,507,081</b>	<b>17,341,440</b>	<b>192.5%</b>
<b>NET INTER-FUND TRANSFERS</b>					
From Tax Supported Funds	290,179,386	332,765,460	320,114,069	340,001,065	2.2%
<b>Total Resources</b>	<b>299,506,527</b>	<b>338,694,190</b>	<b>333,621,150</b>	<b>357,342,505</b>	<b>5.5%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Debt Service - GO Bonds	-278,027,403	-311,115,210	-309,198,700	-325,379,080	4.6%
Debt Service - Other	-21,479,124	-27,578,980	-24,422,450	-31,963,425	15.9%
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-299,506,527</b>	<b>-338,694,190</b>	<b>-333,621,150</b>	<b>-357,342,505</b>	<b>5.5%</b>
<b>Total Use of Resources</b>	<b>-299,506,527</b>	<b>-338,694,190</b>	<b>-333,621,150</b>	<b>-357,342,505</b>	<b>5.5%</b>
<b>PROJECTED FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>MONTGOMERY COUNTY PUBLIC SCHOOLS</b>					
<b>Current Fund MCPS</b>					
<b>BEGINNING FUND BALANCE</b>	<b>49,215,507</b>	<b>38,243,056</b>	<b>39,355,084</b>	<b>33,162,633</b>	<b>-13.3%</b>

# SCHEDULE A-4

## Fiscal Summary By Fund

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>REVENUES</b>					
Charges for Services	3,992,554	3,875,708	3,875,708	4,105,755	5.9%
Intergovernmental	608,699,576	619,165,933	619,165,933	623,860,967	0.8%
<b>Total REVENUES</b>	<b>612,692,130</b>	<b>623,041,641</b>	<b>623,041,641</b>	<b>627,966,722</b>	<b>0.8%</b>
<b>CONTRIBUTIONS TO/FROM OTHER FUNDS</b>					
County Contribution to Current/Other Fund	1,413,738,905	1,439,045,758	1,439,045,758	1,463,274,812	1.7%
County Contribution to Other - Pension Shift	34,511,689	37,809,551	37,809,551	44,356,785	17.3%
County Contribution to CIP Fund	14,082,644	3,467,000	8,467,000	18,761,000	441.1%
<b>Total CONTRIBUTIONS TO/FROM OTHER FUNDS</b>	<b>1,462,333,238</b>	<b>1,480,322,309</b>	<b>1,485,322,309</b>	<b>1,526,392,597</b>	<b>3.1%</b>
<b>Total Resources</b>	<b>2,124,240,875</b>	<b>2,141,607,006</b>	<b>2,147,719,034</b>	<b>2,187,521,952</b>	<b>2.1%</b>
<b>CIP CURRENT REVENUE</b>	<b>-14,082,644</b>	<b>-3,467,000</b>	<b>-8,467,000</b>	<b>-18,761,000</b>	<b>441.1%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-2,110,158,231	-2,138,069,401	-2,106,089,401	-2,168,760,952	1.4%
Adjustment for Prior Year Encumbrances/Reserves	39,355,084	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-2,070,803,147</b>	<b>-2,138,069,401</b>	<b>-2,106,089,401</b>	<b>-2,168,760,952</b>	<b>1.4%</b>
<b>Total Use of Resources</b>	<b>-2,084,885,791</b>	<b>-2,141,536,401</b>	<b>-2,114,556,401</b>	<b>-2,187,521,952</b>	<b>2.1%</b>
<b>PROJECTED FUND BALANCE</b>	<b>39,355,084</b>	<b>70,605</b>	<b>33,162,633</b>	<b>0</b>	<b>—</b>
<b>MONTGOMERY COLLEGE</b>					
<b>Current Fund MC</b>					
<b>BEGINNING FUND BALANCE</b>	<b>15,690,244</b>	<b>11,511,131</b>	<b>12,811,385</b>	<b>9,999,949</b>	<b>-13.1%</b>
<b>REVENUES</b>					
Charges for Services	81,622,928	83,660,041	81,568,540	83,287,685	-0.4%
Intergovernmental	32,056,424	34,563,669	33,297,109	34,033,582	-1.5%
Investment Income	61,917	55,000	54,640	55,000	—
Miscellaneous	1,254,083	1,270,000	1,182,562	1,270,000	—
<b>Total REVENUES</b>	<b>114,995,352</b>	<b>119,548,710</b>	<b>116,102,851</b>	<b>118,646,267</b>	<b>-0.8%</b>
<b>CONTRIBUTIONS TO/FROM OTHER FUNDS</b>					
County Contribution to Current/Other Fund	98,933,727	116,733,727	116,733,727	119,733,727	2.6%
County Contribution to CIP Fund	4,847,268	11,471,000	11,471,000	10,941,000	-4.6%
<b>Total CONTRIBUTIONS TO/FROM OTHER FUNDS</b>	<b>103,780,995</b>	<b>128,204,727</b>	<b>128,204,727</b>	<b>130,674,727</b>	<b>1.9%</b>
<b>Total Resources</b>	<b>234,466,591</b>	<b>259,264,568</b>	<b>257,118,963</b>	<b>259,320,943</b>	<b>0.0%</b>
<b>CIP CURRENT REVENUE</b>	<b>-4,847,268</b>	<b>-11,471,000</b>	<b>-11,471,000</b>	<b>-10,941,000</b>	<b>-4.6%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-220,800,930	-243,770,455	-235,648,014	-247,795,651	1.7%
Adjustment for Prior Year Encumbrances/Reserves	3,992,992	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-216,807,938</b>	<b>-243,770,455</b>	<b>-235,648,014</b>	<b>-247,795,651</b>	<b>1.7%</b>
<b>Total Use of Resources</b>	<b>-221,655,206</b>	<b>-255,241,455</b>	<b>-247,119,014</b>	<b>-258,736,651</b>	<b>1.4%</b>
<b>PROJECTED FUND BALANCE</b>	<b>12,811,385</b>	<b>4,023,113</b>	<b>9,999,949</b>	<b>584,292</b>	<b>-85.5%</b>
<b>Special Funds</b>					
<b>Emergency Repair Fund</b>					
<b>BEGINNING FUND BALANCE</b>	<b>765,672</b>	<b>666,072</b>	<b>666,911</b>	<b>641,911</b>	<b>-3.6%</b>
<b>REVENUES</b>					
Investment Income	1,236	0	0	0	—
<b>CONTRIBUTIONS TO/FROM OTHER FUNDS</b>					
County Contribution to Current/Other Fund	250,000	250,000	250,000	250,000	—
<b>Total Resources</b>	<b>1,016,908</b>	<b>916,072</b>	<b>916,911</b>	<b>891,911</b>	<b>-2.6%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-349,997	-350,000	-275,000	-350,000	—
<b>Total Use of Resources</b>	<b>-349,997</b>	<b>-350,000</b>	<b>-275,000</b>	<b>-350,000</b>	<b>—</b>
<b>PROJECTED FUND BALANCE</b>	<b>666,911</b>	<b>566,072</b>	<b>641,911</b>	<b>541,911</b>	<b>-4.3%</b>
<b>MC Grants Tax Supported Fund</b>					
<b>BEGINNING FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>CONTRIBUTIONS TO/FROM OTHER FUNDS</b>					
County Contribution to Current/Other Fund	400,000	400,000	400,000	400,000	—
<b>Total Resources</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>—</b>
<b>APPROPRIATION/EXPENDITURE</b>					



# SCHEDULE A-4

## Fiscal Summary By Fund

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Appropriation/Expenditure	-400,000	-400,000	-400,000	-400,000	—
<b>Total Use of Resources</b>	<b>-400,000</b>	<b>-400,000</b>	<b>-400,000</b>	<b>-400,000</b>	<b>—</b>
<b>PROJECTED FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION</b>					
<b>Special Funds</b>					
<b>Administration Fund</b>					
<b>BEGINNING FUND BALANCE</b>	5,679,108	4,836,598	6,985,210	3,135,483	-35.2%
<b>REVENUES</b>					
Taxes	26,360,981	25,395,989	25,289,793	27,795,118	9.4%
Charges for Services	180,366	240,580	240,580	144,000	-40.1%
Intergovernmental	409,595	400,400	400,400	400,400	—
Investment Income	35,915	20,500	20,500	35,000	70.7%
<b>Total REVENUES</b>	<b>26,986,857</b>	<b>26,057,469</b>	<b>25,951,273</b>	<b>28,374,518</b>	<b>8.9%</b>
<b>NET INTER-FUND TRANSFERS</b>					
To Non-Tax Supported Funds	0	0	0	-500,000	—
From Tax Supported Funds	70,000	0	0	0	—
To Tax Supported Funds	0	-1,100,000	-1,100,000	-500,000	-54.5%
<b>Total NET INTER-FUND TRANSFERS</b>	<b>70,000</b>	<b>-1,100,000</b>	<b>-1,100,000</b>	<b>-1,000,000</b>	<b>-9.1%</b>
<b>Total Resources</b>	<b>32,735,965</b>	<b>29,794,067</b>	<b>31,836,483</b>	<b>30,510,001</b>	<b>2.4%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-25,750,755	-28,709,985	-28,701,000	-29,453,597	2.6%
<b>Total Use of Resources</b>	<b>-25,750,755</b>	<b>-28,709,985</b>	<b>-28,701,000</b>	<b>-29,453,597</b>	<b>2.6%</b>
<b>PROJECTED FUND BALANCE</b>	<b>6,985,210</b>	<b>1,084,082</b>	<b>3,135,483</b>	<b>1,056,404</b>	<b>-2.6%</b>
<b>Park Fund</b>					
<b>BEGINNING FUND BALANCE</b>	7,307,909	3,828,821	5,342,888	4,181,857	9.2%
<b>REVENUES</b>					
Taxes	77,558,047	83,657,376	83,307,553	84,943,728	1.5%
Charges for Services	2,420,570	2,356,200	2,356,200	2,424,443	2.9%
Intergovernmental	2,034,400	2,468,155	2,468,155	2,739,782	11.0%
Investment Income	-30,502	5,000	5,000	5,000	—
Miscellaneous	167,261	122,000	122,000	126,300	3.5%
<b>Total REVENUES</b>	<b>82,149,776</b>	<b>88,608,731</b>	<b>88,258,908</b>	<b>90,239,253</b>	<b>1.8%</b>
<b>NET INTER-FUND TRANSFERS</b>					
From Tax Supported Funds	0	1,100,000	1,100,000	500,000	-54.5%
<b>Total Resources</b>	<b>89,457,685</b>	<b>93,537,552</b>	<b>94,701,796</b>	<b>94,921,110</b>	<b>1.5%</b>
<b>CIP CURRENT REVENUE</b>	-350,000	-350,000	-350,000	-350,000	—
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-79,883,156	-85,027,201	-85,027,201	-86,240,763	1.4%
Debt Service - Other	-3,881,641	-5,142,738	-5,142,738	-5,059,085	-1.6%
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-83,764,797</b>	<b>-90,169,939</b>	<b>-90,169,939</b>	<b>-91,299,848</b>	<b>1.3%</b>
<b>Total Use of Resources</b>	<b>-84,114,797</b>	<b>-90,519,939</b>	<b>-90,519,939</b>	<b>-91,649,848</b>	<b>1.2%</b>
<b>PROJECTED FUND BALANCE</b>	<b>5,342,888</b>	<b>3,017,613</b>	<b>4,181,857</b>	<b>3,271,262</b>	<b>8.4%</b>
<b>ALA Debt Service Fund</b>					
<b>BEGINNING FUND BALANCE</b>	14,967	14,197	18,739	-4,627	-132.6%
<b>REVENUES</b>					
Taxes	1,704,476	1,723,014	1,718,387	1,783,340	3.5%
<b>NET INTER-FUND TRANSFERS</b>					
To Internal Service Funds	-1,404,544	-1,441,540	-1,458,893	-1,609,540	11.7%
<b>Total Resources</b>	<b>314,899</b>	<b>295,671</b>	<b>278,233</b>	<b>169,173</b>	<b>-42.8%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-296,160	-282,860	-282,860	-166,160	-41.3%
<b>Total Use of Resources</b>	<b>-296,160</b>	<b>-282,860</b>	<b>-282,860</b>	<b>-166,160</b>	<b>-41.3%</b>
<b>PROJECTED FUND BALANCE</b>	<b>18,739</b>	<b>12,811</b>	<b>-4,627</b>	<b>3,013</b>	<b>-76.5%</b>
<b>NON-TAX SUPPORTED</b>					
<b>MONTGOMERY COUNTY GOVERNMENT</b>					

# SCHEDULE A-4

## Fiscal Summary By Fund

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>Special Funds</b>					
<b>Water Quality Protection Fund</b>					
<b>BEGINNING FUND BALANCE</b>	7,975,793	8,066,130	9,901,942	10,698,489	32.6%
<b>REVENUES</b>					
Taxes	2,406,995	2,150,000	2,150,000	2,400,000	11.6%
Charges for Services	23,629,218	28,473,690	28,830,224	32,833,364	15.3%
Investment Income	11,430	8,540	21,020	81,730	857.0%
<b>Total REVENUES</b>	<b>26,047,643</b>	<b>30,632,230</b>	<b>31,001,244</b>	<b>35,315,094</b>	<b>15.3%</b>
<b>NET INTER-FUND TRANSFERS</b>					
To Non-Tax Supported Funds	-3,015,767	-3,019,200	-3,019,200	-3,020,250	0.0%
To Tax Supported Funds	-1,196,509	-1,287,544	-1,287,544	-1,330,510	3.3%
<b>Total NET INTER-FUND TRANSFERS</b>	<b>-4,212,276</b>	<b>-4,306,744</b>	<b>-4,306,744</b>	<b>-4,350,760</b>	<b>1.0%</b>
<b>Total Resources</b>	<b>29,811,160</b>	<b>34,391,616</b>	<b>36,596,442</b>	<b>41,662,823</b>	<b>21.1%</b>
<b>CIP CURRENT REVENUE</b>	-1,663,939	-3,826,000	-3,826,000	-13,926,000	264.0%
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-18,302,411	-20,521,787	-20,403,764	-23,273,827	13.4%
Adjustment for Prior Year Encumbrances/Reserves	57,132	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-18,245,279</b>	<b>-20,521,787</b>	<b>-20,403,764</b>	<b>-23,273,827</b>	<b>13.4%</b>
<b>CLAIMS ON FUND</b>					
Designated CIP Current Revenue Projects	0	0	-1,668,189	0	—
<b>Total Use of Resources</b>	<b>-19,909,218</b>	<b>-24,347,787</b>	<b>-25,897,953</b>	<b>-37,199,827</b>	<b>52.8%</b>
<b>PROJECTED FUND BALANCE</b>	<b>9,901,942</b>	<b>10,043,829</b>	<b>10,698,489</b>	<b>4,462,996</b>	<b>-55.6%</b>
<b>Grant Fund MCG</b>					
<b>BEGINNING FUND BALANCE</b>	0	0	0	0	—
<b>REVENUES</b>					
Charges for Services	159,930	299,038	299,038	314,752	5.3%
Intergovernmental	107,344,590	115,325,285	115,325,285	118,747,223	3.0%
Investment Income	731,636	0	0	0	—
Miscellaneous	2,336,322	1,000,000	1,000,000	1,000,000	—
<b>Total REVENUES</b>	<b>110,572,478</b>	<b>116,624,323</b>	<b>116,624,323</b>	<b>120,061,975</b>	<b>2.9%</b>
<b>NET INTER-FUND TRANSFERS</b>					
From Tax Supported Funds	877,234	0	0	0	—
To Tax Supported Funds	0	-638,580	0	0	—
<b>Total NET INTER-FUND TRANSFERS</b>	<b>877,234</b>	<b>-638,580</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Resources</b>	<b>111,449,712</b>	<b>115,985,743</b>	<b>116,624,323</b>	<b>120,061,975</b>	<b>3.5%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-111,449,712	-117,209,637	-117,209,637	-120,669,648	3.0%
<b>Total Use of Resources</b>	<b>-111,449,712</b>	<b>-117,209,637</b>	<b>-117,209,637</b>	<b>-120,669,648</b>	<b>3.0%</b>
<b>PROJECTED FUND BALANCE</b>	<b>0</b>	<b>-1,223,894</b>	<b>-585,314</b>	<b>-607,673</b>	<b>-50.3%</b>
<b>Cable Television</b>					
<b>BEGINNING FUND BALANCE</b>	817,172	-421,618	135,781	1,231,157	-392.0%
<b>REVENUES</b>					
Charges for Services	27,042,894	27,662,814	27,996,271	28,007,439	1.2%
Investment Income	1,574	0	2,890	11,240	—
<b>Total REVENUES</b>	<b>27,044,468</b>	<b>27,662,814</b>	<b>27,999,161</b>	<b>28,018,679</b>	<b>1.3%</b>
<b>NET INTER-FUND TRANSFERS</b>					
To Tax Supported Funds	-10,962,039	-8,389,025	-8,389,025	-9,087,925	8.3%
<b>Total Resources</b>	<b>16,899,601</b>	<b>18,852,171</b>	<b>19,745,917</b>	<b>20,161,911</b>	<b>6.9%</b>
<b>CIP CURRENT REVENUE</b>	-1,603,608	-3,748,000	-3,748,000	-4,098,000	9.3%
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-13,118,385	-14,705,985	-14,766,760	-15,764,947	7.2%
Adjustment for Prior Year Encumbrances/Reserves	-2,041,827	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-15,160,212</b>	<b>-14,705,985</b>	<b>-14,766,760</b>	<b>-15,764,947</b>	<b>7.2%</b>
<b>Total Use of Resources</b>	<b>-16,763,820</b>	<b>-18,453,985</b>	<b>-18,514,760</b>	<b>-19,862,947</b>	<b>7.6%</b>
<b>PROJECTED FUND BALANCE</b>	<b>135,781</b>	<b>398,186</b>	<b>1,231,157</b>	<b>298,964</b>	<b>-24.9%</b>
<b>Montgomery Housing Initiative</b>					

# SCHEDULE A-4

## Fiscal Summary By Fund

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>BEGINNING FUND BALANCE</b>	7,176,095	2,960,408	8,680,975	7,241,980	144.6%
<b>REVENUES</b>					
Taxes	8,721,576	9,658,371	8,499,250	9,182,680	-4.9%
Investment Income	2,048,496	1,000,000	1,468,200	1,468,200	46.8%
Miscellaneous	1,877,195	4,140,636	6,503,406	3,545,674	-14.4%
<b>Total REVENUES</b>	<b>12,647,267</b>	<b>14,799,007</b>	<b>16,470,856</b>	<b>14,196,554</b>	<b>-4.1%</b>
<b>NET INTER-FUND TRANSFERS</b>					
To Non-Tax Supported Funds	-4,963,364	-7,196,010	-7,196,010	-7,196,110	0.0%
From Tax Supported Funds	18,465,682	18,572,277	18,572,277	18,572,277	—
To Tax Supported Funds	-264,505	-295,481	-295,481	-289,410	-2.1%
<b>Total NET INTER-FUND TRANSFERS</b>	<b>13,237,813</b>	<b>11,080,786</b>	<b>11,080,786</b>	<b>11,086,757</b>	<b>0.1%</b>
<b>Total Resources</b>	<b>33,061,175</b>	<b>28,840,201</b>	<b>36,232,617</b>	<b>32,525,291</b>	<b>12.8%</b>
<b>CIP CURRENT REVENUE</b>	0	0	0	-2,275,000	—
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-22,431,338	-27,592,031	-28,925,007	-26,911,271	-2.5%
Debt Service - Other	-67,729	-65,630	-65,630	-63,480	-3.3%
Adjustment for Prior Year Encumbrances/Reserves	-1,881,133	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-24,380,200</b>	<b>-27,657,661</b>	<b>-28,990,637</b>	<b>-26,974,751</b>	<b>-2.5%</b>
<b>Total Use of Resources</b>	<b>-24,380,200</b>	<b>-27,657,661</b>	<b>-28,990,637</b>	<b>-29,249,751</b>	<b>5.8%</b>
<b>PROJECTED FUND BALANCE</b>	<b>8,680,975</b>	<b>1,182,540</b>	<b>7,241,980</b>	<b>3,275,540</b>	<b>177.0%</b>
<b>Restricted Donations</b>					
<b>BEGINNING FUND BALANCE</b>	4,083,703	4,303,000	4,073,985	2,132,706	-50.4%
<b>REVENUES</b>					
Intergovernmental	7,572	0	0	0	—
Investment Income	1,458	0	0	0	—
Miscellaneous	734,700	0	375,889	0	—
<b>Total REVENUES</b>	<b>743,730</b>	<b>0</b>	<b>375,889</b>	<b>0</b>	<b>—</b>
<b>Total Resources</b>	<b>4,827,433</b>	<b>4,303,000</b>	<b>4,449,874</b>	<b>2,132,706</b>	<b>-50.4%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-753,448	0	-2,317,168	0	—
<b>Total Use of Resources</b>	<b>-753,448</b>	<b>0</b>	<b>-2,317,168</b>	<b>0</b>	<b>—</b>
<b>PROJECTED FUND BALANCE</b>	<b>4,073,985</b>	<b>4,303,000</b>	<b>2,132,706</b>	<b>2,132,706</b>	<b>-50.4%</b>
<b>Enterprise Funds</b>					
<b>Community Use of Public Facilities</b>					
<b>BEGINNING UNRESTRICTED NET ASSETS</b>	3,842,602	4,178,496	5,419,310	5,432,550	30.0%
<b>REVENUES</b>					
Charges for Services	10,860,679	10,368,000	10,354,220	10,955,160	5.7%
Investment Income	5,157	2,230	9,480	36,860	1552.9%
Miscellaneous	-8,104	0	0	0	—
<b>Total REVENUES</b>	<b>10,857,732</b>	<b>10,370,230</b>	<b>10,363,700</b>	<b>10,992,020</b>	<b>6.0%</b>
<b>NET INTER-FUND TRANSFERS</b>					
From Tax Supported Funds	159,300	160,000	160,000	160,000	—
To Tax Supported Funds	-429,435	-563,437	-563,437	-468,600	-16.8%
<b>Total NET INTER-FUND TRANSFERS</b>	<b>-270,135</b>	<b>-403,437</b>	<b>-403,437</b>	<b>-308,600</b>	<b>-23.5%</b>
<b>Total Resources</b>	<b>14,430,199</b>	<b>14,145,289</b>	<b>15,379,573</b>	<b>16,115,970</b>	<b>13.9%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-9,035,453	-10,134,509	-9,947,023	-10,846,275	7.0%
Adjustment for Prior Year Encumbrances/Reserves	24,564	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-9,010,889</b>	<b>-10,134,509</b>	<b>-9,947,023</b>	<b>-10,846,275</b>	<b>7.0%</b>
<b>Total Use of Resources</b>	<b>-9,010,889</b>	<b>-10,134,509</b>	<b>-9,947,023</b>	<b>-10,846,275</b>	<b>7.0%</b>
<b>PROJECTED UNRESTRICTED NET ASSETS</b>	<b>5,419,310</b>	<b>4,010,780</b>	<b>5,432,550</b>	<b>5,269,695</b>	<b>31.4%</b>
<b>Bethesda Parking District</b>					
<b>BEGINNING CASH BALANCE</b>	16,716,696	9,908,319	25,614,401	9,809,221	-1.0%
<b>REVENUES</b>					
Taxes	2,553,832	2,629,783	2,695,606	0	—
Licenses & Permits	-19	0	0	0	—

# SCHEDULE A-4

## Fiscal Summary By Fund

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Charges for Services	12,448,063	13,989,730	14,031,000	14,699,000	5.1%
Fines & Forfeitures	4,663,877	4,829,000	4,600,000	4,600,000	-4.7%
Investment Income	9,227	22,720	71,780	107,190	371.8%
Miscellaneous	33,398,914	324,120	-333,326	324,120	—
<b>Total REVENUES</b>	<b>53,073,894</b>	<b>21,795,353</b>	<b>21,065,060</b>	<b>19,730,310</b>	<b>-9.5%</b>
<b>NET INTER-FUND TRANSFERS</b>					
From Non-Tax Supported Funds	0	1,500,000	1,500,000	-1,500,000	-200.0%
From Tax Supported Funds	67,225	0	0	0	—
To Tax Supported Funds	-8,088,560	-7,539,300	-7,539,300	-2,405,538	-68.1%
<b>Total NET INTER-FUND TRANSFERS</b>	<b>-8,021,335</b>	<b>-6,039,300</b>	<b>-6,039,300</b>	<b>-3,905,538</b>	<b>-35.3%</b>
<b>Total Resources</b>	<b>61,769,255</b>	<b>25,664,372</b>	<b>40,640,161</b>	<b>25,633,993</b>	<b>-0.1%</b>
<b>CIP CURRENT REVENUE</b>	<b>-21,876,414</b>	<b>-2,321,000</b>	<b>-15,815,290</b>	<b>-590,000</b>	<b>-74.6%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-8,131,411	-10,052,365	-10,055,861	-10,185,681	1.3%
Debt Service - Other	-4,010,939	-4,959,789	-4,959,789	-4,960,917	0.0%
Adjustment for Prior Year Encumbrances/Reserves	-2,136,090	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-14,278,440</b>	<b>-15,012,154</b>	<b>-15,015,650</b>	<b>-15,146,598</b>	<b>0.9%</b>
<b>Total Use of Resources</b>	<b>-36,154,854</b>	<b>-17,333,154</b>	<b>-30,830,940</b>	<b>-15,736,598</b>	<b>-9.2%</b>
<b>PROJECTED CASH BALANCE</b>	<b>25,614,401</b>	<b>8,331,218</b>	<b>9,809,221</b>	<b>9,897,395</b>	<b>18.8%</b>
<b>Montgomery Hills Parking District</b>					
<b>BEGINNING CASH BALANCE</b>	<b>63,542</b>	<b>73,762</b>	<b>80,484</b>	<b>89,126</b>	<b>20.8%</b>
<b>REVENUES</b>					
Taxes	87,356	82,762	87,643	0	—
Charges for Services	34,002	52,000	45,000	45,000	-13.5%
Fines & Forfeitures	28,081	25,000	25,000	28,000	12.0%
Investment Income	1,835	0	3,370	13,100	—
Miscellaneous	-4,265	0	0	0	—
<b>Total REVENUES</b>	<b>147,009</b>	<b>159,762</b>	<b>161,013</b>	<b>86,100</b>	<b>-46.1%</b>
<b>NET INTER-FUND TRANSFERS</b>					
To Tax Supported Funds	-12,410	-12,846	-12,846	-12,960	0.9%
<b>Total Resources</b>	<b>198,141</b>	<b>220,678</b>	<b>228,651</b>	<b>162,266</b>	<b>-26.5%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-114,403	-140,372	-139,525	-84,231	-40.0%
Adjustment for Prior Year Encumbrances/Reserves	-3,254	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-117,657</b>	<b>-140,372</b>	<b>-139,525</b>	<b>-84,231</b>	<b>-40.0%</b>
<b>Total Use of Resources</b>	<b>-117,657</b>	<b>-140,372</b>	<b>-139,525</b>	<b>-84,231</b>	<b>-40.0%</b>
<b>PROJECTED CASH BALANCE</b>	<b>80,484</b>	<b>80,306</b>	<b>89,126</b>	<b>78,035</b>	<b>-2.8%</b>
<b>Silver Spring Parking District</b>					
<b>BEGINNING CASH BALANCE</b>	<b>13,935,972</b>	<b>15,574,233</b>	<b>18,341,172</b>	<b>14,847,113</b>	<b>-4.7%</b>
<b>REVENUES</b>					
Taxes	7,155,730	7,808,396	8,262,275	0	—
Charges for Services	10,480,369	10,550,000	10,706,250	11,805,800	11.9%
Fines & Forfeitures	2,931,302	2,256,250	2,256,250	2,256,250	—
Investment Income	8,884	13,540	16,340	63,540	369.3%
Miscellaneous	-434,986	0	-1,952,099	6,825,000	—
<b>Total REVENUES</b>	<b>20,141,299</b>	<b>20,628,186</b>	<b>19,289,016</b>	<b>20,950,590</b>	<b>1.6%</b>
<b>NET INTER-FUND TRANSFERS</b>					
To Non-Tax Supported Funds	0	-1,500,000	-1,500,000	1,500,000	-200.0%
From Tax Supported Funds	32,379	0	0	0	—
To Tax Supported Funds	-5,240,054	-6,029,373	-6,029,373	-2,591,407	-57.0%
<b>Total NET INTER-FUND TRANSFERS</b>	<b>-5,207,675</b>	<b>-7,529,373</b>	<b>-7,529,373</b>	<b>-1,091,407</b>	<b>-85.5%</b>
<b>Total Resources</b>	<b>28,869,596</b>	<b>28,673,046</b>	<b>30,100,815</b>	<b>34,706,296</b>	<b>21.0%</b>
<b>CIP CURRENT REVENUE</b>	<b>-1,360,434</b>	<b>-3,225,000</b>	<b>-3,225,000</b>	<b>-4,054,000</b>	<b>25.7%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-9,077,689	-12,026,340	-12,028,702	-11,449,969	-4.8%
Adjustment for Prior Year Encumbrances/Reserves	-90,301	0	0	0	—

# SCHEDULE A-4

## Fiscal Summary By Fund

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>Total APPROPRIATION/EXPENDITURE</b>	-9,167,990	-12,026,340	-12,028,702	-11,449,969	-4.8%
<b>Total Use of Resources</b>	-10,528,424	-15,251,340	-15,253,702	-15,503,969	1.7%
<b>PROJECTED CASH BALANCE</b>	18,341,172	13,421,706	14,847,113	19,202,327	43.1%
<b>Wheaton Parking District</b>					
<b>BEGINNING CASH BALANCE</b>	1,049,317	935,231	1,343,049	1,436,975	53.6%
<b>REVENUES</b>					
Taxes	594,183	480,795	612,004	0	—
Charges for Services	965,432	925,200	960,000	960,000	3.8%
Fines & Forfeitures	608,920	546,000	600,000	600,000	9.9%
Investment Income	1,107	490	2,040	7,930	1518.4%
Miscellaneous	-85,854	0	0	0	—
<b>Total REVENUES</b>	2,083,788	1,952,485	2,174,044	1,567,930	-19.7%
<b>NET INTER-FUND TRANSFERS</b>					
To Tax Supported Funds	-572,727	-576,253	-576,253	-59,910	-89.6%
<b>Total Resources</b>	2,560,378	2,311,463	2,940,840	2,944,995	27.4%
<b>CIP CURRENT REVENUE</b>	-76,263	-157,000	-157,000	-157,000	—
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-1,097,333	-1,348,626	-1,346,865	-1,345,179	-0.3%
Adjustment for Prior Year Encumbrances/Reserves	-43,733	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	-1,141,066	-1,348,626	-1,346,865	-1,345,179	-0.3%
<b>Total Use of Resources</b>	-1,217,329	-1,505,626	-1,503,865	-1,502,179	-0.2%
<b>PROJECTED CASH BALANCE</b>	1,343,049	805,837	1,436,975	1,442,816	79.0%
<b>Permitting Services</b>					
<b>BEGINNING UNRESTRICTED NET ASSETS</b>	22,148,902	12,871,525	28,183,801	12,601,123	-2.1%
<b>REVENUES</b>					
Licenses & Permits	40,892,044	38,460,050	36,791,819	36,140,374	-6.0%
Charges for Services	2,246,309	1,726,575	1,937,740	2,017,709	16.9%
Fines & Forfeitures	93,658	0	136,800	85,043	—
Investment Income	24,815	24,000	45,640	177,460	639.4%
Miscellaneous	7,537	0	0	0	—
<b>Total REVENUES</b>	43,264,363	40,210,625	38,911,999	38,420,586	-4.5%
<b>NET INTER-FUND TRANSFERS</b>					
From Tax Supported Funds	1,153,770	1,153,770	0	0	—
To Tax Supported Funds	-3,773,074	-4,090,186	-4,090,186	-4,206,430	2.8%
<b>Total NET INTER-FUND TRANSFERS</b>	-2,619,304	-2,936,416	-4,090,186	-4,206,430	43.3%
<b>Total Resources</b>	62,793,961	50,145,734	63,005,614	46,815,279	-6.6%
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-29,932,521	-32,007,836	-32,083,221	-33,893,405	5.9%
Adjustment for Prior Year Encumbrances/Reserves	-179,664	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	-30,112,185	-32,007,836	-32,083,221	-33,893,405	5.9%
<b>CLAIMS ON FUND</b>					
Set Aside: Future Needs	-4,497,975	-8,108,752	-18,321,270	-3,558,818	-56.1%
<b>Total Use of Resources</b>	-34,610,160	-40,116,588	-50,404,491	-37,452,223	-6.6%
<b>PROJECTED UNRESTRICTED NET ASSETS</b>	28,183,801	10,029,146	12,601,123	9,363,056	-6.6%
<b>Solid Waste Collection</b>					
<b>BEGINNING RETAINED EARNINGS</b>	2,366,270	2,054,994	2,330,824	1,462,184	-28.8%
<b>REVENUES</b>					
Charges for Services	6,040,713	6,052,200	6,040,948	6,428,730	6.2%
Investment Income	2,293	1,220	4,220	16,410	1245.1%
<b>Total REVENUES</b>	6,043,006	6,053,420	6,045,168	6,445,140	6.5%
<b>NET INTER-FUND TRANSFERS</b>					
To Tax Supported Funds	-202,810	-203,943	-203,943	-217,850	6.8%
<b>Total Resources</b>	8,206,466	7,904,471	8,172,049	7,689,474	-2.7%
<b>CIP CURRENT REVENUE</b>	0	-421,000	-421,000	0	—
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-5,875,639	-6,414,835	-6,288,865	-6,477,939	1.0%

