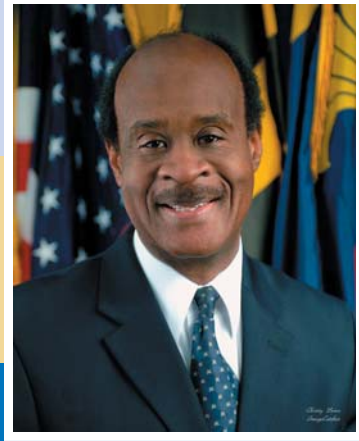
Mission Statement



ISIAH LEGGETT

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

www.montgomerycountymd.gov

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 493 square miles (or 315,520 acres) of land area. The County population was 1,040,116 as of July 2015, consisting of 45 percent White (non-Hispanic) and 55 percent cultural minorities. About 37.6 percent of Maryland's foreign-born population resides in Montgomery County in 2015.

The 2015 median household income was $98,917. According to the Bureau of Labor Statistics (BLS), the County's estimated labor force for December 2016 is 557,133 with an unemployment rate of 2.8 percent. Montgomery County is an employment center with 60 percent of employment occupied by persons residing and working in the County. For the 2016 Fall enrollment, 159,010 pupils were registered in the County's schools.

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FY18 Approved Operating Budget and FY18-23 Public Services Program

July 2017 • Volume 1

County Executive

Isiah Leggett

County Council Members:

Roger Berliner, President

Hans Riemer, Vice President

Marc Elrich

Nancy Floreen

Tom Hucker

Sidney Katz

George Leventhal

Nancy Navarro

Craig Rice

Montgomery County, Maryland • Office of Management and Budget

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Credits

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Isiah Leggett

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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, Lily Qi

DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET
Jennifer A. Hughes

DIRECTOR, DEPARTMENT OF FINANCE
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Montgomery County

Maryland

For the Fiscal Year Beginning

July 1, 2016

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, 2016.

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
** Included only in the recommended version of the budget publication

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OFFICE OF THE COUNTY EXECUTIVE
ROCKVILLE, MARYLAND 20850

Isiah Leggett
County Executive

MEMORANDUM

July 10, 2017

TO: Interested Readers

FROM: Isiah Leggett, County Executive

SUBJECT: FY18 Operating and Capital Budgets

FY18-FY23 Capital Improvements Program (CIP)

These volumes contain the Approved FY18 Operating and Capital Budgets and amendments to the FY17-22 Capital Improvements Program (CIP) for Montgomery County. In accordance with the law and after receiving my recommendations and the advice of interested parties through public hearings and other means, the County Council approved the budgets on May 25, 2017, for the fiscal year that begins on July 1, 2017.

The total Council Approved FY18 Operating Budget from all sources of funds is $5,450.4 million, an increase of $148.5 million or 2.8 percent from the Approved FY17 Budget. This budget reflects a property tax rate of $1.0013 per $100 of assessed value - 2.51 cents below the prior year's rate. This keeps the property tax rate within the County's Charter Limit. Because Capital Budget appropriations can be made for multiple fiscal years, comparisons of the Capital Budget from one fiscal year to the next do not provide useful information.

As detailed in the budget highlights and in the appropriate departmental sections, the Approved FY18 Operating and Capital Budgets continue to support 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

The Approved FY18 Operating and Capital Budgets include critical investments to address the important needs of our growing community. The budgets increase funding for public education at all levels beyond what is required by State Maintenance of Effort laws, increase the size of our police force, expand our Positive Youth Development programs, increase funding for programs critical to our growing senior population, boost funding for our library system, and continue to address the needs of our most vulnerable residents. The budgets also provide the necessary funding for continued and strategic economic growth through both the Montgomery County Economic Development Corporation and the WorkSource Montgomery organization. In addition, these budgets continue our commitment to prudent fiscal policies that are critical to sound fiscal management. As we continue to recover from economic challenges nationally and globally, the budgets increase our reserve levels to cushion the taxpayer against any future unanticipated economic setbacks.

In order to reduce costs and minimize our use of paper, we have provided an abbreviated version of each County Government department's operating budget. You may view a more detailed description of each department's budget by visiting the Office of Management and Budget webpage at www.montgomerycountymd.gov/omb.

You are invited to read the contents of these volumes for a description of the Approved Operating and Capital Budgets and CIP. Please call the Office of Management and Budget at (240) 777-2800 for further information. This information is also available on the Internet on the Montgomery County home page at www.montgomerycountymd.gov.

Message from the Council President

This year, in the Fiscal Year 2018 Operating Budget and amendments to the Fiscal Years 2017-22 Capital Improvements Program, the Council harmonized our fiscal realities with our shared values while building on the basic services that our residents and taxpayers see and rely on every day. The budget builds upon the basics and makes progress on pressing needs. At the same time, the budget holds the line on property tax rates and continues the tradition of fiscal responsibility that has allowed us to weather economic storms and maintain our AAA bond rating that is the hallmark of well-run governments.

One of our County's highest priorities and most basic responsibilities is education. This year we have funded 100 percent of our school system's $2.5 billion operating budget request to continue making progress in reducing class size and closing the academic achievement gap. We also funded 100 percent of the school system's request in our capital budget. Together these actions demonstrate our commitment to addressing the critical needs of our growing school system.

Education is not simply K-12. We also provided $4.5 million for early education, adding pre-Kindergarten and Head Start programs to serve students from low-income families. The budget also reflects the increasing importance of Montgomery College, which currently supports more than 60,000 students of all ages, ethnicities, and walks of life.

One of the major changes we made to the County Executive's recommended budget is to increase funding for non-profit service providers that are on the front lines helping those who need help the most. This year we provided a 2 percent increase to non-profits and increased Council grants to the non-profits working to address our critical needs.

We have also taken steps in this budget to strengthen our economy. We created a Business Solutions Group to help small businesses navigate complex regulations. We also provided critically important seed capital in the form of microloans to aspiring entrepreneurs throughout the County. This year's budget also provides the highest level of funding for the Housing Initiative Fund in more than seven years-a total of $59 million. We also funded improvements to transit service on our busiest corridors, while also adding $6.8 million to the County Executive's recommended budget for roads.

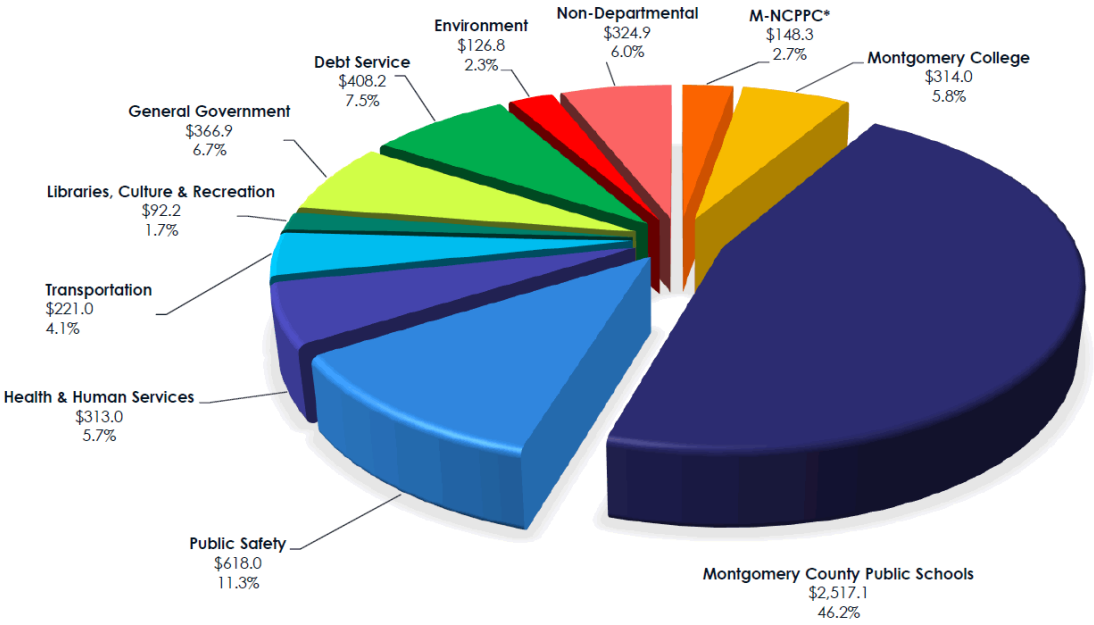
I want to thank my Council colleagues and the Council staff for their hard work. Thank you also to the County Executive and his staff, and to the governing boards and staff of M-NCPPC, WSSC, MCPS and Montgomery College. Together we produced a budget that is fiscally responsible, reflective of our values, and strengthens core government services that collectively make our County an extraordinary place to live.

Roger Berliner
President, Montgomery County Council

FY18 Expenditures by Function (millions)

WHERE THE MONEY GOES

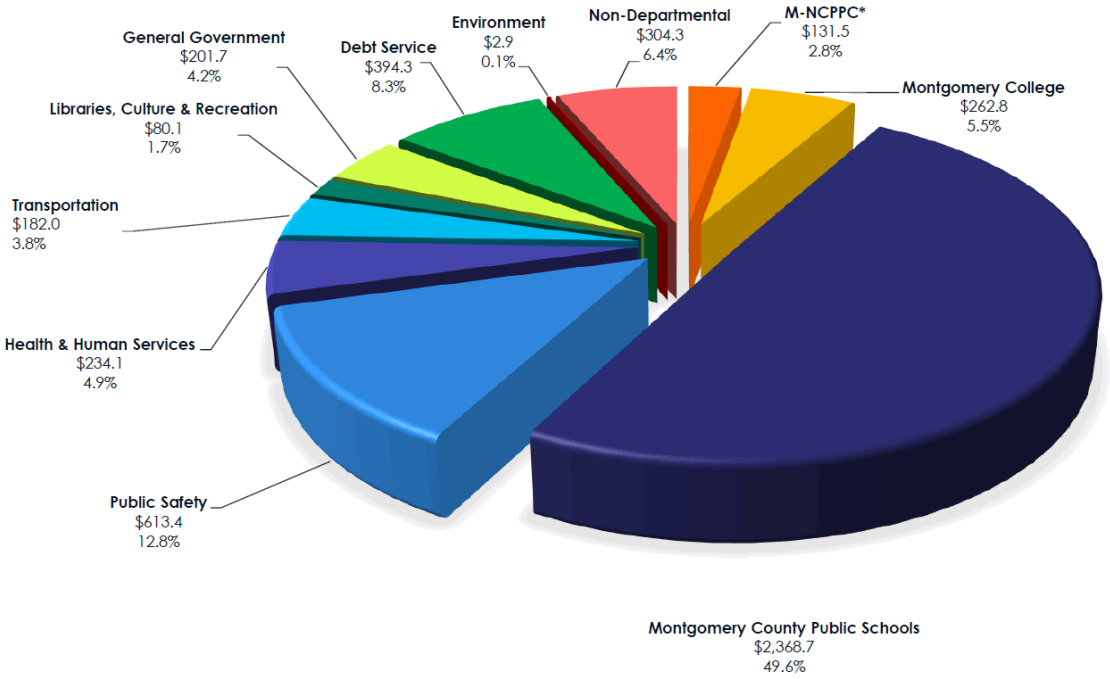
TOTAL EXPENDITURES - $5,450.4



*Total M-NCPPC includes $5.7 million debt service.

FY18 Expenditures by Function (millions)

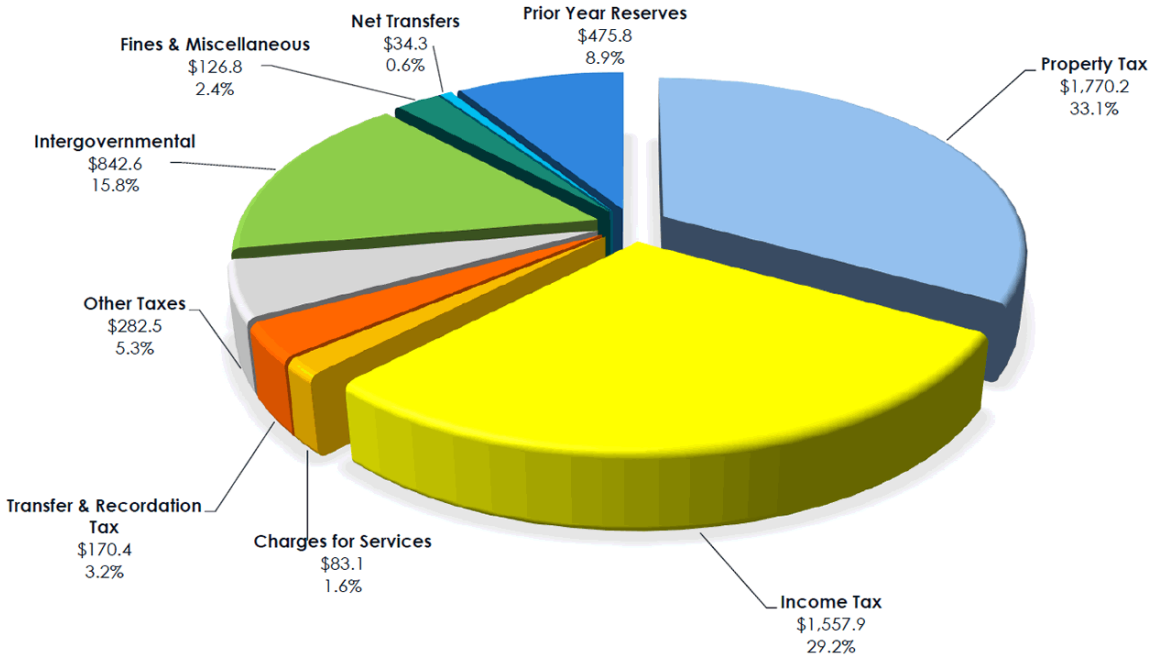
TAX SUPPORTED EXPENDITURES - $4,775.8



FY18 Tax Supported Agencies and Funds (millions)

WHERE THE MONEY COMES FROM

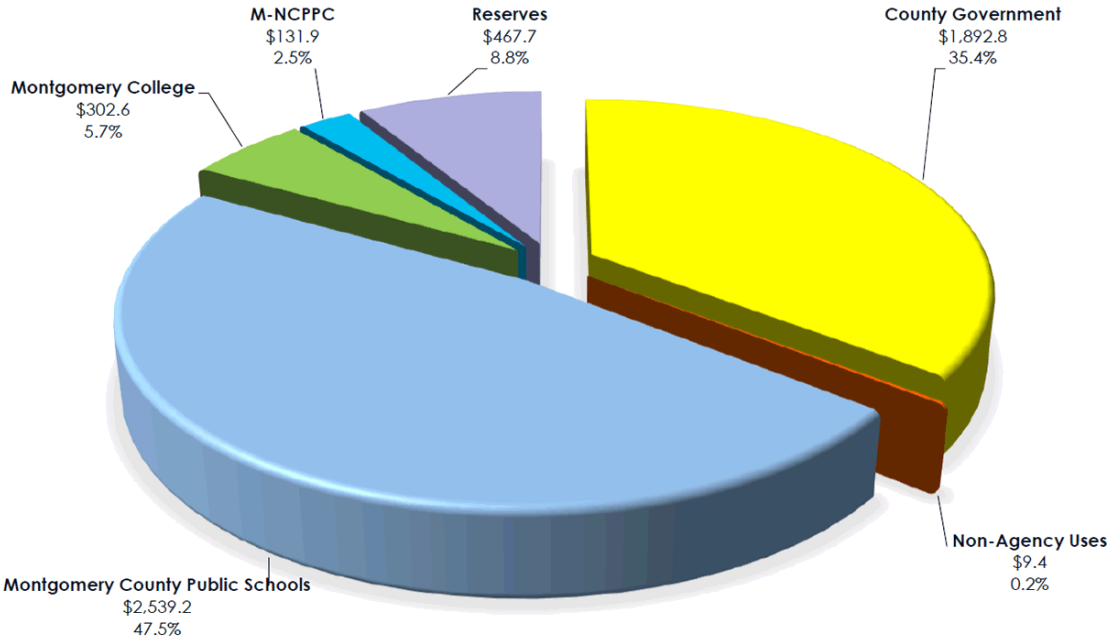
TOTAL APPROVED RESOURCES - $5,343.6



FY18 Tax Supported Agencies and Funds (millions)