# SCHEDULE A-4

## Fiscal Summary By Fund

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Budget to GAAP Reconciliation	-54,211	0	0	0	—
Current Year Encumbrances	54,208	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-5,875,642	-6,414,835	-6,288,865	-6,477,939	1.0%
<b>Total Use of Resources</b>	<b>-5,875,642</b>	<b>-6,835,835</b>	<b>-6,709,865</b>	<b>-6,477,939</b>	<b>-5.2%</b>
<b>ENDING RETAINED EARNINGS</b>	<b>2,330,824</b>	<b>1,068,636</b>	<b>1,462,184</b>	<b>1,211,535</b>	<b>13.4%</b>
<b>Solid Waste Disposal</b>					
	0	0	0	0	—
<b>REVENUES</b>					
Licenses & Permits	13,145	15,000	15,000	13,145	-12.4%
Charges for Services	94,408,848	91,016,136	91,610,250	90,192,461	-0.9%
Fines & Forfeitures	56,934	22,000	22,000	56,934	158.8%
Investment Income	40,553	140,260	74,580	289,990	106.8%
Miscellaneous	80,347	5,013,514	6,096,034	5,776,193	15.2%
Total REVENUES	94,599,827	96,206,910	97,817,864	96,328,723	0.1%
<b>NET INTER-FUND TRANSFERS</b>					
From Non-Tax Supported Funds	885,196	1,132,744	1,132,744	1,052,224	-7.1%
From Tax Supported Funds	1,262,760	1,548,890	1,548,890	1,457,930	-5.9%
To Tax Supported Funds	-1,743,936	-1,847,329	-1,847,329	-1,826,160	-1.1%
Total NET INTER-FUND TRANSFERS	404,020	834,305	834,305	683,994	-18.0%
<b>Total Resources</b>	<b>95,003,847</b>	<b>97,041,215</b>	<b>98,652,169</b>	<b>97,012,717</b>	<b>0.0%</b>
<b>CIP CURRENT REVENUE</b>	<b>0</b>	<b>-718,000</b>	<b>-718,000</b>	<b>0</b>	<b>—</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-92,344,374	-103,125,261	-100,736,484	-105,411,914	2.2%
Less CY Accrued Closure Costs	997,933	-37,110	-30,422	-36,426	-1.8%
Plus Payout of Appropriated Closure Costs	-27,215,859	1,494,900	1,494,904	2,415,495	61.6%
Total APPROPRIATION/EXPENDITURE	-118,562,300	-101,667,471	-99,272,002	-103,032,845	1.3%
<b>Total Use of Resources</b>	<b>-118,562,300</b>	<b>-102,385,471</b>	<b>-99,990,002</b>	<b>-103,032,845</b>	<b>0.6%</b>
<b>NET CHANGE</b>	<b>-23,558,453</b>	<b>-5,344,256</b>	<b>-1,337,833</b>	<b>-6,020,128</b>	<b>12.6%</b>
<b>Vacuum Leaf Collection</b>					
<b>BEGINNING FUND BALANCE</b>	<b>1,535,193</b>	<b>710,420</b>	<b>1,299,279</b>	<b>968,830</b>	<b>36.4%</b>
<b>REVENUES</b>					
Charges for Services	6,544,220	6,526,335	6,528,485	6,535,000	0.1%
Investment Income	1,230	2,150	2,260	8,790	308.8%
Total REVENUES	6,545,450	6,528,485	6,530,745	6,543,790	0.2%
<b>NET INTER-FUND TRANSFERS</b>					
To Non-Tax Supported Funds	-885,196	-1,132,744	-1,132,744	-1,052,224	-7.1%
To Tax Supported Funds	-479,276	-503,807	-503,807	-494,320	-1.9%
Total NET INTER-FUND TRANSFERS	-1,364,472	-1,636,551	-1,636,551	-1,546,544	-5.5%
<b>Total Resources</b>	<b>6,716,171</b>	<b>5,602,354</b>	<b>6,193,473</b>	<b>5,966,076</b>	<b>6.5%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-5,447,247	-5,224,643	-5,224,643	-5,417,595	3.7%
Adjustment for Prior Year Encumbrances/Reserves	30,355	0	0	0	—
Total APPROPRIATION/EXPENDITURE	-5,416,892	-5,224,643	-5,224,643	-5,417,595	3.7%
<b>Total Use of Resources</b>	<b>-5,416,892</b>	<b>-5,224,643</b>	<b>-5,224,643</b>	<b>-5,417,595</b>	<b>3.7%</b>
<b>PROJECTED FUND BALANCE</b>	<b>1,299,279</b>	<b>377,711</b>	<b>968,830</b>	<b>548,481</b>	<b>45.2%</b>
<b>Liquor Control</b>					
<b>BEGINNING CASH BALANCE</b>	<b>5,133,136</b>	<b>7,498,834</b>	<b>7,903,057</b>	<b>2,568,683</b>	<b>-65.7%</b>
<b>REVENUES</b>					
Taxes	7,520	0	0	0	—
Licenses & Permits	1,727,616	1,726,197	1,726,197	1,726,197	—
Charges for Services	19,756	8,740	8,740	8,740	—
Fines & Forfeitures	216,243	220,560	220,560	220,560	—
Investment Income	5,756	680	7,730	30,060	4320.6%
Miscellaneous	75,827,910	77,033,671	77,650,416	81,463,676	5.8%
Total REVENUES	77,804,801	78,989,848	79,613,643	83,449,233	5.6%
<b>NET INTER-FUND TRANSFERS</b>					

# SCHEDULE A-4

## Fiscal Summary By Fund

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
To Tax Supported Funds	-20,891,294	-27,790,916	-27,790,916	-24,569,660	-11.6%
<b>Total Resources</b>	<b>62,046,643</b>	<b>58,697,766</b>	<b>59,725,784</b>	<b>61,448,256</b>	<b>4.7%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-42,049,177	-46,145,741	-46,818,501	-48,329,648	4.7%
Debt Service - Other	-7,914,065	-10,123,000	-10,338,600	-11,002,600	8.7%
Adjustment for Prior Year Encumbrances/Reserves	-4,180,344	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-54,143,586</b>	<b>-56,268,741</b>	<b>-57,157,101</b>	<b>-59,332,248</b>	<b>5.4%</b>
<b>Total Use of Resources</b>	<b>-54,143,586</b>	<b>-56,268,741</b>	<b>-57,157,101</b>	<b>-59,332,248</b>	<b>5.4%</b>
<b>PROJECTED CASH BALANCE</b>	<b>7,903,057</b>	<b>2,429,025</b>	<b>2,568,683</b>	<b>2,116,008</b>	<b>-12.9%</b>
<b>DEBT SERVICE</b>					
<b>Debt Service - Non-Tax Supported</b>					
<b>BEGINNING FUND BALANCE</b>	0	0	0	0	—
<b>NET INTER-FUND TRANSFERS</b>					
From Non-Tax Supported Funds	7,965,964	10,215,210	10,215,210	10,216,360	0.0%
<b>Total Resources</b>	<b>7,965,964</b>	<b>10,215,210</b>	<b>10,215,210</b>	<b>10,216,360</b>	<b>0.0%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Debt Service - Other	-7,965,964	-10,215,210	-10,215,210	-10,216,360	0.0%
<b>Total Use of Resources</b>	<b>-7,965,964</b>	<b>-10,215,210</b>	<b>-10,215,210</b>	<b>-10,216,360</b>	<b>0.0%</b>
<b>PROJECTED FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>MONTGOMERY COUNTY PUBLIC SCHOOLS</b>					
<b>Grant Fund MCPS</b>					
<b>BEGINNING FUND BALANCE</b>	0	0	0	0	—
<b>REVENUES</b>					
Intergovernmental	74,809,399	77,903,934	77,903,934	77,170,491	-0.9%
<b>Total Resources</b>	<b>74,809,399</b>	<b>77,903,934</b>	<b>77,903,934</b>	<b>77,170,491</b>	<b>-0.9%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-74,809,399	-77,903,934	-77,903,934	-77,170,491	-0.9%
<b>Total Use of Resources</b>	<b>-74,809,399</b>	<b>-77,903,934</b>	<b>-77,903,934</b>	<b>-77,170,491</b>	<b>-0.9%</b>
<b>PROJECTED FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Enterprise Funds</b>					
<b>Food Service Fund</b>					
<b>BEGINNING CASH BALANCE</b>	5,618,353	5,618,353	6,129,713	6,129,713	9.1%
<b>REVENUES</b>					
Charges for Services	19,343,941	18,829,956	18,829,956	21,699,064	15.2%
Intergovernmental	33,255,447	32,392,450	32,392,450	31,467,815	-2.9%
<b>Total REVENUES</b>	<b>52,599,388</b>	<b>51,222,406</b>	<b>51,222,406</b>	<b>53,166,879</b>	<b>3.8%</b>
<b>Total Resources</b>	<b>58,217,741</b>	<b>56,840,759</b>	<b>57,352,119</b>	<b>59,296,592</b>	<b>4.3%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-52,926,067	-51,222,406	-51,222,406	-53,166,879	3.8%
Adjustment for Prior Year Encumbrances/Reserves	838,039	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-52,088,028</b>	<b>-51,222,406</b>	<b>-51,222,406</b>	<b>-53,166,879</b>	<b>3.8%</b>
<b>Total Use of Resources</b>	<b>-52,088,028</b>	<b>-51,222,406</b>	<b>-51,222,406</b>	<b>-53,166,879</b>	<b>3.8%</b>
<b>PROJECTED CASH BALANCE</b>	<b>6,129,713</b>	<b>5,618,353</b>	<b>6,129,713</b>	<b>6,129,713</b>	<b>9.1%</b>
<b>Real Estate Fund</b>					
<b>BEGINNING CASH BALANCE</b>	829,965	829,965	873,905	873,905	5.3%
<b>REVENUES</b>					
Miscellaneous	2,744,862	3,166,047	3,166,047	3,257,703	2.9%
<b>Total Resources</b>	<b>3,574,827</b>	<b>3,996,012</b>	<b>4,039,952</b>	<b>4,131,608</b>	<b>3.4%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-2,845,571	-3,166,047	-3,166,047	-3,257,703	2.9%
Adjustment for Prior Year Encumbrances/Reserves	144,649	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-2,700,922</b>	<b>-3,166,047</b>	<b>-3,166,047</b>	<b>-3,257,703</b>	<b>2.9%</b>
<b>Total Use of Resources</b>	<b>-2,700,922</b>	<b>-3,166,047</b>	<b>-3,166,047</b>	<b>-3,257,703</b>	<b>2.9%</b>
<b>PROJECTED CASH BALANCE</b>	<b>873,905</b>	<b>829,965</b>	<b>873,905</b>	<b>873,905</b>	<b>5.3%</b>

# SCHEDULE A-4

## Fiscal Summary By Fund

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>Field Trip Fund</b>					
BEGINNING CASH BALANCE	147,404	147,404	65,712	65,712	-55.4%
REVENUES					
Charges for Services	1,786,478	1,895,960	1,895,960	1,991,533	5.0%
<b>Total Resources</b>	<b>1,933,882</b>	<b>2,043,364</b>	<b>1,961,672</b>	<b>2,057,245</b>	<b>0.7%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-1,803,944	-1,895,960	-1,895,960	-1,991,533	5.0%
Adjustment for Prior Year Encumbrances/Reserves	-64,226	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-1,868,170</b>	<b>-1,895,960</b>	<b>-1,895,960</b>	<b>-1,991,533</b>	<b>5.0%</b>
<b>Total Use of Resources</b>	<b>-1,868,170</b>	<b>-1,895,960</b>	<b>-1,895,960</b>	<b>-1,991,533</b>	<b>5.0%</b>
PROJECTED CASH BALANCE	65,712	147,404	65,712	65,712	-55.4%
<b>Entrepreneurial Activities Fund</b>					
BEGINNING CASH BALANCE	1,105,228	1,105,228	791,097	791,097	-28.4%
REVENUES					
Charges for Services	1,974,638	2,910,612	2,910,612	2,700,509	-7.2%
<b>Total Resources</b>	<b>3,079,866</b>	<b>4,015,840</b>	<b>3,701,709</b>	<b>3,491,606</b>	<b>-13.1%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-2,356,182	-2,910,612	-2,910,612	-2,700,509	-7.2%
Adjustment for Prior Year Encumbrances/Reserves	67,413	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-2,288,769</b>	<b>-2,910,612</b>	<b>-2,910,612</b>	<b>-2,700,509</b>	<b>-7.2%</b>
<b>Total Use of Resources</b>	<b>-2,288,769</b>	<b>-2,910,612</b>	<b>-2,910,612</b>	<b>-2,700,509</b>	<b>-7.2%</b>
PROJECTED CASH BALANCE	791,097	1,105,228	791,097	791,097	-28.4%
<b>Instructional Television Fund</b>					
BEGINNING CASH BALANCE	77,860	77,860	-61,288	-61,288	-178.7%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,477,261	1,595,624	1,595,624	1,654,209	3.7%
<b>Total Resources</b>	<b>1,555,121</b>	<b>1,673,484</b>	<b>1,534,336</b>	<b>1,592,921</b>	<b>-4.8%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-1,538,549	-1,595,624	-1,595,624	-1,654,209	3.7%
Adjustment for Prior Year Encumbrances/Reserves	-77,860	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-1,616,409</b>	<b>-1,595,624</b>	<b>-1,595,624</b>	<b>-1,654,209</b>	<b>3.7%</b>
<b>Total Use of Resources</b>	<b>-1,616,409</b>	<b>-1,595,624</b>	<b>-1,595,624</b>	<b>-1,654,209</b>	<b>3.7%</b>
PROJECTED CASH BALANCE	-61,288	77,860	-61,288	-61,288	-178.7%
<b>MONTGOMERY COLLEGE</b>					
<b>Special Funds</b>					
<b>Grant Fund MC</b>					
BEGINNING FUND BALANCE	0	0	0	0	—
REVENUES					
Intergovernmental	10,658,183	19,773,000	10,658,183	19,773,000	—
<b>Total Resources</b>	<b>10,658,183</b>	<b>19,773,000</b>	<b>10,658,183</b>	<b>19,773,000</b>	<b>—</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-10,658,183	-19,773,000	-10,658,183	-19,773,000	—
<b>Total Use of Resources</b>	<b>-10,658,183</b>	<b>-19,773,000</b>	<b>-10,658,183</b>	<b>-19,773,000</b>	<b>—</b>
PROJECTED FUND BALANCE	0	0	0	0	—
<b>Endowment Fund</b>					
BEGINNING FUND BALANCE	603,574	539,574	536,233	537,133	-0.5%
REVENUES					
Miscellaneous	885	1,000	900	1,000	—
<b>Total Resources</b>	<b>604,459</b>	<b>540,574</b>	<b>537,133</b>	<b>538,133</b>	<b>-0.5%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	-65,000	-263,000	0	-263,000	—
Adjustment for Prior Year Encumbrances/Reserves	-3,226	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-68,226</b>	<b>-263,000</b>	<b>0</b>	<b>-263,000</b>	<b>—</b>
<b>Total Use of Resources</b>	<b>-68,226</b>	<b>-263,000</b>	<b>0</b>	<b>-263,000</b>	<b>—</b>
PROJECTED FUND BALANCE	536,233	277,574	537,133	275,133	-0.9%



# SCHEDULE A-4

## Fiscal Summary By Fund

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>Enterprise Funds</b>					
<b>Workforce Development &amp; Continuing Ed</b>					
<b>BEGINNING FUND BALANCE</b>	4,055,355	3,502,408	3,639,431	3,163,394	-9.7%
<b>REVENUES</b>					
Charges for Services	7,032,778	9,650,000	7,100,000	9,843,000	2.0%
Intergovernmental	6,147,053	6,541,288	6,370,003	5,971,322	-8.7%
Miscellaneous	11,705	410,000	165,000	388,000	-5.4%
<b>Total REVENUES</b>	13,191,536	16,601,288	13,635,003	16,202,322	-2.4%
<b>Total Resources</b>	17,246,891	20,103,696	17,274,434	19,365,716	-3.7%
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-13,744,210	-18,200,205	-14,111,040	-18,675,686	2.6%
Adjustment for Prior Year Encumbrances/Reserves	136,750	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	-13,607,460	-18,200,205	-14,111,040	-18,675,686	2.6%
<b>Total Use of Resources</b>	-13,607,460	-18,200,205	-14,111,040	-18,675,686	2.6%
<b>PROJECTED FUND BALANCE</b>	3,639,431	1,903,491	3,163,394	690,030	-63.7%
<b>Auxiliary Fund</b>					
<b>BEGINNING FUND BALANCE</b>	3,173,975	2,977,498	2,916,128	2,489,422	-16.4%
<b>REVENUES</b>					
Charges for Services	3,103,715	3,612,400	2,901,079	3,162,200	-12.5%
Miscellaneous	1,205,364	1,861,000	1,468,556	1,612,000	-13.4%
<b>Total REVENUES</b>	4,309,079	5,473,400	4,369,635	4,774,200	-12.8%
<b>NET INTER-FUND TRANSFERS</b>					
To Internal Service Funds	-33,859	0	0	0	—
<b>Total Resources</b>	7,449,195	8,450,898	7,285,763	7,263,622	-14.0%
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-4,513,089	-5,838,157	-4,796,341	-5,414,054	-7.3%
Adjustment for Prior Year Encumbrances/Reserves	-19,978	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	-4,533,067	-5,838,157	-4,796,341	-5,414,054	-7.3%
<b>Total Use of Resources</b>	-4,533,067	-5,838,157	-4,796,341	-5,414,054	-7.3%
<b>PROJECTED FUND BALANCE</b>	2,916,128	2,612,741	2,489,422	1,849,568	-29.2%
<b>Cable Television Fund</b>					
<b>BEGINNING FUND BALANCE</b>	217,744	188,944	241,498	196,923	4.2%
<b>REVENUES</b>					
Miscellaneous	470	0	425	0	—
<b>NET INTER-FUND TRANSFERS</b>					
From Tax Supported Funds	1,345,800	1,430,000	1,430,000	1,542,300	7.9%
<b>Total Resources</b>	1,564,014	1,618,944	1,671,923	1,739,223	7.4%
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-1,361,743	-1,505,000	-1,475,000	-1,634,073	8.6%
Adjustment for Prior Year Encumbrances/Reserves	39,227	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	-1,322,516	-1,505,000	-1,475,000	-1,634,073	8.6%
<b>Total Use of Resources</b>	-1,322,516	-1,505,000	-1,475,000	-1,634,073	8.6%
<b>PROJECTED FUND BALANCE</b>	241,498	113,944	196,923	105,150	-7.7%
<b>Major Facilities Reserve Fund</b>					
<b>BEGINNING FUND BALANCE</b>	5,152,677	5,870,677	10,239,265	10,780,434	83.6%
<b>REVENUES</b>					
Charges for Services	3,069,654	3,075,000	2,879,125	2,900,000	-5.7%
Investment Income	14,422	20,000	15,000	14,000	-30.0%
<b>Total REVENUES</b>	3,084,076	3,095,000	2,894,125	2,914,000	-5.8%
<b>Total Resources</b>	8,236,753	8,965,677	13,133,390	13,694,434	52.7%
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-2,351,957	-3,500,000	-2,352,956	-7,500,000	114.3%
Adjustment for Prior Year Encumbrances/Reserves	4,354,469	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	2,002,512	-3,500,000	-2,352,956	-7,500,000	114.3%
<b>Total Use of Resources</b>	2,002,512	-3,500,000	-2,352,956	-7,500,000	114.3%
<b>PROJECTED FUND BALANCE</b>	10,239,265	5,465,677	10,780,434	6,194,434	13.3%

# SCHEDULE A-4

## Fiscal Summary By Fund

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>Transportation Fund</b>					
<b>BEGINNING FUND BALANCE</b>	5,441,555	5,829,555	8,270,048	8,220,048	41.0%
<b>REVENUES</b>					
Charges for Services	2,389,153	2,975,000	2,682,000	3,875,000	30.3%
Miscellaneous	219,247	21,000	480,319	270,000	1185.7%
<b>Total REVENUES</b>	<b>2,608,400</b>	<b>2,996,000</b>	<b>3,162,319</b>	<b>4,145,000</b>	<b>38.4%</b>
<b>Total Resources</b>	<b>8,049,955</b>	<b>8,825,555</b>	<b>11,432,367</b>	<b>12,365,048</b>	<b>40.1%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-2,788,189	-3,500,000	-3,212,319	-4,400,000	25.7%
Adjustment for Prior Year Encumbrances/Reserves	3,008,282	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>220,093</b>	<b>-3,500,000</b>	<b>-3,212,319</b>	<b>-4,400,000</b>	<b>25.7%</b>
<b>Total Use of Resources</b>	<b>220,093</b>	<b>-3,500,000</b>	<b>-3,212,319</b>	<b>-4,400,000</b>	<b>25.7%</b>
<b>PROJECTED FUND BALANCE</b>	<b>8,270,048</b>	<b>5,325,555</b>	<b>8,220,048</b>	<b>7,965,048</b>	<b>49.6%</b>
<b>MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION</b>					
<b>Grant Fund MNCPPC</b>					
<b>BEGINNING FUND BALANCE</b>	0	0	0	0	—
<b>REVENUES</b>					
Intergovernmental	53,086	550,000	550,000	550,000	—
<b>Total Resources</b>	<b>53,086</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>—</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-53,086	-550,000	-550,000	-550,000	—
<b>Total Use of Resources</b>	<b>-53,086</b>	<b>-550,000</b>	<b>-550,000</b>	<b>-550,000</b>	<b>—</b>
<b>PROJECTED FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Enterprise Funds</b>					
<b>Special Revenue Funds</b>					
<b>BEGINNING FUND BALANCE</b>	6,222,763	4,460,119	5,194,308	3,326,323	-25.4%
<b>REVENUES</b>					
Charges for Services	2,200,585	2,634,700	2,666,600	2,705,498	2.7%
Intergovernmental	81,423	55,000	55,000	55,000	—
Investment Income	16,957	8,300	7,300	6,300	-24.1%
Miscellaneous	172,828	0	0	0	—
<b>Total REVENUES</b>	<b>2,471,793</b>	<b>2,698,000</b>	<b>2,728,900</b>	<b>2,766,798</b>	<b>2.5%</b>
<b>NET INTER-FUND TRANSFERS</b>					
From Non-Tax Supported Funds	150,000	0	0	0	—
From Tax Supported Funds	0	0	0	500,000	—
From Component Units/Agencies	879,484	866,800	866,800	811,500	-6.4%
<b>Total NET INTER-FUND TRANSFERS</b>	<b>1,029,484</b>	<b>866,800</b>	<b>866,800</b>	<b>1,311,500</b>	<b>51.3%</b>
<b>Total Resources</b>	<b>9,724,040</b>	<b>8,024,919</b>	<b>8,790,008</b>	<b>7,404,621</b>	<b>-7.7%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-4,529,732	-5,744,249	-5,463,685	-5,656,827	-1.5%
<b>Total Use of Resources</b>	<b>-4,529,732</b>	<b>-5,744,249</b>	<b>-5,463,685</b>	<b>-5,656,827</b>	<b>-1.5%</b>
<b>PROJECTED FUND BALANCE</b>	<b>5,194,308</b>	<b>2,280,670</b>	<b>3,326,323</b>	<b>1,747,794</b>	<b>-23.4%</b>
<b>Enterprise Fund</b>					
<b>BEGINNING CASH BALANCE</b>	5,674,846	5,811,588	7,076,824	6,822,063	17.4%
<b>REVENUES</b>					
Charges for Services	10,012,038	9,719,505	9,604,060	10,296,041	5.9%
Intergovernmental	66,687	0	0	0	—
Miscellaneous	18,197	8,000	7,800	20,000	150.0%
<b>Total REVENUES</b>	<b>10,096,922</b>	<b>9,727,505</b>	<b>9,611,860</b>	<b>10,316,041</b>	<b>6.1%</b>
<b>Total Resources</b>	<b>15,771,768</b>	<b>15,539,093</b>	<b>16,688,684</b>	<b>17,138,104</b>	<b>10.3%</b>
<b>CIP CURRENT REVENUE</b>	<b>-363,948</b>	<b>-800,000</b>	<b>-972,000</b>	<b>-800,000</b>	<b>—</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-8,009,815	-8,639,917	-8,894,621	-8,631,262	-0.1%
Debt Service - Other	-226,052	0	0	0	—
Changes In Working Capital	-95,129	0	0	0	—
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>-8,330,996</b>	<b>-8,639,917</b>	<b>-8,894,621</b>	<b>-8,631,262</b>	<b>-0.1%</b>

# SCHEDULE A-4

## Fiscal Summary By Fund

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>Total Use of Resources</b>	<b>-8,694,944</b>	<b>-9,439,917</b>	<b>-9,866,621</b>	<b>-9,431,262</b>	<b>-0.1%</b>
<b>PROJECTED CASH BALANCE</b>	<b>7,076,824</b>	<b>6,099,176</b>	<b>6,822,063</b>	<b>7,706,842</b>	<b>26.4%</b>
<b>Prop Mgmt MNCPPC</b>					
<b>BEGINNING FUND BALANCE</b>	969,299	964,641	970,361	970,361	0.6%
<b>REVENUES</b>					
Charges for Services	1,014,976	1,024,500	1,024,500	1,123,800	9.7%
Investment Income	3,110	1,820	1,820	3,000	64.8%
Miscellaneous	5,631	0	0	0	—
<b>Total REVENUES</b>	<b>1,023,717</b>	<b>1,026,320</b>	<b>1,026,320</b>	<b>1,126,800</b>	<b>9.8%</b>
<b>NET INTER-FUND TRANSFERS</b>					
To Non-Tax Supported Funds	-150,000	0	0	0	—
<b>Total Resources</b>	<b>1,843,016</b>	<b>1,990,961</b>	<b>1,996,681</b>	<b>2,097,161</b>	<b>5.3%</b>
<b>APPROPRIATION/EXPENDITURE</b>					
Appropriation/Expenditure	-872,655	-1,026,320	-1,026,320	-1,126,800	9.8%
<b>Total Use of Resources</b>	<b>-872,655</b>	<b>-1,026,320</b>	<b>-1,026,320</b>	<b>-1,126,800</b>	<b>9.8%</b>
<b>PROJECTED FUND BALANCE</b>	<b>970,361</b>	<b>964,641</b>	<b>970,361</b>	<b>970,361</b>	<b>0.6%</b>

# SCHEDULE A-5

## Inter-Fund Transfers

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>TAX SUPPORTED</b>					
<b>MONTGOMERY COUNTY GOVERNMENT</b>					
<b>County General Fund</b>					
<b>From Non-Tax Supported Funds</b>					
From Bethesda PD: Overhead	300,010	339,098	339,098	354,960	4.7%
From Bethesda PD: Technology Modernization	17,630	20,193	20,193	0	—
From Cable TV	7,575,000	4,753,735	4,753,735	5,277,325	11.0%
From Cable TV: MC Cable Fund	1,345,800	1,430,000	1,430,000	1,542,300	7.9%
From Cable TV: MCPS Instructional TV Fund	1,477,261	1,595,624	1,595,624	1,654,209	3.7%
From Cable TV: Overhead	538,853	579,475	579,475	614,091	6.0%
From Cable TV: Technology Modernization	25,125	30,191	30,191	0	—
From Community Use of Public Fac: Technology Mod	22,825	26,469	26,469	0	—
From Community Use of Public Facilities: Other DCM	7,330	7,330	7,330	7,330	—
From Community Use of Public Facilities: Overhead	399,280	420,820	420,820	461,270	9.6%
From Grant Fund: HB669 Debt Service	0	638,580	0	0	—
From Liquor Control: Technology Modernization	275,964	960,383	960,383	0	—
From Liquor Fund: Earnings Transfer	18,085,880	24,021,413	24,021,413	21,453,970	-10.7%
From Liquor Fund: Overhead	2,529,450	2,809,120	2,809,120	3,115,690	10.9%
From Montgomery Hills PD: Overhead	7,010	7,381	7,381	7,960	7.8%
From Montgomery Hills PD: RSC	5,000	5,000	5,000	5,000	—
From Montgomery Hills PD: Technology Modernization	400	465	465	0	—
From Montgomery Housing Initiative: Technology	12,605	14,551	14,551	0	—
From Montgomery Housing Initiative: Overhead	251,900	280,930	280,930	289,410	3.0%
From Permitting Services: DCM	109,020	109,020	109,020	109,020	—
From Permitting Services: DPWT Lab Testing	100,000	100,000	100,000	100,000	—
From Permitting Services: Overhead	3,395,760	3,682,700	3,682,700	3,997,410	8.5%
From Permitting Services: Technology Modernization	168,294	198,466	198,466	0	—
From Silver Spring PD: Overhead	327,600	346,163	346,163	390,150	12.7%
From Silver Spring PD: Technology Modernization	20,636	23,984	23,984	0	—
From Solid Waste Collection: DCM	5,000	5,000	5,000	5,000	—
From Solid Waste Collection: Overhead	188,280	188,619	188,619	212,850	12.8%

# SCHEDULE A-5

## Inter-Fund Transfers

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
From Solid Waste Collection: Technology Modernizat	9,530	10,324	10,324	0	—
From Solid Waste Disposal: DCM	23,380	23,380	23,380	23,380	—
From Solid Waste Disposal: EOB Rent	203,860	214,020	214,020	218,770	2.2%
From Solid Waste Disposal: Overhead	1,438,170	1,519,080	1,519,080	1,584,010	4.3%
From Solid Waste Disposal: Technology Modernizatio	78,526	90,849	90,849	0	—
From Vacuum Leaf Collection: Overhead	450,710	473,290	473,290	494,320	4.4%
From Vacuum Leaf Collection: Technology Modernizat	28,566	30,517	30,517	0	—
From Water Quality Protection Fund: Overhead	1,129,140	1,206,980	1,206,980	1,330,510	10.2%
From Water Quality Protection: Technology Moderniz	67,369	80,564	80,564	0	—
From Wheaton PD: Overhead	52,520	55,478	55,478	59,910	8.0%
From Wheaton PD: Technology Modernization	2,887	3,455	3,455	0	—
<b>TOTAL FROM NON-TAX SUPPORTED FUNDS</b>	<b>40,676,571</b>	<b>46,302,647</b>	<b>45,664,067</b>	<b>43,308,845</b>	<b>-6.5%</b>
<b>From Tax Supported Funds</b>					
From Bethesda Urban District: Overhead	19,940	20,910	20,910	22,050	5.5%
From Bradley Noise Abatement	6	0	0	0	—
From Cabin John Noise Abatement District	40	0	0	0	—
From Fire District: DCM	120,750	120,750	120,750	120,750	—
From Mass Transit: Fund Balance Transfer	0	325,000	0	1,900,000	484.6%
From Mass Transit: Overhead	9,959,300	10,548,510	10,548,510	11,130,400	5.5%
From Recreation: Facility Maintenance Cost	1,151,850	1,151,850	1,151,850	1,151,850	—
From Recreation: Fund Balance Transfer	700,000	350,000	0	0	—
From Recreation: Other - DCM	83,200	83,200	83,200	83,200	—
From Recreation: Overhead	2,789,200	3,019,990	3,019,990	3,208,980	6.3%
From Recreation: Custodial Cleaning Costs	611,360	611,360	611,360	611,360	—
From Silver Spring Urban District: Overhead	286,320	351,850	351,850	370,790	5.4%
From Wheaton Urban District: Overhead	171,110	196,450	196,450	222,660	13.3%
<b>TOTAL FROM TAX SUPPORTED FUNDS</b>	<b>15,893,076</b>	<b>16,779,870</b>	<b>16,104,870</b>	<b>18,822,040</b>	<b>12.2%</b>
<b>To Non-Tax Supported Funds</b>					
To Community Use of Public Facilities: Elections	-134,300	-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	-18,465,682	-18,572,277	-18,572,277	-18,572,277	—
To Permitting Programs Fund: Green Tape Position	-94,110	-94,110	0	0	—
To Permitting Programs Fund: Public Agency Permits	-1,059,660	-1,059,660	0	0	—
To Silver Spring Parking District: Parking Meters	-32,379	0	0	0	—
To Solid Waste Disposal Fund	-1,262,760	-1,548,890	-1,548,890	-1,457,930	-5.9%
<b>TOTAL TO NON-TAX SUPPORTED FUNDS</b>	<b>-21,073,891</b>	<b>-21,434,937</b>	<b>-20,281,167</b>	<b>-20,190,207</b>	<b>-5.8%</b>
<b>To Tax Supported Funds</b>					
To Bethesda Urban District: Baseline Services	0	0	0	-500,318	—
To Debt Service: GO Bonds	-244,144,296	-276,092,800	-268,785,979	-276,185,470	0.0%
To Debt Service: Short and Long Term Leases	-12,062,471	-14,697,130	-12,380,690	-16,682,345	13.5%
To Economic Development Fund	-4,840,706	-1,686,617	-1,199,627	-1,702,651	1.0%
To Fire District: Fund Balance Transfer	0	-1,200,000	0	0	—
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 Silver Spring Urban District: Baseline Services	0	0	0	-524,660	—
To Wheaton Urban District: Baseline Services	-76,090	-76,090	-76,090	-76,090	—
To Wheaton Urban District: Non-Baseline Services	-1,385,000	-1,208,340	-1,208,340	-1,741,419	44.1%
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-264,299,573</b>	<b>-296,751,987</b>	<b>-285,441,736</b>	<b>-299,203,963</b>	<b>0.8%</b>
<b>From Internal Service Funds</b>					
From: Employee Health Benefit Fund	8,682,636	10,056,754	10,056,754	0	—
<b>To Component Units/Agencies</b>					
To MC: Cable TV Fund (Non-Tax)	-1,345,800	-1,430,000	-1,430,000	-1,542,300	7.9%
To MCPS: Instructional Television Fund (Non-Tax)	-1,477,261	-1,595,624	-1,595,624	-1,654,209	3.7%
To M-NCPPC Administration Fund	-70,000	0	0	0	—