WHERE THE MONEY GOES*

TOTAL APPROVED USES of FUNDS - $5,343.6

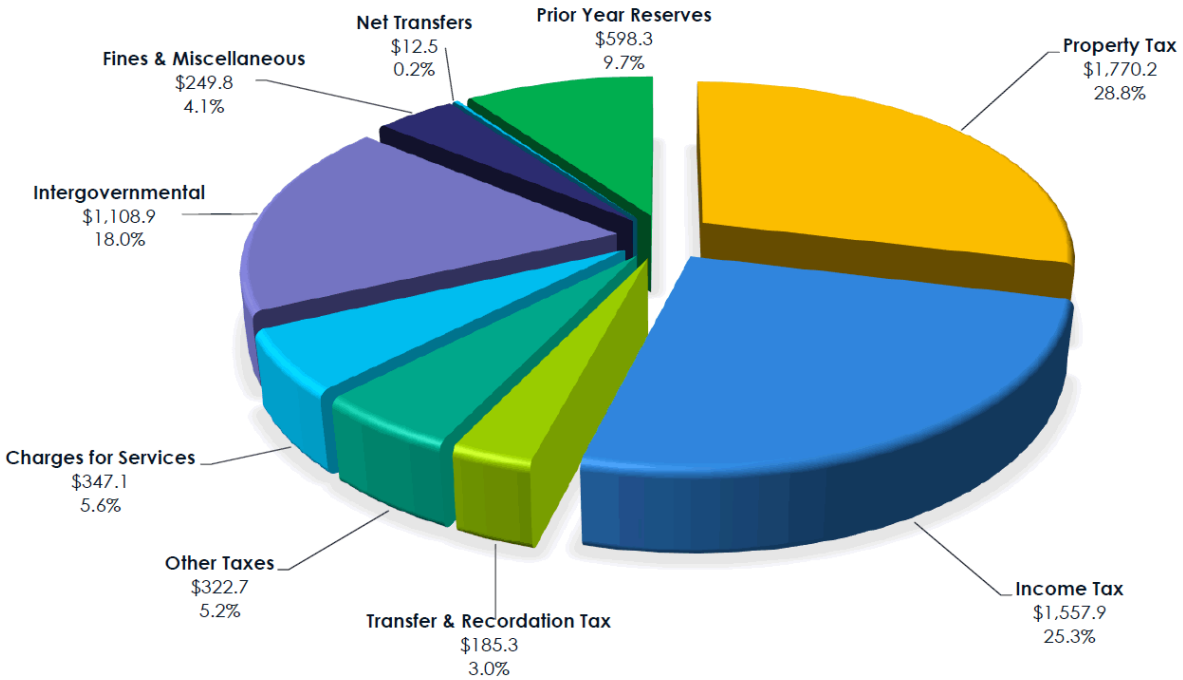


* This total covers the full Operating Budget and funds to the CIP, Debt Service, and Reserves. Of this amount $4,775,757,961 is recommended in the Operating Budget.

FY18 All Agencies / All Funds (millions)

WHERE THE MONEY COMES FROM

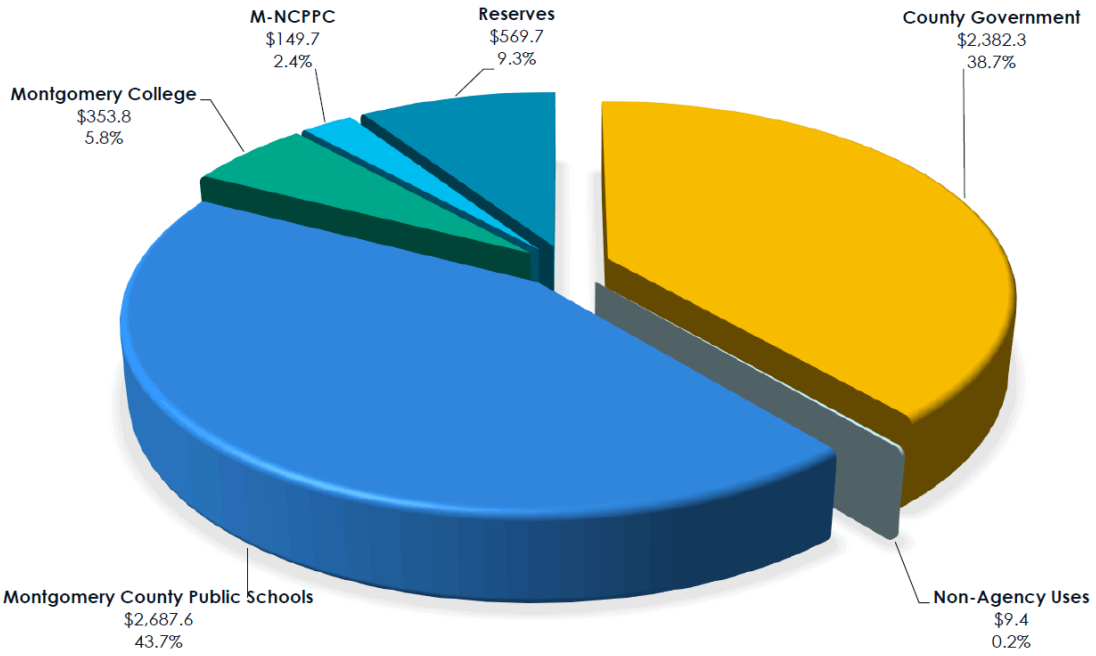
TOTAL APPROVED RESOURCES - $6,152.6



FY18 All Agencies / All Funds (millions)

WHERE THE MONEY GOES*

TOTAL APPROVED USES OF FUNDS: $6,152.6



* This total covers the full Operating Budget and funds to the CIP, Debt Service, and Reserves. Of this amount $5,450,363,866 is approved in the Operating Budget.

Accomplishments and Initiatives

A Responsive and Accountable County Government...

Highlights

- Montgomery County received the following National Association of Counties (NACo) awards in 2016:

  - ActiveMontgomery
  - Application Virtualization
  - BASIS-Budget Analytical and Statistical Information System
  - Be the One that Makes a Difference
  - Bus Rapid Transit Corridor Advisory Committees
  - Caching the Rain Geotrail
  - Code Enforcement Case Management System
  - Commission on Common Ownership Communities: Community Governance Fundamentals Training Module
  - Community Roadside Enforcement Program
  - Controller's Division Vision Committee
  - Disaster Shelter/Response Teams Program
  - Drunk Driving Prevention Program
  - Earned Income Tax Credit Outreach Program
  - Employee Intranet
  - Empowering Community Health Organizations
  - Innovative Ways of Using Geo-Processing, Techniques to Add Value to Police Crime Data for the County Open Data Portal
  - Interact, Explore, Discover @ Your Own Pace: STEM (Science, Technology, Engineering, and Mathematics) Stations for Young Children @Montgomery County Public Libraries
  - Interactive Parking Map
  - Learn, Engage, Create Together: Programs and Services for Active Seniors @ Montgomery County Public Libraries
  - Library Refresh Program - Supporting Community Needs @ Montgomery County
  - LiveWell Employee Wellness Program
  - Low Income Bikeshare Program
  - Montgomery County On-Line Print Shop

- Montgomery County Printer Administration Program
- Montgomery County Solar and Advance Energy Initiative
- MPDU Management System
- Mystery Shop Incentive Program
- Pet Waste Management
- Project Budget Program
- Roadside Tree Protection Program
- School Zone Warning Flasher Technology Upgrade
- Village Coordination
- Young Montgomery

✪ Montgomery County was named a Tech Savvy Jurisdiction by the Public Technology Institute (PTI).

✪ Montgomery County's Open Data Program achieved national recognition, including its Financial standards and platforms (spendingMontgomery and budgetMontgomery) being adopted by over 300 governments nationally. This program has been recognized by White House and the Government Finance Officers Association (GFOA) as a national leader and model in police data and other open data and public disclosure initiatives.

✪ Provide for community organizations that augment County services including $451,410 for community organizations serving the disabled, $1,078,423 for organizations providing senior services, $583,150 for organizations providing public health services, $342,000 for community organizations supplementing County behavioral health services, and $486,500 million for organizations providing safety net services. These community organizations are critical to an effective network of services and are often able to provide these services in a more cost-effective way than County Government. They are able to leverage community resources that are unavailable to County Government.

✪ Add two Customer Services Representatives to reduce MC311 wait times, increase first call resolution and increase bilingual capacity.

✪ Initiated construction of the infrastructure for processing mixed paper at the Recycling Center, with an approximate cost savings of $4 million.

✪ Increased direct communication with residents through social media sites: You Tube; Facebook; and Twitter. Expanded the Twitter site to more than 53,000 followers and expanded distribution lists for electronic publications such as "The Paperless Airplane" which reaches more than 120,000 households. MC311 collaborates with the Public Information Office to respond to resident requests for services and information via Twitter and Facebook. Continued to interact with residents about County issues, programs, and services through press releases;

media advisories; online chats; town hall meetings; news and other public events; County website; email and online newsletters.

- Montgomery County was named America's second highest-ranked digital County government in the United States by the Center for Digital Government and the National Association of Counties (NACo), receiving second place honors in the competition for jurisdictions with populations of 500,000 or greater. Montgomery is the only County to be ranked in the Top 10 each year since the inception of the annual survey in 2003.

- Created a "Montgomery County Data Community" to identify departmental data stewards across County Government and provide a forum for professional improvement, cross-departmental collaboration, and recognition of important work involving data; the first pilot of a Six Sigma/Lean class filled up within 48 hours with participation from more than a dozen departments/offices plus Montgomery County Public Schools.

- Continue to make all communications to the senior community more accessible by translating/publishing them in languages beyond English.

- Established the Residential Energy program to help County residents reduce their energy costs and greenhouse gas emissions through implementation of energy efficiency and renewable energy measures.

- In FY18, the Department of Technology Services will implement an Employee Productivity Solutions (EPS) team providing support to County departments for small-scale applications and digital forms development promoting greater data sharing and collaboration among departments and users.

- Continue ultraMontgomery programming activities for outreach, fundraising, and digital coding programs for youth and seniors.

- Successfully retained the County's AAA bond rating from all three major credit rating agencies in the Fall of 2016.

- The Montgomery County Business Portal is a component of the County Executive's three-pronged initiative to improve government services for businesses, particularly small businesses. This initiative, involving the Public Information Office and the County Executive's Office, builds on the momentum created through privatization of the County's economic development function by responding to needs identified by businesses regarding their interactions with the County. The Portal will improve access to information by creating a single point of entry for businesses.

- Reduced the combined annual greenhouse gas emissions of County buildings and fleets by 67 percent since FY05. Greenhouse gas reductions were achieved through

the purchase of electricity generated by clean energy technologies, solar energy installations on County facilities, building energy efficiency initiatives, improved fleet vehicle mileage, and fleet alternative fuel use.

- Improved the experience of vendors doing business with Montgomery County by sending electronic remittance advices to vendors who have requested electronic payments, reducing processing, printing, and postage costs.

- The Federal Transit Administration awarded the County a two-year $138,000 grant for Enhancing Montgomery's Mobility, a program to increase public awareness of and transportation options for seniors and people with disabilities.

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the FY16 Comprehensive Annual Financial Report (CAFR), the 47th year for this achievement.

- The Business Solutions Group will help business owners navigate County government services through proactive communication of business regulations and coordinated problem solving for the business community.

- Support the Innovation into Action Challenge through leveraging Federal, local, and private resources to support local companies access to emerging international markets, provide collaboration between County expertise and global leaders, and strengthen the County's standing as a gateway for the world.

- Completed the migration from a server-based facility reservation system to ActiveMONTGOMERY, a cloud-based system in September 2016. ActiveMONTGOMERY is a single online port available to the public to register for activities, purchase memberships, reserve Montgomery Park facilities, or to request reservations for fields, schools, and County facilities. Facility availability and estimated costs can be checked online before an application is submitted.

- Continued development of the Cyber Security program by strengthening incident response, upgrading security training program for employees, conducting independent risk assessment/penetration tests, and enhancing software patching and vulnerability management.

- The Department of Technology Services created new public-private-partnerships for Broadband; re-organized broadband governance; established the Broadband Roadmap in partnership with outside agencies; and conducted multi-sector briefings.

- The Department of Health and Human Services' Enterprise Integrated Case Management (eICM) system went live in January 2017. This system will allow clients a more seamless experience across programs; give clients increased access to eligible service and improved outcomes; reduce redundant and error prone data

entry for staff; and improve data collection and reporting.

- Implemented the County's Commercial Property Assessed Clean Energy Program (C-PACE) with the first project completed in March 2017. This program provides financing for commercial property clean energy improvements.

- The Office of Legislative Oversight's (OLO) report on the impact of the County's Safe Routes to School program found that vehicle-pedestrian and vehicle-bicycle collisions near schools decreased following engineering improvements made as part of the program. This finding will inform future pedestrian safety efforts in the County.

Affordable Housing in an Inclusive Community...

- Invest over $53 million in Affordable Housing including the Montgomery Housing Initiative (MHI) fund and utilize $17 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, the creation of housing units for special needs residents, for "Building Neighborhoods to Call Home" and "Housing First" services, and the creation of mixed-income housing. Since FY08, $902 million has been invested in support of affordable housing leveraging $987 million in non-County funding.

- Continue to use resources from the MHI Fund to support rental assistance programs in the Departments of Housing and Community Affairs (DHCA), Health and Human Services (HHS), and the Housing Opportunities Commission (HOC). Over 2,150 households were assisted in FY17 and over 2,150 are projected to be assisted in FY18.

- Continue the County's commitment to affordable senior housing by providing a letter of commitment for the Mt. Jezereel senior housing project. This proposed 75-unit, newly-constructed, mixed-income senior rental property will be located at 420 University Blvd in Silver Spring and will contain a 67 units affordable to seniors at or below 60 percent of the Area Median Income (AMI).

- Allocate funding to provide up to 50 permanent supportive housing units and services for the Inside (not Outside) Initiative to end chronic homelessness in Montgomery County.

- Introduce the Montgomery Homeownership Program, a partnership between the Maryland Mortgage Program and Montgomery County, to support eligible homebuyers purchasing in Montgomery County with up to $40,000 in down payment assistance. This financial incentive aims to help working families and

first-time home buyers achieve affordable homeownership in the County. Eligible homebuyers can take advantage of this assistance by purchasing their home through the Maryland Mortgage Program, which has helped thousands of families achieve homeownership and comes with the security that only the State's flagship homeownership program can provide.

- Continued the County's commitment to inclusive transit-oriented development by completing Fenwick Lane Condos, a project that consists of the acquisition, rehabilitation, and conversion of a 79,462 square foot eight-story office building into 102 market rate, for-sale condominiums located in downtown Silver Spring that will be available as affordable workforce housing.

- Completed renovations at Progress Place (a 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 furnishes providers with a new and improved space while integrating 21 units of supportive, transitional housing within the facility.

- In collaboration with Montgomery Housing Partnership, acquired three separate multi-family properties including Forest Glen Apartments, Hillbrooke Towers and Hillwood Manor. A total of 222 units were acquired, of which a minimum of 50 percent of the units are affordable to households at or below 60 percent of the AMI.

- Introduced the Moderately Priced Dwelling Units (MPDU) Preservation Initiative, which preserves MPDU affordability at expiring properties. Over 700 units will expire over the next ten years. The first MPDU Preservation Initiative project preserved the affordability of 50 of 63 MPDU units.

- Support the Common Ownership Community (COC) Program with funding for physical assessments, capital needs studies, financial advisory services, and legal/management consulting for condominium associations experiencing non-performance issues such as a high incidence of foreclosures and condominium fee delinquencies.

- Provide an enhanced weatherization program aimed at reducing the energy-related expenses of limited-income consumers. This program augments existing weatherization funding to provide deeper, more extensive improvements to limited-income residents. This may include more comprehensive remediation of the building envelope, electrical system, and mechanical systems.

- Enhance landlord-tenant outreach, tenant protection, and housing code enforcement through funding for additional staff to assist landlords and tenants through mediation, conduct group seminars, and ensure safe and sanitary conditions of the County's single family, multi-family, and condominium rental units.

- Mediated nearly 700 landlord tenant disputes, responded to over 6,600 landlord-tenant service requests, and held five landlord tenant informational seminars including one regarding health care for seniors, aging in-place and programs available to them for a minimal or no cost.

- 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.

- Enhanced support by funding a contract with Rebuilding Together Montgomery County to repair the houses of low-income homeowners and preserve additional households.

- Continue to refine the Annual Rent Survey to increase adherence to the voluntary rent guideline and introduce rental market transparency by capturing Countywide rent data on a per-unit basis allowing for rent analysis. This information is published on the County's openData website at montgomerycountymd.gov/open.

An Effective and Efficient Transportation Network...

- In January 2018, Ride On will begin new service called the Route 102 on Maryland State Route 29 from Burtonsville to Silver Spring. The limited-stop service will operate Monday through Friday during the morning and afternoon peak periods.

- Reduced the eligibility age for seniors from 67 to 65 years for the Call-N-Ride program making the program available to more residents. In FY17, it is anticipated that over 400 residents who are 65 and 66 years old will be added.

- The Montgomery County Bikeshare network will grow to 72 bikeshare stations by the end of FY17. By the end of FY18, the network will grow to 78 bikeshare stations. The County has received a Maryland Department of Transportation grant of $300,350 to further expand into Wheaton.

- Installed four additional electric vehicle (EV) charging stations in Bethesda, Silver Spring, and Wheaton garages. These new stations bring the total number of EV charging stations in County-owned parking facilities to 12 stations (24 spaces).

- In FY17, the Division of Fleet Management Services (DFMS) began implementation of a program based on a successful pilot where DFMS was able to

demonstrate the potential for fuel reduction. The Countywide program is focused on improving fleet utilization, fuel and idle reduction, and improved maintenance reliability.

- Worked collaboratively with our Congressional delegation to secure a highly competitive transportation federal grant ($10 million TIGER grant) that will be used toward funding for Bus Rapid Transit (BRT) development on U.S. Route 29.

- Extend hours for Seniors Ride Free program.

- Completely rebuilt 38 lane miles of roads, 2 miles of sidewalk, and 7 miles of curb and gutter.

- Responded to 14 storm events totaling 40 inches of snow accumulation using over 87,000 tons of salt and over 400 pieces of equipment to treat and plow 1,522 miles of emergency routes, 968 lane miles of primary/arterial routes, and 4,287 lane miles of residential streets.

- Began new Route 301 service on October 2, 2016. This service operates from Tobytown Drive to Rockville Metrorail Station via Travilah Road. Key locations along the route include local schools, shopping, the new Nancy Dacek Recreational Center, Shady Grove Hospital, Glenstone museum and the Rockville Town Center.

- Exploring the potential for technology to transform the ridership experience through the Smart Transit Spotlight project. The project comes at no additional cost to the County and includes an investment of approximately $300,000 by its partners through technology and connectivity donations. The project will start by piloting wifi and USB charging on Ride On buses and at bus stops.

- Began a new Rock Spring Express service in July 2016, which provides express bus service between Grosvenor Metrorail Station and five bus stops in the Rock Spring Business Park. In the first five weeks of service, the route averaged 240 riders per day.

- Completed biennial inspections of 171 bridges and renovations for 23 bridges.

- Completed construction of 17,522 linear feet of sidewalk.

- Launch the new Express Service to Clarksburg in May 2017. This limited bus stop service which will operate from the Cabin Branch/Clarksburg community to the Shady Grove Metro Station.

- Resurfaced 486 lane miles in FY16, completing 31 projects.

Children Prepared to Live and

Learn...

- Beginning June 10, 2017, Montgomery County Public Libraries will roll out its Children's Fines and Fees Pilot. As part of this one year pilot project aimed at connecting children to library resources and removing barriers to service, children's materials will no longer accrue overdue fines. Additionally, holds fees on children's materials will no longer be assessed.

- Expanded Go!Kits 2.0 to 21 library branches and introduced new topics.

- Add funds to implement the Monitored Exchange and Supervised Visitation Center (MESV) program. MESV provides a monitored safe exchange of children and/or supervised visitations for families where a supervised visitation or monitored exchange service has been required by a judge. This program offers a neutral and secure setting for children to be exchanged for visits and for supervised visits to be conducted.

- Behavioral Health and Crisis Services (BHCS) worked with Montgomery County Public School system (MCPS) to address behavioral health problems of youth in school, providing screening and referrals to over 1,000 youth to the Crisis Center for suicidal or homicidal ideation, and implemented the long-term child mobile crisis stabilization program.

- Add funds to implement the Safe Space Program. This program will provide a safe space for the highest-risk and currently gang-involved youth in the East County, Germantown, Montgomery Village, and Wheaton areas to keep them off the street, and prevent them from engaging in high-risk factor activities by providing critical programs, services, and activities during evening hours on Fridays and Saturdays.

- Expand the Dream Academy (Child First) afterschool program to an additional elementary school. This program provides comprehensive enrichment programs, including family engagement opportunities.

- Engage youth in a well-planned learning environment after school. The monthly Club Adventure program is located in nine recreation facilities for youth in grades kindergarten through grade five from 4 pm to 6 pm. The program provides participants with the opportunity to have fun while learning and participating in a variety of recreational activities such as sports, crafts, and dance.

- The Strategic Plan for Child Care, completed in January 2017, will guide the work of the Policy Officer for Early Care and Education and others in developing additional affordable and accessible child care, opportunities for improved school readiness, child care provider counseling and training, and the expansion of child care space through public-private partnerships.

- Add funds to expand Head Start classrooms from partial-day to full-day programs in ten MCPS schools.

- Comply with State immunization requirements for over 2,300 students by opening and operating multiple clinics at schools, as well as the Silver Spring and Germantown Health Centers, International Student Admissions Office (ISAO), Dennis Avenue Health Center, and the Back to School Fair in August 2016.

- Extended the successful FUTSAL youth indoor soccer program to year-round programming to build stronger relationships with community non-profits and work closely with schools in anti-gang efforts.

- In partnership with the Department of Technology Services, provide a wide variety of Information Technology opportunities to the Department of Recreation's after school programs such as Excel Beyond the Bell, Rec Extra, and Rec Zone, to provide coding training, game and web design, and other technology classes and workshop opportunities.

- Support School Health Services staffing through funding for two schools, the Thomas Edison High School of Technology and the new Bethesda-Chevy Chase Middle School #2.

- Enable the development of an East County Sports League with funding for a contractor.

- Add funds to increase the number of child care subsidies funded through the Working Parents Assistance Program, provide for additional administrative overhead, and support higher education scholarships for child care providers.

- Enhance the Food, Fun, and Fitness/Teen Works summer program.

- In partnership with the Jewish Council for the Aging's Heyman Interages Center and Montgomery County Public Libraries (MCPL), the Department implemented the Reading & Educating to Advance Lives (REAL) Program which expands services to children through senior volunteers who read and engage in literacy and healthy living activities in two of the regional service centers. In FY17, REAL seeks to expand to all five regional service centers.

- Add funds for the Care for Kids Program to enhance medical, dental, and behavioral health services.

- Increase County funding for the Collaboration Council Excel Beyond the Bell program.

- Add funds to provide Pre-Kindergarten services to an additional 40 children (3 to 5 years old) delivered by Centro Nia.

Healthy and Sustainable

- Montgomery Cares Program network of community-based clinics provided primary care for 24,100 uninsured adults, and developed educational materials for health literacy as well as a central patient database.

- Expand funding for the East County Opportunity Zone. This is an initiative designed to enhance safety net services in the East County area by using a collaborative, multi-sectoral approach with County support, leveraging additional resources from the private sector, faith, education, and non-profit communities. The initial focus will be on increasing food security and workforce development.

- Opened Progress Place in December 2016. This is a multi-service complex located in downtown Silver Spring offering meals, outreach and case management, medical services, overflow shelter during the winter months, and 21 units of permanent supportive housing.

- Funding for the Zero: 2016 Initiative achieved functional zero homelessness for veterans.

- Build a network of community service providers in the County via the Charles W. Gilchrist Immigrant Resource Center and continue to be the County's resource center for immigrants.

- Allocate funding to implement Bill 19-15, Landlord - Tenant Relations - Licensing of Rental Housing - Landlord -Tenant Obligations, to achieve goals of enhancing landlord-tenant outreach; tenant protections, and housing code enforcement through increased staffing, information technology improvements, translation of the standard lease and other housing-related information; and greater education and outreach.

- Grand Reopening of the Ross Boddy Neighborhood Recreation Center was held in October 2016 with the addition of a new gymnasium, expanded social hall, and many new upgrades.

- Provided funding for contractual support to develop options for a food waste collection program in the County. This support will also be used to assist in the development of the Strategic Plan to advance composting, compost use, and food waste diversion called for in Bill 28-16.

- The Street Outreach Network launched the first Summer of Peace events in seven communities to engage the community, raise awareness of available positive youth development programs in the County, and support trust building efforts with law enforcement. This event was attended by more than 1,200 children, youth, and families.

- Enhanced the Department of Environmental Protection's billing and invoicing

functions in the growing program area of stormwater managment capital projects.

- Provide funds for a Nurse Case Manager for the Health Care for the Homeless Program.
- Add a Senior Fellow to develop a Montgomery County Sports Hall of Fame at the South County Regional Recreation and Aquatic Center.
- Add funds to enhance food security efforts for County residents, including funding for ongoing implementation of the food security plan and expanding the Weekend Food Program for elementary school children.
- Maintain the first yard trim composting facility in the nation to become independently certified as compliant with the new International Organization for Standardization (ISO) 14001 Environmental Management System (EMS) standard.
- Recycled over five tons of material (plastic, glass, and aluminum bottles and cans) in the Silver Spring Urban District and delivered it to the Shady Grove Processing Facility and Transfer Station.
- Added funding for the Montgomery Cares Program to expand capacity, increase the reimbursement rate per visit by two dollars, and fund a one-time quality assurance review.
- Assist Developmental Disabilities Providers through additional funding to pay direct service professionals, on average, at 124 percent of the County minimum wage.
- Add funding to support the African American Health Program, Asian American Health Initiative, and Latino Health Initiative by converting nine contractual positions to County employee positions.
- Support the Senior Nutrition Program through additional funding.
- Expanded the hours of operation for the Senior Sneaker Program at Community Recreation Centers allowing adults age 55 and older to access facilities.
- Hosted the 2nd annual Montgomery County GreenFest with more than 1,250 attendees, more than 100 vendors and exhibitors, environmental films, and a keynote speech by the Environmental Protection Agency (EPA) Administrator.

Safe Streets and Secure Neighborhoods...

- Increase funding for the Stop, Triage, Engage, Educate, and Rehabilitate (STEER)

deflection program. STEER is an initiative that works to connect people to substance abuse treatment rather than arrest and pre-trial programming. Through prevention and intervention deflection, the goal of STEER is to direct people in need of substance abuse treatment away from the criminal justice system to a community-based intervention program.

- Add sixteen new officer positions and one sergeant position to keep pace with population growth and calls for service.

- Began Advanced Life Support (ALS) response time improvement by adding a paramedic to the engines at the Bethesda, Cabin John, and Glen Echo fire stations and by adding a Paramedic Chase Unit at Bethesda (Democracy Boulevard).

- Provided needs assessments to 2,348 incoming inmates and discharge services to 257 inmates nearing release, and implemented the Bureau of Justice Administration (BJA) two-year $600,000 Comprehensive Reentry Project (CORP) grant, designed to serve chronic jail recidivists with serious persistent mental health issues and/or co-occurring substance use disorders.

- Fully implemented a body-worn camera program for all uniformed patrol officers for the purpose of documenting evidence and accurately recording interactions that occur between officers and members of the public.

- Add two police officers and expand the scope of the Community Engagement Division to develop community partnerships and outreach efforts with African American; Asian; Hispanic; Latino; Lesbian, Gay, Bisexual, Transgender, and Questioning (LGBTQ); and faith-based communities. The Division will also work to fully implement NextDoor.com to increase the department's capacity for communication and enhanced outreach to residents concerning crime, safety, and neighborhood issues.

- The Department of Police worked in partnership with County officials, County delegates to the Maryland General Assembly, and key community members to garner support for a legislative proposal that led to the successful passage of Noah's Law to expand the mandatory use of ignition interlock devices and provide enhanced driving under the influence (DUI) penalties.

- Increased staffing at Burtonsville (Station 15), reducing the failure to respond rate and adding 24/7 ambulance and paramedic coverage to Olney (Station 40). Increase staffing at Sandy Spring Station 40 to address response times.

- Continue implementation of Advanced Life Support (ALS) enhancement by adding a Paramedic Chase Unit at Aspen Hill (Station 25).

- Achieved increased ALS availability and decreased ALS response time in Kensington (Station 5) and the surrounding area by shifting resources without

incurring increased ongoing costs.