# SCHEDULE A-5

## Inter-Fund Transfers

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
To MNCPPC: Special Revenue Fund	-879,484	-866,800	-866,800	-811,500	-6.4%
<b>TOTAL TO COMPONENT UNITS/AGENCIES</b>	<b>-3,772,545</b>	<b>-3,892,424</b>	<b>-3,892,424</b>	<b>-4,008,009</b>	<b>3.0%</b>
<b>To Revenue Stabilization Fund</b>					
To Revenue Stabilization Fund	-22,998,919	-22,571,411	-22,482,050	-23,433,895	3.8%
<b>From Component Units/Agencies</b>					
From MC: Cafritz Foundation Art Center Repayment	0	247,610	0	0	—
<b>TOTAL COUNTY GENERAL FUND</b>	<b>-246,892,645</b>	<b>-271,263,878</b>	<b>-260,271,686</b>	<b>-284,705,189</b>	<b>5.0%</b>
<b>Special Funds</b>					
<b>Bethesda Urban District</b>					
<b>From Non-Tax Supported Funds</b>					
From Parking District Fees	2,932,000	2,823,989	2,823,989	2,050,578	-27.4%
<b>From Tax Supported Funds</b>					
From General Fund: Baseline Services	0	0	0	500,318	—
<b>To Tax Supported Funds</b>					
To General Fund: Overhead	-19,940	-20,910	-20,910	-22,050	5.5%
<b>TOTAL BETHESDA URBAN DISTRICT</b>	<b>2,912,060</b>	<b>2,803,079</b>	<b>2,803,079</b>	<b>2,528,846</b>	<b>-9.8%</b>
<b>Silver Spring Urban District</b>					
<b>From Non-Tax Supported Funds</b>					
From Parking District Fees	2,405,000	2,440,546	2,440,546	2,201,257	-9.8%
<b>From Tax Supported Funds</b>					
From General Fund: Baseline Services	0	0	0	524,660	—
<b>To Tax Supported Funds</b>					
To General Fund: Overhead	-286,320	-351,850	-351,850	-370,790	5.4%
<b>TOTAL SILVER SPRING URBAN DISTRICT</b>	<b>2,118,680</b>	<b>2,088,696</b>	<b>2,088,696</b>	<b>2,355,127</b>	<b>12.8%</b>
<b>Wheaton Urban District</b>					
<b>From Non-Tax Supported Funds</b>					
From Parking District Fees	292,320	292,320	292,320	0	—
<b>From Tax Supported Funds</b>					
From General Fund: Baseline Services	76,090	76,090	76,090	76,090	—
From General Fund: Non-Baseline Services	1,385,000	1,208,340	1,208,340	1,741,419	44.1%
<b>TOTAL FROM TAX SUPPORTED FUNDS</b>	<b>1,461,090</b>	<b>1,284,430</b>	<b>1,284,430</b>	<b>1,817,509</b>	<b>41.5%</b>
<b>To Tax Supported Funds</b>					
To General Fund: Overhead	-171,110	-196,450	-196,450	-222,660	13.3%
<b>TOTAL WHEATON URBAN DISTRICT</b>	<b>1,582,300</b>	<b>1,380,300</b>	<b>1,380,300</b>	<b>1,594,849</b>	<b>15.5%</b>
<b>Bradley Noise Abatement</b>					
<b>To Tax Supported Funds</b>					
Transfer to General Fund	-6	0	0	0	—
<b>TOTAL BRADLEY NOISE ABATEMENT</b>	<b>-6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Cabin John Noise Abatement</b>					
<b>To Tax Supported Funds</b>					
To General Fund	-40	0	0	0	—
<b>TOTAL CABIN JOHN NOISE ABATEMENT</b>	<b>-40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Mass Transit</b>					
<b>From Non-Tax Supported Funds</b>					
From Bethesda PD: MATS	492,820	492,820	492,820	0	—
From Bethesda PD: Parking Fines	4,346,100	3,863,200	3,863,200	0	—
From Silver Spring PD: MATS	230,568	962,430	962,430	0	—
From SS PD: Parking Fines	2,256,250	2,256,250	2,256,250	0	—
From Wheaton PD: Parking Fines	225,000	225,000	225,000	0	—
<b>TOTAL FROM NON-TAX SUPPORTED FUNDS</b>	<b>7,550,738</b>	<b>7,799,700</b>	<b>7,799,700</b>	<b>0</b>	<b>—</b>
<b>From Tax Supported Funds</b>					
From General Fund: Parking Fines	531,310	531,310	531,310	531,310	—

# SCHEDULE A-5

## Inter-Fund Transfers

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>To Non-Tax Supported Funds</b>					
To Bethesda PD for Meters	-67,225	0	0	0	—
To Grants Fund: County Match	-700,534	0	0	0	—
<b>TOTAL TO NON-TAX SUPPORTED FUNDS</b>	<b>-767,759</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>To Tax Supported Funds</b>					
To Debt Service: GO Bonds	-8,175,611	-11,046,940	-11,837,290	-17,283,400	56.5%
To Debt Service: Long Term Lease	-3,802,000	-6,675,950	-6,628,000	-8,396,640	25.8%
To General Fund: Fund Balance Transfer	0	-325,000	0	-1,900,000	484.6%
To General Fund: Overhead	-9,959,300	-10,548,510	-10,548,510	-11,130,400	5.5%
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-21,936,911</b>	<b>-28,596,400</b>	<b>-29,013,800</b>	<b>-38,710,440</b>	<b>35.4%</b>
<b>TOTAL MASS TRANSIT</b>	<b>-14,622,622</b>	<b>-20,265,390</b>	<b>-20,682,790</b>	<b>-38,179,130</b>	<b>88.4%</b>
<b>Fire</b>					
<b>From Tax Supported Funds</b>					
From General Fund: Fund Balance Transfer	0	1,200,000	0	0	—
Tran Fr GF: EMST Fee Payment for Unisure Residents	250,000	250,000	250,000	250,000	—
<b>TOTAL FROM TAX SUPPORTED FUNDS</b>	<b>250,000</b>	<b>1,450,000</b>	<b>250,000</b>	<b>250,000</b>	<b>-82.8%</b>
<b>To Non-Tax Supported Funds</b>					
To Grants Fund: County Match	-176,700	0	0	0	—
<b>To Tax Supported Funds</b>					
To Debt Service: Fire & Rescue Equipment	-7,781,477	-4,221,600	-1,400,030	-5,213,400	23.5%
To Debt Service: GO Bonds	-3,780,600	-8,438,020	-8,212,910	-7,392,700	-12.4%
To General Fund: DCM	-120,750	-120,750	-120,750	-120,750	—
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-11,682,827</b>	<b>-12,780,370</b>	<b>-9,733,690</b>	<b>-12,726,850</b>	<b>-0.4%</b>
<b>TOTAL FIRE</b>	<b>-11,609,527</b>	<b>-11,330,370</b>	<b>-9,483,690</b>	<b>-12,476,850</b>	<b>10.1%</b>
<b>Recreation</b>					
<b>From Non-Tax Supported Funds</b>					
From CUPF: ActiveNet	0	108,818	108,818	0	—
<b>From Tax Supported Funds</b>					
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	—
<b>TOTAL FROM TAX SUPPORTED FUNDS</b>	<b>1,009,700</b>	<b>1,009,700</b>	<b>1,009,700</b>	<b>1,009,700</b>	<b>—</b>
<b>To Tax Supported Funds</b>					
To Debt Service: GO Bonds	-8,598,881	-9,758,720	-9,347,010	-7,322,070	-25.0%
To Debt Service: Long Term Lease	-1,834,050	-1,834,300	-1,522,160	-1,525,040	-16.9%
To General Fund: Custodial Cleaning Costs	-611,360	-611,360	-611,360	-611,360	—
To General Fund: Facility Maintenance Costs	-1,151,850	-1,151,850	-1,151,850	-1,151,850	—
To General Fund: Fund Balance Transfer	-700,000	-350,000	0	0	—
To General Fund: Other - DCM	-83,200	-83,200	-83,200	-83,200	—
To General Fund: Overhead	-2,789,200	-3,019,990	-3,019,990	-3,208,980	6.3%
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-15,768,541</b>	<b>-16,809,420</b>	<b>-15,735,570</b>	<b>-13,902,500</b>	<b>-17.3%</b>
<b>TOTAL RECREATION</b>	<b>-14,758,841</b>	<b>-15,690,902</b>	<b>-14,617,052</b>	<b>-12,892,800</b>	<b>-17.8%</b>
<b>Economic Development Fund</b>					
<b>From Tax Supported Funds</b>					
Transfer from General Fund	4,840,706	1,686,617	1,199,627	1,702,651	1.0%
<b>TOTAL ECONOMIC DEVELOPMENT FUND</b>	<b>4,840,706</b>	<b>1,686,617</b>	<b>1,199,627</b>	<b>1,702,651</b>	<b>1.0%</b>
<b>Revenue Stabilization Fund</b>					
<b>From Tax Supported Funds</b>					
From General Fund	22,998,919	22,571,411	22,482,050	23,433,895	3.8%
<b>TOTAL REVENUE STABILIZATION FUND</b>	<b>22,998,919</b>	<b>22,571,411</b>	<b>22,482,050</b>	<b>23,433,895</b>	<b>3.8%</b>
<b>TOTAL MONTGOMERY COUNTY GOVERNMENT</b>	<b>-253,431,016</b>	<b>-288,020,437</b>	<b>-275,101,466</b>	<b>-316,638,601</b>	<b>9.9%</b>
<b>DEBT SERVICE</b>					
<b>Debt Service</b>					
<b>From Tax Supported Funds</b>					

# SCHEDULE A-5

## Inter-Fund Transfers

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
From Fire Fund (LTL)	3,780,600	4,221,600	1,400,030	5,213,400	23.5%
From Fire Tax District	7,781,477	8,438,020	8,212,910	7,392,700	-12.4%
From General Fund: GO Bonds	244,144,296	276,092,800	268,785,979	276,185,470	0.0%
From General Fund: Long Term Lease	12,062,471	14,697,130	12,380,690	16,682,345	13.5%
From Mass Transit	8,175,611	11,046,940	11,837,290	17,283,400	56.5%
From Mass Transit (LTL)	3,802,000	6,675,950	6,628,000	8,396,640	25.8%
From Recreation	8,598,881	9,758,720	9,347,010	7,322,070	-25.0%
From Recreation Fund: Long Term Lease	1,834,050	1,834,300	1,522,160	1,525,040	-16.9%
<b>TOTAL FROM TAX SUPPORTED FUNDS</b>	<b>290,179,386</b>	<b>332,765,460</b>	<b>320,114,069</b>	<b>340,001,065</b>	<b>2.2%</b>
<b>TOTAL DEBT SERVICE</b>	<b>290,179,386</b>	<b>332,765,460</b>	<b>320,114,069</b>	<b>340,001,065</b>	<b>2.2%</b>
<b>TOTAL DEBT SERVICE</b>	<b>290,179,386</b>	<b>332,765,460</b>	<b>320,114,069</b>	<b>340,001,065</b>	<b>2.2%</b>
<b>MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION</b>					
<b>Special Funds</b>					
<b>Administration Fund</b>					
<b>From Tax Supported Funds</b>					
Transfer from General Fund	70,000	0	0	0	—
<b>To Non-Tax Supported Funds</b>					
Transfer to Special Revenue Fund	0	0	0	-500,000	—
<b>To Tax Supported Funds</b>					
Transfer To Park Fund	0	-1,100,000	-1,100,000	-500,000	-54.5%
<b>TOTAL ADMINISTRATION FUND</b>	<b>70,000</b>	<b>-1,100,000</b>	<b>-1,100,000</b>	<b>-1,000,000</b>	<b>-9.1%</b>
<b>Park Fund</b>					
<b>From Tax Supported Funds</b>					
Transfer From Admin Fund	0	1,100,000	1,100,000	500,000	-54.5%
<b>TOTAL PARK FUND</b>	<b>0</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>500,000</b>	<b>-54.5%</b>
<b>ALA Debt Service Fund</b>					
<b>To Internal Service Funds</b>					
Transfer To/From ALARF Revolving Fund	-1,404,544	-1,441,540	-1,458,893	-1,609,540	11.7%
<b>TOTAL ALA DEBT SERVICE FUND</b>	<b>-1,404,544</b>	<b>-1,441,540</b>	<b>-1,458,893</b>	<b>-1,609,540</b>	<b>11.7%</b>
<b>TOTAL M-NCPPC</b>	<b>-1,334,544</b>	<b>-1,441,540</b>	<b>-1,458,893</b>	<b>-2,109,540</b>	<b>46.3%</b>
<b>TOTAL TAX SUPPORTED</b>	<b>35,413,826</b>	<b>43,303,483</b>	<b>43,553,710</b>	<b>21,252,924</b>	<b>-50.9%</b>
<b>NON-TAX SUPPORTED</b>					
<b>MONTGOMERY COUNTY GOVERNMENT</b>					
<b>Special Funds</b>					
<b>Water Quality Protection Fund</b>					
<b>To Non-Tax Supported Funds</b>					
To Debt Service - Non-Tax	-3,015,767	-3,019,200	-3,019,200	-3,020,250	0.0%
<b>To Tax Supported Funds</b>					
To General Fund: Overhead	-1,129,140	-1,206,980	-1,206,980	-1,330,510	10.2%
To General Fund: Technology Modernization	-67,369	-80,564	-80,564	0	—
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-1,196,509</b>	<b>-1,287,544</b>	<b>-1,287,544</b>	<b>-1,330,510</b>	<b>3.3%</b>
<b>TOTAL WATER QUALITY PROTECTION FUND</b>	<b>-4,212,276</b>	<b>-4,306,744</b>	<b>-4,306,744</b>	<b>-4,350,760</b>	<b>1.0%</b>
<b>Grant Fund MCG</b>					
<b>From Tax Supported Funds</b>					
From Fire: County Match	176,700	0	0	0	—
From Mass Transit: County Match	700,534	0	0	0	—
<b>TOTAL FROM TAX SUPPORTED FUNDS</b>	<b>877,234</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>To Tax Supported Funds</b>					
To General Fund: HB669 Debt Service	0	-638,580	0	0	—
<b>TOTAL GRANT FUND MCG</b>	<b>877,234</b>	<b>-638,580</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Cable Television</b>					

# SCHEDULE A-5

## Inter-Fund Transfers

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>To Tax Supported Funds</b>					
To General Fund: MC Cable Fund	-1,345,800	-1,430,000	-1,430,000	-1,542,300	7.9%
To General Fund: MCPS Instructional TV Fund	-1,477,261	-1,595,624	-1,595,624	-1,654,209	3.7%
To General Fund: Overhead	-538,853	-579,475	-579,475	-614,091	6.0%
To General Fund: Technology Modernization	-25,125	-30,191	-30,191	0	—
Transfer to General Fund	-7,575,000	-4,753,735	-4,753,735	-5,277,325	11.0%
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-10,962,039</b>	<b>-8,389,025</b>	<b>-8,389,025</b>	<b>-9,087,925</b>	<b>8.3%</b>
<b>TOTAL CABLE TELEVISION</b>	<b>-10,962,039</b>	<b>-8,389,025</b>	<b>-8,389,025</b>	<b>-9,087,925</b>	<b>8.3%</b>
<b>Montgomery Housing Initiative</b>					
<b>From Tax Supported Funds</b>					
From General Fund	18,465,682	18,572,277	18,572,277	18,572,277	—
<b>To Non-Tax Supported Funds</b>					
To Non-Tax Supported Debt Service - Other	-4,963,364	-7,196,010	-7,196,010	-7,196,110	0.0%
<b>To Tax Supported Funds</b>					
To General Fund: Overhead	-251,900	-280,930	-280,930	-289,410	3.0%
To General Fund: Technology Modernization	-12,605	-14,551	-14,551	0	—
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-264,505</b>	<b>-295,481</b>	<b>-295,481</b>	<b>-289,410</b>	<b>-2.1%</b>
<b>TOTAL MONTGOMERY HOUSING INITIATIVE</b>	<b>13,237,813</b>	<b>11,080,786</b>	<b>11,080,786</b>	<b>11,086,757</b>	<b>0.1%</b>
<b>Enterprise Funds</b>					
<b>Community Use of Public Facilities</b>					
<b>From Tax Supported Funds</b>					
From General Fund: After School	25,000	25,000	25,000	25,000	—
From General Fund: Elections	134,300	135,000	135,000	135,000	—
<b>TOTAL FROM TAX SUPPORTED FUNDS</b>	<b>159,300</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>—</b>
<b>To Tax Supported Funds</b>					
To General Fund: DCM	-7,330	-7,330	-7,330	-7,330	—
To General Fund: Overhead	-399,280	-420,820	-420,820	-461,270	9.6%
To General Fund: Technology Modernization	-22,825	-26,469	-26,469	0	—
To Recreation: ActiveNet	0	-108,818	-108,818	0	—
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-429,435</b>	<b>-563,437</b>	<b>-563,437</b>	<b>-468,600</b>	<b>-16.8%</b>
<b>TOTAL COMMUNITY USE OF PUBLIC FACILITIES</b>	<b>-270,135</b>	<b>-403,437</b>	<b>-403,437</b>	<b>-308,600</b>	<b>-23.5%</b>
<b>Bethesda Parking District</b>					
<b>From Non-Tax Supported Funds</b>					
From Silver Spring PLD	0	1,500,000	1,500,000	-1,500,000	-200.0%
<b>From Tax Supported Funds</b>					
From Mass Transit for Meters	67,225	0	0	0	—
<b>To Tax Supported Funds</b>					
To General Fund: Overhead	-300,010	-339,098	-339,098	-354,960	4.7%
To General Fund: Technology Modernization	-17,630	-20,193	-20,193	0	—
To Mass Transit: PVN	-4,346,100	-3,863,200	-3,863,200	0	—
To MATS	-492,820	-492,820	-492,820	0	—
To Urban District: Meter Revenue	-2,932,000	-2,823,989	-2,823,989	-2,050,578	-27.4%
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-8,088,560</b>	<b>-7,539,300</b>	<b>-7,539,300</b>	<b>-2,405,538</b>	<b>-68.1%</b>
<b>TOTAL BETHESDA PARKING DISTRICT</b>	<b>-8,021,335</b>	<b>-6,039,300</b>	<b>-6,039,300</b>	<b>-3,905,538</b>	<b>-35.3%</b>
<b>Montgomery Hills Parking District</b>					
<b>To Tax Supported Funds</b>					
To General Fund: Technology Modernization	-400	-465	-465	0	—
To General Fund: Overhead	-7,010	-7,381	-7,381	-7,960	7.8%
To General Fund: RSC	-5,000	-5,000	-5,000	-5,000	—
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-12,410</b>	<b>-12,846</b>	<b>-12,846</b>	<b>-12,960</b>	<b>0.9%</b>
<b>TOTAL MONTGOMERY HILLS PARKING DISTRICT</b>	<b>-12,410</b>	<b>-12,846</b>	<b>-12,846</b>	<b>-12,960</b>	<b>0.9%</b>
<b>Silver Spring Parking District</b>					
<b>From Tax Supported Funds</b>					



# SCHEDULE A-5

## Inter-Fund Transfers

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
From General Fund: Parking Meters	32,379	0	0	0	—
<b>To Non-Tax Supported Funds</b>					
To Bethesda PLD	0	-1,500,000	-1,500,000	1,500,000	-200.0%
<b>To Tax Supported Funds</b>					
To General Fund: Overhead	-327,600	-346,163	-346,163	-390,150	12.7%
To General Fund: Technology Modernization	-20,636	-23,984	-23,984	0	—
To Mass Transit: MATS	-230,568	-962,430	-962,430	0	—
To Mass Transit: PVN	-2,256,250	-2,256,250	-2,256,250	0	—
To Urban District: Meter Revenue	-2,405,000	-2,440,546	-2,440,546	-2,201,257	-9.8%
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-5,240,054</b>	<b>-6,029,373</b>	<b>-6,029,373</b>	<b>-2,591,407</b>	<b>-57.0%</b>
<b>TOTAL SILVER SPRING PARKING DISTRICT</b>	<b>-5,207,675</b>	<b>-7,529,373</b>	<b>-7,529,373</b>	<b>-1,091,407</b>	<b>-85.5%</b>
<b>Wheaton Parking District</b>					
<b>To Tax Supported Funds</b>					
To General Fund: Overhead	-52,520	-55,478	-55,478	-59,910	8.0%
To General Fund: Technology Modernization	-2,887	-3,455	-3,455	0	—
To Mass Transit: PVN	-225,000	-225,000	-225,000	0	—
To Urban District: Meter Revenue	-292,320	-292,320	-292,320	0	—
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-572,727</b>	<b>-576,253</b>	<b>-576,253</b>	<b>-59,910</b>	<b>-89.6%</b>
<b>TOTAL WHEATON PARKING DISTRICT</b>	<b>-572,727</b>	<b>-576,253</b>	<b>-576,253</b>	<b>-59,910</b>	<b>-89.6%</b>
<b>Permitting Services</b>					
<b>From Tax Supported Funds</b>					
From General Fund: Green Tape Position	94,110	94,110	0	0	—
From General Fund: Public Agency Permits	1,059,660	1,059,660	0	0	—
<b>TOTAL FROM TAX SUPPORTED FUNDS</b>	<b>1,153,770</b>	<b>1,153,770</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>To Tax Supported Funds</b>					
To General Fund: DCM	-109,020	-109,020	-109,020	-109,020	—
To General Fund: DOT Lab Testing	-100,000	-100,000	-100,000	-100,000	—
To General Fund: Overhead	-3,395,760	-3,682,700	-3,682,700	-3,997,410	8.5%
To General Fund: Technology Modernization	-168,294	-198,466	-198,466	0	—
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-3,773,074</b>	<b>-4,090,186</b>	<b>-4,090,186</b>	<b>-4,206,430</b>	<b>2.8%</b>
<b>TOTAL PERMITTING SERVICES</b>	<b>-2,619,304</b>	<b>-2,936,416</b>	<b>-4,090,186</b>	<b>-4,206,430</b>	<b>43.3%</b>
<b>Solid Waste Collection</b>					
<b>To Tax Supported Funds</b>					
To General Fund: DCM	-5,000	-5,000	-5,000	-5,000	—
To General Fund: Overhead	-188,280	-188,619	-188,619	-212,850	12.8%
To General Fund: Technology Modernization	-9,530	-10,324	-10,324	0	—
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-202,810</b>	<b>-203,943</b>	<b>-203,943</b>	<b>-217,850</b>	<b>6.8%</b>
<b>TOTAL SOLID WASTE COLLECTION</b>	<b>-202,810</b>	<b>-203,943</b>	<b>-203,943</b>	<b>-217,850</b>	<b>6.8%</b>
<b>Solid Waste Disposal</b>					
<b>From Non-Tax Supported Funds</b>					
From Vacuum Leaf Collection	885,196	1,132,744	1,132,744	1,052,224	-7.1%
<b>From Tax Supported Funds</b>					
From General Fund: Tip Fee Charges	1,262,760	1,548,890	1,548,890	1,457,930	-5.9%
<b>To Tax Supported Funds</b>					
To General Fund: DCM	-23,380	-23,380	-23,380	-23,380	—
To General Fund: EOB Rent	-203,860	-214,020	-214,020	-218,770	2.2%
To General Fund: Overhead	-1,438,170	-1,519,080	-1,519,080	-1,584,010	4.3%
To General Fund: Technology Modernization	-78,526	-90,849	-90,849	0	—
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-1,743,936</b>	<b>-1,847,329</b>	<b>-1,847,329</b>	<b>-1,826,160</b>	<b>-1.1%</b>
<b>TOTAL SOLID WASTE DISPOSAL</b>	<b>404,020</b>	<b>834,305</b>	<b>834,305</b>	<b>683,994</b>	<b>-18.0%</b>
<b>Vacuum Leaf Collection</b>					
<b>To Non-Tax Supported Funds</b>					
To Solid Waste Disposal Fund	-885,196	-1,132,744	-1,132,744	-1,052,224	-7.1%

# SCHEDULE A-5

## Inter-Fund Transfers

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>To Tax Supported Funds</b>					
To General Fund: Overhead	-450,710	-473,290	-473,290	-494,320	4.4%
To General Fund: Technology Modernization	-28,566	-30,517	-30,517	0	—
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-479,276</b>	<b>-503,807</b>	<b>-503,807</b>	<b>-494,320</b>	<b>-1.9%</b>
<b>TOTAL VACUUM LEAF COLLECTION</b>	<b>-1,364,472</b>	<b>-1,636,551</b>	<b>-1,636,551</b>	<b>-1,546,544</b>	<b>-5.5%</b>
<b>Liquor Control</b>					
<b>To Tax Supported Funds</b>					
To General Fund: Earnings Transfer	-18,085,880	-24,021,413	-24,021,413	-21,453,970	-10.7%
To General Fund: Overhead	-2,529,450	-2,809,120	-2,809,120	-3,115,690	10.9%
To General Fund: Technology Modernization	-275,964	-960,383	-960,383	0	—
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-20,891,294</b>	<b>-27,790,916</b>	<b>-27,790,916</b>	<b>-24,569,660</b>	<b>-11.6%</b>
<b>TOTAL LIQUOR CONTROL</b>	<b>-20,891,294</b>	<b>-27,790,916</b>	<b>-27,790,916</b>	<b>-24,569,660</b>	<b>-11.6%</b>
<b>Employee Health Benefit Self Insurance Fund</b>					
<b>To Tax Supported Funds</b>					
To: General Fund	-8,682,636	-10,056,754	-10,056,754	0	—
<b>TOTAL EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND</b>	<b>-8,682,636</b>	<b>-10,056,754</b>	<b>-10,056,754</b>	<b>0</b>	<b>—</b>
<b>TOTAL MONTGOMERY COUNTY GOVERNMENT</b>	<b>-48,500,046</b>	<b>-58,605,047</b>	<b>-59,120,237</b>	<b>-37,586,833</b>	<b>-35.9%</b>
<b>DEBT SERVICE</b>					
<b>Debt Service - Non-Tax Supported</b>					
<b>From Non-Tax Supported Funds</b>					
From Montgomery Housing Initiative: Other	4,949,804	7,196,010	7,196,010	7,196,110	0.0%
From Water Quality Protection: Other Debt	3,016,160	3,019,200	3,019,200	3,020,250	0.0%
<b>TOTAL FROM NON-TAX SUPPORTED FUNDS</b>	<b>7,965,964</b>	<b>10,215,210</b>	<b>10,215,210</b>	<b>10,216,360</b>	<b>0.0%</b>
<b>TOTAL DEBT SERVICE - NON-TAX SUPPORTED</b>	<b>7,965,964</b>	<b>10,215,210</b>	<b>10,215,210</b>	<b>10,216,360</b>	<b>0.0%</b>
<b>TOTAL DEBT SERVICE</b>	<b>7,965,964</b>	<b>10,215,210</b>	<b>10,215,210</b>	<b>10,216,360</b>	<b>0.0%</b>
<b>MONTGOMERY COUNTY PUBLIC SCHOOLS</b>					
<b>Instructional Television Fund</b>					
<b>From Tax Supported Funds</b>					
From MCG General Fund	1,477,261	1,595,624	1,595,624	1,654,209	3.7%
<b>TOTAL INSTRUCTIONAL TELEVISION FUND</b>	<b>1,477,261</b>	<b>1,595,624</b>	<b>1,595,624</b>	<b>1,654,209</b>	<b>3.7%</b>
<b>TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS</b>	<b>1,477,261</b>	<b>1,595,624</b>	<b>1,595,624</b>	<b>1,654,209</b>	<b>3.7%</b>
<b>MONTGOMERY COLLEGE</b>					
<b>Enterprise Funds</b>					
<b>Auxiliary Fund</b>					
<b>To Internal Service Funds</b>					
Nonmandatory Transfer CWSP	-33,859	0	0	0	—
<b>TOTAL AUXILIARY FUND</b>	<b>-33,859</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Cable Television Fund</b>					
<b>From Tax Supported Funds</b>					
From MCG: County Cable Plan	1,345,800	1,430,000	1,430,000	1,542,300	7.9%
<b>TOTAL CABLE TELEVISION FUND</b>	<b>1,345,800</b>	<b>1,430,000</b>	<b>1,430,000</b>	<b>1,542,300</b>	<b>7.9%</b>
<b>TOTAL MONTGOMERY COLLEGE</b>	<b>1,311,941</b>	<b>1,430,000</b>	<b>1,430,000</b>	<b>1,542,300</b>	<b>7.9%</b>
<b>MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION</b>					
<b>Enterprise Funds</b>					
<b>Special Revenue Funds</b>					
<b>From Non-Tax Supported Funds</b>					
From M-NCPPC Property Mgt Fund	150,000	0	0	0	—
<b>From Tax Supported Funds</b>					
Transfer From Administration Fund	0	0	0	500,000	—
<b>From Component Units/Agencies</b>					

## SCHEDULE A-5

### Inter-Fund Transfers

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
From County GF (Ballfields)	879,484	866,800	866,800	811,500	-6.4%
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>1,029,484</b>	<b>866,800</b>	<b>866,800</b>	<b>1,311,500</b>	<b>51.3%</b>
<b>Prop Mgmt MNCPPC To Non-Tax Supported Funds</b>					
To M-NCPPC Special Revenue Fund	-150,000	0	0	0	—
<b>TOTAL PROP MGMT MNCPPC</b>	<b>-150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>TOTAL M-NCPPC</b>	<b>879,484</b>	<b>866,800</b>	<b>866,800</b>	<b>1,311,500</b>	<b>51.3%</b>
<b>TOTAL NON-TAX SUPPORTED</b>	<b>-36,865,396</b>	<b>-44,497,413</b>	<b>-45,012,603</b>	<b>-22,862,464</b>	<b>-48.6%</b>
<b>SUMMARY</b>					
<b>GRAND TOTAL ALL FUNDS/AGENCIES</b>	<b>-1,451,570</b>	<b>-1,193,930</b>	<b>-1,458,893</b>	<b>-1,609,540</b>	<b>34.8%</b>

## SCHEDULE A-6

### Contributions To/From Other Funds

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>TAX SUPPORTED</b>					
<b>MONTGOMERY COUNTY GOVERNMENT</b>					
<b>County General Fund</b>					
<b>To Tax Supported Funds</b>					
Contribution To MC: Current Fund	-98,933,727	-116,733,727	-116,733,727	-119,733,727	2.6%
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	-1,448,250,594	-1,476,855,309	-1,476,855,309	-1,507,631,597	2.1%
<b>TOTAL TO TAX SUPPORTED FUNDS</b>	<b>-1,547,834,321</b>	<b>-1,594,239,036</b>	<b>-1,594,239,036</b>	<b>-1,628,015,324</b>	<b>2.1%</b>
<b>County Contribution to CIP Fund</b>					
Contribution To CIP: PAYGO	-29,500,000	-29,950,000	-29,950,000	-32,450,000	8.3%
Contribution To HOC: CIP	0	-1,250,000	-1,250,000	-1,250,000	—
Contribution To MC: CIP	-4,847,268	-11,471,000	-11,471,000	-10,941,000	-4.6%
Contribution To MCG: CIP	-12,993,960	-23,167,000	-23,367,000	-11,671,000	-49.6%
Contribution To MCPS: CIP	-14,082,644	-3,467,000	-8,467,000	-18,761,000	441.1%
Contribution To MNCPPC: Regional Parks CIP	0	-2,798,000	-2,798,000	-2,798,000	—
<b>TOTAL COUNTY CONTRIBUTION TO CIP FUND</b>	<b>-61,423,872</b>	<b>-72,103,000</b>	<b>-77,303,000</b>	<b>-77,871,000</b>	<b>8.0%</b>
<b>TOTAL COUNTY GENERAL FUND</b>	<b>-1,609,258,193</b>	<b>-1,666,342,036</b>	<b>-1,671,542,036</b>	<b>-1,705,886,324</b>	<b>2.4%</b>
<b>TOTAL MONTGOMERY COUNTY GOVERNMENT</b>	<b>-1,609,258,193</b>	<b>-1,666,342,036</b>	<b>-1,671,542,036</b>	<b>-1,705,886,324</b>	<b>2.4%</b>
<b>MONTGOMERY COUNTY PUBLIC SCHOOLS</b>					
<b>Current Fund MCPS</b>					
<b>County Contribution to Current/Other Fund</b>					
County Contribution to Current Fund	1,413,738,905	1,439,045,758	1,439,045,758	1,463,274,812	1.7%
<b>County Contribution to CIP Fund</b>					
County Contribution to CIP	14,082,644	3,467,000	8,467,000	18,761,000	441.1%
<b>County Contribution to Other - Pension Shift</b>					
County Contribution to Other - Pension Shift	34,511,689	37,809,551	37,809,551	44,356,785	17.3%
<b>TOTAL CURRENT FUND MCPS</b>	<b>1,462,333,238</b>	<b>1,480,322,309</b>	<b>1,485,322,309</b>	<b>1,526,392,597</b>	<b>3.1%</b>
<b>TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS</b>	<b>1,462,333,238</b>	<b>1,480,322,309</b>	<b>1,485,322,309</b>	<b>1,526,392,597</b>	<b>3.1%</b>
<b>MONTGOMERY COLLEGE</b>					
<b>Current Fund MC</b>					
<b>County Contribution to Current/Other Fund</b>					
County Contribution to Current Fund	98,933,727	116,733,727	116,733,727	119,733,727	2.6%

# SCHEDULE A-6

## Contributions To/From Other Funds

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>County Contribution to CIP Fund</b>					
County Contribution to CIP	4,847,268	11,471,000	11,471,000	10,941,000	-4.6%
<b>TOTAL CURRENT FUND MC</b>	<b>103,780,995</b>	<b>128,204,727</b>	<b>128,204,727</b>	<b>130,674,727</b>	<b>1.9%</b>
<b>Special Funds</b>					
<b>Emergency Repair Fund</b>					
County Contribution to Current/Other Fund					
EPMRF: County Contribution	250,000	250,000	250,000	250,000	—
<b>TOTAL EMERGENCY REPAIR FUND</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>—</b>
<b>MC Grants Tax Supported Fund</b>					
County Contribution to Current/Other Fund					
MC Grants Tax Supported: County Contribution	400,000	400,000	400,000	400,000	—
<b>TOTAL MC GRANTS TAX SUPPORTED FUND</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>—</b>
<b>TOTAL MONTGOMERY COLLEGE</b>	<b>104,430,995</b>	<b>128,854,727</b>	<b>128,854,727</b>	<b>131,324,727</b>	<b>1.9%</b>
<b>TOTAL TAX SUPPORTED</b>	<b>-42,493,960</b>	<b>-57,165,000</b>	<b>-57,365,000</b>	<b>-48,169,000</b>	<b>-15.7%</b>
<b>NON-TAX SUPPORTED</b>					
<b>TOTAL NON-TAX SUPPORTED</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>SUMMARY</b>					
<b>GRAND TOTAL ALL FUNDS/AGENCIES</b>	<b>-42,493,960</b>	<b>-57,165,000</b>	<b>-57,365,000</b>	<b>-48,169,000</b>	<b>-15.7%</b>



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# 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 FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>TAX SUPPORTED</b>					
Montgomery County Government General Fund	1,117,961,885	1,129,671,987	1,148,698,414	1,125,952,515	-0.3%
Montgomery County Government Special Funds	383,581,975	386,371,569	393,905,951	386,442,818	0.0%
Debt Service Special Funds	299,506,527	338,694,190	333,621,150	357,342,505	5.5%
Montgomery County Public Schools Current Fund	2,110,158,231	2,138,069,401	2,106,089,401	2,168,760,952	1.4%
Montgomery College Current Fund	220,800,930	243,770,455	235,648,014	247,795,651	1.7%
Montgomery College Special Funds	749,997	750,000	675,000	750,000	—
M-NCPPC Special Funds	109,811,712	119,162,784	119,153,799	120,919,605	1.5%
<b>TOTAL TAX SUPPORTED</b>	<b>4,242,571,257</b>	<b>4,356,490,386</b>	<b>4,337,791,729</b>	<b>4,407,964,046</b>	<b>1.2%</b>
<b>NON-TAX SUPPORTED</b>					
Montgomery County Government Special Funds	166,123,023	180,095,070	183,687,966	186,683,173	3.7%
Montgomery County Government Enterprise Funds	215,030,251	241,703,317	239,968,079	249,405,353	3.2%
Debt Service Special Funds	7,965,964	10,215,210	10,215,210	10,216,360	0.0%
Montgomery County Public Schools Special Funds	74,809,399	77,903,934	77,903,934	77,170,491	-0.9%
Montgomery County Public Schools Enterprise Funds	61,470,313	60,790,649	60,790,649	62,770,833	3.3%
Montgomery College Special Funds	10,723,183	20,036,000	10,658,183	20,036,000	—
Montgomery College Enterprise Funds	24,759,188	32,543,362	25,947,656	37,623,813	15.6%
M-NCPPC Special Funds	53,086	550,000	550,000	550,000	—
M-NCPPC Enterprise Funds	13,638,254	15,410,486	15,384,626	15,414,889	0.0%
<b>TOTAL NON-TAX SUPPORTED</b>	<b>574,572,661</b>	<b>639,248,028</b>	<b>625,106,303</b>	<b>659,870,912</b>	<b>3.2%</b>
<b>SUMMARY</b>					
<b>GRAND TOTAL ALL FUNDS/AGENCIES</b>	<b>4,817,143,918</b>	<b>4,995,738,414</b>	<b>4,962,898,032</b>	<b>5,067,834,958</b>	<b>1.4%</b>

# SCHEDULE B-2

## Expenditures Detailed By Agency, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>MONTGOMERY COUNTY GOVERNMENT</b>					
<b>General Government</b>					
County Council	9,737,122	10,382,000	10,413,551	10,826,866	4.3%
Board of Appeals	559,630	566,596	587,816	589,425	4.0%
Inspector General	790,022	757,046	764,871	784,041	3.6%
Legislative Oversight	1,298,459	1,435,503	1,459,090	1,479,274	3.0%
Merit System Protection Board	156,232	158,297	154,754	161,605	2.1%
Zoning and Administrative Hearings	543,884	587,415	586,641	624,000	6.2%
Circuit Court	12,690,854	13,979,092	13,665,372	14,020,516	0.3%
State's Attorney	14,229,577	15,008,249	14,947,647	15,748,153	4.9%
County Executive	4,849,887	5,058,212	5,069,977	5,204,117	2.9%
Board of Elections	5,848,845	6,725,438	6,734,161	6,406,351	-4.7%
Community Engagement Cluster	3,400,115	3,554,030	3,560,676	3,551,447	-0.1%
County Attorney	6,042,811	5,381,236	5,736,382	5,660,259	5.2%
Ethics Commission	316,920	355,641	360,472	382,007	7.4%
Finance	12,097,037	13,412,437	13,397,261	13,712,942	2.2%
General Services	38,515,587	29,468,025	31,889,868	26,336,318	-10.6%
Human Resources	7,939,854	7,778,639	8,448,297	8,088,066	4.0%
Human Rights	967,096	1,023,278	1,031,804	1,074,757	5.0%
Intergovernmental Relations	766,861	905,333	868,682	923,317	2.0%
Management and Budget	3,727,575	3,917,013	3,917,260	4,093,855	4.5%
Public Information	4,775,584	4,816,129	4,812,418	4,932,519	2.4%
Office of Procurement	0	0	0	4,080,281	—



# SCHEDULE B-2

## Expenditures Detailed By Agency, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Technology Services	30,137,176	30,272,068	30,505,365	40,907,969	35.1%
Urban Districts	7,899,945	8,741,302	8,629,605	8,171,808	-6.5%
<b>Total General Government</b>	<b>167,291,073</b>	<b>164,282,979</b>	<b>167,541,970</b>	<b>177,759,893</b>	<b>8.2%</b>
<b>Public Safety</b>					
Consumer Protection	2,136,954	2,256,236	2,226,895	2,388,730	5.9%
Correction and Rehabilitation	69,189,853	71,135,891	70,950,987	70,292,743	-1.2%
Emergency Management and Homeland Security	5,880,417	2,001,549	1,862,891	2,152,490	7.5%
Fire and Rescue Service	229,201,861	225,219,536	229,951,442	222,299,388	-1.3%
Police	261,269,521	274,074,539	273,653,726	270,702,964	-1.2%
Sheriff	23,911,446	23,762,689	24,177,440	23,827,486	0.3%
<b>Total Public Safety</b>	<b>591,590,052</b>	<b>598,450,440</b>	<b>602,823,381</b>	<b>591,663,801</b>	<b>-1.1%</b>
<b>Transportation</b>					
Transportation	75,443,035	50,771,424	50,830,509	50,699,014	-0.1%
Parking District Services	22,431,775	28,527,492	28,530,742	28,025,977	-1.8%
Transit Services	122,172,892	125,869,755	125,878,589	126,690,185	0.7%
<b>Total Transportation</b>	<b>220,047,702</b>	<b>205,168,671</b>	<b>205,239,840</b>	<b>205,415,176</b>	<b>0.1%</b>
<b>Health and Human Services</b>					
Health and Human Services	271,660,246	284,561,313	280,986,825	285,547,766	0.3%
<b>Libraries, Culture, and Recreation</b>					
Community Use of Public Facilities	9,035,453	10,134,509	9,947,023	10,846,275	7.0%
Public Libraries	33,780,681	38,286,960	37,968,438	40,204,345	5.0%
Recreation	28,924,048	30,374,283	30,865,485	32,199,080	6.0%
<b>Total Libraries, Culture, and Recreation</b>	<b>71,740,182</b>	<b>78,795,752</b>	<b>78,780,946</b>	<b>83,249,700</b>	<b>5.7%</b>
<b>Community Development and Housing</b>					
Economic Development	12,697,937	13,506,211	14,487,553	14,519,322	7.5%
Economic Development Fund	7,236,543	1,850,567	4,264,704	1,853,591	0.2%
Housing and Community Affairs	32,893,683	40,166,479	41,445,228	39,891,738	-0.7%
Permitting Services	29,932,521	32,007,836	32,083,221	33,893,405	5.9%
<b>Total Community Development and Housing</b>	<b>82,760,684</b>	<b>87,531,093</b>	<b>92,280,706</b>	<b>90,158,056</b>	<b>3.0%</b>
<b>Environment</b>					
Environmental Protection	19,904,667	22,371,857	22,251,398	25,329,525	13.2%
Solid Waste Services	98,220,013	109,540,096	107,025,349	111,889,853	2.1%
<b>Total Environment</b>	<b>118,124,680</b>	<b>131,911,953</b>	<b>129,276,747</b>	<b>137,219,378</b>	<b>4.0%</b>
<b>Other County Government Functions</b>					
Cable Television	13,118,385	14,705,985	14,766,760	15,764,947	7.2%
Liquor Control	49,970,481	56,268,741	57,157,101	59,332,248	5.4%
Non-Departmental Accounts	271,893,781	290,930,883	312,172,001	276,751,003	-4.9%
Utilities	24,499,868	25,234,133	25,234,133	25,621,891	1.5%
<b>Total Other County Government Functions</b>	<b>359,482,515</b>	<b>387,139,742</b>	<b>409,329,995</b>	<b>377,470,089</b>	<b>-2.5%</b>
<b>TOTAL MONTGOMERY COUNTY GOVERNMENT</b>	<b>1,882,697,134</b>	<b>1,937,841,943</b>	<b>1,966,260,410</b>	<b>1,948,483,859</b>	<b>0.5%</b>
<b>DEBT SERVICE</b>					
Debt Service	307,472,491	348,909,400	343,836,360	367,558,865	5.3%
<b>MONTGOMERY COUNTY PUBLIC SCHOOLS</b>					
Montgomery County Public Schools	2,246,437,943	2,276,763,984	2,244,783,984	2,308,702,276	1.4%
<b>MONTGOMERY COLLEGE</b>					
Montgomery College	257,033,298	297,099,817	272,928,853	306,205,464	3.1%
<b>MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION</b>					
M-NCPPC	123,503,052	135,123,270	135,088,425	136,884,494	1.3%

## SCHEDULE B-2

### Expenditures Detailed By Agency, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>SUMMARY</b>					
TOTAL EXPENDITURES ALL AGENCIES	4,817,143,918	4,995,738,414	4,962,898,032	5,067,834,958	1.4%

## SCHEDULE B-3

### Expenditures Detailed By Agency, Fund Type, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>MONTGOMERY COUNTY GOVERNMENT</b>					
<b>GENERAL FUND TAX SUPPORTED</b>					
<b>General Government</b>					
County Council	9,737,122	10,382,000	10,413,551	10,826,866	4.3%
Board of Appeals	559,630	566,596	587,816	589,425	4.0%
Inspector General	790,022	757,046	764,871	784,041	3.6%
Legislative Oversight	1,298,459	1,435,503	1,459,090	1,479,274	3.0%
Merit System Protection Board	156,232	158,297	154,754	161,605	2.1%
Zoning and Administrative Hearings	543,884	587,415	586,641	624,000	6.2%
Circuit Court	10,448,826	11,583,057	11,269,337	11,605,395	0.2%
State's Attorney	14,077,009	14,890,779	14,830,177	15,626,853	4.9%
County Executive	4,710,329	4,927,854	4,939,619	5,070,467	2.9%
Board of Elections	5,848,845	6,725,438	6,734,161	6,406,351	-4.7%
Community Engagement Cluster	3,295,401	3,482,988	3,489,634	3,485,081	0.1%
County Attorney	6,042,811	5,381,236	5,736,382	5,660,259	5.2%
Ethics Commission	316,920	355,641	360,472	382,007	7.4%
Finance	12,097,037	13,412,437	13,397,261	13,712,942	2.2%
General Services	38,344,008	29,468,025	31,889,868	26,336,318	-10.6%
Human Resources	7,939,854	7,778,639	8,448,297	8,088,066	4.0%
Human Rights	967,096	1,023,278	1,031,804	1,074,757	5.0%
Intergovernmental Relations	736,197	874,663	838,012	892,647	2.1%
Management and Budget	3,727,575	3,917,013	3,917,260	4,093,855	4.5%
Public Information	4,775,584	4,816,129	4,812,418	4,932,519	2.4%
Office of Procurement	0	0	0	4,080,281	—
Technology Services	29,482,208	30,272,068	30,505,365	40,907,969	35.1%
<b>Total General Government</b>	<b>155,895,049</b>	<b>152,796,102</b>	<b>156,166,790</b>	<b>166,820,978</b>	<b>9.2%</b>
<b>Public Safety</b>					
Consumer Protection	2,136,954	2,256,236	2,226,895	2,388,730	5.9%
Correction and Rehabilitation	69,183,620	71,135,891	70,950,987	70,292,743	-1.2%
Emergency Management and Homeland Security	1,063,747	1,368,218	1,229,560	1,354,300	-1.0%
Police	258,245,929	273,909,539	273,488,726	270,537,964	-1.2%
Sheriff	22,699,547	22,970,689	23,385,440	23,044,206	0.3%
<b>Total Public Safety</b>	<b>353,329,797</b>	<b>371,640,573</b>	<b>371,281,608</b>	<b>367,617,943</b>	<b>-1.1%</b>
<b>Transportation</b>					
Transportation	69,976,089	45,531,797	45,590,882	45,266,435	-0.6%
<b>Health and Human Services</b>					
Health and Human Services	193,640,672	208,197,960	204,623,472	205,808,067	-1.1%
<b>Libraries, Culture, and Recreation</b>					
Public Libraries	33,728,391	38,234,670	37,916,148	40,152,055	5.0%
<b>Community Development and Housing</b>					
Economic Development	9,607,538	10,663,357	11,644,699	10,947,011	2.7%
Housing and Community Affairs	4,625,135	5,177,756	5,123,529	5,519,107	6.6%

# SCHEDULE B-3

## Expenditures Detailed By Agency, Fund Type, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>Total Community Development and Housing</b>	<b>14,232,673</b>	<b>15,841,113</b>	<b>16,768,228</b>	<b>16,466,118</b>	<b>3.9%</b>
<b>Environment</b>					
Environmental Protection	1,519,013	1,850,070	1,847,634	2,055,698	11.1%
<b>Other County Government Functions</b>					
Non-Departmental Accounts	271,140,333	270,345,569	289,269,519	256,143,330	-5.3%
Utilities	24,499,868	25,234,133	25,234,133	25,621,891	1.5%
<b>Total Other County Government Functions</b>	<b>295,640,201</b>	<b>295,579,702</b>	<b>314,503,652</b>	<b>281,765,221</b>	<b>-4.7%</b>
<b>TOTAL GENERAL FUND TAX SUPPORTED</b>	<b>1,117,961,885</b>	<b>1,129,671,987</b>	<b>1,148,698,414</b>	<b>1,125,952,515</b>	<b>-0.3%</b>
<b>SPECIAL FUNDS TAX SUPPORTED</b>					
<b>General Government</b>					
Urban Districts	7,899,945	8,741,302	8,629,605	8,171,808	-6.5%
<b>Public Safety</b>					
Fire and Rescue Service	222,903,200	224,302,381	229,034,287	222,299,388	-0.9%
<b>Transportation</b>					
Transit Services	116,687,277	121,172,193	121,181,027	121,992,623	0.7%
<b>Libraries, Culture, and Recreation</b>					
Recreation	28,855,010	30,305,126	30,796,328	32,125,408	6.0%
<b>Community Development and Housing</b>					
Economic Development Fund	7,236,543	1,850,567	4,264,704	1,853,591	0.2%
<b>TOTAL SPECIAL FUNDS TAX SUPPORTED</b>	<b>383,581,975</b>	<b>386,371,569</b>	<b>393,905,951</b>	<b>386,442,818</b>	<b>0.0%</b>
<b>SPECIAL FUNDS NON-TAX SUPPORTED</b>					
<b>General Government</b>					
Circuit Court	2,242,028	2,396,035	2,396,035	2,415,121	0.8%
State's Attorney	152,568	117,470	117,470	121,300	3.3%
County Executive	139,558	130,358	130,358	133,650	2.5%
Community Engagement Cluster	104,714	71,042	71,042	66,366	-6.6%
General Services	171,579	0	0	0	—
Intergovernmental Relations	30,664	30,670	30,670	30,670	—
Technology Services	654,968	0	0	0	—
<b>Total General Government</b>	<b>3,496,079</b>	<b>2,745,575</b>	<b>2,745,575</b>	<b>2,767,107</b>	<b>0.8%</b>
<b>Public Safety</b>					
Correction and Rehabilitation	6,233	0	0	0	—
Emergency Management and Homeland Security	4,816,670	633,331	633,331	798,190	26.0%
Fire and Rescue Service	6,298,661	917,155	917,155	0	—
Police	3,023,592	165,000	165,000	165,000	—
Sheriff	1,211,899	792,000	792,000	783,280	-1.1%
<b>Total Public Safety</b>	<b>15,357,055</b>	<b>2,507,486</b>	<b>2,507,486</b>	<b>1,746,470</b>	<b>-30.3%</b>
<b>Transportation</b>					
Transportation	19,699	14,984	14,984	14,984	—
Transit Services	5,485,615	4,697,562	4,697,562	4,697,562	—
<b>Total Transportation</b>	<b>5,505,314</b>	<b>4,712,546</b>	<b>4,712,546</b>	<b>4,712,546</b>	<b>—</b>
<b>Health and Human Services</b>					
Health and Human Services	78,019,574	76,363,353	76,363,353	79,739,699	4.4%
<b>Libraries, Culture, and Recreation</b>					
Public Libraries	52,290	52,290	52,290	52,290	—
Recreation	69,038	69,157	69,157	73,672	6.5%
<b>Total Libraries, Culture, and Recreation</b>	<b>121,328</b>	<b>121,447</b>	<b>121,447</b>	<b>125,962</b>	<b>3.7%</b>
<b>Community Development and Housing</b>					
Economic Development	3,090,399	2,842,854	2,842,854	3,572,311	25.7%

# SCHEDULE B-3

## Expenditures Detailed By Agency, Fund Type, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Housing and Community Affairs	28,268,548	34,988,723	36,321,699	34,372,631	-1.8%
<b>Total Community Development and Housing</b>	<b>31,358,947</b>	<b>37,831,577</b>	<b>39,164,553</b>	<b>37,944,942</b>	<b>0.3%</b>
<b>Environment</b>					
Environmental Protection	18,385,654	20,521,787	20,403,764	23,273,827	13.4%
<b>Other County Government Functions</b>					
Cable Television	13,118,385	14,705,985	14,766,760	15,764,947	7.2%
Liquor Control	7,239	0	0	0	—
Non-Departmental Accounts	753,448	20,585,314	22,902,482	20,607,673	0.1%
Utilities	0	0	0	0	—
<b>Total Other County Government Functions</b>	<b>13,879,072</b>	<b>35,291,299</b>	<b>37,669,242</b>	<b>36,372,620</b>	<b>3.1%</b>
<b>TOTAL SPECIAL FUNDS NON-TAX SUPPORTED</b>	<b>166,123,023</b>	<b>180,095,070</b>	<b>183,687,966</b>	<b>186,683,173</b>	<b>3.7%</b>
<b>ENTERPRISE FUNDS NON-TAX SUPPORTED</b>					
<b>Transportation</b>					
Transportation	5,447,247	5,224,643	5,224,643	5,417,595	3.7%
Parking District Services	22,431,775	28,527,492	28,530,742	28,025,977	-1.8%
<b>Total Transportation</b>	<b>27,879,022</b>	<b>33,752,135</b>	<b>33,755,385</b>	<b>33,443,572</b>	<b>-0.9%</b>
<b>Libraries, Culture, and Recreation</b>					
Community Use of Public Facilities	9,035,453	10,134,509	9,947,023	10,846,275	7.0%
<b>Community Development and Housing</b>					
Permitting Services	29,932,521	32,007,836	32,083,221	33,893,405	5.9%
<b>Environment</b>					
Solid Waste Services	98,220,013	109,540,096	107,025,349	111,889,853	2.1%
<b>Other County Government Functions</b>					
Liquor Control	49,963,242	56,268,741	57,157,101	59,332,248	5.4%
<b>TOTAL ENTERPRISE FUNDS NON-TAX SUPPORTED</b>	<b>215,030,251</b>	<b>241,703,317</b>	<b>239,968,079</b>	<b>249,405,353</b>	<b>3.2%</b>
<b>TOTAL MONTGOMERY COUNTY GOVERNMENT</b>	<b>1,882,697,134</b>	<b>1,937,841,943</b>	<b>1,966,260,410</b>	<b>1,948,483,859</b>	<b>0.5%</b>
<b>DEBT SERVICE</b>					
<b>SPECIAL FUNDS TAX SUPPORTED</b>					
Debt Service	299,506,527	338,694,190	333,621,150	357,342,505	5.5%
<b>SPECIAL FUNDS NON-TAX SUPPORTED</b>					
Debt Service	7,965,964	10,215,210	10,215,210	10,216,360	0.0%
<b>TOTAL DEBT SERVICE</b>	<b>307,472,491</b>	<b>348,909,400</b>	<b>343,836,360</b>	<b>367,558,865</b>	<b>5.3%</b>
<b>MONTGOMERY COUNTY PUBLIC SCHOOLS</b>					
<b>CURRENT FUND TAX SUPPORTED</b>					
Montgomery County Public Schools	2,110,158,231	2,138,069,401	2,106,089,401	2,168,760,952	1.4%
<b>SPECIAL FUNDS NON-TAX SUPPORTED</b>					
Montgomery County Public Schools	74,809,399	77,903,934	77,903,934	77,170,491	-0.9%
<b>ENTERPRISE FUNDS NON-TAX SUPPORTED</b>					
Montgomery County Public Schools	61,470,313	60,790,649	60,790,649	62,770,833	3.3%
<b>TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS</b>	<b>2,246,437,943</b>	<b>2,276,763,984</b>	<b>2,244,783,984</b>	<b>2,308,702,276</b>	<b>1.4%</b>
<b>MONTGOMERY COLLEGE</b>					
<b>CURRENT FUND TAX SUPPORTED</b>					
Montgomery College	220,800,930	243,770,455	235,648,014	247,795,651	1.7%

## SCHEDULE B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>SPECIAL FUNDS TAX SUPPORTED</b>					
Montgomery College	749,997	750,000	675,000	750,000	—
<b>SPECIAL FUNDS NON-TAX SUPPORTED</b>					
Montgomery College	10,723,183	20,036,000	10,658,183	20,036,000	—
<b>ENTERPRISE FUNDS NON-TAX SUPPORTED</b>					
Montgomery College	24,759,188	32,543,362	25,947,656	37,623,813	15.6%
<b>TOTAL MONTGOMERY COLLEGE</b>	<b>257,033,298</b>	<b>297,099,817</b>	<b>272,928,853</b>	<b>306,205,464</b>	<b>3.1%</b>
<b>MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION</b>					
<b>SPECIAL FUNDS TAX SUPPORTED</b>					
M-NCPPC	109,811,712	119,162,784	119,153,799	120,919,605	1.5%
<b>SPECIAL FUNDS NON-TAX SUPPORTED</b>					
M-NCPPC	53,086	550,000	550,000	550,000	—
<b>ENTERPRISE FUNDS NON-TAX SUPPORTED</b>					
M-NCPPC	13,638,254	15,410,486	15,384,626	15,414,889	0.0%
<b>TOTAL M-NCPPC</b>	<b>123,503,052</b>	<b>135,123,270</b>	<b>135,088,425</b>	<b>136,884,494</b>	<b>1.3%</b>
<b>SUMMARY</b>					
<b>TOTAL EXPENDITURES ALL AGENCIES</b>	<b>4,817,143,918</b>	<b>4,995,738,414</b>	<b>4,962,898,032</b>	<b>5,067,834,958</b>	<b>1.4%</b>

## SCHEDULE B-4

Expenditures By Appropriation Category

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>MONTGOMERY COUNTY GOVERNMENT</b>					
<b>GENERAL FUND TAX SUPPORTED</b>					
Personnel Costs	568,138,258	602,684,770	596,671,558	615,755,456	2.2%
Operating Expense	549,823,627	526,043,219	552,026,856	510,076,759	-3.0%
Debt Service G.O. Bonds	0	0	0	0	—
Debt Service Other	0	0	0	0	—
Capital Outlay	0	943,998	0	120,300	-87.3%
<b>TOTAL GENERAL FUND TAX SUPPORTED</b>	<b>1,117,961,885</b>	<b>1,129,671,987</b>	<b>1,148,698,414</b>	<b>1,125,952,515</b>	<b>-0.3%</b>
<b>SPECIAL FUNDS TAX SUPPORTED</b>					
Personnel Costs	261,482,844	274,346,713	275,883,099	275,662,510	0.5%
Operating Expense	122,099,131	112,024,856	118,022,852	110,780,308	-1.1%
Debt Service G.O. Bonds	0	0	0	0	—
Debt Service Other	0	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>TOTAL SPECIAL FUNDS TAX SUPPORTED</b>	<b>383,581,975</b>	<b>386,371,569</b>	<b>393,905,951</b>	<b>386,442,818</b>	<b>0.0%</b>
<b>SPECIAL FUNDS NON-TAX SUPPORTED</b>					
Personnel Costs	66,181,371	66,142,274	65,593,639	67,992,186	2.8%
Operating Expense	99,873,923	113,831,166	118,028,697	118,627,507	4.2%
Debt Service G.O. Bonds	0	0	0	0	—
Debt Service Other	67,729	65,630	65,630	63,480	-3.3%

## SCHEDULE B-4

### Expenditures By Appropriation Category

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Capital Outlay	0	56,000	0	0	—
<b>TOTAL SPECIAL FUNDS NON-TAX SUPPORTED</b>	<b>166,123,023</b>	<b>180,095,070</b>	<b>183,687,966</b>	<b>186,683,173</b>	<b>3.7%</b>
<b>ENTERPRISE FUNDS NON-TAX SUPPORTED</b>					
Personnel Costs	68,790,824	72,594,085	73,185,643	78,483,845	8.1%
Operating Expense	138,325,362	152,063,587	151,699,647	150,905,884	-0.8%
Debt Service G.O. Bonds	0	0	0	0	—
Debt Service Other	7,914,065	15,082,789	15,082,789	15,963,517	5.8%
Capital Outlay	0	1,962,856	0	4,052,107	106.4%
<b>TOTAL ENTERPRISE FUNDS NON-TAX SUPPORTED</b>	<b>215,030,251</b>	<b>241,703,317</b>	<b>239,968,079</b>	<b>249,405,353</b>	<b>3.2%</b>
<b>SUMMARY</b>					
<b>TOTAL PERSONNEL COSTS</b>	<b>964,593,297</b>	<b>1,015,767,842</b>	<b>1,011,333,939</b>	<b>1,037,893,997</b>	<b>2.2%</b>
<b>TOTAL OPERATING EXPENSE</b>	<b>910,122,043</b>	<b>903,962,828</b>	<b>939,778,052</b>	<b>890,390,458</b>	<b>-1.5%</b>
<b>TOTAL DEBT SERVICE G.O. BONDS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>TOTAL DEBT SERVICE OTHER</b>	<b>7,981,794</b>	<b>15,148,419</b>	<b>15,148,419</b>	<b>16,026,997</b>	<b>5.8%</b>
<b>TOTAL CAPITAL OUTLAY</b>	<b>0</b>	<b>2,962,854</b>	<b>0</b>	<b>4,172,407</b>	<b>40.8%</b>
<b>TOTAL MONTGOMERY COUNTY GOVERNMENT</b>	<b>1,882,697,134</b>	<b>1,937,841,943</b>	<b>1,966,260,410</b>	<b>1,948,483,859</b>	<b>0.5%</b>
<b>PERCENT OF TOTAL BUDGET</b>					
PERSONNEL COSTS	51.2%	52.4%	51.4%	53.3%	—
OPERATING EXPENSE	48.3%	46.6%	47.8%	45.7%	—
DEBT SERVICE G.O. BONDS	0.0%	0.0%	0.0%	0.0%	—
DEBT SERVICE OTHER	0.4%	0.8%	0.8%	0.8%	—
CAPITAL OUTLAY	0.0%	0.2%	0.0%	0.2%	—

## SCHEDULE B-5

### Montgomery County Government Internal Service Funds

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>INTERNAL SERVICE FUNDS</b>					
Employee Health Benefit Self Insurance Fund	194,539,245	204,252,969	207,690,893	227,060,946	11.2%
Motor Pool Internal Service Fund	64,820,473	79,093,933	82,333,415	77,829,594	-1.6%
Printing and Mail Internal Service Fund	6,231,685	8,070,305	7,822,614	7,909,603	-2.0%
Self Insurance Internal Service Fund	52,941,543	58,869,567	58,869,567	60,490,424	2.8%
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>318,532,946</b>	<b>350,286,774</b>	<b>356,716,489</b>	<b>373,290,567</b>	<b>6.6%</b>



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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.





# SCHEDULE C-1

## Revenues Detailed By Fund

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>TAX SUPPORTED</b>					
Montgomery County Government General Fund	3,031,818,479	2,975,185,047	2,952,960,922	3,109,559,896	4.5%
Montgomery County Government Special Funds	409,145,671	434,190,557	434,870,560	449,187,634	3.5%
Debt Service Special Funds	9,327,141	5,928,730	13,507,081	17,341,440	192.5%
Montgomery County Public Schools Current Fund	612,692,130	623,041,641	623,041,641	627,966,722	0.8%
Montgomery College Current Fund	114,995,352	119,548,710	116,102,851	118,646,267	-0.8%
Montgomery College Special Funds	1,236	0	0	0	—
M-NCPPC Special Funds	110,841,109	116,389,214	115,928,568	120,397,111	3.4%
<b>TOTAL TAX SUPPORTED</b>	<b>4,288,821,118</b>	<b>4,274,283,899</b>	<b>4,256,411,623</b>	<b>4,443,099,070</b>	<b>3.9%</b>
<b>NON-TAX SUPPORTED</b>					
Montgomery County Government Special Funds	177,055,586	189,718,374	192,471,473	197,592,302	4.2%
Montgomery County Government Enterprise Funds	314,561,169	282,895,304	281,972,252	284,514,422	0.6%
Montgomery County Government Trust Funds	1,017,076,886	0	387,400,000	387,400,000	—
Montgomery County Public Schools Special Funds	74,809,399	77,903,934	77,903,934	77,170,491	-0.9%
Montgomery County Public Schools Enterprise Funds	59,105,366	59,195,025	59,195,025	61,116,624	3.2%
Montgomery College Special Funds	10,659,068	19,774,000	10,659,083	19,774,000	—
Montgomery College Enterprise Funds	23,193,561	28,165,688	24,061,507	28,035,522	-0.5%
M-NCPPC Special Funds	53,086	550,000	550,000	550,000	—
M-NCPPC Enterprise Funds	13,592,432	13,451,825	13,367,080	14,209,639	5.6%
<b>TOTAL NON-TAX SUPPORTED</b>	<b>1,690,106,553</b>	<b>671,654,150</b>	<b>1,047,580,354</b>	<b>1,070,363,000</b>	<b>59.4%</b>
<b>SUMMARY</b>					
<b>GRAND TOTAL ALL FUNDS/AGENCIES</b>	<b>5,978,927,671</b>	<b>4,945,938,049</b>	<b>5,303,991,977</b>	<b>5,513,462,070</b>	<b>11.5%</b>

# SCHEDULE C-2

## Revenues Detailed By Agency

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>MONTGOMERY COUNTY GOVERNMENT</b>					
General Fund Tax Supported	3,031,818,479	2,975,185,047	2,952,960,922	3,109,559,896	4.5%
Special Funds Tax Supported	409,145,671	434,190,557	434,870,560	449,187,634	3.5%
Special Funds Non-Tax Supported	177,055,586	189,718,374	192,471,473	197,592,302	4.2%
Enterprise Funds Non-Tax Supported	314,561,169	282,895,304	281,972,252	284,514,422	0.6%
Trust Funds Non-Tax Supported	1,017,076,886	0	387,400,000	387,400,000	—
<b>TOTAL MONTGOMERY COUNTY GOVERNMENT</b>	<b>4,949,657,791</b>	<b>3,881,989,282</b>	<b>4,249,675,207</b>	<b>4,428,254,254</b>	<b>14.1%</b>
<b>DEBT SERVICE</b>					
Special Funds Tax Supported	9,327,141	5,928,730	13,507,081	17,341,440	192.5%
<b>MONTGOMERY COUNTY PUBLIC SCHOOLS</b>					
Current Fund Tax Supported	612,692,130	623,041,641	623,041,641	627,966,722	0.8%
Special Funds Non-Tax Supported	74,809,399	77,903,934	77,903,934	77,170,491	-0.9%
Enterprise Funds Non-Tax Supported	59,105,366	59,195,025	59,195,025	61,116,624	3.2%
<b>TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS</b>	<b>746,606,895</b>	<b>760,140,600</b>	<b>760,140,600</b>	<b>766,253,837</b>	<b>0.8%</b>
<b>MONTGOMERY COLLEGE</b>					
Current Fund Tax Supported	114,995,352	119,548,710	116,102,851	118,646,267	-0.8%
Special Funds Tax Supported	1,236	0	0	0	—
Special Funds Non-Tax Supported	10,659,068	19,774,000	10,659,083	19,774,000	—
Enterprise Funds Non-Tax Supported	23,193,561	28,165,688	24,061,507	28,035,522	-0.5%
<b>TOTAL MONTGOMERY COLLEGE</b>	<b>148,849,217</b>	<b>167,488,398</b>	<b>150,823,441</b>	<b>166,455,789</b>	<b>-0.6%</b>

## SCHEDULE C-2

### Revenues Detailed By Agency

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION</b>					
Special Funds Tax Supported	110,841,109	116,389,214	115,928,568	120,397,111	3.4%
Special Funds Non-Tax Supported	53,086	550,000	550,000	550,000	—
Enterprise Funds Non-Tax Supported	13,592,432	13,451,825	13,367,080	14,209,639	5.6%
<b>TOTAL M-NCPPC</b>	<b>124,486,627</b>	<b>130,391,039</b>	<b>129,845,648</b>	<b>135,156,750</b>	<b>3.7%</b>
<b>OTHER</b>					
<b>SUMMARY</b>					
<b>GRAND TOTAL ALL FUNDS/AGENCIES</b>	<b>5,978,927,671</b>	<b>4,945,938,049</b>	<b>5,303,991,977</b>	<b>5,513,462,070</b>	<b>11.5%</b>