- In 2016, the Family Justice Center (FJC), in collaboration with the Montgomery County Domestic Violence Coordinating Council and Montgomery County Public Schools, helped coordinate the 7th Annual Choose Respect Montgomery Healthy Teen Dating Conference. The educational portion of the conference included identifying the warning signs of abusive relationships, learning how technology can be a tool used for violence, and learning what resources are available in the community for those involved in abusive relationships.

- Provide additional funding for the East County Opportunity Zone, an initiative designed to enhance safety net services for the East County area.

- Enhance the Crime Lab capacity by adding a new forensic scientist position and operating expenses to increase the number of DNA samples processed in FY18, including those pursuant to sexual assault cases.

- Reached 14,228 students in FY16 through presentations on cyberbullying, "Speak up, Save a Life" and healthy teen dating.

- Expanded Paramedic services.

- Opened the new Public Safety Training Academy and a newly constructed Glenmont Fire Station 18.

- Work in concert with County agencies to finalize a strategic plan and implement corresponding initiatives and measures to meet the County's goal of preventing all traffic-related deaths, an initiative known as Vision Zero.

- Enhance security coverage of the Council Office Building.

- Consolidated the Emergency Communications Center with the transfer of 27 positions to the Montgomery County Police Department.

- Initiated a new pedestrian safety enhancement to install Rapid Rectangular Flasher Beacons to alert drivers that pedestrians are in the crosswalk.

Strong and Vibrant Economy...

- Create a sustained marketing campaign in the Fenton Village portion of the Silver Spring Urban District to counter the impact of construction and redevelopment projects on the Fenton Village business community.

- Add funds in the Wheaton Redevelopment Capital Improvement Project for a full-time position to administer the Small Business Assistance Program and allocate resources in the Economic Development Fund to provide financial assistance for eligible businesses adversely impacted by the redevelopment project.

- Bolster the MOVE Program with the EXPAND Program to incentivize local companies in leasing vacant office space to support their growth in the County.

- Support the BUILD Program 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.

- Provided additional funding to disburse grant payment for the retention and expansion of the U.S. Department of Health and Human Services, a highway and airport food service company, and an international consultant firm specializing in the field of health, social, and environmental policy.

- Partnered with a local non-profit that promotes sustainable growth and living practices to create an Incubator Fund that will serve a wider geographical area and assist the County to become more competitive in attracting, growing, and retaining the best innovative green technology companies in the region.

- Provide the Regional Services Centers with matching funds to be used for special events intended to promote the community and stimulate the local economy.

- Facilitated the retention and expansion of an online wedding market place provider, to create more than 200 new jobs in the County in the next five years.

- Facilitated the retention and expansion of an IT software company to create 66 new jobs in the County in the next three years.

- Redeveloped Site II in East County to create a unique hub that will capitalize on the nearby regulatory, higher education, and medical resources with land uses that reflect the County's policy to encourage employment, community revitalization, and economic development with an anticipated focus on the biomedical and biotechnology industries, and the innovation economy.

- Facilitated the retention and expansion of a government contractor with an international development focus, to create 55 new jobs in the County in the next four years.

- Facilitated the attraction and expansion of a national snowmobile track dealer to establish its U.S. Headquarters in Bethesda and create 200 new jobs in the next five

years.

- The Department of Liquor Control opened three new retail stores in FY17 featuring upscale designs to enhance the shopping experience and increase access to retail locations in the County. The Department also developed a strategic plan for retail operations to encourage a vibrant economy.

- Provided additional support to administer the Small Business Assistance Program under the Economic Development Fund to provide financial assistance for eligible businesses adversely impacted by the redevelopment project.

- Facilitated the attraction of a regional general contractor to relocate 230 jobs from Washington, D.C. to Montgomery County and create 30 new jobs in the next three years.

- Partnered with USAID and Development Alternatives International (DAI) to establish the Innovation into Action Challenge. The Challenge represented a first time kind of an event that attracted start-up companies from around the world to the County by offering cash prizes and awards. The Challenge brought in approximately $250,000 in sponsorships/support for businesses with a minimal investment from the County.

Vital Living for All of Our Residents...

- Fund a two percent inflationary adjustment for tax-supported contracts with non-profit organizations and residential treatment providers.

- Add funds to provide security for the Men's Shelter located at the Home Builders Care Assessment Center in Rockville to improve the safety of residents and staff.

- Provided funding to create a Mental Health Court for the Montgomery County Circuit Court and the Department of Health and Human Services. This will assist defendants with mental health issues to access necessary services to support their individual needs while ensuring that resources are provided to impacted defendants.

- Leverage federal funds to add a Senior Nutrition Program at the Nancy H. Dacek North Potomac Community Recreation Center.

- In October 2016, approximately 4,000 fourth grade students visited the Agricultural History Farm Park to participate in the Close Encounters With Agriculture (CEWA) program. This multi-phased program consists of three educational tracks (The Environment, Nutrition, Diet & Health) that are conducted with staff assistance

from the Office of Agriculture and all of its agency partners. The program has been successful and there are currently 41 elementary schools on the waiting list for next year.

- Added and expanded Therapeutic Recreation camps in summer 2016 to minimize wait lists and realign programs to better meet participant needs.

- Enhanced funding for the Adult Foster Care Subsidy to increase rates for small group home placements from $1,725 to $1,900 for a single room rate per client and $1,575 to $1,700 for a double room rate per client.

- Provide County funding to add a full-time staff person to support the Maryland Senior Olympics.

- Sponsored, or co-sponsored, 21 educational sessions geared towards female adults, held by the Commission For Women. A total of 1,149 individuals were reached during these educational sessions on topics such as economic empowerment, health and safety, fairness in family law, unique challenges, and under-representation in the workforce and education.

- Increase funding for two social worker positions for the Adult Protective Services Investigative Unit.

- Expand the Public Service Hours at three library branches: Kensington Park, Little Falls, and Twinbrook.

- Operate the Family Law Self Help Center with evening hours one night per week to better meet the needs of the users. Continue to review the business processes to be more responsive to those in need of assistance.

- Aspen Hill, Davis, and Little Falls library branches are currently undergoing facility refresh upgrades. The Department of Public Libraries was awarded the Urban Libraries Council (ULC) award for its Library Refresh Program.

- Increased capacity for the Screening and Assessment Services for Children and Adolescents (SASCA) program by hiring six new staff and shifting staff to the Silver Spring clinic to manage the growing wait list.

- Add funds for dental services for the uninsured by providing funds for a Dental Clinic Director and adding capacity for the Mobile Dental Program that serves the homeless.

- Implemented a pilot shuttle for Medicaid patients that require dialysis. The goal is to ensure the clients who require dialysis are consistently dropped off on time for treatments and taken home on time afterwards.

- Organized and hosted Montgomery County's first regional conference on human

trafficking prevention, coordinated by the Commission For Women through the Human Trafficking Task Force.

Funding the Budget...

- Approved a total County budget from all sources for all County agencies of $5,450,363,866 which is $148.5 million or 2.8 percent more than the FY17 budget.
- Approved tax-supported funding for Montgomery County Government of $2,012,795,952 (including debt service).
- Approved tax-supported funding for Montgomery County Government of $1,618,516,292, an increase of 3.6 percent.
- Funding for Montgomery County Public Schools (MCPS) will increase by $59.6 million or 2.4 percent. Within this total, the County contribution is $19 million over Maintenance of Effort and 2.8 percent higher than FY17.
- Funding for Montgomery College's FY18 Approved Operating Budget totals $314.0 million. The County's local contribution is $2.0 million over MOE, making this the sixth year in a row of funding over MOE. The overall County contribution increases by 47 percent in total and 75.3 percent on a per student full-time enrollment basis since 2013.
- Tax-supported funding for the Maryland-National Capital Park and Planning Commission (M-NCPPC) increases by $6,037,846 or 4.8 percent from FY17.
- Fund WSSC's FY18 operating and capital budgets with a 3.5 percent water and sewer rate increase as proposed by the Commission.
- Approved a property tax rate of $1.00 per $100 of assessed value, 2.51 cents below the current rate. The approved property tax rate is at the County's Charter

limit.

- Promote existing mechanisms for senior citizens and those on limited incomes to assist them as needed with property tax increases, such as the Senior Tax Credit program that benefits eligible residents who are at least 65 years of age. This credit is calculated as 50 percent of the combined State Homeowners' Tax Credit and County Supplement.

- Retains the energy tax at the level approved by the Council for FY17, preserving an important stable and broad-based revenue source that includes federal institutions based in the County that otherwise pay no taxes in exchange for County services.

Collaboration and Partnerships

East County Opportunity Zone Plan

Partners:
Community Engagement Cluster, Department of Health and Human Services
Description:
The East County Regional Services Center, in coordination with the Department of Health and Human Services and a consortium of public-private partners, convened and developed a blueprint (East County Opportunity Zone Plan) for the delivery of safety net and workforce development services in East County.

Preference Points for Veterans

Partners:
Office of Human Resources, Department of Correction and Rehabilitation, Montgomery County Fire and Rescue Service, Department of Police, Sheriff's Office
Description:
Collaborated with labor units and County public safety departments to develop Executive Regulation 20-14, Hiring Preference Points for Veterans Who Apply for Uniformed Public Safety Positions.

FY17 Information Technology Cluster and Enhanced Customer Services and Support to County Departments

Partners:
Department of Technology Services, Office of Consumer Protection, Department of Correction and Rehabilitation, Office of the County Attorney, Office of the County Executive, Office of Emergency Management and Homeland Security, Department of Environmental Protection, Department of Finance, Montgomery County Fire and Rescue Service, Department of General Services, Department of Health and Human Services, Department of Housing and Community Affairs, Office of Human Resources, Office of Management and Budget, Department of Permitting Services, Department of Police, Office of Procurement, Office of Public Information, Department of Public Libraries, Department of Recreation, Sheriff's Office, Division of Transit Services, Department of Transportation
Description:
In FY17, the Department of Technology Services and the Office of Management and Budget led a Countywide cluster process to discuss collaboration services and

software to share ideas, promote best practices, and increase productivity for County departments. In FY18, DTS plans to increase support to smaller departments through the new Employee Productivity Solutions (EPS) initiative and establish dedicated "Account Managers" to provide enhanced customer services to department users.

FiberNet Enhancements

Partners:
Department of Technology Services, Housing Opportunities Commission, Maryland-National Capital Park and Planning Commission, Montgomery College, Montgomery County Public Schools, Washington Suburban Sanitary Commission
Description:
DTS continues to roll out Dense Wave Division Multiplexing (DWDM) to increase the bandwidth and capabilities of the FiberNet network. The Network Operations Center (NOC), initiated in FY17, will continue operations with a dedicated manager in FY18. FiberNet lines were also extended to the National Institutes of Standards and Technology campus in Germantown.

Stop, Triage, Educate, Engage, & Rehabilitate (STEER)

Partners:
Department of Police, Department of Health and Human Services
Description:
In partnership with the Department of Health & Human Services, the Department of Police initiated a 12-month pilot program (STEER) that deflects low-risk individuals with substance use disorders away from the criminal justice system and directly into community-based treatment.

Rental Assistance

Partners:
Department of Health and Human Services, Department of Housing and Community Affairs, Housing Opportunities Commission
Description:
The Department of Health and Human Services utilizes resources from the Montgomery Housing Initiative funds to support rental assistance programs in the Department of Housing and Community Affairs and the Housing Opportunities Commission.

Clarksburg Premium Outlets

Partners:
Community Engagement Cluster, County Council, Montgomery County Fire and Rescue Service, Department of Permitting Services, Department of Police,

Department of Transportation

Description:

In anticipation of the opening of the Clarksburg Premium Outlets, the Upcounty Regional Services Center assessed vehicular and pedestrian access issues associated with construction activities, transit services, and public safety issues related to the construction and operation of the mall. This work required the attention and participation of mall owners Simon Properties, the County Fire and Rescue Service, the Departments of Police, Correction and Rehabilitation, Permitting Services, and Transportation, State Highway Administration, and County Council staff.

Silver Spring Commercial Hub Directory

Partners:

Community Engagement Cluster, Non-Profits

Description:

The Silver Spring Regional Service Center (SSRSC), working with Silver Spring regional area business groups and non-profit organizations, developed a singular directory of small commercial hubs for Montgomery Hills, Four Corners, Long Branch, Langley Park, Fenton Village, and Brookville Road.

Public Safety Systems Modernization (PSSM) Deployment

Partners:

Department of Technology Services, Office of Emergency Management and Homeland Security, Montgomery County Fire and Rescue Service, Department of Police, Sheriff's Office

Description:

DTS continued implementation of the PSSM Program, including: implementing Emergency Police Dispatch including medical and fire; implementing the new Intrado's 911 communications and dispatch system; and reconfiguring 911 physical spaces in the Public Safety Communications Center (PSCC).

ActiveMONTGOMERY

Partners:

Office of Community Use of Public Facilities, Department of Recreation, Maryland-National Capital Park and Planning Commission

Description:

Community Use of Public Facilities, Montgomery County Department of Recreation, and M-NCPPC Montgomery Parks share the same cloud-based software solution for activity registration and facility reservation. Each contributes to the salary of a Senior Information Technology Specialist who serves as the System's Administrator and liaison with the vendor. Representatives from each department participate on various committees to make decisions that impact partner

operations including system configuration, marketing/communications, and finance.

National Night Out

Partners:
Community Engagement Cluster, Department of Police, Department of Recreation
Description:
The East County Regional Services Center, in collaboration with the Department of Police, Department of Recreation, the East County Citizens Advisory Board and civic groups, held one of the biggest annual National Night Out events in the County, bringing together residents and law enforcement personnel with a focus on citizen involvement, public safety and crime prevention.

Long Branch Community Expansion

Partners:
Community Engagement Cluster, Office of Consumer Protection, Office of Emergency Management and Homeland Security, Department of Health and Human Services, Department of Housing and Community Affairs, Department of Police, Non-Profits
Description:
Working with Health and Human Services, Housing and Community Affairs, the Office of Emergency Management and Homeland Security, the Office of Consumer Protection, Police, and external non-profits and service providers, the SSRSC participated in the response to the rapid expansion in the Long Branch community of Silver Spring, including the establishment of a model community fund that raised over $750,000.

Capital Improvements Program (CIP)/Capital and Operating Budget Forums

Partners:
Office of Management and Budget
Description:
CIP and Operating budget forums were held in conjunction with the County Executive's Office and the five Regional Services Centers.

Facilitated Operating Budget Cluster Meetings

Partners:
Office of Management and Budget
Description:
OMB facilitated operating budget cluster meetings to promote collaboration, information sharing, cost-savings, and efficiency among departments. Specific

areas of focus included positive youth development, seniors, criminal justice, technology, risk management, facility maintenance, and space allocation. At the departments' request, OMB will continue facilitating quarterly meetings of several of the clusters.

Neighborhood Action Team in Mid County

Partners:
Community Engagement Cluster, County Council, Department of Housing and Community Affairs, Department of Permitting Services, Department of Police, Department of Recreation, Division of Solid Waste Services, Department of Transportation, Non-Profits
Description:
The Mid County Regional Services Center (MCRSC) convened and managed an interagency group (Neighborhood Action Team) made up of Police, Permitting Services, Housing and Community Affairs, Transportation, CountyStat, Recreation, Solid Waste Services, two councilmember offices, nonprofit providers and civic associations to address a significant number of quality of life issues in the communities north of Wheaton. Progress has been made on traffic mitigation, sidewalks, GreenStreets, trash pick-up, and the provision of information to residents.