## SCHEDULE C-3

### Revenues Detailed By Agency, Fund and Type

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>TAX SUPPORTED</b>					
<b>MONTGOMERY COUNTY GOVERNMENT</b>					
<b>County General Fund</b>					
<b>Taxes</b>					
Admissions Tax	2,983,891	3,212,000	3,045,800	3,247,808	1.1%
County Income Tax	1,376,763,653	1,340,644,366	1,333,119,043	1,443,417,237	7.7%
Energy Tax	210,678,660	209,181,624	203,515,000	206,190,000	-1.4%
Hotel/Motel Tax	17,675,982	17,512,115	19,608,800	20,339,825	16.1%
Property Tax	1,109,081,029	1,088,918,814	1,085,950,164	1,117,010,577	2.6%
Real Property Transfer Tax	90,496,157	97,880,000	88,710,000	96,240,000	-1.7%
Recordation Tax	53,962,477	62,814,266	52,897,862	57,593,411	-8.3%
Telephone Tax	53,160,865	47,833,000	49,600,236	50,416,800	5.4%
<b>TOTAL TAXES</b>	<b>2,914,802,714</b>	<b>2,867,996,185</b>	<b>2,836,446,905</b>	<b>2,994,455,658</b>	<b>4.4%</b>
<b>Licenses &amp; Permits</b>					
Clerk of the Court Business Licenses	19	215,000	215,000	215,000	—
Hazardous Materials Permits	825,762	800,000	800,000	800,000	—
Health Inspection: Restaurants	1,804,845	1,808,680	1,737,820	1,737,820	-3.9%
Health Inspections: Living Facilities	272,848	240,730	240,730	240,730	—
Health Inspections: Swimming Pools	544,905	501,220	526,390	526,330	5.0%
Landlord-Tenant Fees	5,041,465	4,988,040	4,988,040	5,436,018	9.0%
Marriage Licenses	364,370	353,100	372,000	372,000	5.4%
New Home Builder's License	137,679	134,000	134,000	134,000	—
Pet Licenses	264,378	1,251,707	440,000	1,251,707	—
Residential Parking Permits	236,700	200,000	200,000	200,000	—
Trader's License	857,042	780,000	780,000	780,000	—
Other Licenses/Permits	235,321	213,920	211,470	208,470	-2.5%
<b>TOTAL LICENSES &amp; PERMITS</b>	<b>10,585,334</b>	<b>11,486,397</b>	<b>10,645,450</b>	<b>11,902,075</b>	<b>3.6%</b>
<b>Charges for Services</b>					
Alternative Community Services	405,847	440,000	550,000	550,000	25.0%
Board of Appeals Fees	169,354	306,334	306,334	306,334	—
Care of Federal/State Prisoners	2,077,732	1,639,310	1,703,690	2,038,313	24.3%
Common Ownership Community Fees	408,770	405,500	415,500	410,000	1.1%
Discovery Materials	29,825	30,000	30,000	30,000	—
Facility Rental Fees	23,971	23,000	25,000	25,000	8.7%
Health and Human Services Fees	1,379,170	1,426,320	1,424,210	1,332,800	-6.6%
Home Confinement Fees	105,747	41,000	41,000	41,000	—
Library Fees	27,781	600	20,000	20,000	3233.3%

# SCHEDULE C-3

## Revenues Detailed By Agency, Fund and Type

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Motor Pool Charges/Fees	8,808	0	0	0	—
Other Charges/Fees	388,832	440,000	440,000	440,000	—
Parking Fees	338,795	248,000	317,000	317,000	27.8%
Recreation Fees	8,425	0	0	0	—
Self Insurance Employee Health Income	112,000	0	0	0	—
Sheriff Fees	951,547	1,200,000	1,200,000	1,200,000	—
Street Tree Planting	0	0	0	75,000	—
Subdivision Plan Review	80,129	200,000	200,000	200,000	—
Substance Abusers Intervention Program (IPSA)	270,364	359,950	100,000	105,000	-70.8%
Zoning Fees	54,032	65,000	65,000	65,000	—
Other Charges/Fees	2,070,284	1,983,030	2,214,180	2,203,810	11.1%
Tree Canopy	0	50,000	50,000	250,000	400.0%
<b>TOTAL CHARGES FOR SERVICES</b>	<b>8,911,413</b>	<b>8,858,044</b>	<b>9,101,914</b>	<b>9,609,257</b>	<b>8.5%</b>
<b>Fines &amp; Forfeitures</b>					
Library Fines	1,121,664	1,421,220	1,421,220	1,421,220	—
Other Fines/Forfeitures	2,600	1,400	1,400	1,400	—
Parking Fines	1,142,831	935,241	935,241	935,241	—
Photo Red Light Citations	4,298,480	3,685,770	3,900,000	3,900,000	5.8%
Speed Camera Citations	16,712,311	14,607,000	16,700,000	16,700,000	14.3%
Other Fines/Forfeitures	715,610	970,500	935,500	935,500	-3.6%
<b>TOTAL FINES &amp; FORFEITURES</b>	<b>23,993,496</b>	<b>21,621,131</b>	<b>23,893,361</b>	<b>23,893,361</b>	<b>10.5%</b>
<b>Intergovernmental</b>					
Core Health Services Funding	3,975,153	4,411,426	4,411,430	3,975,150	-9.9%
EEOC Reimbursement	0	39,000	39,000	55,000	41.0%
Emergency 911	8,616,645	5,420,000	6,745,000	6,745,000	24.4%
Federal Financial Participation Reimbursements	14,128,020	11,891,695	14,141,585	14,314,585	20.4%
Federal Grants	1,181,750	0	0	0	—
Illegal Alien Inmate Reimbursement	828,861	808,500	584,351	600,000	-25.8%
Indirect Costs: Grants	1,004,811	1,100,000	1,100,000	1,100,000	—
Magistrates	214,348	168,912	170,660	170,660	1.0%
Medicaid/Medicare Reimbursement	3,943,386	2,852,088	3,792,180	2,009,466	-29.5%
Nursing Home Reimbursement	658,315	666,850	666,850	666,850	—
Other Intergovernmental	2,248,042	0	0	0	—
State Aid: Highway User	3,339,194	3,587,736	3,527,416	3,583,245	-0.1%
State Aid: Police Protection	13,773,624	13,932,320	13,932,320	13,768,440	-1.2%
State Grants	1,008,000	0	0	0	—
State Interpreter Fee Reimbursement	291,122	314,709	314,709	314,709	—
State Jury Fee Reimbursement	377,710	404,245	404,245	404,245	—
State Reimbursement: Library Operations	2,771,423	2,667,853	2,813,185	2,902,000	8.8%
State Reimbursement: Library Staff Retirement	1,865,495	2,813,185	2,000,000	2,201,000	-21.8%
Traffic Signals Maintenance	0	994,000	994,000	994,000	—
Other Intergovernmental	3,017,809	4,159,721	5,462,531	4,876,485	17.2%
<b>TOTAL INTERGOVERNMENTAL</b>	<b>63,243,708</b>	<b>56,232,240</b>	<b>61,099,462</b>	<b>58,680,835</b>	<b>4.4%</b>
<b>Miscellaneous</b>					
Conference Center - Net Proceeds	1,591,849	900,000	900,000	900,000	—
Conference Center - Rental Income	319,100	319,100	319,100	319,100	—
Loan Payments	19,074	306,800	306,800	306,800	—
Miscellaneous Revenues	3,728,917	1,706,020	4,554,320	3,559,320	108.6%
Property Rentals	3,845,667	4,489,070	4,489,070	3,850,000	-14.2%
Vehicle/Bike Auction Proceeds	771,635	1,000,000	1,000,000	1,000,000	—
<b>TOTAL MISCELLANEOUS</b>	<b>10,276,242</b>	<b>8,720,990</b>	<b>11,569,290</b>	<b>9,935,220</b>	<b>13.9%</b>
<b>Investment Income</b>					
Investment Income	5,572	270,060	204,540	1,083,490	301.2%
<b>TOTAL COUNTY GENERAL FUND</b>	<b>3,031,818,479</b>	<b>2,975,185,047</b>	<b>2,952,960,922</b>	<b>3,109,559,896</b>	<b>4.5%</b>
<b>Special Funds</b>					
<b>Bethesda Urban District</b>					

# SCHEDULE C-3

## Revenues Detailed By Agency, Fund and Type

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>Taxes</b>					
Property Tax	471,953	480,406	485,557	501,693	4.4%
<b>Charges for Services</b>					
Optional Method Development	156,393	150,000	150,000	150,000	—
<b>Miscellaneous</b>					
Miscellaneous Revenues	35,003	0	0	0	—
<b>Investment Income</b>					
Investment Income	195	0	360	360	—
<b>TOTAL BETHESDA URBAN DISTRICT</b>	<b>663,544</b>	<b>630,406</b>	<b>635,917</b>	<b>652,053</b>	<b>3.4%</b>
<b>Silver Spring Urban District</b>					
<b>Taxes</b>					
Property Tax	666,703	729,771	768,879	795,761	9.0%
<b>Charges for Services</b>					
Optional Method Development	145,748	134,000	134,000	134,000	—
<b>TOTAL CHARGES FOR SERVICES</b>	<b>145,748</b>	<b>134,000</b>	<b>134,000</b>	<b>134,000</b>	<b>—</b>
<b>Miscellaneous</b>					
Miscellaneous Revenues	12,699	0	0	0	—
<b>Investment Income</b>					
Investment Income	477	0	880	880	—
<b>TOTAL SILVER SPRING URBAN DISTRICT</b>	<b>825,627</b>	<b>863,771</b>	<b>903,759</b>	<b>930,641</b>	<b>7.7%</b>
<b>Wheaton Urban District</b>					
<b>Taxes</b>					
Property Tax	165,142	164,449	190,366	196,959	19.8%
<b>Investment Income</b>					
Investment Income	161	0	300	300	—
<b>TOTAL WHEATON URBAN DISTRICT</b>	<b>165,303</b>	<b>164,449</b>	<b>190,666</b>	<b>197,259</b>	<b>20.0%</b>
<b>Bradley Noise Abatement</b>					
<b>TOTAL BRADLEY NOISE ABATEMENT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Cabin John Noise Abatement</b>					
<b>TOTAL CABIN JOHN NOISE ABATEMENT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Mass Transit</b>					
<b>Taxes</b>					
Property Tax	70,991,730	68,920,536	68,735,499	107,000,412	55.3%
<b>Licenses &amp; Permits</b>					
Taxi Licensing Fees	545,877	531,000	531,000	531,000	—
<b>Charges for Services</b>					
Bus Advertising	610,922	520,000	520,000	545,000	4.8%
Motor Pool Charges/Fees	481,696	0	0	0	—
Parking Fees	796,505	661,385	661,385	661,385	—
Ride On Fare Revenue	21,655,986	23,638,593	23,638,593	23,534,593	-0.4%
Other Charges/Fees	1,465,723	878,194	878,194	982,194	11.8%
<b>TOTAL CHARGES FOR SERVICES</b>	<b>25,010,832</b>	<b>25,698,172</b>	<b>25,698,172</b>	<b>25,723,172</b>	<b>0.1%</b>
<b>Fines &amp; Forfeitures</b>					
Parking Fines	546,627	405,000	405,000	405,000	—
Other Fines/Forfeitures	12,905	0	0	0	—
<b>TOTAL FINES &amp; FORFEITURES</b>	<b>559,532</b>	<b>405,000</b>	<b>405,000</b>	<b>405,000</b>	<b>—</b>
<b>Intergovernmental</b>					
State Aid: Call N' Ride	318,256	379,110	379,110	379,110	—
State Aid: Damascus Fixed Route	214,021	309,950	309,950	309,950	—
State Aid: Ride On	33,184,941	38,674,612	38,674,612	39,089,040	1.1%
<b>TOTAL INTERGOVERNMENTAL</b>	<b>33,717,218</b>	<b>39,363,672</b>	<b>39,363,672</b>	<b>39,778,100</b>	<b>1.1%</b>
<b>Miscellaneous</b>					

# SCHEDULE C-3

## Revenues Detailed By Agency, Fund and Type

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Miscellaneous Revenues	162,579	0	0	0	—
<b>Investment Income</b>					
Investment Income	4,191	1,790	7,710	7,710	330.7%
<b>TOTAL MASS TRANSIT</b>	<b>130,991,959</b>	<b>134,920,170</b>	<b>134,741,053</b>	<b>173,445,394</b>	<b>28.6%</b>
<b>Fire</b>					
<b>Taxes</b>					
Property Tax	210,945,363	234,329,822	233,700,696	206,867,464	-11.7%
<b>Licenses &amp; Permits</b>					
Fire Code Enforcement Permits	481,953	600,000	481,953	600,000	—
Occupancy Permits	1,006	0	0	0	—
Other Licenses/Permits	250	0	0	0	—
<b>TOTAL LICENSES &amp; PERMITS</b>	<b>483,209</b>	<b>600,000</b>	<b>481,953</b>	<b>600,000</b>	<b>—</b>
<b>Charges for Services</b>					
Automation Enhancement Fee	108,775	120,000	120,000	120,000	—
EMS Reimbursement-Ambulance Fee	22,738,993	15,600,000	16,000,000	17,500,000	12.2%
Parking Fees	-4	0	0	0	—
Other Charges/Fees	714,972	700,000	700,000	715,000	2.1%
<b>TOTAL CHARGES FOR SERVICES</b>	<b>23,562,736</b>	<b>16,420,000</b>	<b>16,820,000</b>	<b>18,335,000</b>	<b>11.7%</b>
<b>Intergovernmental</b>					
State Fire/Rescue 508 Funds	1,299,252	0	1,523,263	0	—
<b>TOTAL INTERGOVERNMENTAL</b>	<b>1,299,252</b>	<b>0</b>	<b>1,523,263</b>	<b>0</b>	<b>—</b>
<b>Miscellaneous</b>					
Insurance Proceeds	0	0	357,000	0	—
Miscellaneous Revenues	41,402	10,000	0	10,000	—
<b>TOTAL MISCELLANEOUS</b>	<b>41,402</b>	<b>10,000</b>	<b>357,000</b>	<b>10,000</b>	<b>—</b>
<b>Investment Income</b>					
Investment Income	25,424	27,440	46,760	46,760	70.4%
<b>TOTAL FIRE</b>	<b>236,357,386</b>	<b>251,387,262</b>	<b>252,929,672</b>	<b>225,859,224</b>	<b>-10.2%</b>
<b>Recreation</b>					
<b>Taxes</b>					
Property Tax	29,427,342	34,559,943	34,409,228	35,717,163	3.3%
<b>Charges for Services</b>					
Facility Rental Fees	745,571	757,600	757,600	794,600	4.9%
Other Charges/Fees	-270	0	0	0	—
Parking Fees	-28	0	0	0	—
Recreation Fees	9,471,390	10,604,411	9,708,225	10,465,942	-1.3%
<b>TOTAL CHARGES FOR SERVICES</b>	<b>10,216,663</b>	<b>11,362,011</b>	<b>10,465,825</b>	<b>11,260,542</b>	<b>-0.9%</b>
<b>Miscellaneous</b>					
Miscellaneous Revenues	135,851	-105,360	63,705	84,365	-180.1%
Miscellaneous Revenues - Parks ActiveNet	0	169,065	169,065	102,263	-39.5%
<b>TOTAL MISCELLANEOUS</b>	<b>135,851</b>	<b>63,705</b>	<b>232,770</b>	<b>186,628</b>	<b>193.0%</b>
<b>Investment Income</b>					
Investment Income	5,951	5,650	10,940	10,940	93.6%
<b>TOTAL RECREATION</b>	<b>39,785,807</b>	<b>45,991,309</b>	<b>45,118,763</b>	<b>47,175,273</b>	<b>2.6%</b>
<b>Economic Development Fund</b>					
<b>Miscellaneous</b>					
Loan Payments	55,858	94,970	94,970	94,970	—
Miscellaneous Revenues	161,107	0	0	0	—
<b>TOTAL MISCELLANEOUS</b>	<b>216,965</b>	<b>94,970</b>	<b>94,970</b>	<b>94,970</b>	<b>—</b>
<b>Investment Income</b>					
Investment Income	30,439	68,980	55,970	55,970	-18.9%
<b>TOTAL ECONOMIC DEVELOPMENT FUND</b>	<b>247,404</b>	<b>163,950</b>	<b>150,940</b>	<b>150,940</b>	<b>-7.9%</b>
<b>Revenue Stabilization Fund</b>					

# SCHEDULE C-3

## Revenues Detailed By Agency, Fund and Type

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>Investment Income</b>					
Investment Income	108,641	69,240	199,790	776,850	1022.0%
<b>TOTAL REVENUE STABILIZATION FUND</b>	<b>108,641</b>	<b>69,240</b>	<b>199,790</b>	<b>776,850</b>	<b>1022.0%</b>
<b>TOTAL SPECIAL FUNDS</b>	<b>409,145,671</b>	<b>434,190,557</b>	<b>434,870,560</b>	<b>449,187,634</b>	<b>3.5%</b>
<b>TOTAL MONTGOMERY COUNTY GOVERNMENT</b>	<b>3,440,964,150</b>	<b>3,409,375,604</b>	<b>3,387,831,482</b>	<b>3,558,747,530</b>	<b>4.4%</b>
<b>DEBT SERVICE</b>					
<b>Debt Service</b>					
<b>Intergovernmental</b>					
Federal Grants	5,808,511	5,928,730	5,928,730	5,853,000	-1.3%
Premium on General Obligation Bonds	3,088,117	0	5,236,781	11,488,440	—
<b>TOTAL INTERGOVERNMENTAL</b>	<b>8,896,628</b>	<b>5,928,730</b>	<b>11,165,511</b>	<b>17,341,440</b>	<b>192.5%</b>
<b>Miscellaneous</b>					
Miscellaneous Revenues	334,924	0	2,341,570	0	—
<b>TOTAL MISCELLANEOUS</b>	<b>334,924</b>	<b>0</b>	<b>2,341,570</b>	<b>0</b>	<b>—</b>
<b>Investment Income</b>					
Investment Income	95,589	0	0	0	—
<b>TOTAL DEBT SERVICE</b>	<b>9,327,141</b>	<b>5,928,730</b>	<b>13,507,081</b>	<b>17,341,440</b>	<b>192.5%</b>
<b>TOTAL DEBT SERVICE</b>	<b>9,327,141</b>	<b>5,928,730</b>	<b>13,507,081</b>	<b>17,341,440</b>	<b>192.5%</b>
<b>MONTGOMERY COUNTY PUBLIC SCHOOLS</b>					
<b>Current Fund MCPS</b>					
<b>Charges for Services</b>					
Tuition-Other Sources	3,992,554	3,875,708	3,875,708	4,105,755	5.9%
<b>Intergovernmental</b>					
Basic State Aid	305,782,989	310,456,913	310,456,913	317,819,187	2.4%
Federal Revenues	193,173	400,000	400,000	200,000	-50.0%
Foster Care/Miscellaneous	232,670	400,000	400,000	400,000	—
GCEI - Geographic Cost of Education Index	33,636,554	34,394,095	34,394,095	17,504,312	-49.1%
Students With Disabilities	52,252,933	51,202,771	51,202,771	53,806,005	5.1%
Thornton Legislation	179,615,574	184,221,187	184,221,187	194,344,891	5.5%
Transportation	36,985,683	38,090,967	38,090,967	39,786,572	4.5%
<b>TOTAL INTERGOVERNMENTAL</b>	<b>608,699,576</b>	<b>619,165,933</b>	<b>619,165,933</b>	<b>623,860,967</b>	<b>0.8%</b>
<b>TOTAL CURRENT FUND MCPS</b>	<b>612,692,130</b>	<b>623,041,641</b>	<b>623,041,641</b>	<b>627,966,722</b>	<b>0.8%</b>
<b>TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS</b>	<b>612,692,130</b>	<b>623,041,641</b>	<b>623,041,641</b>	<b>627,966,722</b>	<b>0.8%</b>
<b>MONTGOMERY COLLEGE</b>					
<b>Current Fund MC</b>					
<b>Charges for Services</b>					
Other Student Fees: Current Fund	1,489,985	1,438,157	1,402,203	1,395,656	-3.0%
Tuition and Fees: Current Fund	80,132,943	82,221,884	80,166,337	81,892,029	-0.4%
<b>TOTAL CHARGES FOR SERVICES</b>	<b>81,622,928</b>	<b>83,660,041</b>	<b>81,568,540</b>	<b>83,287,685</b>	<b>-0.4%</b>
<b>Intergovernmental</b>					
Fed. State & Priv. Gifts & Grants	367,933	325,000	322,870	325,000	—
State Aid	31,688,491	34,238,669	32,974,239	33,708,582	-1.5%
<b>TOTAL INTERGOVERNMENTAL</b>	<b>32,056,424</b>	<b>34,563,669</b>	<b>33,297,109</b>	<b>34,033,582</b>	<b>-1.5%</b>
<b>Miscellaneous</b>					
Current Fund: Other Revenue	1,198,422	1,135,000	1,127,562	1,135,000	—
Current Fund: Performing Arts Center	55,661	135,000	55,000	135,000	—
<b>TOTAL MISCELLANEOUS</b>	<b>1,254,083</b>	<b>1,270,000</b>	<b>1,182,562</b>	<b>1,270,000</b>	<b>—</b>
<b>Investment Income</b>					
Current Fund: Interest	61,917	55,000	54,640	55,000	—
<b>TOTAL CURRENT FUND MC</b>	<b>114,995,352</b>	<b>119,548,710</b>	<b>116,102,851</b>	<b>118,646,267</b>	<b>-0.8%</b>
<b>Special Funds</b>					
<b>Emergency Repair Fund</b>					

# SCHEDULE C-3

## Revenues Detailed By Agency, Fund and Type

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>Investment Income</b>					
EPMRF: Investment Income Non-Pooled	1,236	0	0	0	—
<b>TOTAL EMERGENCY REPAIR FUND</b>	<b>1,236</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>MC Grants Tax Supported Fund</b>					
<b>TOTAL MC GRANTS TAX SUPPORTED FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>TOTAL SPECIAL FUNDS</b>	<b>1,236</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>TOTAL MONTGOMERY COLLEGE</b>	<b>114,996,588</b>	<b>119,548,710</b>	<b>116,102,851</b>	<b>118,646,267</b>	<b>-0.8%</b>
<b>MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION</b>					
<b>Special Funds</b>					
<b>Administration Fund</b>					
<b>Taxes</b>					
Property Tax	26,360,981	25,395,989	25,289,793	27,795,118	9.4%
<b>Charges for Services</b>					
User Fees	180,366	240,580	240,580	144,000	-40.1%
<b>Intergovernmental</b>					
Intergovernmental	409,595	400,400	400,400	400,400	—
<b>Investment Income</b>					
Investment Income	35,915	20,500	20,500	35,000	70.7%
<b>TOTAL ADMINISTRATION FUND</b>	<b>26,986,857</b>	<b>26,057,469</b>	<b>25,951,273</b>	<b>28,374,518</b>	<b>8.9%</b>
<b>Park Fund</b>					
<b>Taxes</b>					
Property Tax	77,558,047	83,657,376	83,307,553	84,943,728	1.5%
<b>Charges for Services</b>					
Facility User Fees	2,420,570	2,356,200	2,356,200	2,424,443	2.9%
<b>Intergovernmental</b>					
Intergovernmental	2,034,400	2,468,155	2,468,155	2,739,782	11.0%
<b>Miscellaneous</b>					
Miscellaneous	167,261	122,000	122,000	126,300	3.5%
<b>Investment Income</b>					
Investment Income	6,370	5,000	5,000	5,000	—
Investment Income: CIP	-36,872	0	0	0	—
<b>TOTAL INVESTMENT INCOME</b>	<b>-30,502</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>—</b>
<b>TOTAL PARK FUND</b>	<b>82,149,776</b>	<b>88,608,731</b>	<b>88,258,908</b>	<b>90,239,253</b>	<b>1.8%</b>
<b>ALA Debt Service Fund</b>					
<b>Taxes</b>					
Property Tax	1,704,476	1,723,014	1,718,387	1,783,340	3.5%
<b>TOTAL ALA DEBT SERVICE FUND</b>	<b>1,704,476</b>	<b>1,723,014</b>	<b>1,718,387</b>	<b>1,783,340</b>	<b>3.5%</b>
<b>TOTAL SPECIAL FUNDS</b>	<b>110,841,109</b>	<b>116,389,214</b>	<b>115,928,568</b>	<b>120,397,111</b>	<b>3.4%</b>
<b>TOTAL M-NCPPC</b>	<b>110,841,109</b>	<b>116,389,214</b>	<b>115,928,568</b>	<b>120,397,111</b>	<b>3.4%</b>
<b>TOTAL TAX SUPPORTED</b>	<b>4,288,821,118</b>	<b>4,274,283,899</b>	<b>4,256,411,623</b>	<b>4,443,099,070</b>	<b>3.9%</b>
<b>NON-TAX SUPPORTED</b>					
<b>MONTGOMERY COUNTY GOVERNMENT</b>					
<b>Special Funds</b>					
<b>Water Quality Protection Fund</b>					
<b>Taxes</b>					
Bag Tax	2,406,995	2,150,000	2,150,000	2,400,000	11.6%
<b>Charges for Services</b>					
Water Quality Protection Fee	23,571,861	28,273,690	28,630,224	32,633,364	15.4%
Other Charges/Fees	57,357	200,000	200,000	200,000	—
<b>TOTAL CHARGES FOR SERVICES</b>	<b>23,629,218</b>	<b>28,473,690</b>	<b>28,830,224</b>	<b>32,833,364</b>	<b>15.3%</b>



# SCHEDULE C-3

## Revenues Detailed By Agency, Fund and Type

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>Investment Income</b>					
Investment Income	11,430	8,540	21,020	81,730	857.0%
<b>TOTAL WATER QUALITY PROTECTION FUND</b>	<b>26,047,643</b>	<b>30,632,230</b>	<b>31,001,244</b>	<b>35,315,094</b>	<b>15.3%</b>
<b>Grant Fund MCG</b>					
<b>Charges for Services</b>					
Other Charges/Fees	73,320	299,038	299,038	314,752	5.3%
Other Charges/Fees	86,610	0	0	0	—
<b>TOTAL CHARGES FOR SERVICES</b>	<b>159,930</b>	<b>299,038</b>	<b>299,038</b>	<b>314,752</b>	<b>5.3%</b>
<b>Intergovernmental</b>					
Federal Grants	44,070,392	28,161,425	28,152,009	31,021,422	10.2%
HB669 Social Services State Reimbursement	35,446,217	34,356,477	34,356,477	35,909,183	4.5%
Medicaid/Medicare Reimbursement	3,066,452	0	0	0	—
State Grants	24,144,362	52,677,383	52,686,799	51,684,907	-1.9%
Other Intergovernmental	617,167	130,000	130,000	131,711	1.3%
<b>TOTAL INTERGOVERNMENTAL</b>	<b>107,344,590</b>	<b>115,325,285</b>	<b>115,325,285</b>	<b>118,747,223</b>	<b>3.0%</b>
<b>Miscellaneous</b>					
Loan Payments	873,694	1,000,000	1,000,000	1,000,000	—
Miscellaneous Revenues	1,462,628	0	0	0	—
<b>TOTAL MISCELLANEOUS</b>	<b>2,336,322</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>—</b>
<b>Investment Income</b>					
Investment Income	731,636	0	0	0	—
<b>TOTAL GRANT FUND MCG</b>	<b>110,572,478</b>	<b>116,624,323</b>	<b>116,624,323</b>	<b>120,061,975</b>	<b>2.9%</b>
<b>Cable Television</b>					
<b>Charges for Services</b>					
Franchise Fees	16,644,317	17,002,130	17,106,891	17,281,070	1.6%
Gaithersburg PEG Contribution	177,629	174,950	172,438	168,127	-3.9%
I-Net Operating Revenue	1,761,616	1,800,372	1,792,092	0	—
PEG Capital Revenue	6,064,376	6,276,638	6,496,654	6,298,151	0.3%
PEG Operating Revenue	2,239,456	2,288,724	2,278,196	4,110,091	79.6%
Tower Application Fees	155,500	120,000	150,000	150,000	25.0%
<b>TOTAL CHARGES FOR SERVICES</b>	<b>27,042,894</b>	<b>27,662,814</b>	<b>27,996,271</b>	<b>28,007,439</b>	<b>1.2%</b>
<b>Investment Income</b>					
Investment Income	1,574	0	2,890	11,240	—
<b>TOTAL CABLE TELEVISION</b>	<b>27,044,468</b>	<b>27,662,814</b>	<b>27,999,161</b>	<b>28,018,679</b>	<b>1.3%</b>
<b>Montgomery Housing Initiative</b>					
<b>Taxes</b>					
MHI Transfer Tax	724,671	800,000	800,000	800,000	—
Recordation Tax	7,996,905	8,858,371	7,699,250	8,382,680	-5.4%
<b>TOTAL TAXES</b>	<b>8,721,576</b>	<b>9,658,371</b>	<b>8,499,250</b>	<b>9,182,680</b>	<b>-4.9%</b>
<b>Miscellaneous</b>					
Asset Management Fee	0	0	12,770	32,188	—
Commitment Fee	0	0	75,000	150,000	—
Land Sale Proceeds	0	0	2,275,000	0	—
Loan Payments	-1,156,646	2,500,000	2,500,000	1,825,000	-27.0%
Miscellaneous Revenues	1,500	75,006	75,006	75,006	—
MPDU Revenues	2,964,612	1,500,000	1,500,000	1,400,000	-6.7%
Other Financing Sources	67,729	65,630	65,630	63,480	-3.3%
<b>TOTAL MISCELLANEOUS</b>	<b>1,877,195</b>	<b>4,140,636</b>	<b>6,503,406</b>	<b>3,545,674</b>	<b>-14.4%</b>
<b>Investment Income</b>					
Investment Income	2,048,496	1,000,000	1,468,200	1,468,200	46.8%
<b>TOTAL MONTGOMERY HOUSING INITIATIVE</b>	<b>12,647,267</b>	<b>14,799,007</b>	<b>16,470,856</b>	<b>14,196,554</b>	<b>-4.1%</b>
<b>Restricted Donations</b>					
<b>Intergovernmental</b>					
Other Intergovernmental	7,572	0	0	0	—

# SCHEDULE C-3

## Revenues Detailed By Agency, Fund and Type

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>Miscellaneous</b>					
Miscellaneous Revenues	734,700	0	375,889	0	—
<b>Investment Income</b>					
Investment Income	1,458	0	0	0	—
<b>TOTAL RESTRICTED DONATIONS</b>	<b>743,730</b>	<b>0</b>	<b>375,889</b>	<b>0</b>	<b>—</b>
<b>TOTAL SPECIAL FUNDS</b>	<b>177,055,586</b>	<b>189,718,374</b>	<b>192,471,473</b>	<b>197,592,302</b>	<b>4.2%</b>
<b>Enterprise Funds</b>					
<b>Community Use of Public Facilities</b>					
<b>Charges for Services</b>					
Facility Rental Fees	10,860,679	10,368,000	10,354,220	10,955,160	5.7%
<b>TOTAL CHARGES FOR SERVICES</b>	<b>10,860,679</b>	<b>10,368,000</b>	<b>10,354,220</b>	<b>10,955,160</b>	<b>5.7%</b>
<b>Miscellaneous</b>					
Miscellaneous Revenues	-8,104	0	0	0	—
<b>Investment Income</b>					
Investment Income	5,157	2,230	9,480	36,860	1552.9%
<b>TOTAL COMMUNITY USE OF PUBLIC FACILITIES</b>	<b>10,857,732</b>	<b>10,370,230</b>	<b>10,363,700</b>	<b>10,992,020</b>	<b>6.0%</b>
<b>Bethesda Parking District</b>					
<b>Taxes</b>					
Property Tax	2,553,832	2,629,783	2,695,606	0	—
<b>Licenses &amp; Permits</b>					
Residential Parking Permits	-19	0	0	0	—
<b>TOTAL LICENSES &amp; PERMITS</b>	<b>-19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Charges for Services</b>					
Parking Fees	12,448,063	13,673,730	13,715,000	14,383,000	5.2%
Smart Meters	0	316,000	316,000	316,000	—
<b>TOTAL CHARGES FOR SERVICES</b>	<b>12,448,063</b>	<b>13,989,730</b>	<b>14,031,000</b>	<b>14,699,000</b>	<b>5.1%</b>
<b>Fines &amp; Forfeitures</b>					
Parking Fines	4,663,877	4,829,000	4,600,000	4,600,000	-4.7%
<b>Miscellaneous</b>					
Miscellaneous Revenues	33,344,367	284,120	-373,326	284,120	—
Property Rentals	54,547	40,000	40,000	40,000	—
<b>TOTAL MISCELLANEOUS</b>	<b>33,398,914</b>	<b>324,120</b>	<b>-333,326</b>	<b>324,120</b>	<b>—</b>
<b>Investment Income</b>					
Investment Income	9,227	22,720	71,780	107,190	371.8%
<b>TOTAL BETHESDA PARKING DISTRICT</b>	<b>53,073,894</b>	<b>21,795,353</b>	<b>21,065,060</b>	<b>19,730,310</b>	<b>-9.5%</b>
<b>Montgomery Hills Parking District</b>					
<b>Taxes</b>					
Property Tax	87,356	82,762	87,643	0	—
<b>Charges for Services</b>					
Parking Fees	34,002	52,000	45,000	45,000	-13.5%
<b>Fines &amp; Forfeitures</b>					
Parking Fines	28,081	25,000	25,000	28,000	12.0%
<b>Miscellaneous</b>					
Miscellaneous Revenues	-4,265	0	0	0	—
<b>Investment Income</b>					
Investment Income	1,835	0	3,370	13,100	—
<b>TOTAL MONTGOMERY HILLS PARKING DISTRICT</b>	<b>147,009</b>	<b>159,762</b>	<b>161,013</b>	<b>86,100</b>	<b>-46.1%</b>
<b>Silver Spring Parking District</b>					
<b>Taxes</b>					
Property Tax	7,155,730	7,808,396	8,262,275	0	—
<b>Charges for Services</b>					
Parking Fees	10,480,369	10,550,000	10,706,250	11,805,800	11.9%

# SCHEDULE C-3

## Revenues Detailed By Agency, Fund and Type

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>Fines &amp; Forfeitures</b>					
Parking Fines	2,931,302	2,256,250	2,256,250	2,256,250	—
<b>Miscellaneous</b>					
Miscellaneous Revenues	-434,986	0	-1,952,099	6,825,000	—
<b>Investment Income</b>					
Investment Income	8,884	13,540	16,340	63,540	369.3%
<b>TOTAL SILVER SPRING PARKING DISTRICT</b>	<b>20,141,299</b>	<b>20,628,186</b>	<b>19,289,016</b>	<b>20,950,590</b>	<b>1.6%</b>
<b>Wheaton Parking District</b>					
<b>Taxes</b>					
Property Tax	594,183	480,795	612,004	0	—
<b>Charges for Services</b>					
Parking Fees	965,432	925,200	960,000	960,000	3.8%
<b>Fines &amp; Forfeitures</b>					
Parking Fines	608,920	546,000	600,000	600,000	9.9%
<b>Miscellaneous</b>					
Miscellaneous Revenues	-85,854	0	0	0	—
<b>Investment Income</b>					
Investment Income	1,107	490	2,040	7,930	1518.4%
<b>TOTAL WHEATON PARKING DISTRICT</b>	<b>2,083,788</b>	<b>1,952,485</b>	<b>2,174,044</b>	<b>1,567,930</b>	<b>-19.7%</b>
<b>Permitting Services</b>					
<b>Licenses &amp; Permits</b>					
Building Permits	21,872,917	21,001,416	19,768,926	17,303,987	-17.6%
Electrical Permits and Licenses	4,089,207	3,400,000	3,853,593	3,403,352	0.1%
Fire Code Enforcement Permits	1,935,911	1,544,934	1,747,053	2,435,618	57.7%
Grading/Storm Drains/Paving/Driveway Permits	5,730,606	6,000,000	4,889,931	4,777,732	-20.4%
Mechanical Construction Permit	1,431,695	1,200,000	1,541,273	1,547,794	29.0%
Occupancy Permits	829,800	700,000	646,813	1,201,028	71.6%
Sediment Control Permits	2,912,151	2,569,000	2,685,389	1,222,542	-52.4%
Sign Permits	166,923	196,510	187,318	317,674	61.7%
Special Exception Fee	228,839	232,010	228,502	322,149	38.9%
Stormwater Mgmt and Water Quality Plan Fee	293,810	270,000	262,423	133,765	-50.5%
Utility Permits	0	0	0	1,175,879	—
Well and Septic	241,783	200,000	170,142	344,150	72.1%
Other Licenses/Permits	1,158,402	1,146,180	810,456	1,954,704	70.5%
<b>TOTAL LICENSES &amp; PERMITS</b>	<b>40,892,044</b>	<b>38,460,050</b>	<b>36,791,819</b>	<b>36,140,374</b>	<b>-6.0%</b>
<b>Charges for Services</b>					
Automation Enhancement Fee	2,169,708	1,633,791	1,879,221	1,942,650	18.9%
Other Charges/Fees	76,601	92,784	58,519	75,059	-19.1%
<b>TOTAL CHARGES FOR SERVICES</b>	<b>2,246,309</b>	<b>1,726,575</b>	<b>1,937,740</b>	<b>2,017,709</b>	<b>16.9%</b>
<b>Fines &amp; Forfeitures</b>					
Other Fines/Forfeitures	93,658	0	136,800	85,043	—
<b>Miscellaneous</b>					
Miscellaneous Revenues	7,537	0	0	0	—
<b>Investment Income</b>					
Investment Income	24,815	24,000	45,640	177,460	639.4%
<b>TOTAL PERMITTING SERVICES</b>	<b>43,264,363</b>	<b>40,210,625</b>	<b>38,911,999</b>	<b>38,420,586</b>	<b>-4.5%</b>
<b>Solid Waste Collection</b>					
<b>Charges for Services</b>					
Systems Benefit Charge	6,029,414	6,052,200	6,040,948	6,428,730	6.2%
Other Charges/Fees	11,299	0	0	0	—
<b>TOTAL CHARGES FOR SERVICES</b>	<b>6,040,713</b>	<b>6,052,200</b>	<b>6,040,948</b>	<b>6,428,730</b>	<b>6.2%</b>
<b>Investment Income</b>					
Investment Income	2,293	1,220	4,220	16,410	1245.1%

# SCHEDULE C-3

## Revenues Detailed By Agency, Fund and Type

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>TOTAL SOLID WASTE COLLECTION</b>	<b>6,043,006</b>	<b>6,053,420</b>	<b>6,045,168</b>	<b>6,445,140</b>	<b>6.5%</b>
<b>Solid Waste Disposal</b>					
<b>Licenses &amp; Permits</b>					
Other Licenses/Permits	13,145	15,000	15,000	13,145	-12.4%
<b>Charges for Services</b>					
Sale of Recycled Materials	4,271,232	4,445,436	4,250,436	5,232,584	17.7%
Solid Waste Disposal Fees/Operating Revenues	20,998,946	27,509,320	28,261,174	28,480,257	3.5%
Systems Benefit Charge	68,900,752	59,061,380	58,903,640	56,240,992	-4.8%
Other Charges/Fees	237,918	0	195,000	238,628	—
<b>TOTAL CHARGES FOR SERVICES</b>	<b>94,408,848</b>	<b>91,016,136</b>	<b>91,610,250</b>	<b>90,192,461</b>	<b>-0.9%</b>
<b>Fines &amp; Forfeitures</b>					
Other Fines/Forfeitures	56,934	22,000	22,000	56,934	158.8%
<b>Miscellaneous</b>					
Miscellaneous Revenues	80,347	5,013,514	6,053,034	5,736,474	14.4%
Property Rentals	0	0	43,000	39,719	—
<b>TOTAL MISCELLANEOUS</b>	<b>80,347</b>	<b>5,013,514</b>	<b>6,096,034</b>	<b>5,776,193</b>	<b>15.2%</b>
<b>Investment Income</b>					
Investment Income	40,553	140,260	74,580	289,990	106.8%
<b>TOTAL SOLID WASTE DISPOSAL</b>	<b>94,599,827</b>	<b>96,206,910</b>	<b>97,817,864</b>	<b>96,328,723</b>	<b>0.1%</b>
<b>Vacuum Leaf Collection</b>					
<b>Charges for Services</b>					
Leaf Vacuum Collection Fees	6,531,673	6,526,335	6,528,485	6,535,000	0.1%
Systems Benefit Charge	-11	0	0	0	—
Other Charges/Fees	12,558	0	0	0	—
<b>TOTAL CHARGES FOR SERVICES</b>	<b>6,544,220</b>	<b>6,526,335</b>	<b>6,528,485</b>	<b>6,535,000</b>	<b>0.1%</b>
<b>Investment Income</b>					
Investment Income	1,230	2,150	2,260	8,790	308.8%
<b>TOTAL VACUUM LEAF COLLECTION</b>	<b>6,545,450</b>	<b>6,528,485</b>	<b>6,530,745</b>	<b>6,543,790</b>	<b>0.2%</b>
<b>Liquor Control</b>					
<b>Taxes</b>					
Bag Tax	7,520	0	0	0	—
<b>Licenses &amp; Permits</b>					
Liquor Licenses	1,647,016	1,570,197	1,570,197	1,570,197	—
Other Licenses/Permits	80,600	156,000	156,000	156,000	—
<b>TOTAL LICENSES &amp; PERMITS</b>	<b>1,727,616</b>	<b>1,726,197</b>	<b>1,726,197</b>	<b>1,726,197</b>	<b>—</b>
<b>Charges for Services</b>					
Other Charges/Fees	19,756	8,740	8,740	8,740	—
<b>Fines &amp; Forfeitures</b>					
Other Fines/Forfeitures	216,243	220,560	220,560	220,560	—
<b>Miscellaneous</b>					
Liquor Sales	75,756,503	77,033,671	77,650,416	81,463,676	5.8%
Miscellaneous Revenues	71,407	0	0	0	—
<b>TOTAL MISCELLANEOUS</b>	<b>75,827,910</b>	<b>77,033,671</b>	<b>77,650,416</b>	<b>81,463,676</b>	<b>5.8%</b>
<b>Investment Income</b>					
Investment Income	5,756	680	7,730	30,060	4320.6%
<b>TOTAL LIQUOR CONTROL</b>	<b>77,804,801</b>	<b>78,989,848</b>	<b>79,613,643</b>	<b>83,449,233</b>	<b>5.6%</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>314,561,169</b>	<b>282,895,304</b>	<b>281,972,252</b>	<b>284,514,422</b>	<b>0.6%</b>
<b>TOTAL MONTGOMERY COUNTY GOVERNMENT</b>	<b>491,616,755</b>	<b>472,613,678</b>	<b>474,443,725</b>	<b>482,106,724</b>	<b>2.0%</b>
<b>DEBT SERVICE</b>					
<b>Debt Service - Non-Tax Supported</b>					
<b>TOTAL DEBT SERVICE - NON-TAX SUPPORTED</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>TOTAL DEBT SERVICE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

# SCHEDULE C-3

## Revenues Detailed By Agency, Fund and Type

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>MONTGOMERY COUNTY PUBLIC SCHOOLS</b>					
<b>Grant Fund MCPS</b>					
<b>Intergovernmental</b>					
Federal Grants	73,795,010	69,455,580	69,455,580	69,795,287	0.5%
Private Grants	1,014,389	8,448,354	8,448,354	6,731,204	-20.3%
State Grants	0	0	0	644,000	—
<b>TOTAL INTERGOVERNMENTAL</b>	<b>74,809,399</b>	<b>77,903,934</b>	<b>77,903,934</b>	<b>77,170,491</b>	<b>-0.9%</b>
<b>TOTAL GRANT FUND MCPS</b>	<b>74,809,399</b>	<b>77,903,934</b>	<b>77,903,934</b>	<b>77,170,491</b>	<b>-0.9%</b>
<b>Enterprise Funds</b>					
<b>Food Service Fund</b>					
<b>Charges for Services</b>					
Sale of Meals	19,343,941	18,829,956	18,829,956	21,699,064	15.2%
<b>Intergovernmental</b>					
Child Care Food Service	0	1,334,335	1,334,335	0	—
Federal Food	31,640,881	28,821,508	28,821,508	29,207,955	1.3%
State Food	1,614,566	2,236,607	2,236,607	2,259,860	1.0%
<b>TOTAL INTERGOVERNMENTAL</b>	<b>33,255,447</b>	<b>32,392,450</b>	<b>32,392,450</b>	<b>31,467,815</b>	<b>-2.9%</b>
<b>TOTAL FOOD SERVICE FUND</b>	<b>52,599,388</b>	<b>51,222,406</b>	<b>51,222,406</b>	<b>53,166,879</b>	<b>3.8%</b>
<b>Real Estate Fund</b>					
<b>Miscellaneous</b>					
Real Estate Fund	2,744,862	3,166,047	3,166,047	3,257,703	2.9%
<b>TOTAL REAL ESTATE FUND</b>	<b>2,744,862</b>	<b>3,166,047</b>	<b>3,166,047</b>	<b>3,257,703</b>	<b>2.9%</b>
<b>Field Trip Fund</b>					
<b>Charges for Services</b>					
Field Trip Fees	1,786,478	1,895,960	1,895,960	1,991,533	5.0%
<b>TOTAL FIELD TRIP FUND</b>	<b>1,786,478</b>	<b>1,895,960</b>	<b>1,895,960</b>	<b>1,991,533</b>	<b>5.0%</b>
<b>Entrepreneurial Activities Fund</b>					
<b>Charges for Services</b>					
Entrepreneurial Activities Fee	1,974,638	2,910,612	2,910,612	2,700,509	-7.2%
<b>TOTAL ENTREPRENEURIAL ACTIVITIES FUND</b>	<b>1,974,638</b>	<b>2,910,612</b>	<b>2,910,612</b>	<b>2,700,509</b>	<b>-7.2%</b>
<b>Instructional Television Fund</b>					
<b>TOTAL INSTRUCTIONAL TELEVISION FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>59,105,366</b>	<b>59,195,025</b>	<b>59,195,025</b>	<b>61,116,624</b>	<b>3.2%</b>
<b>TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS</b>	<b>133,914,765</b>	<b>137,098,959</b>	<b>137,098,959</b>	<b>138,287,115</b>	<b>0.9%</b>
<b>MONTGOMERY COLLEGE</b>					
<b>Special Funds</b>					
<b>Grant Fund MC</b>					
<b>Intergovernmental</b>					
Federal/State/Private Grants	10,658,183	19,773,000	10,658,183	19,773,000	—
<b>TOTAL GRANT FUND MC</b>	<b>10,658,183</b>	<b>19,773,000</b>	<b>10,658,183</b>	<b>19,773,000</b>	<b>—</b>
<b>Endowment Fund</b>					
<b>Miscellaneous</b>					
Interest	885	1,000	900	1,000	—
<b>TOTAL ENDOWMENT FUND</b>	<b>885</b>	<b>1,000</b>	<b>900</b>	<b>1,000</b>	<b>—</b>
<b>TOTAL SPECIAL FUNDS</b>	<b>10,659,068</b>	<b>19,774,000</b>	<b>10,659,083</b>	<b>19,774,000</b>	<b>—</b>
<b>Enterprise Funds</b>					
<b>Workforce Development &amp; Continuing Ed</b>					
<b>Charges for Services</b>					
Tuition and Fees: Continuing Education	7,032,778	9,650,000	7,100,000	9,843,000	2.0%
<b>Intergovernmental</b>					
State Aid	6,147,053	6,541,288	6,370,003	5,971,322	-8.7%

# SCHEDULE C-3

## Revenues Detailed By Agency, Fund and Type

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>Miscellaneous</b>					
Other Revenues: Interest	6,347	30,000	12,073	8,000	-73.3%
Other Revenues; Miscellaneous	5,358	380,000	152,927	380,000	—
<b>TOTAL MISCELLANEOUS</b>	<b>11,705</b>	<b>410,000</b>	<b>165,000</b>	<b>388,000</b>	<b>-5.4%</b>
<b>TOTAL WORKFORCE DEVELOPMENT &amp; CONTINUING ED</b>	<b>3,191,536</b>	<b>16,601,288</b>	<b>13,635,003</b>	<b>16,202,322</b>	<b>-2.4%</b>
<b>Auxiliary Fund</b>					
<b>Charges for Services</b>					
Sales	3,103,715	3,612,400	2,901,079	3,162,200	-12.5%
<b>Miscellaneous</b>					
Auxiliary Fund: Interest Income	4,792	12,000	9,344	4,000	-66.7%
Other Revenues: Miscellaneous	1,200,572	1,849,000	1,459,212	1,608,000	-13.0%
<b>TOTAL MISCELLANEOUS</b>	<b>1,205,364</b>	<b>1,861,000</b>	<b>1,468,556</b>	<b>1,612,000</b>	<b>-13.4%</b>
<b>TOTAL AUXILIARY FUND</b>	<b>4,309,079</b>	<b>5,473,400</b>	<b>4,369,635</b>	<b>4,774,200</b>	<b>-12.8%</b>
<b>Cable Television Fund</b>					
<b>Miscellaneous</b>					
Cable: Other Revenue	470	0	425	0	—
<b>TOTAL CABLE TELEVISION FUND</b>	<b>470</b>	<b>0</b>	<b>425</b>	<b>0</b>	<b>—</b>
<b>Major Facilities Reserve Fund</b>					
<b>Charges for Services</b>					
Student Fees	3,069,654	3,075,000	2,879,125	2,900,000	-5.7%
<b>Investment Income</b>					
Interest Income	14,422	20,000	15,000	14,000	-30.0%
<b>TOTAL MAJOR FACILITIES RESERVE FUND</b>	<b>3,084,076</b>	<b>3,095,000</b>	<b>2,894,125</b>	<b>2,914,000</b>	<b>-5.8%</b>
<b>Transportation Fund</b>					
<b>Charges for Services</b>					
Student Fees	2,389,153	2,975,000	2,682,000	3,875,000	30.3%
<b>Miscellaneous</b>					
Miscellaneous Other	219,247	21,000	480,319	270,000	1185.7%
<b>TOTAL TRANSPORTATION FUND</b>	<b>2,608,400</b>	<b>2,996,000</b>	<b>3,162,319</b>	<b>4,145,000</b>	<b>38.4%</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>23,193,561</b>	<b>28,165,688</b>	<b>24,061,507</b>	<b>28,035,522</b>	<b>-0.5%</b>
<b>TOTAL MONTGOMERY COLLEGE</b>	<b>33,852,629</b>	<b>47,939,688</b>	<b>34,720,590</b>	<b>47,809,522</b>	<b>-0.3%</b>
<b>MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION</b>					
<b>Grant Fund MNCPPC</b>					
<b>Intergovernmental</b>					
Administration Fund Grants	0	150,000	150,000	150,000	—
Park Fund Grants	53,086	400,000	400,000	400,000	—
<b>TOTAL INTERGOVERNMENTAL</b>	<b>53,086</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>—</b>
<b>TOTAL GRANT FUND MNCPPC</b>	<b>53,086</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>—</b>
<b>Enterprise Funds</b>					
<b>Special Revenue Funds</b>					
<b>Charges for Services</b>					
Service Charges	2,200,585	2,634,700	2,666,600	2,705,498	2.7%
<b>Intergovernmental</b>					
Intergovernmental	81,423	55,000	55,000	55,000	—
<b>Miscellaneous</b>					
Miscellaneous	172,828	0	0	0	—
<b>Investment Income</b>					
Investment Income	16,957	8,300	7,300	6,300	-24.1%
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>2,471,793</b>	<b>2,698,000</b>	<b>2,728,900</b>	<b>2,766,798</b>	<b>2.5%</b>
<b>Enterprise Fund</b>					
<b>Charges for Services</b>					

# SCHEDULE C-3

## Revenues Detailed By Agency, Fund and Type

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Fees and Charges	6,241,021	6,055,910	5,897,450	6,257,493	3.3%
Merchandise Sales	618,549	627,350	584,000	584,300	-6.9%
Rentals	3,152,468	3,036,245	3,122,610	3,454,248	13.8%
<b>TOTAL CHARGES FOR SERVICES</b>	<b>10,012,038</b>	<b>9,719,505</b>	<b>9,604,060</b>	<b>10,296,041</b>	<b>5.9%</b>
<b>Intergovernmental</b>					
Intergovernmental	66,687	0	0	0	—
<b>Miscellaneous</b>					
Non-Operating Revenues/Interest	18,197	8,000	7,800	20,000	150.0%
<b>TOTAL MISCELLANEOUS</b>	<b>18,197</b>	<b>8,000</b>	<b>7,800</b>	<b>20,000</b>	<b>150.0%</b>
<b>TOTAL ENTERPRISE FUND</b>	<b>10,096,922</b>	<b>9,727,505</b>	<b>9,611,860</b>	<b>10,316,041</b>	<b>6.1%</b>
<b>Prop Mgmt MNCPPC</b>					
<b>Charges for Services</b>					
Rental Income	1,014,976	1,024,500	1,024,500	1,123,800	9.7%
<b>Miscellaneous</b>					
Miscellaneous	5,631	0	0	0	—
<b>Investment Income</b>					
Investment Income	3,110	1,820	1,820	3,000	64.8%
<b>TOTAL PROP MGMT MNCPPC</b>	<b>1,023,717</b>	<b>1,026,320</b>	<b>1,026,320</b>	<b>1,126,800</b>	<b>9.8%</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>13,592,432</b>	<b>13,451,825</b>	<b>13,367,080</b>	<b>14,209,639</b>	<b>5.6%</b>
<b>TOTAL M-NCPPC</b>	<b>13,645,518</b>	<b>14,001,825</b>	<b>13,917,080</b>	<b>14,759,639</b>	<b>5.4%</b>
<b>TOTAL NON-TAX SUPPORTED</b>	<b>673,029,667</b>	<b>671,654,150</b>	<b>660,180,354</b>	<b>682,963,000</b>	<b>1.7%</b>
<b>SUMMARY</b>					
<b>GRAND TOTAL ALL FUNDS/AGENCIES</b>	<b>4,961,850,785</b>	<b>4,945,938,049</b>	<b>4,916,591,977</b>	<b>5,126,062,070</b>	<b>3.6%</b>

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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 FTEs<sup>1</sup> 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 FTEs 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.

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<sup>1</sup> 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 D-1

## Workforce Detailed By Type

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>TAX SUPPORTED</b>					
<b>Montgomery County Government General Fund</b>					
Full-Time Positions	5,102	5,258	5,258	5,299	0.8%
Part-Time Positions	754	756	756	757	0.1%
FTEs	5,247.63	5,423.93	5,423.93	5,483.43	1.1%
<b>Montgomery County Government Special Funds</b>					
Full-Time Positions	2,182	2,250	2,250	2,279	1.3%
Part-Time Positions	5	5	5	4	-20.0%
FTEs	2,509.26	2,565.73	2,565.73	2,592.69	1.1%
<b>Montgomery County Public Schools Current Fund</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	20,032.00	20,391.94	20,391.94	20,602.50	1.0%
<b>Montgomery College Current Fund</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	1,715.10	1,785.10	1,785.10	1,809.10	1.3%
<b>Montgomery College Special Funds</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>M-NCPPC Special Funds</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	809.38	836.45	836.45	873.24	4.4%
<b>Total Full-Time Positions</b>	<b>7,284</b>	<b>7,508</b>	<b>7,508</b>	<b>7,578</b>	<b>0.9%</b>
<b>Total Part-Time Positions</b>	<b>759</b>	<b>761</b>	<b>761</b>	<b>761</b>	<b>—</b>
<b>Total FTEs</b>	<b>30,313.37</b>	<b>31,003.15</b>	<b>31,003.15</b>	<b>31,360.96</b>	<b>1.2%</b>
<b>NON-TAX SUPPORTED</b>					
<b>Montgomery County Government Special Funds</b>					
Full-Time Positions	667	673	673	663	-1.5%
Part-Time Positions	51	43	43	37	-14.0%
FTEs	655.28	649.32	649.32	639.19	-1.6%
<b>Montgomery County Government Enterprise Funds</b>					
Full-Time Positions	606	613	613	659	7.5%
Part-Time Positions	65	158	158	163	3.2%
FTEs	747.69	753.79	753.79	850.13	12.8%
<b>Montgomery County Government Internal Service Funds</b>					
Full-Time Positions	240	241	241	239	-0.8%
Part-Time Positions	1	1	1	1	—
FTEs	285.42	286.07	286.07	285.22	-0.3%
<b>Montgomery County Public Schools Special Funds</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	590.30	564.90	564.90	624.05	10.5%
<b>Montgomery County Public Schools Enterprise Funds</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	619.55	623.05	623.05	624.05	0.2%
<b>Montgomery College Special Funds</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>Montgomery College Enterprise Funds</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	147.00	155.50	155.50	155.50	—
<b>M-NCPPC Special Funds</b>					

# SCHEDULE D-1

## Workforce Detailed By Type

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% 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	—
<b>M-NCPPC Enterprise Funds</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	149.17	142.15	142.15	141.85	-0.2%
<b>Total Full-Time Positions</b>	<b>1,513</b>	<b>1,527</b>	<b>1,527</b>	<b>1,561</b>	<b>2.2%</b>
<b>Total Part-Time Positions</b>	<b>117</b>	<b>202</b>	<b>202</b>	<b>201</b>	<b>-0.5%</b>
<b>Total FTEs</b>	<b>3,194.41</b>	<b>3,174.78</b>	<b>3,174.78</b>	<b>3,319.99</b>	<b>4.6%</b>
<b>SUMMARY</b>					
<b>Total Full-Time Positions</b>	<b>8,797</b>	<b>9,035</b>	<b>9,035</b>	<b>9,139</b>	<b>1.2%</b>
<b>Total Part-Time Positions</b>	<b>876</b>	<b>963</b>	<b>963</b>	<b>962</b>	<b>-0.1%</b>
<b>Total FTEs</b>	<b>33,507.78</b>	<b>34,177.93</b>	<b>34,177.93</b>	<b>34,680.95</b>	<b>1.5%</b>

# SCHEDULE D-2

## Workforce Detailed By Agency, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>MONTGOMERY COUNTY GOVERNMENT</b>					
<b>General Government</b>					
<b>County Council</b>					
Full-Time Positions	79	81	81	87	7.4%
Part-Time Positions	6	6	6	5	-16.7%
FTEs	77.05	79.05	79.05	82.20	4.0%
<b>Board of Appeals</b>					
Full-Time Positions	3	3	3	3	—
Part-Time Positions	0	0	0	0	—
FTEs	3.50	3.50	3.50	3.50	—
<b>Inspector General</b>					
Full-Time Positions	5	4	4	4	—
Part-Time Positions	0	0	0	0	—
FTEs	5.00	5.00	5.00	5.00	—
<b>Legislative Oversight</b>					
Full-Time Positions	11	11	11	11	—
Part-Time Positions	0	0	0	0	—
FTEs	11.00	11.00	11.00	11.00	—
<b>Merit System Protection Board</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	2	2	2	2	—
FTEs	1.00	1.00	1.00	1.00	—
<b>Zoning and Administrative Hearings</b>					
Full-Time Positions	3	3	3	3	—
Part-Time Positions	1	1	1	1	—
FTEs	3.75	3.75	3.75	3.75	—
<b>Circuit Court</b>					
Full-Time Positions	112	112	112	112	—
Part-Time Positions	9	4	4	4	—
FTEs	117.50	114.01	114.01	114.00	0.0%
<b>State's Attorney</b>					
Full-Time Positions	116	118	118	131	11.0%
Part-Time Positions	12	13	13	12	-7.7%
FTEs	132.10	135.60	135.60	138.86	2.4%

# SCHEDULE D-2

## Workforce Detailed By Agency, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>County Executive</b>					
Full-Time Positions	29	31	31	32	3.2%
Part-Time Positions	5	5	5	5	—
FTEs	30.60	31.60	31.60	32.60	3.2%
<b>Board of Elections</b>					
Full-Time Positions	28	28	28	28	—
Part-Time Positions	0	0	0	0	—
FTEs	31.35	50.98	50.98	50.98	—
<b>Community Engagement Cluster</b>					
Full-Time Positions	18	18	18	18	—
Part-Time Positions	2	2	2	2	—
FTEs	22.30	22.30	22.30	22.25	-0.2%
<b>County Attorney</b>					
Full-Time Positions	73	72	72	72	—
Part-Time Positions	3	5	5	5	—
FTEs	43.00	43.25	43.25	43.50	0.6%
<b>Ethics Commission</b>					
Full-Time Positions	3	3	3	3	—
Part-Time Positions	0	0	0	0	—
FTEs	3.00	3.00	3.00	3.00	—
<b>Finance</b>					
Full-Time Positions	123	126	126	116	-7.9%
Part-Time Positions	1	0	0	0	—
FTEs	124.68	125.68	125.68	125.93	0.2%
<b>General Services</b>					
Full-Time Positions	249	252	252	221	-12.3%
Part-Time Positions	4	4	4	2	-50.0%
FTEs	183.08	190.75	190.75	158.55	-16.9%
<b>Fleet Management Services</b>					
Full-Time Positions	201	201	201	200	-0.5%
Part-Time Positions	0	0	0	0	—
FTEs	205.30	204.10	204.10	204.10	—
<b>Human Resources</b>					
Full-Time Positions	68	70	70	64	-8.6%
Part-Time Positions	6	6	6	6	—
FTEs	66.50	66.45	66.45	67.30	1.3%
<b>Human Rights</b>					
Full-Time Positions	8	8	8	8	—
Part-Time Positions	0	0	0	0	—
FTEs	8.00	8.60	8.60	8.60	—
<b>Intergovernmental Relations</b>					
Full-Time Positions	4	4	4	4	—
Part-Time Positions	1	1	1	1	—
FTEs	5.10	5.10	5.10	5.10	—
<b>Management and Budget</b>					
Full-Time Positions	33	34	34	32	-5.9%
Part-Time Positions	0	0	0	0	—
FTEs	28.00	29.00	29.00	29.50	1.7%
<b>Public Information</b>					
Full-Time Positions	60	60	60	60	—
Part-Time Positions	0	0	0	0	—
FTEs	42.30	42.70	42.70	42.90	0.5%
<b>Office of Procurement</b>					
Full-Time Positions	0	0	0	33	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	33.00	—
<b>Technology Services</b>					
Full-Time Positions	128	135	135	155	14.8%
Part-Time Positions	2	2	2	2	—

# SCHEDULE D-2

## Workforce Detailed By Agency, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>FTEs</b>	109.53	110.03	110.03	146.65	33.3%
<b>Urban Districts</b>					
Full-Time Positions	31	60	60	60	—
Part-Time Positions	1	1	1	1	—
FTEs	55.02	58.30	58.30	58.30	—
<b>Total Full-Time Positions</b>	<b>1,385</b>	<b>1,434</b>	<b>1,434</b>	<b>1,457</b>	<b>1.6%</b>
<b>Total Part-Time Positions</b>	<b>55</b>	<b>52</b>	<b>52</b>	<b>48</b>	<b>-7.7%</b>
<b>Total FTEs</b>	<b>1,308.66</b>	<b>1,344.75</b>	<b>1,344.75</b>	<b>1,391.57</b>	<b>3.5%</b>
<b>Public Safety</b>					
<b>Consumer Protection</b>					
Full-Time Positions	17	17	17	17	—
Part-Time Positions	1	1	1	1	—
FTEs	16.60	16.60	16.60	16.60	—
<b>Correction and Rehabilitation</b>					
Full-Time Positions	516	526	526	524	-0.4%
Part-Time Positions	2	2	2	2	—
FTEs	517.80	526.30	526.30	524.82	-0.3%
<b>Emergency Management and Homeland Security</b>					
Full-Time Positions	11	12	12	13	8.3%
Part-Time Positions	1	1	1	1	—
FTEs	12.48	14.30	14.30	15.30	7.0%
<b>Fire and Rescue Service</b>					
Full-Time Positions	1,279	1,283	1,283	1,296	1.0%
Part-Time Positions	3	3	3	3	—
FTEs	1,281.56	1,286.56	1,286.56	1,299.26	1.0%
<b>Police</b>					
Full-Time Positions	1,704	1,784	1,784	1,810	1.5%
Part-Time Positions	198	186	186	184	-1.1%
FTEs	1,767.35	1,842.75	1,842.75	1,868.15	1.4%
<b>Sheriff</b>					
Full-Time Positions	178	181	181	181	—
Part-Time Positions	7	4	4	4	—
FTEs	185.48	183.30	183.30	183.30	0.0%
<b>Total Full-Time Positions</b>	<b>3,705</b>	<b>3,803</b>	<b>3,803</b>	<b>3,841</b>	<b>1.0%</b>
<b>Total Part-Time Positions</b>	<b>212</b>	<b>197</b>	<b>197</b>	<b>195</b>	<b>-1.0%</b>
<b>Total FTEs</b>	<b>3,781.27</b>	<b>3,869.81</b>	<b>3,869.81</b>	<b>3,907.43</b>	<b>1.0%</b>
<b>Transportation</b>					
<b>Transportation</b>					
Full-Time Positions	443	449	449	449	—
Part-Time Positions	8	8	8	8	—
FTEs	273.14	275.00	275.00	275.00	—
<b>Parking District Services</b>					
Full-Time Positions	52	52	52	52	—
Part-Time Positions	0	0	0	0	—
FTEs	48.59	49.89	49.89	49.33	-1.1%
<b>Transit Services</b>					
Full-Time Positions	806	825	825	826	0.1%
Part-Time Positions	0	0	0	0	—
FTEs	816.06	835.62	835.62	837.19	0.2%
<b>Total Full-Time Positions</b>	<b>1,301</b>	<b>1,326</b>	<b>1,326</b>	<b>1,327</b>	<b>0.1%</b>
<b>Total Part-Time Positions</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>—</b>
<b>Total FTEs</b>	<b>1,137.79</b>	<b>1,160.51</b>	<b>1,160.51</b>	<b>1,161.52</b>	<b>0.1%</b>
<b>Health and Human Services</b>					
<b>Health and Human Services</b>					
Full-Time Positions	1,326	1,352	1,352	1,343	-0.7%
Part-Time Positions	331	329	329	327	-0.6%
FTEs	1,568.76	1,588.87	1,588.87	1,577.66	-0.7%

# SCHEDULE D-2

## Workforce Detailed By Agency, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>Libraries, Culture, and Recreation</b>					
<b>Community Use of Public Facilities</b>					
Full-Time Positions	26	26	26	27	3.8%
Part-Time Positions	1	1	1	1	—
FTEs	26.74	26.74	26.74	27.74	3.7%
<b>Public Libraries</b>					
Full-Time Positions	190	210	210	208	-1.0%
Part-Time Positions	196	210	210	214	1.9%
FTEs	349.94	384.56	384.56	379.06	-1.4%
<b>Recreation</b>					
Full-Time Positions	104	109	109	112	2.8%
Part-Time Positions	1	1	1	0	—
FTEs	397.63	413.51	413.51	415.24	0.4%
<b>Total Full-Time Positions</b>	<b>320</b>	<b>345</b>	<b>345</b>	<b>347</b>	<b>0.6%</b>
<b>Total Part-Time Positions</b>	<b>198</b>	<b>212</b>	<b>212</b>	<b>215</b>	<b>1.4%</b>
<b>Total FTEs</b>	<b>774.31</b>	<b>824.81</b>	<b>824.81</b>	<b>822.04</b>	<b>-0.3%</b>
<b>Community Development and Housing</b>					
<b>Economic Development</b>					
Full-Time Positions	37	39	39	38	-2.6%
Part-Time Positions	4	2	2	2	—
FTEs	31.30	33.40	33.40	32.40	-3.0%
<b>Economic Development Fund</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
<b>Housing and Community Affairs</b>					
Full-Time Positions	83	82	82	85	3.7%
Part-Time Positions	2	3	3	3	—
FTEs	73.40	77.30	77.30	80.30	3.9%
<b>Permitting Services</b>					
Full-Time Positions	195	201	201	207	3.0%
Part-Time Positions	1	1	1	1	—
FTEs	200.50	206.50	206.50	212.50	2.9%
<b>Total Full-Time Positions</b>	<b>315</b>	<b>322</b>	<b>322</b>	<b>330</b>	<b>2.5%</b>
<b>Total Part-Time Positions</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>—</b>
<b>Total FTEs</b>	<b>306.20</b>	<b>318.20</b>	<b>318.20</b>	<b>326.20</b>	<b>2.5%</b>
<b>Environment</b>					
<b>Environmental Protection</b>					
Full-Time Positions	82	87	87	91	4.6%
Part-Time Positions	2	3	3	2	-33.3%
FTEs	92.88	97.48	97.48	99.78	2.4%
<b>Solid Waste Services</b>					
Full-Time Positions	79	79	79	79	—
Part-Time Positions	0	1	1	1	—
FTEs	102.21	103.01	103.01	103.01	—
<b>Total Full-Time Positions</b>	<b>161</b>	<b>166</b>	<b>166</b>	<b>170</b>	<b>2.4%</b>
<b>Total Part-Time Positions</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>-25.0%</b>
<b>Total FTEs</b>	<b>195.09</b>	<b>200.49</b>	<b>200.49</b>	<b>202.79</b>	<b>1.1%</b>
<b>Other County Government Functions</b>					
<b>Cable Television</b>					
Full-Time Positions	16	16	16	13	-18.8%
Part-Time Positions	0	0	0	0	—
FTEs	30.50	30.50	30.50	30.50	—
<b>Liquor Control</b>					
Full-Time Positions	254	255	255	294	15.3%
Part-Time Positions	63	155	155	160	3.2%
FTEs	338.82	336.82	336.82	426.72	26.7%