Integrated Justice Information Solution (IJIS) Development

Partners:
Department of Technology Services, Circuit Court, Department of Correction and Rehabilitation, Department of Police, Sheriff's Office, Office of the State's Attorney
Description:
DTS will continue working with public safety departments and agencies to further develop IJIS solutions and enhancements.

Truancy Prevention Program Partnership

Partners:
Department of Recreation, Office of the State's Attorney
Description:
Partnering with the States Attorney's Office Truancy Prevention Program (TPP) to establish a referral process for students with chronic absences to the Excel Beyond the Bell program. Additionally, partnering with TPP to collaboratively offer homework help and tutoring services within the Excel Beyond the Bell program.

Mobile Science Laboratory

Partners:
Office of Agriculture, Montgomery County Public Schools, Non-Profits

Description:
OAG is continuing its partnership with the Maryland Agricultural Education Foundation (MAEF) and Montgomery County Public Schools (MCPS) to promote agriculture in the classroom for the County's elementary students. This program involves the MAEF mobile laboratory visiting MCPS schools each week throughout the year to provide students with the opportunity to perform hands on science projects focused on the topic of Food, Fiber and You.

TeenWorks Program

Partners:
Department of Recreation, Department of Technology Services, Maryland-National Capital Park and Planning Commission, Montgomery County Public Schools, Non-Profits
Description:

- Partners with the Maryland Park Service, Conservation Jobs Corps (CJC) and the Maryland-National Capital Park and Planning Commission (M-NCPPC) to prepare young people for jobs in an increasingly green economy through conservation and environmental stewardship. The program provides participants ages 14-17 with opportunities for skill development and personal growth through a supportive, team-based environment, emphasizing the satisfaction of completing projects that benefit our County and the State's natural resources.
- Partners with Transcend, Maryland's Promise, and the National Center for Children and Families to ensure vulnerable youth receive priority referrals for employment opportunities.
- Employ youth through the TeenWorks program to provide computer literacy training to seniors.
- Established a formal partnership with the Hispanic Business Foundation to provide employability skills and financial literacy skills to undocumented youth who earn a stipend for participation.
- Collaborate with Worksource Montgomery to provide referrals for disconnected youth (young adults not in school or working) to employment and training opportunities.

Flower Branch Apartment Explosion

Partners:
Office of Consumer Protection, County Council, Office of the County Executive, Montgomery County Fire and Rescue Service
Description:
Collaborate with many other departments to provide critically important financial information to consumers impacted by the explosion and fire at the Flower Branch Apartments. OCP staff participated in several resource outreach events to inform and assist consumers regarding debt collection and contractual issues. Created and translated an education flyer (fact sheet) into several languages and distributed these

flyers with donation payments to prevent recipients from being victimized by fraudulent individuals.

Family Justice Center

Partners:
Department of Health and Human Services, Department of Correction and Rehabilitation, Department of Police, Sheriff's Office, Office of the State's Attorney, Non-Profits
Description:
The Department of Health and Human Services is a partner agency at the Family Justice Center, a one-stop center for victims of family violence and their children.

Senior Transportation

Partners:
Department of Recreation, Department of Health and Human Services, Department of Transportation
Description:
The Senior Programs Team works closely with the Departments of Transportation and Health and Human Services' Division of Aging & Disability Services, to provide coordinated and efficient transportation services to seniors living in the County. This includes transportation to five senior centers and three Active Adult Program locations.

Partner with Montgomery County Police

Partners:
Department of Recreation, Department of Police
Description:
Partner with Montgomery County Police as a pro-active prevention strategy to strengthen the relationship between youth and law enforcement, enhance trust and understanding within communities, discuss neighborhood issues, and deter youth from engaging in risky behavior. Police are participating in an arts-based initiative through the Excel Beyond the Bell program in partnership with Imagination Stage.

Excel Beyond the Bell

Partners:
Department of Recreation, Montgomery County Public Schools, Non-Profits
Description:
In partnership with Montgomery County Public Schools (MCPS) and the Collaboration Council, the Excel Beyond the Bell program serves over 1,700 youth and is continuously growing to help close the achievement gap among MCPS students.

Project Search

Partners:
Office of Management and Budget
Description:
Partner with OHR by providing opportunities for Project Search participants to intern at OMB. OMB has hosted a number of Project Search participants every year since 2013 and has hired two of those participants into permanent positions.

Technology and Programming

Partners:
Department of Public Libraries, Department of Technology Services, Non-Profits
Description:
Engage youths and older adults in using digital media, music, and multimedia production as a form of expression and in developing their programming skills in libraries. Sponsor technology training classes for older adults in English and Spanish at several libraries. Residents are provided with programs that inspire and foster innovative thinking, technology, makerspace, and Science, Technology, Engineering, Art, and Mathematics (STEAM) programming.

Educational Literacy

Partners:
Department of Public Libraries, Community Engagement Cluster, Montgomery College, Non-Profits
Description:
Educational classes such as English as a Second Language (ESL), Citizenship classes, English Conversation clubs, and tutoring spaces are offered to residents at libraries. Language learning materials are provided in a variety of formats and languages to enable residents to learn more about different cultures while sharing information.

Screening and Assessment Services for Children and Adolescents (SASCA)

Partners:
Department of Health and Human Services, Department of Police, Office of the State's Attorney
Description:
The Screening and Assessment Services for Children and Adolescents (SASCA) program provides youth with an alternative to involvement with Department of Juvenile Services.

MCPD Cadet Program

Partners:
Department of Police, Montgomery College
Description:
Partnered with Montgomery College to establish the new Montgomery County Police Cadet Program to enhance recruitment and hiring efforts.

Comprehensive Reentry Project (CORP)

Partners:
Department of Health and Human Services, Department of Correction and Rehabilitation, Non-Profits
Description:
The Department of Health and Human Services administers CORP, in collaboration with the Department of Correction and Rehabilitation, Montgomery County Coalition for the Homeless, and People Encouraging People. CORP diverts people with moderate to severe mental health or co-occurring disorders from jail beds by linking them to stable community services.

Collective Bargaining

Partners:
Office of Management and Budget
Description:
OMB, in partnership with the Office of Human Resources, County Attorney, Finance, and representatives from key departments, serve on the County's collective bargaining negotiating team.

MD Senior Olympics

Partners:
Department of Recreation, Maryland-National Capital Park and Planning Commission, Non-Profits
Description:
The Senior Programs Team continues to work with MD Senior Olympics, Inc., other county Recreation Departments, the Maryland-National Capital Park and Planning Commission, and a number of senior sports organizations to program over 20 Senior Olympic events throughout the County and State on an annual basis.

Keeping Seniors Safe

Partners:
Department of Health and Human Services, Department of Police

Description:
The Department of Health and Human Services partnered with the Montgomery County Police Department's Volunteer Resources Section to administer the Keeping Seniors Safe program, which is designed to increase awareness of safety issues within the senior community and provide related guidance and resources to seniors.

Youth Soccer Partnerships

Partners:
Department of Recreation, Department of Health and Human Services, Non-Profits
Description:
Montgomery County Department of Recreation's expanded soccer program targets vulnerable youth with Identity, the City of Gaithersburg, and the Health and Human Services' Street Outreach Network to provide instruction, coaching, transportation, enrichment, and other program supports to ensure youth are healthy, connected, and productive during out-of-school time. The partners work to remove barriers by building program schedules conducive to working youth, address language barriers which often prevent students from participating in school based programs, and remove economic and transportation barriers.

Montgomery County Food Council

Partners:
Office of Agriculture , Non-Profits
Description:
OAG will continue its collaboration with the Montgomery County Food Council to promote a local food economy and expand agriculture in both the rural and urban areas.

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How to Read the Budget

INTRODUCTION

The County's Approved Operating Budget and Public Services Program (PSP) contains a comprehensive presentation of the County's budget year beginning July 1, including changes from the previous fiscal year, department accomplishments and initiatives, and performance measures.

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

- **Last Year / Prior Year -** Fiscal Year **2016**
- **Current Year -** Fiscal Year **2017**
- **Next Year -** Fiscal Year **2018**

Consistent with the County Charter, the County Executive makes recommendations on the operating budget for all County departments, offices, and agencies. However, recognizing the Charter-defined roles, the Executive defers significantly to Legislative and Judicial Branch agencies. Questions regarding the approved budgets for Legislative Branch departments should be directed to Mary Jane Berry, 240-777-7930.

OPEN BUDGET

Montgomery County, Maryland offers a comprehensive Open Data Budget Publication that takes the very complex and detailed data found in the traditional budget publication and transforms it into an intuitive, accessible and shareable format. Included features:

- 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

For more, please visit the following website: **http://montgomerycountymd.gov/openbudget**

CONTENTS OF THE OPERATING BUDGET DOCUMENT

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

Message and Highlights

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

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.

Agency Summaries

A summary of approved funding is provided for the budgets of Montgomery County Government, Montgomery County 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 operating budget appropriation. In addition, a section describing the Montgomery County Revenue Authority is provided.

County Government Approved Department Budgets

The approved 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; approved expenditure, revenue, and workforce allocations for the department; approved changes from the previous 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: approved appropriations for the department, with changes from the prior fiscal year, in dollars, full time equivalents, and percentage change.

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: provides a summary of major department accomplishments completed in the last year.

Initiatives: provides anticipated results of the approved funding for next fiscal year.

Productivity Improvements & Innovations: provides a summary of major department innovations and operational efficiencies completed in the last year.

Collaboration and Partnerships: provides a summary of major multi-department and agency efforts completed in the last year .

Program Contacts: department and Office of Management and Budget (OMB) contacts for the budget, including phone numbers.

Program Descriptions: provides a descriptive narrative of the program, including, as applicable:

- Nature, functions, and features of program activity;
- The public need to which the program responds;
- Who or what benefits from the program activity; and
- What the resources allocated will provide to the community.

Program Performance Measures: lists performance measures that 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 FY18 and FY19 figures represent performance goals for the relevant program.

Program Approved Changes: a table displays the approved program expenditures and FTEs compared to the prior fiscal year, including an itemization of key changes within individual programs based on approved budget actions. Budget changes that relate to a unique program are listed individually within each program approved 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 approved 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.

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

- Additional items funded in next year's approved budget for new or expanded services.
- Decreases from the current 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 approved crosswalk item. The following verbs describe *service impact changes*:

Verb and Definition
Add - New funding for services that presently do not exist.
Enhance - More of an existing service or improvement to the quality of an existing service.
Eliminate - Total elimination of an existing service, with no anticipation of the service being provided by another entity.
Reduce - Reduction but not elimination of an existing service.
Restore - To reverse a recommendation to Shift or Reduce a service.
Replace - County assumption of responsibilities previously provided by a non-county entity or funded by a restricted grant (e.g. Federal/State/private).

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

Verb and Definition
Increase Cost - Additional expenditures to provide the same quantity and scope of existing services (e.g., compensation or benefit increases).
Decrease Cost - Reduction in cost without service impact (e.g., elimination of one-time items approved in the current fiscal year).
Shift - 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).
Technical Adjustment - Used to indicate shifts between expenditure categories or changes in FTEs with no net budget impact.

Program Summary: listing of each program, including current fiscal year approved and next fiscal year's approved 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 approved budget for the next fiscal year.

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

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

Service Maps and Other Exhibits: additional information (e.g., location of Police, Fire, Library, or Recreation facilities) relevant to the department is provided, as applicable.

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Debt Service

Approved FY18 Budget	Full Time Equivalents
$408,233,670	0.00

Mission Statement

This section provides budget data for the repayment of general obligation bond issues, and other long- and short-term financing for public facilities, equipment, and infrastructure in the Debt Service Fund for all tax supported County agencies (Montgomery County Government, Maryland-National Capital Park and Planning Commission, Montgomery County Public Schools, and Montgomery College), as well as other associated costs. Non-tax supported debt repayment related to the Montgomery Housing Initiative Property Acquisition Fund and Water Quality Protection bonds are also included.

Budget Overview

The total approved FY18 Operating Budget for Debt Service is $408,233,670 an increase of $10,632,820 or 2.7 percent from the FY17 approved budget of $397,600,850. This amount includes long-term lease expenditures of $6,580,900, short-term financing of $16,557,600 and other long-term debt of $15,239,620. The budget excludes $59,020 in debt service, which is appropriated in a non-tax supported fund.

FY18 Approved Changes

The Debt Service appropriation increase of 2.7 percent is primarily due to additional financing needs for General Obligation (G.O.) Bonds and short-term leases.

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 42.0 percent of the County's capital expenditures for the six years of the Amended FY17-22 CIP. Other long-term debt includes financing for the Silver Spring Music Venue, Site II Acquisition, Affordable Housing (MHI Property Acquisition), Stormwater Management (Water Quality Protection Bonds), and Energy Performance Contracting.

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.

The FY18 Debt Service budget is predicated on the bond issuance requirements in the Amended CIP, adjusted for inflation, and implementation of the capital program at a projected 100.0 percent rate for FY17-FY22. An interest cost of 5.5 percent was budgeted for the Fall 2017 issuance. Projected interest rates for bond issues for FY18 through FY23 are based on market expectations for coupon rates, which drive actual debt service costs. Under these projections and assumptions, total Debt Service will increase from $408.2 million in FY18 to $504.5 million by FY23.