## SCHEDULE D-2

Workforce Detailed By Agency, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>Non-Departmental Accounts</b>					
Full-Time Positions	14	16	16	17	6.3%
Part-Time Positions	0	0	0	0	—
FTEs	3.88	4.08	4.08	4.23	3.7%
<b>Utilities</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>Total Full-Time Positions</b>	<b>284</b>	<b>287</b>	<b>287</b>	<b>324</b>	<b>12.9%</b>
<b>Total Part-Time Positions</b>	<b>63</b>	<b>155</b>	<b>155</b>	<b>160</b>	<b>3.2%</b>
<b>Total FTEs</b>	<b>373.20</b>	<b>371.40</b>	<b>371.40</b>	<b>461.45</b>	<b>24.2%</b>
<b>Total Full-Time Positions</b>	<b>8,797</b>	<b>9,035</b>	<b>9,035</b>	<b>9,139</b>	<b>1.2%</b>
<b>Total Part-Time Positions</b>	<b>876</b>	<b>963</b>	<b>963</b>	<b>962</b>	<b>-0.1%</b>
<b>Total FTEs</b>	<b>9,445.28</b>	<b>9,678.84</b>	<b>9,678.84</b>	<b>9,850.66</b>	<b>1.8%</b>
<b>MONTGOMERY COUNTY PUBLIC SCHOOLS</b>					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	21,241.85	21,579.89	21,579.89	21,850.60	1.3%
<b>MONTGOMERY COLLEGE</b>					
Montgomery College					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	1,862.10	1,940.60	1,940.60	1,964.60	1.2%
<b>MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION</b>					
M-NCPPC					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	958.55	978.60	978.60	1,015.09	3.7%
<b>SUMMARY</b>					
<b>Total Full-Time Positions</b>	<b>8,797</b>	<b>9,035</b>	<b>9,035</b>	<b>9,139</b>	<b>1.2%</b>
<b>Total Part-Time Positions</b>	<b>876</b>	<b>963</b>	<b>963</b>	<b>962</b>	<b>-0.1%</b>
<b>Total FTEs</b>	<b>33,507.78</b>	<b>34,177.93</b>	<b>34,177.93</b>	<b>34,680.95</b>	<b>1.5%</b>

## SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>MONTGOMERY COUNTY GOVERNMENT</b>					
<b>GENERAL FUND TAX SUPPORTED</b>					
<b>General Government</b>					
<b>County Council</b>					
Full-Time Positions	79	81	81	87	7.4%
Part-Time Positions	6	6	6	5	-16.7%
FTEs	77.05	79.05	79.05	82.20	4.0%
<b>Board of Appeals</b>					
Full-Time Positions	3	3	3	3	—
Part-Time Positions	0	0	0	0	—

# SCHEDULE D-3

## Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
FTEs	3.50	3.50	3.50	3.50	—
<b>Inspector General</b>					
Full-Time Positions	5	4	4	4	—
Part-Time Positions	0	0	0	0	—
FTEs	5.00	5.00	5.00	5.00	—
<b>Legislative Oversight</b>					
Full-Time Positions	11	11	11	11	—
Part-Time Positions	0	0	0	0	—
FTEs	11.00	11.00	11.00	11.00	—
<b>Merit System Protection Board</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	2	2	2	2	—
FTEs	1.00	1.00	1.00	1.00	—
<b>Zoning and Administrative Hearings</b>					
Full-Time Positions	3	3	3	3	—
Part-Time Positions	1	1	1	1	—
FTEs	3.75	3.75	3.75	3.75	—
<b>Circuit Court</b>					
Full-Time Positions	90	89	89	89	—
Part-Time Positions	5	3	3	3	—
FTEs	91.05	90.78	90.78	90.70	-0.1%
<b>State's Attorney</b>					
Full-Time Positions	114	116	116	129	11.2%
Part-Time Positions	11	12	12	11	-8.3%
FTEs	130.60	134.38	134.38	137.68	2.5%
<b>County Executive</b>					
Full-Time Positions	28	30	30	31	3.3%
Part-Time Positions	5	5	5	5	—
FTEs	29.60	30.60	30.60	31.60	3.3%
<b>Board of Elections</b>					
Full-Time Positions	28	28	28	28	—
Part-Time Positions	0	0	0	0	—
FTEs	31.35	50.98	50.98	50.98	—
<b>Community Engagement Cluster</b>					
Full-Time Positions	17	17	17	17	—
Part-Time Positions	2	2	2	2	—
FTEs	21.53	21.55	21.55	21.55	—
<b>County Attorney</b>					
Full-Time Positions	73	72	72	72	—
Part-Time Positions	3	5	5	5	—
FTEs	43.00	43.25	43.25	43.50	0.6%
<b>Ethics Commission</b>					
Full-Time Positions	3	3	3	3	—
Part-Time Positions	0	0	0	0	—
FTEs	3.00	3.00	3.00	3.00	—
<b>Finance</b>					
Full-Time Positions	113	116	116	106	-8.6%
Part-Time Positions	1	0	0	0	—
FTEs	94.31	95.31	95.31	95.81	0.5%
<b>General Services</b>					
Full-Time Positions	220	222	222	192	-13.5%
Part-Time Positions	3	3	3	1	-66.7%
FTEs	153.58	160.00	160.00	128.80	-19.5%
<b>Human Resources</b>					
Full-Time Positions	68	70	70	64	-8.6%
Part-Time Positions	6	6	6	6	—
FTEs	46.25	45.60	45.60	46.05	1.0%
<b>Human Rights</b>					
Full-Time Positions	8	8	8	8	—



# SCHEDULE D-3

## Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Part-Time Positions	0	0	0	0	—
FTEs	8.00	8.60	8.60	8.60	—
<b>Intergovernmental Relations</b>					
Full-Time Positions	4	4	4	4	—
Part-Time Positions	1	1	1	1	—
FTEs	5.10	5.10	5.10	5.10	—
<b>Management and Budget</b>					
Full-Time Positions	33	34	34	32	-5.9%
Part-Time Positions	0	0	0	0	—
FTEs	28.00	29.00	29.00	29.50	1.7%
<b>Public Information</b>					
Full-Time Positions	60	60	60	60	—
Part-Time Positions	0	0	0	0	—
FTEs	42.30	42.70	42.70	42.90	0.5%
<b>Office of Procurement</b>					
Full-Time Positions	0	0	0	33	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	33.00	—
<b>Technology Services</b>					
Full-Time Positions	128	135	135	155	14.8%
Part-Time Positions	2	2	2	2	—
FTEs	109.53	110.03	110.03	146.65	33.3%
<b>Total Full-Time Positions</b>	<b>1,088</b>	<b>1,106</b>	<b>1,106</b>	<b>1,131</b>	<b>2.3%</b>
<b>Total Part-Time Positions</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>44</b>	<b>-8.3%</b>
<b>Total FTEs</b>	<b>938.50</b>	<b>974.18</b>	<b>974.18</b>	<b>1,021.87</b>	<b>4.9%</b>
<b>Public Safety</b>					
<b>Consumer Protection</b>					
Full-Time Positions	17	17	17	17	—
Part-Time Positions	1	1	1	1	—
FTEs	16.60	16.60	16.60	16.60	—
<b>Correction and Rehabilitation</b>					
Full-Time Positions	516	526	526	524	-0.4%
Part-Time Positions	2	2	2	2	—
FTEs	517.80	526.30	526.30	524.82	-0.3%
<b>Emergency Management and Homeland Security</b>					
Full-Time Positions	8	8	8	8	—
Part-Time Positions	1	1	1	1	—
FTEs	7.60	8.60	8.60	8.60	—
<b>Police</b>					
Full-Time Positions	1,702	1,783	1,783	1,809	1.5%
Part-Time Positions	198	186	186	184	-1.1%
FTEs	1,765.35	1,841.75	1,841.75	1,867.15	1.4%
<b>Sheriff</b>					
Full-Time Positions	172	173	173	173	—
Part-Time Positions	5	4	4	4	—
FTEs	175.87	178.13	178.13	178.33	0.1%
<b>Total Full-Time Positions</b>	<b>2,415</b>	<b>2,507</b>	<b>2,507</b>	<b>2,531</b>	<b>1.0%</b>
<b>Total Part-Time Positions</b>	<b>207</b>	<b>194</b>	<b>194</b>	<b>192</b>	<b>-1.0%</b>
<b>Total FTEs</b>	<b>2,483.22</b>	<b>2,571.38</b>	<b>2,571.38</b>	<b>2,595.50</b>	<b>0.9%</b>
<b>Transportation</b>					
<b>Transportation</b>					
Full-Time Positions	443	449	449	449	—
Part-Time Positions	8	8	8	8	—
FTEs	242.06	243.98	243.98	243.98	—
<b>Health and Human Services</b>					
<b>Health and Human Services</b>					
Full-Time Positions	792	808	808	799	-1.1%

# SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Part-Time Positions	288	289	289	292	1.0%
FTEs	1,150.14	1,161.66	1,161.66	1,152.70	-0.8%
<b>Libraries, Culture, and Recreation</b>					
<b>Public Libraries</b>					
Full-Time Positions	190	210	210	208	-1.0%
Part-Time Positions	196	210	210	214	1.9%
FTEs	348.94	383.56	383.56	378.06	-1.4%
<b>Community Development and Housing</b>					
<b>Economic Development</b>					
Full-Time Positions	37	39	39	38	-2.6%
Part-Time Positions	4	2	2	2	—
FTEs	31.30	33.40	33.40	32.40	-3.0%
<b>Housing and Community Affairs</b>					
Full-Time Positions	83	82	82	85	3.7%
Part-Time Positions	2	3	3	3	—
FTEs	38.10	38.60	38.60	41.60	7.8%
<b>Total Full-Time Positions</b>	<b>120</b>	<b>121</b>	<b>121</b>	<b>123</b>	<b>1.7%</b>
<b>Total Part-Time Positions</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>—</b>
<b>Total FTEs</b>	<b>69.40</b>	<b>72.00</b>	<b>72.00</b>	<b>74.00</b>	<b>2.8%</b>
<b>Environment</b>					
<b>Environmental Protection</b>					
Full-Time Positions	40	41	41	41	—
Part-Time Positions	1	2	2	2	—
FTEs	11.49	13.09	13.09	13.09	—
<b>Other County Government Functions</b>					
<b>Non-Departmental Accounts</b>					
Full-Time Positions	14	16	16	17	6.3%
Part-Time Positions	0	0	0	0	—
FTEs	3.88	4.08	4.08	4.23	3.7%
<b>Utilities</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>Total Full-Time Positions</b>	<b>14</b>	<b>16</b>	<b>16</b>	<b>17</b>	<b>6.3%</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>3.88</b>	<b>4.08</b>	<b>4.08</b>	<b>4.23</b>	<b>3.7%</b>
<b>Total Full-Time Positions</b>	<b>5,102</b>	<b>5,258</b>	<b>5,258</b>	<b>5,299</b>	<b>0.8%</b>
<b>Total Part-Time Positions</b>	<b>754</b>	<b>756</b>	<b>756</b>	<b>757</b>	<b>0.1%</b>
<b>Total FTEs</b>	<b>5,247.63</b>	<b>5,423.93</b>	<b>5,423.93</b>	<b>5,483.43</b>	<b>1.1%</b>
<b>SPECIAL FUNDS TAX SUPPORTED</b>					
<b>General Government</b>					
<b>Urban Districts</b>					
Full-Time Positions	31	60	60	60	—
Part-Time Positions	1	1	1	1	—
FTEs	55.02	58.30	58.30	58.30	—
<b>Public Safety</b>					
<b>Fire and Rescue Service</b>					
Full-Time Positions	1,256	1,271	1,271	1,296	2.0%
Part-Time Positions	3	3	3	3	—
FTEs	1,258.56	1,275.37	1,275.37	1,299.26	1.9%
<b>Transportation</b>					
<b>Transportation</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—

# SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
FTEs	0.00	0.00	0.00	0.00	—
<b>Transit Services</b>					
Full-Time Positions	791	810	810	811	0.1%
Part-Time Positions	0	0	0	0	—
FTEs	800.95	820.69	820.69	822.40	0.2%
<b>Total Full-Time Positions</b>	<b>791</b>	<b>810</b>	<b>810</b>	<b>811</b>	<b>0.1%</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>800.95</b>	<b>820.69</b>	<b>820.69</b>	<b>822.40</b>	<b>0.2%</b>
<b>Libraries, Culture, and Recreation</b>					
<b>Recreation</b>					
Full-Time Positions	104	109	109	112	2.8%
Part-Time Positions	1	1	1	0	—
FTEs	393.73	410.37	410.37	411.73	0.3%
<b>Community Development and Housing</b>					
<b>Economic Development Fund</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
<b>Total Full-Time Positions</b>	<b>2,182</b>	<b>2,250</b>	<b>2,250</b>	<b>2,279</b>	<b>1.3%</b>
<b>Total Part-Time Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>-20.0%</b>
<b>Total FTEs</b>	<b>2,509.26</b>	<b>2,565.73</b>	<b>2,565.73</b>	<b>2,592.69</b>	<b>1.1%</b>
<b>SPECIAL FUNDS NON-TAX SUPPORTED</b>					
<b>General Government</b>					
<b>Circuit Court</b>					
Full-Time Positions	22	23	23	23	—
Part-Time Positions	4	1	1	1	—
FTEs	26.45	23.23	23.23	23.30	0.3%
<b>State's Attorney</b>					
Full-Time Positions	2	2	2	2	—
Part-Time Positions	1	1	1	1	—
FTEs	1.50	1.22	1.22	1.18	-3.3%
<b>County Executive</b>					
Full-Time Positions	1	1	1	1	—
Part-Time Positions	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
<b>Community Engagement Cluster</b>					
Full-Time Positions	1	1	1	1	—
Part-Time Positions	0	0	0	0	—
FTEs	0.77	0.75	0.75	0.70	-6.7%
<b>County Attorney</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>General Services</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>Human Rights</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>Intergovernmental Relations</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>Technology Services</b>					
Full-Time Positions	0	0	0	0	—

# SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>Urban Districts</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>Total Full-Time Positions</b>	<b>26</b>	<b>27</b>	<b>27</b>	<b>27</b>	—
<b>Total Part-Time Positions</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>2</b>	—
<b>Total FTEs</b>	<b>29.72</b>	<b>26.20</b>	<b>26.20</b>	<b>26.18</b>	<b>-0.1%</b>
<b>Public Safety</b>					
<b>Correction and Rehabilitation</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>Emergency Management and Homeland Security</b>					
Full-Time Positions	3	4	4	5	25.0%
Part-Time Positions	0	0	0	0	—
FTEs	4.88	5.70	5.70	6.70	17.5%
<b>Fire and Rescue Service</b>					
Full-Time Positions	23	12	12	0	—
Part-Time Positions	0	0	0	0	—
FTEs	23.00	11.19	11.19	0.00	—
<b>Police</b>					
Full-Time Positions	2	1	1	1	—
Part-Time Positions	0	0	0	0	—
FTEs	2.00	1.00	1.00	1.00	—
<b>Sheriff</b>					
Full-Time Positions	6	8	8	8	—
Part-Time Positions	2	0	0	0	—
FTEs	9.61	5.17	5.17	4.97	-3.9%
<b>Total Full-Time Positions</b>	<b>34</b>	<b>25</b>	<b>25</b>	<b>14</b>	<b>-44.0%</b>
<b>Total Part-Time Positions</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
<b>Total FTEs</b>	<b>39.49</b>	<b>23.06</b>	<b>23.06</b>	<b>12.67</b>	<b>-45.1%</b>
<b>Transportation</b>					
<b>Transportation</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.25	0.19	0.19	0.19	—
<b>Transit Services</b>					
Full-Time Positions	15	15	15	15	—
Part-Time Positions	0	0	0	0	—
FTEs	15.11	14.93	14.93	14.79	-0.9%
<b>Total Full-Time Positions</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	—
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
<b>Total FTEs</b>	<b>15.36</b>	<b>15.12</b>	<b>15.12</b>	<b>14.98</b>	<b>-0.9%</b>
<b>Health and Human Services</b>					
<b>Health and Human Services</b>					
Full-Time Positions	534	544	544	544	—
Part-Time Positions	43	40	40	35	-12.5%
FTEs	418.62	427.21	427.21	424.96	-0.5%
<b>Libraries, Culture, and Recreation</b>					
<b>Public Libraries</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
<b>Recreation</b>					
Full-Time Positions	0	0	0	0	—

# SCHEDULE D-3

## Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Part-Time Positions	0	0	0	0	—
FTEs	3.90	3.14	3.14	3.51	11.8%
<b>Total Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>4.90</b>	<b>4.14</b>	<b>4.14</b>	<b>4.51</b>	<b>8.9%</b>
<b>Community Development and Housing</b>					
<b>Economic Development</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>Housing and Community Affairs</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	35.30	38.70	38.70	38.70	—
<b>Total Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>35.30</b>	<b>38.70</b>	<b>38.70</b>	<b>38.70</b>	<b>—</b>
<b>Environment</b>					
<b>Environmental Protection</b>					
Full-Time Positions	42	46	46	50	8.7%
Part-Time Positions	1	1	1	0	—
FTEs	81.39	84.39	84.39	86.69	2.7%
<b>Other County Government Functions</b>					
<b>Cable Television</b>					
Full-Time Positions	16	16	16	13	-18.8%
Part-Time Positions	0	0	0	0	—
FTEs	30.50	30.50	30.50	30.50	—
<b>Liquor Control</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>Non-Departmental Accounts</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>Utilities</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>Total Full-Time Positions</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>13</b>	<b>-18.8%</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>30.50</b>	<b>30.50</b>	<b>30.50</b>	<b>30.50</b>	<b>—</b>
<b>Total Full-Time Positions</b>	<b>667</b>	<b>673</b>	<b>673</b>	<b>663</b>	<b>-1.5%</b>
<b>Total Part-Time Positions</b>	<b>51</b>	<b>43</b>	<b>43</b>	<b>37</b>	<b>-14.0%</b>
<b>Total FTEs</b>	<b>655.28</b>	<b>649.32</b>	<b>649.32</b>	<b>639.19</b>	<b>-1.6%</b>
<b>ENTERPRISE FUNDS NON-TAX SUPPORTED</b>					
<b>Transportation</b>					
<b>Transportation</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	30.83	30.83	30.83	30.83	—
<b>Parking District Services</b>					
Full-Time Positions	52	52	52	52	—
Part-Time Positions	0	0	0	0	—
FTEs	48.59	49.89	49.89	49.33	-1.1%
<b>Total Full-Time Positions</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>—</b>

# SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>79.42</b>	<b>80.72</b>	<b>80.72</b>	<b>80.16</b>	<b>-0.7%</b>
<b>Libraries, Culture, and Recreation</b>					
<b>Community Use of Public Facilities</b>					
Full-Time Positions	26	26	26	27	3.8%
Part-Time Positions	1	1	1	1	—
FTEs	26.74	26.74	26.74	27.74	3.7%
<b>Community Development and Housing</b>					
<b>Permitting Services</b>					
Full-Time Positions	195	201	201	207	3.0%
Part-Time Positions	1	1	1	1	—
FTEs	200.50	206.50	206.50	212.50	2.9%
<b>Environment</b>					
<b>Solid Waste Services</b>					
Full-Time Positions	79	79	79	79	—
Part-Time Positions	0	1	1	1	—
FTEs	102.21	103.01	103.01	103.01	—
<b>Other County Government Functions</b>					
<b>Liquor Control</b>					
Full-Time Positions	254	255	255	294	15.3%
Part-Time Positions	63	155	155	160	3.2%
FTEs	338.82	336.82	336.82	426.72	26.7%
<b>Total Full-Time Positions</b>	<b>606</b>	<b>613</b>	<b>613</b>	<b>659</b>	<b>7.5%</b>
<b>Total Part-Time Positions</b>	<b>65</b>	<b>158</b>	<b>158</b>	<b>163</b>	<b>3.2%</b>
<b>Total FTEs</b>	<b>747.69</b>	<b>753.79</b>	<b>753.79</b>	<b>850.13</b>	<b>12.8%</b>
<b>INTERNAL SERVICE FUNDS NON-TAX SUPPORTED</b>					
<b>Finance</b>					
Full-Time Positions	10	10	10	10	—
Part-Time Positions	0	0	0	0	—
FTEs	30.37	30.37	30.37	30.12	-0.8%
<b>General Services</b>					
Full-Time Positions	29	30	30	29	-3.3%
Part-Time Positions	1	1	1	1	—
FTEs	29.50	30.75	30.75	29.75	-3.3%
<b>Fleet Management Services</b>					
Full-Time Positions	201	201	201	200	-0.5%
Part-Time Positions	0	0	0	0	—
FTEs	205.30	204.10	204.10	204.10	—
<b>Human Resources</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	20.25	20.85	20.85	21.25	1.9%
<b>Total Full-Time Positions</b>	<b>240</b>	<b>241</b>	<b>241</b>	<b>239</b>	<b>-0.8%</b>
<b>Total Part-Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>—</b>
<b>Total FTEs</b>	<b>285.42</b>	<b>286.07</b>	<b>286.07</b>	<b>285.22</b>	<b>-0.3%</b>
<b>Total Full-Time Positions</b>	<b>8,797</b>	<b>9,035</b>	<b>9,035</b>	<b>9,139</b>	<b>1.2%</b>
<b>Total Part-Time Positions</b>	<b>876</b>	<b>963</b>	<b>963</b>	<b>962</b>	<b>-0.1%</b>
<b>Total FTEs</b>	<b>9,445.28</b>	<b>9,678.84</b>	<b>9,678.84</b>	<b>9,850.66</b>	<b>1.8%</b>
<b>MONTGOMERY COUNTY PUBLIC SCHOOLS</b>					
<b>CURRENT FUND TAX SUPPORTED</b>					
<b>Montgomery County Public Schools</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—

# SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
FTEs	20,032.00	20,391.94	20,391.94	20,602.50	1.0%
<b>SPECIAL FUNDS NON-TAX SUPPORTED</b>					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	590.30	564.90	564.90	624.05	10.5%
<b>ENTERPRISE FUNDS NON-TAX SUPPORTED</b>					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	619.55	623.05	623.05	624.05	0.2%
Total Full-Time Positions	0	0	0	0	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	21,241.85	21,579.89	21,579.89	21,850.60	1.3%
<b>MONTGOMERY COLLEGE</b>					
<b>CURRENT FUND TAX SUPPORTED</b>					
Montgomery College					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	1,715.10	1,785.10	1,785.10	1,809.10	1.3%
<b>SPECIAL FUNDS TAX SUPPORTED</b>					
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	—
<b>SPECIAL FUNDS NON-TAX SUPPORTED</b>					
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	—
<b>ENTERPRISE FUNDS NON-TAX SUPPORTED</b>					
Montgomery College					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	147.00	155.50	155.50	155.50	—
Total Full-Time Positions	0	0	0	0	—
Total Part-Time Positions	0	0	0	0	—
Total FTEs	1,862.10	1,940.60	1,940.60	1,964.60	1.2%
<b>MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION</b>					
<b>SPECIAL FUNDS TAX SUPPORTED</b>					
M-NCPPC					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	809.38	836.45	836.45	873.24	4.4%
<b>SPECIAL FUNDS NON-TAX SUPPORTED</b>					
M-NCPPC					
Full-Time Positions	0	0	0	0	—

# SCHEDULE D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
Part-Time Positions	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>ENTERPRISE FUNDS NON-TAX SUPPORTED</b>					
<b>M-NCPPC</b>					
Full-Time Positions	0	0	0	0	—
Part-Time Positions	0	0	0	0	—
FTEs	149.17	142.15	142.15	141.85	-0.2%
<b>Total Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>958.55</b>	<b>978.60</b>	<b>978.60</b>	<b>1,015.09</b>	<b>3.7%</b>
<b>SUMMARY</b>					
<b>Total Full-Time Positions</b>	<b>8,797</b>	<b>9,035</b>	<b>9,035</b>	<b>9,139</b>	<b>1.2%</b>
<b>Total Part-Time Positions</b>	<b>876</b>	<b>963</b>	<b>963</b>	<b>962</b>	<b>-0.1%</b>
<b>Total FTEs</b>	<b>33,507.78</b>	<b>34,177.93</b>	<b>34,177.93</b>	<b>34,680.95</b>	<b>1.5%</b>





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# Property Tax Schedules

## **Schedule E-1, Assessable Property 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 – 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.

# SCHEDULE E-1

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY										
ASSESSABLE BASE (in billion \$)	ACTUAL FY14	BUDGET FY15	PROJ. FY15	BUDGET FY16	PROJ. FY17	PROJ. FY18	PROJ. FY19	PROJ. FY20	PROJ. FY21	
COUNTYWIDE										
Countywide: Real	159.892	165.668	164.700	171.470	178.371	187.020	193.486	200.385	208.725	
Countywide: Personal	3.709	3.469	3.672	3.590	3.540	3.506	3.487	3.444	3.400	
SPECIAL DISTRICTS										
Mass Transit: Real	159.892	165.668	164.700	171.470	178.371	187.020	193.486	200.385	208.725	
Mass Transit: Personal	3.709	3.469	3.672	3.590	3.540	3.506	3.487	3.444	3.400	
Fire: Real	159.892	165.668	164.700	171.470	178.371	187.020	193.486	200.385	208.725	
Fire: Personal	3.709	3.469	3.672	3.590	3.540	3.506	3.487	3.444	3.400	
Recreation: Real	139.694	144.913	143.894	149.810	155.838	163.395	169.044	175.071	182.358	
Recreation: Personal	3.023	2.848	2.992	2.925	2.884	2.857	2.841	2.806	2.771	
Storm Drainage: Real	135.074	139.997	139.136	144.855	150.685	157.992	163.454	169.282	176.328	
Storm Drainage: Personal	2.904	2.727	2.875	2.810	2.771	2.744	2.729	2.696	2.662	
M-NCPPC - Regional: Real	138.897	144.062	143.073	148.955	154.949	162.463	168.080	174.073	181.318	
M-NCPPC - Regional: Personal	3.010	2.835	2.980	2.913	2.873	2.845	2.830	2.795	2.759	
M-NCPPC - Metropolitan: Real	138.897	144.062	143.073	148.955	154.949	162.463	168.080	174.073	181.318	
M-NCPPC - Metropolitan: Personal	3.010	2.835	2.980	2.913	2.873	2.845	2.830	2.795	2.759	
M-NCPPC - Land Acquisition: Real	159.892	165.668	164.700	171.470	178.371	187.020	193.486	200.385	208.725	
M-NCPPC - Land Acquisition: Personal	3.709	3.469	3.672	3.590	3.540	3.506	3.487	3.444	3.400	
URBAN DISTRICTS										
Bethesda: Real	3.479	3.568	3.584	3.731	3.881	4.069	4.210	4.360	4.542	
Bethesda: Personal	0.208	0.195	0.206	0.201	0.199	0.197	0.196	0.193	0.191	
Silver Spring: Real	2.844	2.777	2.929	3.049	3.172	3.326	3.441	3.564	3.712	
Silver Spring: Personal	0.127	0.121	0.126	0.123	0.121	0.120	0.120	0.118	0.117	
Wheaton: Real	0.559	0.492	0.576	0.600	0.624	0.654	0.677	0.701	0.730	
Wheaton: Personal	0.027	0.025	0.027	0.026	0.026	0.025	0.025	0.025	0.025	

# SCHEDULE E-1

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY										
ASSESSABLE BASE (in billion \$)	ACTUAL FY14	BUDGET FY15	PROJ. FY15	BUDGET FY16	PROJ. FY17	PROJ. FY18	PROJ. FY19	PROJ. FY20	PROJ. FY21	
<b>NOISE ABATEMENT DISTRICTS</b>										
Bradley: Real	0.041	0.045	0.043	0.045	0.046	0.049	0.050	0.052	0.054	
Bradley: Personal	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Cabin John: Real	0.010	0.011	0.011	0.011	0.011	0.012	0.012	0.013	0.013	
Cabin John: Personal	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
<b>PARKING DISTRICTS</b>										
Bethesda - Commercial: Real	1.564	1.577	1.611	1.677	1.745	1.829	1.892	1.960	2.041	
Bethesda - Commercial: Personal	0.172	0.164	0.170	0.166	0.164	0.162	0.162	0.160	0.158	
Bethesda - Unimproved: Real	0.252	0.257	0.260	0.271	0.282	0.295	0.305	0.316	0.330	
Bethesda - Unimproved: Personal	0.020	0.017	0.020	0.019	0.019	0.019	0.019	0.018	0.018	
Montgomery Hills - Commercial: Real	0.029	0.029	0.030	0.032	0.033	0.034	0.036	0.037	0.038	
Montgomery Hills - Commercial: Personal	0.003	0.002	0.003	0.002	0.002	0.002	0.002	0.002	0.002	
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	2.094	2.025	2.157	2.246	2.337	2.450	2.535	2.625	2.734	
Silver Spring - Commercial: Personal	0.125	0.118	0.123	0.121	0.119	0.118	0.117	0.116	0.114	
Silver Spring - Unimproved: Real	0.311	0.323	0.320	0.334	0.347	0.364	0.376	0.390	0.406	
Silver Spring - Unimproved: Personal	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001	
Wheaton - Commercial: Real	0.221	0.178	0.228	0.237	0.247	0.259	0.268	0.277	0.289	
Wheaton - Commercial: Personal	0.010	0.008	0.010	0.010	0.010	0.010	0.010	0.010	0.009	
Wheaton - Unimproved: Real	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001	
Wheaton - Unimproved: Personal	0.003	0.003	0.003	0.003	0.003	0.003	0.003	0.003	0.003	

# SCHEDULE E-2

PROPERTY TAX RATES				
(dollars per \$100 assessed value)	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	REC. FY16
<b>COUNTYWIDE</b>				
General Fund: Real	0.724	0.759	0.732	0.723
General Fund: Personal	1.810	1.898	1.830	1.808
State of Maryland: Real	0.112	0.112	0.112	0.112
State of Maryland: Personal	n/a	n/a	n/a	n/a
<b>Countywide: Real</b>	<b>0.836</b>	<b>0.871</b>	<b>0.844</b>	<b>0.835</b>
<b>Countywide: Personal</b>	<b>1.810</b>	<b>1.898</b>	<b>1.830</b>	<b>1.808</b>
<b>SPECIAL DISTRICTS</b>				
Mass Transit: Real **	0.048	0.042	0.040	0.060
Mass Transit: Personal **	0.120	0.105	0.100	0.150
Fire: Real **	0.134	0.125	0.136	0.116
Fire: Personal **	0.335	0.313	0.340	0.290
Recreation: Real	0.021	0.020	0.023	0.023
Recreation: Personal	0.053	0.050	0.058	0.058
Storm Drainage: Real	0.003	0.003	0.003	0.003
Storm Drainage: Personal	0.008	0.008	0.008	0.008
<b>URBAN DISTRICTS</b>				
Bethesda: Real	0.012	0.012	0.012	0.012
Bethesda: Personal	0.030	0.030	0.030	0.030
Silver Spring: Real	0.024	0.024	0.024	0.024
Silver Spring: Personal	0.060	0.060	0.060	0.060
Wheaton: Real	0.030	0.030	0.030	0.030
Wheaton: Personal	0.075	0.075	0.075	0.075
<b>NOISE ABATEMENT DISTRICTS</b>				
Bradley: Real	0.000	0.000	0.000	0.000
Bradley: Personal	0.000	0.000	0.000	0.000
Cabin John: Real	0.010	0.000	0.000	0.000
Cabin John: Personal	0.025	0.000	0.000	0.000
** On Countywide basis				

# SCHEDULE E-2

PROPERTY TAX RATES				
(dollars per \$100 assessed value)	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	REC. FY16
<b>M-NCPPC</b>				
Regional (Administration)				
Mandatory: Real	0.012	0.012	0.012	0.012
Mandatory: Personal	0.030	0.030	0.030	0.030
Discretionary: Real	0.006	0.006	0.005	0.006
Discretionary: Personal	0.015	0.015	0.013	0.015
Metro (Parks)				
Mandatory: Real	0.036	0.036	0.036	0.036
Mandatory: Personal	0.090	0.090	0.090	0.090
Maintenance: Real	0.008	0.008	0.008	0.008
Maintenance: Personal	0.020	0.020	0.020	0.020
Discretionary: Real	0.010	0.009	0.012	0.011
Discretionary: Personal	0.025	0.023	0.030	0.028
Advanced Land Acquisition: Real **	0.001	0.001	0.001	0.001
Advanced Land Acquisition: Personal **	0.003	0.003	0.003	0.003
<b>Total M-NCPPC</b>	<b>0.256</b>	<b>0.253</b>	<b>0.260</b>	<b>0.260</b>
<b>PARKING DISTRICTS</b>				
Bethesda - Commercial: Real	0.124	0.124	0.124	0.000
Bethesda - Commercial: Personal	0.310	0.310	0.310	0.000
Bethesda - Unimproved: Real	0.062	0.062	0.062	0.000
Bethesda - Unimproved: Personal	0.155	0.155	0.155	0.000
Montgomery Hills - Commercial: Real	0.240	0.240	0.240	0.000
Montgomery Hills - Commercial: Personal	0.600	0.600	0.600	0.000
Montgomery Hills - Unimproved: Real	0.120	0.120	0.120	0.000
Montgomery Hills - Unimproved: Personal	0.300	0.300	0.300	0.000
Silver Spring - Commercial: Real	0.317	0.317	0.317	0.000
Silver Spring - Commercial: Personal	0.793	0.793	0.793	0.000
Silver Spring - Unimproved: Real	0.158	0.158	0.158	0.000
Silver Spring - Unimproved: Personal	0.395	0.395	0.395	0.000
Wheaton - Commercial: Real	0.240	0.240	0.240	0.000
Wheaton - Commercial: Personal	0.600	0.600	0.600	0.000
Wheaton - Unimproved: Real	0.120	0.120	0.120	0.000
Wheaton - Unimproved: Personal	0.300	0.300	0.300	0.000
** On Countywide basis				



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# 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 07. 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<sup>1</sup> 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).