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 FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
DEBT SERVICE					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Debt Service Personnel Costs	**0**	**0**	**0**	**0**	**—**
Debt Service G.O Bonds	311,703,671	352,370,610	349,602,923	369,855,550	5.0 %
Debt Service Other	26,601,589	30,912,030	25,626,340	24,424,110	-21.0 %
Debt Service Expenditures	**338,305,260**	**383,282,640**	**375,229,263**	**394,279,660**	**2.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	5,881,147	5,591,000	5,660,800	5,598,670	0.1 %
Miscellaneous Revenues	34,020	0	42,860	1,033,870	—
Premium on General Obligation Bonds	14,998,462	6,942,760	11,421,060	16,230,640	133.8 %
State Grants	2,176,165	0	0	0	—
Debt Service Revenues	**23,089,794**	**12,533,760**	**17,124,720**	**22,863,180**	**82.4 %**
DEBT SERVICE - NON-TAX SUPPORTED					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Debt Service - Non-Tax Supported Personnel Costs	**0**	**0**	**0**	**0**	**—**
Debt Service Other	10,216,272	14,318,210	13,348,710	13,954,010	-2.5 %
Debt Service - Non-Tax Supported Expenditures	**10,216,272**	**14,318,210**	**13,348,710**	**13,954,010**	**-2.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
DEPARTMENT TOTALS					
Total Expenditures	**348,521,532**	**397,600,850**	**388,577,973**	**408,233,670**	**2.7 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**0.00**	**0.00**	**0.00**	**0.00**	**—**
Total Revenues	**23,089,794**	**12,533,760**	**17,124,720**	**22,863,180**	**82.4 %**

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

	Actual	Actual	Budget	Estimated	Approved	% Chg	App %
GO BOND DEBT SERVICE EXPENDITURES	FY15	FY16	FY17	FY17	FY18	Bud/App	GO Bonds
General County	46,989,995	51,082,509	59,184,220	58,299,080	63,521,610		17.6%
Roads & Storm Drains	67,396,632	61,896,517	70,224,060	70,304,845	74,945,800		20.8%
Public Housing	65,625	64,050	62,470	62,475	60,720		0.0%
Parks	9,714,221	8,068,892	8,237,270	8,227,183	9,113,810		2.5%
Public Schools	133,188,736	133,869,814	150,187,650	148,720,848	150,388,180		41.7%
Montgomery College	18,046,881	21,814,230	23,688,760	23,486,250	24,785,350		6.9%
Bond Anticipation Notes/Commercial Paper	309,534	549,173	2,400,000	2,600,000	5,900,000		
Bond Anticipation Notes/Liquidity & Remarketing	2,099,233	2,096,849	2,500,000	2,500,000	2,500,000		
Cost of Issuance	897,494	775,424	1,203,000	1,000,000	1,023,000		
Total General Fund	278,708,351	280,217,458	317,687,430	315,200,681	332,238,470	4.6%	89.6%
Fire Tax District Fund	8,207,008	7,016,060	7,491,440	7,282,566	7,678,780		2.1%
Mass Transit Fund	11,836,166	17,199,301	18,863,850	18,924,753	20,461,280		5.7%
Recreation Fund	9,338,662	7,270,852	8,327,890	8,194,923	9,477,020		2.6%
Total Tax Supported Other Funds	29,381,836	31,486,213	34,683,180	34,402,242	37,617,080	8.5%	10.4%
TOTAL TAX SUPPORTED	308,090,187	311,703,671	352,370,610	349,602,923	369,855,550	5.0%	100.0%
TOTAL GO BOND DEBT SERVICE EXPENDITURES	308,090,187	311,703,671	352,370,610	349,602,923	369,855,550	5.0%	100.0%
LONG-TERM LEASE EXPENDITURES							
Revenue Authority - Conference Center	981,134	985,034	988,540	988,540	986,640		
Revenue Authority - HHS Piccard Drive	391,106	394,376	395,800	395,800	-		
Revenue Authority - Recreation Pools	1,522,159	1,525,040	1,524,500	1,524,500	1,526,360		
Fire and Rescue Equipment	3,741,600	4,038,961	4,726,000	3,715,800	4,067,900		
TOTAL LONG-TERM LEASE EXPENDITURES	6,635,999	6,943,411	7,634,840	6,624,640	6,580,900	-13.8%	
SHORT-TERM LEASE EXPENDITURES / FINANCING							
Technology Modernization Project	5,659,962	5,659,960	7,294,600	5,668,100	5,676,100		
Libraries System Modernization	-	-	128,500	48,500	127,500		
Corrections Security System	-	-	-	-	70,700		
Ride On Buses	6,625,835	7,651,422	9,138,890	8,366,500	5,982,600		
Public Safety System Modernization	4,373,540	5,327,263	4,907,600	3,157,800	2,487,200		
Fire Breathing Apparatus	-	-	-	-	1,421,900		
Fuel Management System	-	-	791,600	631,600	791,600		
TOTAL SHORT-TERM LEASE EXPENDITURES	16,659,337	18,638,645	22,261,190	17,872,500	16,557,600	-25.6%	
OTHER LONG-TERM DEBT							
Silver Spring Music Venue - Tax supported	294,606	295,105	290,500	290,500	290,800		
Site II Acquisition - Tax supported	400,000	400,000	400,000	400,000	400,000		
Energy Performance Leases QECBs - Tax supported	429,522	324,428	325,500	400,500	445,700		
Energy Performance Leases Other - Tax supported	-	-	-	38,200	149,110		
MHI-HUD Loan - Non-Tax supported	65,630	63,480	61,280	61,280	59,020		
Water Quality Protection Charge Bonds - Non-Tax supported	3,018,850	3,020,250	6,367,900	6,148,400	6,146,000		
MHI - Property Acquisition Fund - Non-Tax supported	7,195,949	7,196,022	7,950,310	7,200,310	7,808,010		
TOTAL OTHER LONG-TERM DEBT	11,404,557	11,299,285	15,395,490	14,539,190	15,298,640	-0.6%	
DEBT SERVICE EXPENDITURES							
Tax Supported	**332,509,651**	**338,305,260**	**383,282,640**	**375,229,263**	**394,279,660**	**2.9%**	
Non-Tax Supported - Other Long-term Debt	**10,280,429**	**10,279,752**	**14,379,490**	**13,409,990**	**14,013,030**		
TOTAL DEBT SERVICE EXPENDITURES	**342,790,080**	**348,585,012**	**397,662,130**	**388,639,253**	**408,292,690**	**2.7%**	
GO BOND DEBT SERVICE FUNDING SOURCES							
General Funds	268,947,012	260,384,661	305,294,670	298,329,621	310,657,830		
Other Interest: Installment Notes, Interest & Penalties	10,682	34,020	-	-	-		
BAN/Commercial Paper Investment Income	8,957	-	-	-	-		
Federal Subsidy on General Obligation Bonds	5,848,290	5,751,483	5,450,000	5,450,000	5,350,000		
Premium on General Obligation Bonds	5,236,781	14,998,462	6,942,760	11,421,060	16,230,640		
Total General Fund Sources	280,051,722	281,168,626	317,687,430	315,200,681	332,238,470		
Fire Tax District Funds	7,941,508	6,816,418	7,491,440	7,282,566	7,678,780		
Mass Transit Fund	10,902,479	16,734,177	18,863,850	18,924,753	20,461,280		
Recreation Fund	9,065,412	7,001,965	8,327,890	8,194,923	9,477,020		
Total Other Funding Sources	27,909,399	30,552,560	34,683,180	34,402,242	37,617,080		
TOTAL GO BOND FUNDING SOURCES	307,961,121	311,721,186	352,370,610	349,602,923	369,855,550		
NON GO BOND FUNDING SOURCES							
General Funds	12,448,546	13,238,987	14,590,040	11,134,280	9,351,210		
MHI Fund - HUD Loan	65,630	63,480	61,280	61,280	59,020		
Water Quality Protection Fund	3,018,850	3,020,250	6,367,900	6,148,400	6,146,000		
MHI - Property Acquisition Fund	7,195,949	7,196,022	7,950,310	7,200,310	7,808,010		
Mass Transit Fund	3,802,000	5,475,257	9,138,890	8,366,500	5,982,600		
Recreation Fund	1,522,159	1,525,040	1,524,500	1,524,500	1,526,360		
Fire Tax District Fund	1,400,030	4,038,961	5,517,600	4,347,400	6,281,400		
Energy Savings	102,077	-	-	-	-		
Federal Subsidy - QECBs	108,313	129,664	141,000	210,800	248,670		
Capitalized Interest - Energy Performance Leases	-	-	-	42,860	47,230		
Land Sale Proceeds	-	-	-	-	986,640		
State Grant for Ride On Buses	2,823,835	2,176,165	-	-	-		
Fire 2007 Certificates of Participation Closeout	2,341,570	-	-	-	-		
TOTAL NON GO BOND FUNDING SOURCES	34,828,959	36,863,826	45,291,520	39,036,330	38,437,140		
TOTAL FUNDING SOURCES	**342,790,080**	**348,585,012**	**397,662,130**	**388,639,253**	**408,292,690**		
TOTAL GENERAL OBLIGATION BOND SALES							
Actual and Estimated Bond Sales	500,000,000	500,000,000	340,000,000	340,000,000	340,000,000		
Council SAG Approved Bond Funded Expenditures	299,500,000	299,500,000	340,000,000	340,000,000	340,000,000		

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

	Approved	Projected	Projected	Projected	Projected	Projected
GO BOND DEBT SERVICE EXPENDITURES	FY18	FY19	FY20	FY21	FY22	FY23
General County	63,521,610	72,328,950	76,022,260	76,810,070	77,138,340	78,934,200
Roads & Storm Drains	74,945,800	76,630,960	78,990,200	82,058,090	87,457,680	92,964,420
Public Housing	60,720	58,980	57,230	55,480	53,730	51,980
Parks	9,113,810	9,622,810	10,281,630	10,922,580	11,751,860	13,089,220
Public Schools	150,388,180	153,311,720	159,853,540	166,414,290	168,708,190	168,034,300
Montgomery College	24,785,350	25,827,920	26,421,500	26,855,640	28,885,710	32,297,410
Bond Anticipation Notes/Commercial Paper	5,900,000	6,800,000	7,500,000	8,122,000	8,645,000	9,072,000
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	1,048,600	1,076,000	1,104,000	1,132,700	1,162,150
Total General Fund	332,238,470	348,129,940	362,702,360	374,842,150	386,273,210	398,105,680
Fire Tax District Fund	7,678,780	8,216,000	8,423,050	9,373,730	12,033,990	14,767,150
Mass Transit Fund	20,461,280	21,879,420	24,498,380	28,463,870	30,435,290	33,823,010
Recreation Fund	9,477,020	10,957,900	12,721,320	13,524,430	13,598,580	12,753,000
Total Tax Supported Other Funds	37,617,080	41,053,320	45,642,750	51,362,030	56,067,860	61,343,160
TOTAL TAX SUPPORTED	369,855,550	389,183,260	408,345,110	426,204,180	442,341,070	459,448,840
TOTAL GO BOND DEBT SERVICE EXPENDITURES	369,855,550	389,183,260	408,345,110	426,204,180	442,341,070	459,448,840
LONG-TERM LEASE EXPENDITURES						
Revenue Authority - Conference Center	986,640	989,440	991,850	987,710	991,000	991,600
Revenue Authority - Recreation Pools	1,526,360	1,525,700	-	-	-	-
Fire and Rescue Equipment	4,067,900	2,300,000	2,900,000	4,200,000	4,700,000	4,700,000
TOTAL LONG-TERM LEASE EXPENDITURES	6,580,900	4,815,140	3,891,850	5,187,710	5,691,000	5,691,600
SHORT-TERM LEASE EXPENDITURES / FINANCING						
Technology Modernization Project	5,676,100	4,661,600	3,647,100	3,647,100	3,647,100	3,647,100
Libraries System Modernization	127,500	127,500	127,500	127,500	79,000	-
Corrections Security System	70,700	141,400	141,400	141,400	141,400	70,700
Ride On Buses	5,982,600	6,685,100	6,685,100	6,685,100	3,858,900	2,833,100
Intelligent Transit System	-	-	935,100	1,870,200	1,870,200	1,870,200
Public Safety System Modernization	2,487,200	4,288,200	4,288,200	3,334,400	3,317,200	2,000,000
Fire Breathing Apparatus	1,421,900	1,421,900	1,421,900	1,421,900	1,421,900	1,421,900
Fuel Management System	791,600	951,600	951,600	951,600	635,800	160,000
TOTAL SHORT-TERM LEASE EXPENDITURES	16,557,600	18,277,300	18,197,900	18,179,200	14,971,500	12,003,000
OTHER LONG-TERM DEBT						
Silver Spring Music Venue - Tax supported	290,800	291,000	291,000	294,100	292,000	294,100
Site II Acquisition - Tax supported	400,000	1,238,900	1,238,900	1,238,900	1,238,900	1,238,900
Energy Performance Leases QECBs - Tax supported	445,700	641,560	573,450	573,750	574,020	574,300
Energy Performance Leases Other - Tax supported	149,110	209,960	212,300	218,000	223,850	234,000
MHI-HUD Loan - Non-Tax supported	59,020	56,750	54,400	52,050	49,640	47,300
Water Quality Protection Charge Bonds - Non-Tax supported	6,146,000	11,383,660	11,382,150	15,386,300	15,384,600	15,386,400
MHI - Property Acquisition Fund - Non-Tax supported	7,808,010	9,748,510	9,727,600	9,690,460	9,649,660	9,610,100
TOTAL OTHER LONG-TERM DEBT	15,298,640	23,570,340	23,479,800	27,453,560	27,412,670	27,385,100
DEBT SERVICE EXPENDITURES						
Tax Supported	**394,279,660**	**414,657,120**	**432,750,510**	**451,895,840**	**465,332,340**	**479,484,740**
Non-Tax Supported - Other Long-term Debt	**14,013,030**	**21,188,920**	**21,164,150**	**25,128,810**	**25,083,900**	**25,043,800**
TOTAL DEBT SERVICE EXPENDITURES	**408,292,690**	**435,846,040**	**453,914,660**	**477,024,650**	**490,416,240**	**504,528,540**
GO BOND DEBT SERVICE FUNDING SOURCES						
General Funds	310,657,830	330,567,150	353,638,190	370,202,150	381,863,210	393,695,680
Federal Subsidy on General Obligation Bonds	5,350,000	5,070,000	4,870,000	4,640,000	4,410,000	4,410,000
Premium on General Obligation Bonds	16,230,640	12,492,790	4,194,170	-	-	-
Total General Fund Sources	332,238,470	348,129,940	362,702,360	374,842,150	386,273,210	398,105,680
Fire Tax District Fund	7,678,780	8,216,000	8,423,050	9,373,730	12,033,990	14,767,150
Mass Transit Fund	20,461,280	21,879,420	24,498,380	28,463,870	30,435,290	33,823,010
Recreation Fund	9,477,020	10,957,900	12,721,320	13,524,430	13,598,580	12,753,000
Total Other Funding Sources	37,617,080	41,053,320	45,642,750	51,362,030	56,067,860	61,343,160
TOTAL GO BOND FUNDING SOURCES	369,855,550	389,183,260	408,345,110	426,204,180	442,341,070	459,448,840
NON GO BOND FUNDING SOURCES						
General Funds	9,351,210	11,899,170	10,831,990	9,893,212	9,845,240	8,402,440
MHI Fund - HUD Loan	59,020	56,750	54,400	52,050	49,640	47,300
Water Quality Protection Fund	6,146,000	11,383,660	11,382,150	15,386,300	15,384,600	15,386,400
MHI - Property Acquisition Fund	7,808,010	9,748,510	9,727,600	9,690,460	9,649,660	9,610,100
Mass Transit Fund	5,982,600	6,685,100	7,620,200	8,555,300	5,729,100	4,703,300
Recreation Fund	1,526,360	1,525,700	-	-	-	-
Fire Tax District Fund	6,281,400	4,673,500	5,273,500	6,573,500	6,757,700	6,281,900
Federal Subsidy - QECBs	248,670	240,390	229,710	219,648	209,230	198,260
Capitalized Interest - Energy Performance Leases	47,230	-	-	-	-	-
Land Sale Proceeds	986,640	-	-	-	-	-
Developer Payments - Site II	-	450,000	450,000	450,000	450,000	450,000
TOTAL NON GO BOND FUNDING SOURCES	38,437,140	46,662,780	45,569,550	50,820,470	48,075,170	45,079,700
TOTAL FUNDING SOURCES	**408,292,690**	**435,846,040**	**453,914,660**	**477,024,650**	**490,416,240**	**504,528,540**
TOTAL GENERAL OBLIGATION BOND SALES						
Estimated Bond Sales	340,000,000	340,000,000	340,000,000	340,000,000	340,000,000	340,000,000
Council SAG Approved Bond Funded Expenditures	340,000,000	340,000,000	340,000,000	340,000,000	340,000,000	340,000,000
ESTIMATED INTEREST RATE	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%

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Montgomery 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 approved FY18 Operating Budget for the County Government is $2,062,721,436 an increase of $70,278,218 or 3.5 percent from the FY17 approved budget of 1,992,443,218 (excludes debt service). The total approved FY18 tax supported operating budget for the County Government is $1,618,516,292 an increase of $56,641,464 or 3.6 percent from the FY17 approved tax supported budget of $1,561,874,828.