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<sup>1</sup> 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 07 AS BASE												
(In Millions)												
	ACTUAL FY07	ACTUAL FY08	ACTUAL FY09	ACTUAL FY10	ACTUAL FY11	ACTUAL FY12	ACTUAL FY13	ACTUAL FY14	APPROVED FY15	REC FY16		
<b>COUNTY GOVERNMENT</b>												
General Fund	855.4	925.2	923.2	910.9	848.5	891.9	1,014.7	1,118.0	1,129.7	1,126.0		
Expenditures in FY07 \$	855.4	886.6	866.1	844.6	769.1	785.9	879.0	952.1	942.9	921.5		
Special Funds: Tax Supported	324.1	340.0	339.9	335.5	326.3	335.3	357.4	383.6	386.4	386.4		
Expenditures in FY07 \$	324.1	325.9	318.9	311.1	295.8	295.4	309.6	326.7	322.5	316.3		
Grant Fund: Non-Tax Supported	78.5	76.0	118.9	120.5	112.7	114.7	103.5	111.4	117.2	120.7		
Expenditures in FY07 \$	78.5	72.8	111.6	111.8	102.1	101.1	89.6	94.9	97.8	98.8		
Special Funds: Non-Tax Supported	234.0	244.3	237.0	253.3	244.5	250.9	266.9	269.7	304.6	315.4		
Expenditures in FY07 \$	234.0	234.1	222.3	234.9	221.6	221.1	231.2	229.7	254.2	258.2		
<b>TOTAL COUNTY GOVERNMENT</b>												
Expenditures in FY07 \$	1,492.0	1,585.6	1,619.0	1,620.3	1,532.0	1,592.9	1,742.5	1,882.7	1,937.8	1,948.5		
<b>M. C. PUBLIC SCHOOLS (b)</b>												
Expenditures in FY07 \$	1,859.7	1,986.9	2,053.1	2,104.6	2,099.1	2,103.4	2,192.7	2,246.4	2,276.8	2,308.7		
<b>MONTGOMERY COLLEGE (b)</b>												
Expenditures in FY07 \$	201.4	218.6	233.1	247.0	243.1	245.6	245.1	257.0	297.1	306.2		
<b>M-NCPPC (b)</b>												
Expenditures in FY07 \$	107.1	117.5	123.8	123.7	109.9	111.7	118.6	123.5	135.1	136.9		
<b>DEBT SERVICE (a)</b>												
Expenditures in FY07 \$	219.4	236.0	224.5	237.4	258.2	276.5	298.3	307.5	348.9	367.6		
<b>TOTAL ALL AGENCIES</b>												
Expenditures in FY07 \$	3,879.5	4,144.4	4,253.5	4,333.0	4,242.4	4,330.1	4,597.3	4,817.1	4,995.7	5,067.8		
<b>CPI - FISCAL YEAR 07 = 100</b>												
	100.0	104.4	106.6	107.8	110.3	113.5	115.4	117.4	119.8	122.2		
<b>Fiscal Year Percent Change</b>												
	0.0%	4.4%	2.2%	1.2%	2.3%	2.9%	1.7%	1.7%	2.0%	2.0%		

(a) Includes add-back of State closed school revenues

(b) Includes tax supported and non-tax supported funds

# SCHEDULE F-2

TEN-YEAR HISTORY OF REVENUE BY MAJOR CATEGORY AND AS A PERCENT OF TOTAL REVENUE																		
FISCAL YEAR	(In Millions)																	
	PROPERTY TAX		INCOME TAX		TRANSFER TAX		OTHER TAXES		LICENSES & PERMITS		CHARGES FOR SERVICES		INTERGOV. AID		FINES & MISC REVENUE		TOTAL REVENUE*	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
FY16 Rec	1,582.6	30.9	1,443.4	28.2	162.2	3.2	283.4	5.5	50.9	1.0	420.3	8.2	1,030.6	20.1	152.7	3.0	5,126.1	
FY15 Estimate	1,546.2	31.4	1,333.1	27.1	149.3	3.0	278.7	5.7	50.2	1.0	402.3	8.2	1,011.7	20.6	145.0	3.0	4,916.6	
FY15 Approved	1,549.9	31.3	1,340.6	27.1	169.6	3.4	280.7	5.7	52.8	1.1	406.7	8.2	1,010.7	20.4	135.0	2.7	4,945.9	
FY14 Actual	1,537.8	31.0	1,376.8	27.7	152.5	3.1	287.6	5.8	54.2	1.1	403.0	8.1	982.8	19.8	167.2	3.4	4,961.9	
FY13 Actual	1,486.0	31.2	1,317.5	27.6	151.3	3.2	295.1	6.2	52.1	1.1	389.0	8.2	939.4	19.7	136.5	2.9	4,767.0	
FY12 Actual	1,447.9	31.3	1,255.1	27.2	127.3	2.8	295.3	6.4	50.0	1.1	371.5	8.0	911.2	19.7	163.0	3.5	4,621.3	
FY11 Actual	1,430.2	33.1	1,039.2	24.1	129.5	3.0	305.2	7.1	41.3	1.0	352.9	8.2	879.0	20.4	141.8	3.3	4,319.2	
FY10 Actual	1,447.4	34.6	1,042.1	24.9	125.1	3.0	205.6	4.9	38.1	0.9	328.2	7.8	861.2	20.6	140.9	3.4	4,188.5	
FY09 Actual	1,374.9	32.4	1,291.7	30.5	109.8	2.6	179.2	4.2	33.1	0.8	313.2	7.4	782.5	18.5	153.6	3.6	4,238.1	
FY08 Actual	1,224.0	29.8	1,291.3	31.5	135.0	3.3	168.7	4.1	37.6	0.9	298.1	7.3	774.8	18.9	173.2	4.2	4,102.8	
FY07 Actual	1,180.7	29.5	1,265.4	31.7	179.6	4.5	168.1	4.2	34.5	0.9	289.4	7.2	719.1	18.0	160.1	4.0	3,996.8	

\* Totals do not include uses of prior year reserves or transfers

\* Totals do not include uses of prior year reserves or transfers

# SCHEDULE F-3

TEN-YEAR HISTORY OF COUNTY GOVERNMENT FTEs BY FUNCTION											
FUNCTION	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	APPROVED	FY15	REC FY16
General Government	710.70	707.00	1,079.20	1,041.90	948.50	944.60	985.48	1,012.51	1,046.59		1,087.01
Public Safety	3,689.60	3,841.30	3,822.10	3,741.20	3,482.30	3,546.90	3,520.15	3,579.19	3,669.91		3,707.53
Transportation	1,528.70	1,638.40	1,235.50	1,251.60	1,151.60	1,136.40	1,120.89	1,137.79	1,160.51		1,161.52
Health & Human Services	1,506.00	1,604.50	1,609.00	1,577.10	1,485.80	1,485.70	1,558.60	1,568.76	1,588.87		1,577.66
Libraries, Culture & Recreation	887.70	903.90	903.00	833.10	675.20	666.20	715.95	774.31	824.81		822.04
Community Development & Housing	334.50	342.20	336.80	305.60	263.50	262.20	293.15	306.20	318.20		326.20
Environment	48.80	50.50	209.70	156.80	151.20	187.10	193.98	195.09	200.49		202.79
Non-Departmental Accounts	2.90	2.60	2.60	3.10	2.60	1.60	1.65	3.88	4.08		4.23
Liquor Control	329.80	340.60	343.80	337.30	312.90	323.00	324.02	338.82	336.82		426.72
Subtotal	9,038.70	9,431.00	9,541.70	9,247.70	8,473.60	8,553.70	8,713.87	8,916.55	9,150.28		9,315.70
Plus Council & Judicial Offices *	473.50	482.80	491.40	501.70	486.90	481.80	513.68	528.73	528.56		534.96
TOTAL COUNTY GOVERNMENT	9,512.20	9,913.80	10,033.10	9,749.40	8,960.50	9,035.50	9,227.55	9,445.28	9,678.84		9,850.66
GOVERNMENT FTEs PER 1000 POPULATION											
General Government	0.75	0.74	1.13	1.08	0.98	0.97	0.99	1.01	1.03		1.06
Public Safety	3.92	4.03	3.99	3.88	3.58	3.62	3.53	3.55	3.60		3.60
Transportation	1.62	1.72	1.29	1.30	1.19	1.16	1.12	1.13	1.14		1.13
Health & Human Services	1.60	1.68	1.68	1.64	1.53	1.52	1.56	1.56	1.56		1.53
Libraries, Culture & Recreation	0.94	0.95	0.94	0.86	0.70	0.68	0.72	0.77	0.81		0.80
Community Development & Housing	0.36	0.36	0.35	0.32	0.27	0.27	0.29	0.30	0.31		0.32
Environment	0.05	0.05	0.22	0.16	0.16	0.19	0.19	0.19	0.20		0.20
Non-Departmental Accounts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		0.00
Liquor Control	0.35	0.36	0.36	0.35	0.32	0.33	0.32	0.34	0.33		0.41
Total County-Less Elective Offices	9.60	9.89	9.97	9.59	8.72	8.74	8.73	8.85	8.97		9.05
Plus Council & Judicial Offices *	0.50	0.51	0.51	0.52	0.50	0.49	0.51	0.52	0.52		0.52
TOTAL COUNTY GOVERNMENT	10.10	10.40	10.48	10.11	9.22	9.23	9.24	9.38	9.49		9.57
Population	941,491	953,685	957,200	964,100	971,400	978,700	998,540	1,007,311	1,020,000		1,029,000
* Includes officials 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.											

# SCHEDULE F-4

## TEN-YEAR HISTORY OF COUNTY AGENCIES FTEs BY FUND

	FY07 WORKYEARS	FY08 WORKYEARS	FY09 WORKYEARS	FY10 WORKYEARS	FY11 WORKYEARS	FY12 WORKYEARS	FY13 FTEs	FY14 FTEs	FY15 FTEs	FY16 FTEs
<b>GENERAL FUND</b>										
General Fund	896.60	894.00	1,032.60	996.00	911.70	890.30	939.32	968.22	1,000.38	1,048.05
Public Safety	2,631.20	2,689.90	2,652.40	2,584.70	2,431.00	2,484.00	2,459.85	2,499.71	2,583.25	2,608.17
Transportation	447.50	450.00	314.00	295.70	252.90	207.80	224.15	242.31	244.17	244.17
Health & Human Services	1,506.00	1,604.50	1,609.00	1,577.10	1,485.80	1,485.70	1,558.60	1,568.76	1,588.87	1,577.66
Libraries, Culture & Recreation	419.90	427.60	426.40	386.90	290.90	288.00	313.96	349.94	384.56	379.06
Community Development & Housing	110.30	117.40	107.60	96.00	77.50	70.30	79.75	90.00	98.00	98.00
Environment	34.90	34.90	33.90	19.30	13.30	12.10	11.49	11.49	13.09	13.09
Non-Departmental Accounts	2.90	2.60	2.60	3.10	2.60	1.60	1.65	3.88	4.08	4.23
<b>TOTAL GENERAL FUND **</b>	<b>6,049.30</b>	<b>6,220.90</b>	<b>6,178.50</b>	<b>5,958.80</b>	<b>5,465.70</b>	<b>5,439.80</b>	<b>5,588.77</b>	<b>5,734.31</b>	<b>5,914.40</b>	<b>5,972.43</b>
<b>SPECIAL FUNDS</b>										
Urban Districts	57.10	57.60	58.10	58.10	50.20	52.00	55.32	55.02	58.30	58.30
Mass Transit	679.60	762.20	871.40	854.70	802.60	830.30	814.41	816.06	835.62	837.19
Fire Tax District	1,235.60	1,334.70	1,333.00	1,351.20	1,235.00	1,243.00	1,253.80	1,281.56	1,286.56	1,299.26
Recreation	441.70	450.20	449.70	421.70	362.20	352.50	375.19	397.63	413.51	415.24
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	14.30	14.30	16.90	19.20	25.50	26.50	29.50	30.50	30.50	30.50
Montgomery Housing Initiative	7.70	9.90	11.50	11.50	12.00	13.10	14.80	14.70	14.70	14.70
Water Quality Protection	13.90	13.90	17.10	32.80	38.20	72.10	79.10	81.39	84.39	86.69
Community Use of Public Facilities	26.10	26.10	26.90	24.50	22.10	25.70	26.80	26.74	26.74	27.74
Parking Districts	45.30	47.70	50.10	50.90	45.80	48.00	48.79	48.59	49.89	49.33
Permitting Services	215.50	213.90	216.70	197.10	173.00	177.80	197.60	200.50	206.50	212.50
Solid Waste Services	156.10	157.50	158.70	104.70	99.70	102.90	103.39	102.21	103.01	103.01
Vacuum Leaf Collection	0.00	0.00	0.00	50.30	50.30	50.30	33.54	30.83	30.83	30.83
Liquor Control	329.80	340.60	343.80	337.30	312.90	323.00	324.02	338.82	336.82	426.72
<b>TOTAL SPECIAL FUNDS</b>	<b>3,223.70</b>	<b>3,431.50</b>	<b>3,574.90</b>	<b>3,515.00</b>	<b>3,230.50</b>	<b>3,318.20</b>	<b>3,357.26</b>	<b>3,425.55</b>	<b>3,478.37</b>	<b>3,593.01</b>
<b>INTERNAL SERVICE FUNDS</b>										
Employee Health Benefit Self Insurance	9.60	11.00	12.20	11.80	11.50	12.70	16.15	20.25	20.85	21.25
Motor Pool	170.20	191.00	205.50	202.00	194.30	205.60	205.10	205.30	204.10	204.10
Printing & Mail	30.00	30.00	31.00	31.40	29.30	29.80	30.90	29.50	30.75	29.75
Self Insurance	29.40	29.40	31.00	30.40	29.20	29.40	29.37	30.37	30.37	30.12
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>239.20</b>	<b>261.40</b>	<b>279.70</b>	<b>275.60</b>	<b>264.30</b>	<b>277.50</b>	<b>281.52</b>	<b>285.42</b>	<b>286.07</b>	<b>285.22</b>
<b>TOTAL COUNTY GOVERNMENT</b>	<b>9,512.20</b>	<b>9,913.80</b>	<b>10,033.10</b>	<b>9,749.40</b>	<b>8,960.50</b>	<b>9,035.50</b>	<b>9,227.55</b>	<b>9,445.28</b>	<b>9,678.84</b>	<b>9,850.66</b>
<b>MONT. COUNTY PUBLIC SCHOOLS</b>	<b>20,709.90</b>	<b>20,844.50</b>	<b>20,769.50</b>	<b>20,949.40</b>	<b>20,743.70</b>	<b>20,609.70</b>	<b>20,841.75</b>	<b>21,241.85</b>	<b>21,579.89</b>	<b>21,850.60</b>
<b>MONTGOMERY COLLEGE</b>	<b>1,720.60</b>	<b>1,791.60</b>	<b>1,866.80</b>	<b>1,855.80</b>	<b>1,918.80</b>	<b>1,857.10</b>	<b>1,857.10</b>	<b>1,862.10</b>	<b>1,940.60</b>	<b>1,964.60</b>
<b>M-NCPPC</b>	<b>1,006.80</b>	<b>1,036.90</b>	<b>1,046.20</b>	<b>1,049.10</b>	<b>1,046.80</b>	<b>966.70</b>	<b>951.45</b>	<b>958.55</b>	<b>978.60</b>	<b>1,015.09</b>
<b>GRAND TOTAL</b>	<b>32,949.50</b>	<b>33,586.80</b>	<b>33,715.60</b>	<b>33,603.70</b>	<b>32,669.80</b>	<b>32,469.00</b>	<b>32,877.85</b>	<b>33,507.78</b>	<b>34,177.93</b>	<b>34,680.95</b>

\*\*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 measure lapse and overtime. Historical Workyears reflect the Original Approved Budget.

# 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	REC- REATION	STORM DRAINAGE	M-NCPPC	TOTAL COUNTY	STATE	TOTAL TAX RATE	
FY16 - Real	0.723	0.060	0.116	0.023	0.003	0.074	0.999	0.112	1.111	
FY16 - Personal	1.808	0.150	0.290	0.058	0.008	0.186	2.499	n/a	2.499	
FY15 - Real	0.732	0.040	0.136	0.023	0.003	0.074	1.008	0.112	1.120	
FY15 - Personal	1.830	0.100	0.340	0.058	0.008	0.185	2.520	n/a	2.520	
FY14 - Real	0.759	0.042	0.125	0.020	0.003	0.072	1.021	0.112	1.133	
FY14 - Personal	1.898	0.105	0.313	0.050	0.008	0.181	2.554	n/a	2.554	
FY13 - Real	0.724	0.048	0.134	0.021	0.003	0.073	1.003	0.112	1.115	
FY13 - Personal	1.810	0.120	0.335	0.053	0.008	0.183	2.508	n/a	2.508	
FY12 - Real	0.713	0.038	0.121	0.018	0.003	0.066	0.959	0.112	1.071	
FY12 - Personal	1.783	0.095	0.303	0.045	0.008	0.166	2.400	n/a	2.400	
FY11 - Real	0.699	0.037	0.097	0.018	0.003	0.061	0.915	0.112	1.027	
FY11 - Personal	1.747	0.092	0.242	0.045	0.007	0.153	2.286	n/a	2.286	
FY10 - Real	0.683	0.037	0.105	0.019	0.003	0.069	0.916	0.112	1.028	
FY10 - Personal	1.707	0.092	0.262	0.047	0.007	0.173	2.288	n/a	2.288	
FY09 - Real	0.661	0.040	0.116	0.022	0.003	0.073	0.915	0.112	1.027	
FY09 - Personal	1.652	0.100	0.290	0.055	0.007	0.182	2.286	n/a	2.286	
FY08 - Real	0.627	0.058	0.126	0.024	0.003	0.078	0.916	0.112	1.028	
FY08 - Personal	1.567	0.145	0.315	0.060	0.007	0.195	2.289	n/a	2.289	
FY07 - Real	0.624	0.053	0.134	0.024	0.003	0.078	0.916	0.112	1.028	
FY07 - Personal	1.560	0.133	0.335	0.060	0.008	0.196	2.292	n/a	2.292	

# SCHEDULE F-6

<b>HISTORICAL ANALYSIS OF WEIGHTED REAL PROPERTY TAX RATES</b> <b>MONTGOMERY COUNTY</b> Average Weighted Rate Per \$100 of Assessed Value				
Fiscal Year	Total	Maryland	Municipalities	Montgomery County
2016	\$1.142	\$0.112	\$0.043	\$0.987
2015	\$1.152	\$0.112	\$0.044	\$0.996
2014	\$1.167	\$0.112	\$0.045	\$1.010
2013	\$1.148	\$0.112	\$0.045	\$0.991
2012	\$1.101	\$0.112	\$0.043	\$0.946
2011	\$1.060	\$0.112	\$0.044	\$0.904
2010	\$1.057	\$0.112	\$0.041	\$0.904
2009	\$1.055	\$0.112	\$0.040	\$0.903
2008	\$1.057	\$0.112	\$0.042	\$0.903
2007	\$1.058	\$0.112	\$0.043	\$0.903
Notes: "Montgomery County" is the weighted average of proposed rates for the tax-supported property revenues and do not include parking lot districts.  "Municipalities" are the weighted average of approximately 23 municipal districts and are based on actual tax rates and taxable assessments for FY15.				

MONTGOMERY COUNTY DEPARTMENT OF FINANCE

MARCH 2015

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# Glossary

**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 GOVERNMENT REVENUES (AGR)** - Include the tax supported revenues of the County Government, Montgomery County Public Schools (less the County's local contribution), Montgomery College (less the County's local contribution), and 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 (MCPS); Montgomery College (MC); Maryland-National Capital Park and Planning Commission (M-NCPPC); Washington Suburban Sanitary Commission (WSSC); Housing Opportunities Commission (HOC); Washington Metropolitan Area Transit Authority (WMATA); 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 the WSSC, 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 six Councilmembers. See also, Spending Affordability Guideline, 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.

**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 Expense 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 Expense.

**ASSESSABLE BASE** - The value of all real and personal property in the County, which is used as a basis for levying taxes. Tax-exempt property is excluded from the assessable base.

**ASSESSED VALUATION** - The value assigned to real estate or other property by the State through its Department of Assessment and Taxation. This value is multiplied by the tax rates set annually by the Council to determine taxes due. Assessed value is less than market value.

**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.

**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.

**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.



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**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 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 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** - In the budget presentation, 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, Section 305. The affirmative votes of seven Council members are required to exceed spending limits, and the unanimous vote of all nine members is needed to exceed the limit on tax levies. See also Spending Affordability Guideline.

**COLLECTIVE BARGAINING AGREEMENT** - A legal contract between the County Government or an agency as employer and a certified representative of a recognized bargaining unit of a public employee organization for specific terms and conditions of employment; for example, hours, working conditions, salaries, or employee benefits.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)** - Annual funding from the Federal government for use in capital projects or operating programs such as neighborhood or business area revitalization, housing rehabilitation, and activities on behalf of older and lower-income areas of the County.

**COMPENSATION** - Payment made to employees in return for services performed. Total compensation includes salaries, wages, employee benefits (Social Security, employer-paid insurance premiums, disability coverage, and retirement contributions), and other forms of remuneration when these have a stated value.

**CONSTANT YIELD TAX RATE** - A rate which, when applied to the coming year's assessable base, exclusive of the estimated assessed value of property appearing on the tax rolls for the first time (new construction), will produce tax revenue equal to that produced in the current tax year. State law prohibits local taxing authorities from levying a tax rate in excess of the Constant Yield Tax Rate unless they advertise and hold public hearings on their intent to levy a higher rate.

**CONSTITUENT RELATIONSHIP MANAGEMENT (CRM) / MONTGOMERY COUNTY (MC) 311** - An organizational philosophy that places emphasis on serving constituents by providing easy access to the information and service channels of the County Government. County residents are able to dial 311 for all non-emergency requests for information, service, or complaints.

**CONSUMER PRICE INDEX-URBAN (CPI-U)** - A commonly accepted indicator of inflation as it applies to consumer goods, including the supplies, materials, and services required by the County. When projecting costs in outyears, expenditures are estimated to grow at the rate of inflation as measured on a fiscal year basis using the CPI-U for the Washington-Baltimore Consolidated Metropolitan Statistical Area. For purposes of the Charter limitation on the property tax, the November to November CPI-U for the preceding year is used.

**CountyStat** - An internal performance management tool 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.

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**COUNCIL TRANSFER OF APPROPRIATION** - A transfer of unencumbered appropriation balance by the County Council between agencies or departments or 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.

**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 basic functions or major programs of a department.

**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** - Any person 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 Liquor Control, 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 Expense) within the same department and fund,

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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 (Charter, 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. See also Workyear.

**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 (or 2,496 hours for fire fighters) and .50 FTE equals 1,040 hours. For the FY13 operating budget, workyears (WYs) were converted into FTEs as part of the Hyperion conversion from Budget Preparation System (BPREP)/Budget Position System (BPS). See also Workyear.

**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 to be accounted for in another fund.

**GENERAL OBLIGATION (G.O.) DEBT** - Bonded debt backed by the full faith and credit of the County to pay the scheduled retirement of principal and interest.

**GENERAL REVENUES** - Money received which may be used to fund general County expenditures such as education, public safety, public welfare, debt service, etc. Funds received which are restricted as to use (such as recreation) are not general revenues and are accounted for in other funds.

**GENERAL WAGE ADJUSTMENT (GWA)** - An increase in salaries other than seniority-based merit increases (increments). GWA has been referred to as Cost-of-Living Adjustment (COLA) in the past.

**GOVERNMENTAL FUNDS** – Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service fund, capital projects fund, and permanent funds.

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**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, and police, fire, and health services to guide subdivision approvals. See also Adequate Public Facility.

**GUARANTEED RETIREMENT INCOME PLAN (GRIP)** – The GRIP plan is part of the County Employees' Retirement System (ERS), and is a tax-deferred cash balance defined benefit retirement plan qualified under Internal Revenue Code Section 401(a).

**HYPERION** – Hyperion is an Oracle software application for developing budgets, including position cost projections. The system is integrated with the County's other Oracle eBusiness (EBS) products and uses the same EBS General Ledger (GL) and Project and Grant (PnG) codes.

**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** - That component of the total cost for a service which is provided by and budgeted within another department (for example, legal support and personnel). In Montgomery County, indirect costs are calculated as a percentage of the personnel costs of the organization receiving the service, according to a formula approved by the Department of Housing and Urban Development for Federal grants. For Special Revenue and Enterprise Funds, indirect costs are transferred to the General Fund. Indirect costs are charged to grants to cover the costs of administrative, financial, human resource, and legal support.

**INPUT** - Resources used to produce an output or outcome, such as workyears 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, and payments in lieu of taxes.

**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, Liability and Property Coverage Self-Insurance, and Employee Health Benefits 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.

**LAPSE** - The reduction of 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 citizens. The level of service may increase, decrease, or remain the same depending upon needs, alternatives, and available resources.

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**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.

**MCTime** – An electronic timecard system based on commercial off-the-shelf software that replaced the County’s paper timesheets. It is configured to accommodate County pay policies and is accessed by employees from their desktop or laptop computers.

**MISSION** - 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, Montgomery College, Maryland-National Capital Park and Planning Commission, Washington Suburban Sanitary Commission, 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 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.

**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.

**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.

**OUTCOMES** - The direct 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.

**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.

**PARTIAL CAPITALIZATION** - The process of either expensing or transferring to capital assets the prior fiscal year expenditures for ongoing capital projects.

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**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 MEASUREMENT** - Characterization of the operation and impacts of a program or service through some or all of a family of measures, such as inputs, outputs, efficiency, service quality, and outcomes.

**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, workyears 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-time or full-time basis.

**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 which address a specific responsibility or goal within an agency's mission. A program encompasses all associated activities 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-term or long-term in nature, and will have measurable outputs and outcomes.

**PROGRAM MISSION** - A broad statement of the purpose of a program; that is, what the program is intended to accomplish, why it is undertaken, and for whom it is undertaken. See also Mission.

**PUBLIC HEARINGS** - Opportunities for citizens 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 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.

**REALLOCATION OF APPROPRIATION** - The transfer of unencumbered appropriations (expenditure authority) within the same appropriation category and within the same department and fund.

**REAL PROPERTY** - Real estate, including land and improvements (buildings, fences, pavements, etc.), classified for purposes of assessment. See also Personal Property.

**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 workyears, 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 BASED BUDGETING** – A method of preparing budgets that starts with the desired *ends* (program outcomes described in terms of quantifiable results) and works backward to the *means* (the resources needed to achieve those results). When allocating

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resources under this approach, increases in budgeted resources must be evaluated and justified by projected changes in measurable results, supported by research or other evidence, and must be consistent with previously defined objectives, priorities, and key results areas.

**RETIREE'S 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.

**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, 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 County Charter (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.

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**SUPPLEMENTAL APPROPRIATION** - An appropriation of funds above amounts originally appropriated, to authorize 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.

**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. Also referred to as the Solid Waste Disposal Fee.

**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 County Charter (Section 310) requires that unappropriated reserves within the General Fund may not exceed five percent of General Fund revenue. Also referred to as the Set-Aside for future projects in the capital program.

**WATER QUALITY PROTECTION CHARGE** – A charge 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.

**WORKLOAD** - The external demand that drives County activities.

**WORKYEAR** - A standardized unit for measurement of government personnel effort and costs. A workyear is the equivalent of 2,080 workhours or 260 workdays. This term is roughly equal to "Full-Time Equivalents."

**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

<b>ADA</b>	Americans with Disabilities Act	<b>ECC</b>	Emergency Communications Center
<b>AHCMC</b>	Arts and Humanities Council of Montgomery County	<b>EDAET</b>	Expedited Development Approval Excise Tax
<b>ALARF</b>	Advance Land Acquisition Revolving Fund	<b>EEOC</b>	Equal Employment Opportunity Commission
<b>APFO</b>	Adequate Public Facilities Ordinance	<b>EFO</b>	Educational Facilities Officer
<b>ARRA</b>	American Recovery and Reinvestment Act	<b>EITC</b>	Earned Income Tax Credit
<b>ATMS</b>	Advanced Transportation Management System	<b>EMOC</b>	Equipment and Maintenance Operations Center
<b>BAN</b>	Bond Anticipation Note	<b>EOB</b>	Executive Office Building
<b>BIT</b>	Board of Investment Trustees	<b>EOC</b>	Emergency Operations Center
<b>BLC</b>	Board of License Commissioners	<b>ERP</b>	Enterprise Resource Planning
<b>BOE</b>	Board of Education	<b>ERS</b>	Employee Retirement System
<b>CAD</b>	Computer Aided Dispatching	<b>ESOL</b>	English for Speakers of Other Languages
<b>CAFR</b>	Comprehensive Annual Financial Report	<b>FEMA</b>	Federal Emergency Management Agency
<b>CAO</b>	Chief Administrative Officer	<b>FFI</b>	Future Fiscal Impact
<b>CATV</b>	Cable Television	<b>FLSA</b>	Fair Labor Standards Act
<b>CBD</b>	Central Business District	<b>FOP</b>	Fraternal Order of Police
<b>CCM</b>	County Cable Montgomery	<b>FRC</b>	Fire and Rescue Commission
<b>CDBG</b>	Community Development Block Grant	<b>FRS</b>	Fire and Rescue Service
<b>CE</b>	County Executive	<b>FTE</b>	Full-Time Equivalent
<b>CIP</b>	Capital Improvements Program	<b>FY</b>	Fiscal Year
<b>CEC</b>	Community Engagement Cluster	<b>GAAP</b>	Generally Accepted Accounting Principles
<b>CJCC</b>	Criminal Justice Coordinating Commission	<b>GASB</b>	Government Accounting Standards Board
<b>CJIS</b>	Criminal Justice Information System	<b>GDA</b>	General Development Agreement
<b>CNG</b>	Compressed Natural Gas	<b>GDP</b>	Gross Domestic Product
<b>COBRA</b>	Consolidated Omnibus Budget Reconciliation Act	<b>GFOA</b>	Government Finance Officers Association
<b>COG</b>	Council of Governments	<b>GIS</b>	Geographic Information Systems
<b>COMAR</b>	Code of Maryland Annotated Regulations	<b>GO bonds</b>	General Obligation Bonds
<b>CPI-U</b>	Consumer Price Index – Urban	<b>GRIP</b>	Guaranteed Retirement Income Plan
<b>CR</b>	Current Revenue	<b>GWA</b>	General Wage Adjustment
<b>CRIMS</b>	Correction and Rehabilitation Information Management System	<b>HIPAA</b>	Health Insurance Portability and Accountability Act
<b>CUPF</b>	Community Use of Public Facilities	<b>HOC</b>	Housing Opportunities Commission
<b>CVB</b>	Conference and Visitors Bureau	<b>HUD</b>	U.S. Department of Housing and Urban Development
<b>DBM</b>	Maryland State Department of Budget and Management	<b>HVAC</b>	Heating, Ventilation, Air Conditioning
<b>DCM</b>	Device Client Management	<b>IAFC</b>	International Association of Fire Chiefs
<b>DED</b>	Department of Economic Development	<b>IAFF</b>	International Association of Fire Fighters
<b>DGS</b>	Department of General Services	<b>ICEUM</b>	Interagency Committee on Energy and Utility Management
<b>DEP</b>	Department of Environmental Protection	<b>IJIS</b>	Integrated Justice Information System
<b>DHCA</b>	Department of Housing and Community Affairs	<b>IT</b>	Information Technology
<b>DLC</b>	Department of Liquor Control	<b>ITPCC</b>	Interagency Technology Policy and Coordination Committee
<b>DOCR</b>	Department of Correction and Rehabilitation	<b>LEP</b>	Limited English Proficiency
<b>DOT</b>	Department of Transportation	<b>LFRD</b>	Local Fire and Rescue Department
		<b>MACo</b>	Maryland Association of Counties
		<b>MC</b>	Montgomery College

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<b>MCAASP</b>	Montgomery County Association of Administrative and Supervisory Personnel	<b>TMD</b>	Transportation Management District
<b>MCCF</b>	Montgomery County Correctional Facility	<b>TS</b>	Tax Supported
<b>MCCSSE</b>	Montgomery County Council of Supporting Service Employees	<b>WMATA</b>	Washington Metropolitan Area Transit Authority
<b>MCDC</b>	Montgomery County Detention Center	<b>WQPB</b>	Water Quality Protection Bond
<b>MCEA</b>	Montgomery County Education Association	<b>WQPC</b>	Water Quality Protection Charge
<b>MCFRS</b>	Montgomery County Fire and Rescue Service	<b>WSSC</b>	Washington Suburban Sanitary Commission
<b>MCG</b>	Montgomery County Government	<b>WSTC</b>	Washington Suburban Transit Commission
<b>MCGEO</b>	Municipal and County Government Employees Organization	<b>WY</b>	Work Year
<b>MCPD</b>	Montgomery County Police Department	<b>ZTAWY</b>	Zoning Text Amendment Work Year
<b>MCPS</b>	Montgomery County Public Schools		
<b>MCT</b>	Montgomery Community Television		
<b>MHI</b>	Montgomery Housing Initiative		
<b>MLS</b>	Management Leadership Service		
<b>M-NCPPC</b>	Maryland-National Capital Park and Planning Commission		
<b>MOU</b>	Memorandum of Understanding		
<b>MPDU</b>	Moderately Priced Dwelling Unit		
<b>MTA</b>	Maryland Transit Administration		
<b>NACo</b>	National Association of Counties		
<b>NDA</b>	Non-Departmental Account		
<b>NTS</b>	Non-tax supported		
<b>OCP</b>	Office of Consumer Protection		
<b>OHR</b>	Office of Human Resources		
<b>OEMHS</b>	Office of Emergency Management and Homeland Security		
<b>OLO</b>	Office of Legislative Oversight		
<b>OMB</b>	Office of Management and Budget		
<b>OBI</b>	Operating Budget Impact		
<b>OPEB</b>	Other Post Employment Benefits		
<b>OSHA</b>	Occupational Safety and Health Administration		
<b>PAYGO</b>	Pay-as-you-go financing		
<b>PDF</b>	Project Description Form		
<b>PEG</b>	Public, Educational, and Governmental cable programming		
<b>PEPCO</b>	Potomac Electric Power Company		
<b>PILOT</b>	Payment in Lieu of Taxes		
<b>PLAR</b>	Planned Lifecycle Asset Replacement		
<b>PLD</b>	Parking Lot District		
<b>POR</b>	Program of Requirements		
<b>PSCC</b>	Public Safety Communications Center		
<b>PSCS</b>	Public Safety Communications System		
<b>PSP</b>	Public Services Program		
<b>PSTA</b>	Public Safety Training Academy		
<b>RMS</b>	Records Management System		
<b>RSP</b>	Retirement Savings Plan		
<b>SAG</b>	Spending Affordability Guidelines		
<b>SHA</b>	State Highway Administration		
<b>SWM</b>	Stormwater Management		
<b>TMC</b>	Transportation Management Center		

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