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.

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 Jennifer Hughes of the Office of Management and Budget at 240.777.2800 for more information regarding this agency's operating budget.

Montgomery County Public Schools

Approved FY18 Budget	Full Time Equivalents
$2,517,093,841	22,284.33

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 2016-17 school year (FY17), 159,010 students in pre-kindergarten classes through Grade 12 attend 204 separate public educational facilities. For the 2017-18 school year (FY18), enrollment is estimated at 161,302 students.

Budget Overview

The total approved FY18 Operating Budget for Montgomery County Public Schools is $2,517.1 million, an increase of $59.6 million or 2.4 percent from the FY17 approved budget of $2,457.5 million. The County assumes that MCPS will decrease its Current Fund contribution to the Group Insurance Fund by $5 million, and draw down the Group Insurance Fund balance by that amount. This effectively provides for an additional $5 million in available resources for FY18 and funds 100 percent of the Board of Education's request.

Tax Supported Funding for the Public Schools

For FY18, the total tax supported portion of the approved Operating Budget (excluding grants and enterprise funds) is $2,368.7 million, an increase of $57.1 million or 2.5 percent over the FY17 approved operating budget. In FY18, County revenue will provide 67.0 percent of the public schools' operating budget.

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

Additional County Support for MCPS FY18	
MCPS Budget (in millions)	**$2,368.7**
Additional County funding (not included in MCPS budget)	
• Debt service on school construction bonds	$150.4
• Pre-funding retiree health benefits	$74.2
• Support services	$66.9
• Technology modernization	$26.0
Total additional County funding	**$317.5**
Total expenditures for MCPS	**$2,686.2**
Sources: Approved FY18 Operating and Capital Budgets	

Additional information regarding the Montgomery County Public Schools' budget request is available in the FY18 MCPS

Operating Budget adopted by the Board of Education on June 13, 2017. Copies of the 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 is emphasized:

- **Children Prepared to Live and Learn**

Program Contacts

Contact Nicola Diamond of the Montgomery County Public Schools at 240.314.3888 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 FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
CURRENT FUND MCPS					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Current Fund MCPS Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	2,178,980,419	2,311,578,220	2,292,084,936	2,368,655,562	2.5 %
Current Fund MCPS Expenditures	**2,178,980,419**	**2,311,578,220**	**2,292,084,936**	**2,368,655,562**	**2.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	20,602.50	21,059.52	21,059.52	21,090.64	0.1 %
REVENUES					
Basic State Aid	322,176,176	325,526,802	325,526,802	338,744,661	4.1 %
Federal Revenues	98,467	150,000	150,000	150,000	—
Foster Care/Miscellaneous	138,692	170,000	170,000	140,000	-17.6 %
GCEI - Geographic Cost of Education Index	17,744,167	35,976,870	35,976,870	36,854,599	2.4 %
Students With Disabilities	53,118,200	54,890,319	54,890,319	56,526,981	3.0 %
Thornton Legislation	197,015,246	199,296,312	199,296,312	204,758,509	2.7 %
Transportation	39,786,572	40,933,087	40,933,087	42,090,090	2.8 %
Tuition-Other Sources	4,146,394	3,840,600	3,840,600	3,326,736	-13.4 %
Current Fund MCPS Revenues	**634,223,914**	**660,783,990**	**660,783,990**	**682,591,576**	**3.3 %**
GRANT FUND MCPS					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Grant Fund MCPS Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	76,635,383	82,128,127	82,128,127	82,190,798	0.1 %
Grant Fund MCPS Expenditures	**76,635,383**	**82,128,127**	**82,128,127**	**82,190,798**	**0.1 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	624.05	559.79	559.79	558.37	-0.3 %
REVENUES					
Federal Grants	73,300,031	74,752,923	74,752,923	74,629,459	-0.2 %
Private Grants	669,058	6,731,204	6,731,204	6,731,204	—
State Grants	2,666,294	644,000	644,000	830,135	28.9 %
Grant Fund MCPS Revenues	**76,635,383**	**82,128,127**	**82,128,127**	**82,190,798**	**0.1 %**

FOOD SERVICE FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Food Service Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	56,469,606	53,967,269	53,967,269	54,213,534	0.5 %
Food Service Fund Expenditures	**56,469,606**	**53,967,269**	**53,967,269**	**54,213,534**	**0.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	585.45	588.32	588.32	593.32	0.9 %
REVENUES					
Federal Food	36,007,798	34,400,008	34,400,008	35,058,547	1.9 %
Sale of Meals	19,408,229	17,262,204	17,262,204	16,943,135	-1.8 %
State Food	2,041,615	2,305,057	2,305,057	2,211,852	-4.0 %
Food Service Fund Revenues	**57,457,642**	**53,967,269**	**53,967,269**	**54,213,534**	**0.5 %**

REAL ESTATE FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Real Estate Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	3,251,364	3,686,191	3,686,191	3,932,647	6.7 %
Real Estate Fund Expenditures	**3,251,364**	**3,686,191**	**3,686,191**	**3,932,647**	**6.7 %**
PERSONNEL					
Full-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Part-Time	0	0	0	0	—
FTEs	7.00	11.50	11.50	12.00	4.4 %
REVENUES					
Real Estate Fund	3,536,447	3,686,191	3,686,191	3,932,647	6.7 %
Real Estate Fund Revenues	**3,536,447**	**3,686,191**	**3,686,191**	**3,932,647**	**6.7 %**
FIELD TRIP FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Field Trip Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,991,456	2,006,361	2,006,361	2,313,743	15.3 %
Field Trip Fund Expenditures	**1,991,456**	**2,006,361**	**2,006,361**	**2,313,743**	**15.3 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	4.50	4.50	4.50	4.50	—
REVENUES					
Field Trip Fees	2,184,988	2,006,361	2,006,361	2,313,743	15.3 %
Field Trip Fund Revenues	**2,184,988**	**2,006,361**	**2,006,361**	**2,313,743**	**15.3 %**
ENTREPRENEURIAL ACTIVITIES FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Entrepreneurial Activities Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	2,504,873	2,364,802	3,864,802	4,090,053	73.0 %
Entrepreneurial Activities Fund Expenditures	**2,504,873**	**2,364,802**	**3,864,802**	**4,090,053**	**73.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	13.60	11.60	11.60	12.00	3.5 %
REVENUES					
Entrepreneurial Activities Fee	2,226,617	2,364,802	2,364,802	2,090,053	-11.6 %
Entrepreneurial Activities Fund Revenues	**2,226,617**	**2,364,802**	**2,364,802**	**2,090,053**	**-11.6 %**
INSTRUCTIONAL TELEVISION FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Employee Benefits	0	0	0	0	—
Instructional Television Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,654,578	1,742,791	1,742,791	1,697,504	-2.6 %
Instructional Television Fund Expenditures	**1,654,578**	**1,742,791**	**1,742,791**	**1,697,504**	**-2.6 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	13.50	13.50	13.50	13.50	—
REVENUES					

DEPARTMENT TOTALS

Total Expenditures	**2,321,487,679**	**2,457,473,761**	**2,439,480,477**	**2,517,093,841**	**2.4 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**21,850.60**	**22,248.73**	**22,248.73**	**22,284.33**	**0.2 %**
Total Revenues	**776,264,991**	**804,936,740**	**804,936,740**	**827,332,351**	**2.8 %**

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Montgomery College

Approved FY18 Budget	Full Time Equivalents
$313,974,326	1,917.60

Mission Statement

Montgomery 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 approved FY18 Operating Budget for Montgomery College is $314.0 million, an increase of $1.5 million, or 0.5 percent, from the FY17 approved budget of $312.5 million. Related revenues, not including the County contribution, are approximately $167.6 million, a decrease of 0.3 percent from the approved FY17 budget.

Montgomery College's approved budget is not detailed in this document. That budget may be found on the College's web site at www.montgomerycollege.edu/Departments/budget or obtained by contacting the Office of Management and Budget, Montgomery College, 9221 Corporate Boulevard, Rockville, Maryland 20850, phone 240.567.7292.

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 Richard H. Harris of the Office of Management and Budget at 240.777.2795 for more information regarding this agency's operating budget.

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
CURRENT FUND MC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Current Fund MC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	249,239,029	260,817,779	254,486,368	262,009,376	0.5 %
Current Fund MC Expenditures	**249,239,029**	**260,817,779**	**254,486,368**	**262,009,376**	**0.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1,793.10	1,805.10	1,805.10	1,802.10	-0.2 %
REVENUES					
Current Fund: Interest	138,387	55,000	140,000	155,000	181.8 %
Current Fund: Other Revenue	1,300,054	1,459,000	2,478,238	1,459,000	—
Current Fund: Performing Arts Center	57,257	135,000	65,000	135,000	—
Fed. State & Priv. Gifts & Grants	364,546	325,000	315,000	325,000	—
Other Student Fees: Current Fund	1,355,259	1,511,963	1,429,537	1,346,287	-11.0 %
State Aid	33,981,176	36,141,583	36,141,583	35,794,377	-1.0 %
Tuition and Fees: Current Fund	79,300,129	82,558,951	78,058,186	79,073,170	-4.2 %
Current Fund MC Revenues	**116,496,808**	**122,186,497**	**118,627,544**	**118,287,834**	**-3.2 %**
EMERGENCY REPAIR FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Emergency Repair Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	212,753	350,000	343,001	350,000	—
Emergency Repair Fund Expenditures	**212,753**	**350,000**	**343,001**	**350,000**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
EPMRF: Investment Income Non-Pooled	2,793	0	0	0	—
Emergency Repair Fund Revenues	**2,793**	**0**	**0**	**0**	**—**
GRANT FUND MC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—

Grant Fund MC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	12,000,000	19,773,000	15,000,000	22,244,655	12.5 %
Grant Fund MC Expenditures	**12,000,000**	**19,773,000**	**15,000,000**	**22,244,655**	**12.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal/State/Private Grants	12,000,000	19,773,000	15,000,000	22,973,000	16.2 %
Grant Fund MC Revenues	**12,000,000**	**19,773,000**	**15,000,000**	**22,973,000**	**16.2 %**

AUXILIARY FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Auxiliary Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	3,754,016	2,695,000	1,592,101	1,638,620	-39.2 %
Auxiliary Fund Expenditures	**3,754,016**	**2,695,000**	**1,592,101**	**1,638,620**	**-39.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	50.00	10.00	10.00	10.00	—
REVENUES					
Auxiliary Fund: Interest Income	6,941	4,000	3,960	6,000	50.0 %
Other Revenues: Miscellaneous	1,268,298	991,000	607,839	765,000	-22.8 %
Sales	1,833,885	1,545,000	1,443,102	1,508,510	-2.4 %
Auxiliary Fund Revenues	**3,109,124**	**2,540,000**	**2,054,901**	**2,279,510**	**-10.3 %**

WORKFORCE DEVELOPMENT & CONTINUING ED

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Workforce Development & Continuing Ed Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	15,052,459	18,560,870	15,465,885	17,784,950	-4.2 %
Workforce Development & Continuing Ed Expenditures	**15,052,459**	**18,560,870**	**15,465,885**	**17,784,950**	**-4.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	93.50	93.50	93.50	93.50	—
REVENUES					
Other Revenues: Interest	14,014	10,000	9,865	10,000	—
Other Revenues; Miscellaneous	0	268,982	100,000	150,000	-44.2 %

State Aid	6,019,610	6,122,792	6,122,792	6,717,202	9.7 %
Tuition and Fees: Continuing Education	7,635,123	10,335,150	8,486,463	10,550,000	2.1 %
Workforce Development & Continuing Ed Revenues	**13,668,747**	**16,736,924**	**14,719,120**	**17,427,202**	**4.1 %**

CABLE TELEVISION FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Cable Television Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,627,516	1,715,732	1,616,679	1,683,725	-1.9 %
Cable Television Fund Expenditures	**1,627,516**	**1,715,732**	**1,616,679**	**1,683,725**	**-1.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	11.00	11.00	11.00	11.00	—
REVENUES					
Cable: Other Revenue	3,388	0	0	0	—
Cable Television Fund Revenues	**3,388**	**0**	**0**	**0**	**—**

ENDOWMENT FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Endowment Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	0	263,000	0	263,000	—
Endowment Fund Expenditures	**0**	**263,000**	**0**	**263,000**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Interest	2,640	1,000	3,137	2,500	150.0 %
Endowment Fund Revenues	**2,640**	**1,000**	**3,137**	**2,500**	**150.0 %**

MAJOR FACILITIES RESERVE FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Major Facilities Reserve Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	2,180,800	3,500,000	5,441,798	3,500,000	—
Major Facilities Reserve Fund Expenditures	**2,180,800**	**3,500,000**	**5,441,798**	**3,500,000**	**—**
PERSONNEL					

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Interest Income	32,976	14,000	38,145	14,000	—
Student Fees	2,812,534	2,900,000	2,689,653	2,900,000	—
Major Facilities Reserve Fund Revenues	**2,845,510**	**2,914,000**	**2,727,798**	**2,914,000**	**—**

MC GRANTS TAX SUPPORTED FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
MC Grants Tax Supported Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	400,000	400,000	400,000	400,000	—
MC Grants Tax Supported Fund Expenditures	**400,000**	**400,000**	**400,000**	**400,000**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					

TRANSPORTATION FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Transportation Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	2,909,643	4,400,000	3,824,129	4,100,000	-6.8 %
Transportation Fund Expenditures	**2,909,643**	**4,400,000**	**3,824,129**	**4,100,000**	**-6.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
Miscellaneous Other	216,209	202,000	204,592	195,000	-3.5 %
Student Fees	3,322,680	3,654,000	3,678,537	3,496,300	-4.3 %
Transportation Fund Revenues	**3,538,889**	**3,856,000**	**3,883,129**	**3,691,300**	**-4.3 %**

DEPARTMENT TOTALS

Total Expenditures	**287,376,216**	**312,475,381**	**298,169,961**	**313,974,326**	**0.5 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,948.60**	**1,920.60**	**1,920.60**	**1,917.60**	**-0.2 %**

Total Revenues	**151,667,899**	**168,007,421**	**157,015,629**	**167,575,346**	**-0.3 %**

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. A selection of some of those Indicators and additional selected indicators relevant to the Montgomery County government's review of Montgomery College's performance are provided here as Performance Measures for Montgomery College.

Accessibility and Affordability

	FY 2011	FY 2012	FY 2013	FY 2014	FY2015
1 Annual unduplicated headcount					
Credit Students	37,391	38,197	38,014	36,236	35,524
Non-credit Students	23,624	25,050	24,395	24,721	22,238
	Fall 2011	**Fall 2012**	**Fall 2013**	**Fall 2014**	**Fall 2015**
2 MC Share of Montgomery County					
[A] Recent MCPS graduates at MC	26.2%	25.3%	25.0%	25.1%	25.2%
[B] Residents in MD Colleges	45.1%	46.0%	43.1%	43.1%	43.0%
[C] "Dual" (in high school and at MC) Enrollment	595	550	468	535	485
3 Associate degrees and credit Certificates Awarded	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY2015**
[A] Career Degrees	516	626	569	582	674
[B] Transfer Degrees	1,668	1,757	1,749	1,780	1,984
[C] Certificates	377	329	307	297	289
Total Awards	2,561	2,712	2,625	2,659	2,947
	FY 2012	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**
4 MC Tuition & Fees as pct. of MD public four-year colleges	56.0%	53.8%	53.9%	55.5%	55.5%
5 MC Students' Tuition & Fees as pct. of Current Fund Revenues	37.8%	38.7%	40.6%	37.0%	34.3%

Quality and Effectiveness

	Fall 2010 Cohort	Fall 2011 Cohort	Fall 2012 Cohort	Fall 2013 Cohort	Fall 2014 Cohort
6 Fall to Fall Retention of New Students					
[A] Developmental Students	62.4%	53.9%	62.9%	63.7%	67.4%
[B] College-Ready Students	60.9%	67.2%	59.9%	60.6%	61.4%
[C] Pell Grant Recipients	67.0%	60.9%	66.9%	68.8%	71.4%
[D] Non-Pell Grant Recipients	58.1%	49.0%	58.5%	60.3%	61.0%
	Fall 2007 Cohort	**Fall 2008 Cohort**	**Fall 2009 Cohort**	**Fall 2010 Cohort**	**Fall 2011 Cohort**
7 Graduation-transfer rate after four years					
College-ready	69.7%	70.1%	70.9%	68.5%	68.5%
Developmental Completers	52.9%	60.8%	65.7%	47.9%	46.7%
8 Licensure/certification examination pass rates	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**
Radiologic Technology	94.0%	100.0%	100.0%	94.0%	100.0%
Nursing	84.8%	89.7%	89.7%	85.0%	74.9%
Physical Therapy	93.0%	94.0%	93.0%	100.0%	100.0%

Diversity

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
9 Nonwhite student enrollment					
MC nonwhite percent	68.0%	70.1%	71.3%	72.3%	74.8%
Nonwhite pct. of county adults	48.6%	49.0%	50.5%	51.3%	52.1%
10 Nonwhite percent of FT faculty	29.4%	31.9%	32.8%	32.4%	33.1%
11 Nonwhite percent of administrative and professional staff	40.1%	42.5%	42.8%	38.0%	45.1%

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

Economic Growth and Workforce Development

	Grads of 2002	Grads of 2005	Grads of 2008	Grads of 2011	Grads of 2014
12 Career program graduates working full-time in a related field	78.0%	82.0%	87.0%	90.0%	85.0%
	FY 2011	**FY 2012**	**FY 2013**	**FY 2014**	**FY2015**
13 Workforce development courses					
[A] Annual unduplicated headcount	9,783	11,749	11,468	10,790	9,079
[B] Annual enrollment in courses	13,913	18,562	18,459	18,222	16,441
14 Contract Training Courses					
Annual unduplicated headcount	2,681	3,133	2,889	4,378	3,144
Annual enrollment in courses	3,861	6,544	6,563	8,392	6,977
15 Continuing Professional Education leading to government or industry-required certification or licensure	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY2015**
Annual unduplicated headcount	6,159	6,400	6,761	5,665	4,972
Annual enrollment in courses	10,309	11,574	12,550	10,708	9,874
16 "MI-BEST" Programs and Courses					
Annual unduplicated headcount	n/a	18	35	31	46
Annual enrollment in courses	n/a	54	92	62	92
17 STEM Programs	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY2015**
Credit Enrollment	4,966	5,140	5,192	5,495	5,674
	Fall 2011	**Fall 2012**	**Fall 2013**	**Fall 2014**	**Fall 2015**
Credit Awards	605	868	743	818	1,004

Community Outreach and Impact

18 Noncredit community service and lifelong learning	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY 2015**
Annual unduplicated headcount	11,903	9,409	8,572	8,673	8,264
Annual enrollment in courses	17,756	13,800	12,443	13,885	12,917
19 Basic skills and literacy					
[A] Annual noncredit unduplicated headcount	6,634	7,683	7,655	6,752	6,545
[B] Annual enrollment in noncredit courses	12,521	13,730	13,933	11,879	12,060
[C] ESOL Annual unduplicated headount-all levels	10,153	10,321	10,094	9,625	8,502
[D] ESOL Annual enrollment in courses-all levels	20,850	20,223	19,545	18,766	17,786

Effective Use of Public Funding

Expenditures as a percentage of the Unrestricted General Current Fund	**FY 2011**	**FY 2012**	**FY 2013**	**FY 2014**	**FY2015**
20 Instruction + Academic Support	53.7%	52.3%	51.1%	50.5%	51.6%
21 Student Services	11.0%	11.7%	11.3%	11.3%	11.5%
22 Subtotal: Instruction+Academic Support+Student Servic	**64.6%**	**63.9%**	**62.4%**	**61.8%**	**63.1%**
23 Physical Plant Operation & Maintenance	13.5%	14.3%	14.7%	14.1%	14.1%
24 Institutional Support	19.8%	19.8%	21.5%	22.6%	21.3%
25 Scholarships	2.1%	2.0%	1.4%	1.5%	1.5%

Measures of Instructional Faculty

	Fall 2011	**Fall 2012**	**Fall 2013**	**Fall 2014**	**Fall 2015**
26 Full-time / Part-Time Faculty Share of Credit Hours	59.8/40.2%	57.2/42.8%	54.5/45.5%	55.9/44.1%	57.4/42.6%
27 Student - Faculty Ratio	17.85	17.80	17.52	17.19	16.62

Montgomery College Organizational Chart

Board of Trustees

President

- Chief of Staff/CSO
  - Dep Chief of Staff/CSO
  - Dep Chief of Staff/CSO
- Chief Government Relations Officer
- Chief Compliance Officer
- Chief Equity & Inclusion Officer
- General Counsel

Senior VP for Administrative & Fiscal Services

- Associate SVP for Admin & Fiscal Services
  - VP of Finance/CFO
- Associate SVP for Admin & Fiscal Services
- Chief Human Resources Officer
  - Dir of Human Resources Ops
- VP of Facilities & Security
- VP of Instruction & Info Tech/CIO
  - Dir III/Dir of Campus Mgt Svcs
  - Dir III/Dir of Bus Process Innovation
  - Dir III/Dir of Information Tech
  - Dir III/Dir of Perf Management Svcs

Senior VP for Student Affairs

- Associate SVP for Student Affairs
- Dean of Student Affairs (Success)
- Dean of Student Affairs (Access)
- Dean of Student Affairs (Engagement)

Senior VP for Academic Affairs

- Assoc SVP for Academic Affairs
- Assoc SVP for Academic Affairs
- VP of e-Learning, Innov, & Teachg Excellence

VP and Provost

- Dean of Instruc, Math & Statistics
- Dean of Instruc, Sci, Engineering & Tech
- Dean of Instruc, Chemical & Bio Science

VP and Provost

- 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

VP and Provost

- Dean of Instruc, Humanities
- Dean of Instruc, Health Sci, Health, & Phy Education
- Dean of Instruc, Communication, AELP, & Linguistics

VP and Provost for Workforce Development & Continuing Education

- 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

Senior VP for Advancement & Community Engagement

- Assoc SVP for Adv & Com Eng
- VP of Communications
- Dir III/Dir of Development & Exec Dir of MC Foundation

Current as of 1/26/17

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Maryland-National Capital Park and Planning Commission

Approved FY18 Budget	Full Time Equivalents
$148,340,593	1,080.64

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

Park Fund

The FY18 Approved Budget is $100,612,780 including debt service of $5,511,210, with an associated real property tax rate of $0.0554 per $100 of assessed value and a personal property tax rate of $0.1385 per $100 of assessed value for the Park Fund.

Administration Fund

The FY18 Approved Budget is $30,778,741 with an associated real property tax rate of $0.0172 per $100 of assessed value and a personal property tax rate of $0.0430 per $100 of assessed value for the Administration Fund.

Advance Land Acquisition (ALA) Debt Service

The FY18 Approved Budget for ALA debt service funding is $155,550, with an associated real property tax rate of $0.0010 per $100 of assessed value and a personal property tax rate of $0.0025 per $100 of assessed value for ALA debt service.

Grant Fund

The FY18 Approved Budget is $550,000; $400,000 of which is associated with the Park Fund and $150,000 of which is associated with the Administration Fund.

Enterprise Fund

The FY18 Approved Budget is $9,297,797.

Property Management Fund

The FY18 Approved Budget is $1,311,100.

Special Revenue Funds

The FY18 Approved Budget is $5,634,625.

CIP Current Revenue

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:

- **Affordable Housing in an Inclusive Community**
- **Children Prepared to Live and Learn**
- **An Effective and Efficient Transportation Network**
- **Healthy and Sustainable Neighborhoods**
- **A Responsive, Accountable County Government**

- **Safe Streets and Secure Neighborhoods**
- **Strong and Vibrant Economy**
- **Vital Living for All of Our Residents**

Program Contacts

Contact John Kroll of the Maryland-National Capital Park and Planning Commission at 301.454.1731 or Jennifer Nordin of the Office of Management and Budget at 240.777.2779 for more information regarding this agency's operating budget.

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
ADMINISTRATION FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Administration Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	27,939,076	29,814,202	29,814,202	30,778,741	3.2 %
Administration Fund Expenditures	**27,939,076**	**29,814,202**	**29,814,202**	**30,778,741**	**3.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	182.24	182.74	182.74	183.59	0.5 %
REVENUES					
Intergovernmental	403,617	409,900	409,900	420,300	2.5 %
Investment Income	68,041	60,000	60,000	70,000	16.7 %
Miscellaneous	6,854	0	0	0	—
Property Tax	27,931,521	27,505,550	27,357,021	28,944,760	5.2 %
User Fees	397,401	145,000	145,000	163,400	12.7 %
Administration Fund Revenues	**28,807,434**	**28,120,450**	**27,971,921**	**29,598,460**	**5.3 %**
PARK FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Park Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	86,577,901	90,770,525	90,770,525	95,101,570	4.8 %
Debt Service Other	4,256,316	4,846,969	4,846,969	5,511,210	13.7 %
Park Fund Expenditures	**90,834,217**	**95,617,494**	**95,617,494**	**100,612,780**	**5.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Part-Time	0	0	0	0	—
FTEs	684.00	706.60	706.60	731.30	3.5 %
REVENUES					
Facility User Fees	2,620,526	2,594,043	2,594,043	2,800,643	8.0 %
Intergovernmental	3,043,281	2,817,413	2,817,413	3,084,641	9.5 %
Investment Income	(24,245)	5,000	5,000	5,000	—
Investment Income: CIP	(16,891)	25,000	25,000	15,000	-40.0 %
Miscellaneous	144,411	107,700	107,700	120,900	12.3 %
Property Tax	85,610,387	88,664,950	88,186,161	93,229,054	5.1 %
Park Fund Revenues	**91,377,469**	**94,214,106**	**93,735,317**	**99,255,238**	**5.4 %**

ALA DEBT SERVICE FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
ALA Debt Service Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Debt Service Other	147,625	77,529	77,529	155,550	100.6 %
ALA Debt Service Fund Expenditures	**147,625**	**77,529**	**77,529**	**155,550**	**100.6 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Other Financing Source	15,969	0	0	0	—
Property Tax	1,794,531	1,865,573	1,857,065	1,941,740	4.1 %
ALA Debt Service Fund Revenues	**1,810,500**	**1,865,573**	**1,857,065**	**1,941,740**	**4.1 %**

GRANT FUND MNCPPC

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MNCPPC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	8,877	550,000	550,000	550,000	—
Grant Fund MNCPPC Expenditures	**8,877**	**550,000**	**550,000**	**550,000**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Administration Fund Grants	0	150,000	150,000	150,000	—
Park Fund Grants	8,877	400,000	400,000	400,000	—
Grant Fund MNCPPC Revenues	**8,877**	**550,000**	**550,000**	**550,000**	**—**
ENTERPRISE FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Enterprise Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	8,605,222	8,712,147	9,029,809	9,297,797	6.7 %
Enterprise Fund Expenditures	**8,605,222**	**8,712,147**	**9,029,809**	**9,297,797**	**6.7 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	110.00	119.30	119.30	126.70	6.2 %
REVENUES					
Fees and Charges	5,946,788	6,639,258	6,617,275	6,643,275	0.1 %
Merchandise Sales	552,860	621,300	685,558	698,686	12.5 %
Miscellaneous	691,366	0	0	0	—
Non-Operating Revenues/Interest	58,618	50,000	51,200	60,000	20.0 %
Rentals	3,220,579	3,370,624	3,368,956	3,314,020	-1.7 %
Enterprise Fund Revenues	**10,470,211**	**10,681,182**	**10,722,989**	**10,715,981**	**0.3 %**
PROP MGMT MNCPPC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Prop Mgmt MNCPPC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,059,506	1,319,000	1,276,935	1,311,100	-0.6 %
Prop Mgmt MNCPPC Expenditures	**1,059,506**	**1,319,000**	**1,276,935**	**1,311,100**	**-0.6 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	7.00	7.00	7.00	7.00	—
REVENUES					
Investment Income	4,410	4,000	4,000	4,500	12.5 %
Miscellaneous	6,220	0	5,500	0	—
Rental Income	1,115,182	1,315,000	1,267,435	1,306,600	-0.6 %
Prop Mgmt MNCPPC Revenues	**1,125,812**	**1,319,000**	**1,276,935**	**1,311,100**	**-0.6 %**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
SPECIAL REVENUE FUNDS					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Special Revenue Funds Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	4,460,089	5,751,622	5,814,456	5,634,625	-2.0 %
Special Revenue Funds Expenditures	**4,460,089**	**5,751,622**	**5,814,456**	**5,634,625**	**-2.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	24.85	29.55	29.55	32.05	8.5 %
REVENUES					
Intergovernmental	108,362	145,000	145,000	145,000	—
Investment Income	16,796	15,000	13,100	16,500	10.0 %
Miscellaneous	230,597	0	160,885	200,800	—
Service Charges	3,301,641	2,597,945	2,329,970	2,543,770	-2.1 %
Special Revenue Funds Revenues	**3,657,396**	**2,757,945**	**2,648,955**	**2,906,070**	**5.4 %**
DEPARTMENT TOTALS					
Total Expenditures	**133,054,612**	**141,841,994**	**142,180,425**	**148,340,593**	**4.6 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,008.09**	**1,045.19**	**1,045.19**	**1,080.64**	**3.4 %**
Total Revenues	**137,257,699**	**139,508,256**	**138,763,182**	**146,278,589**	**4.9 %**

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:

• No one in the County lives in substandard housing;

• Families and communities are strengthened;

• An efficient and productive environment that fosters trust, open communication, and mutual respect is established.

• Advocates, providers and community members are collaborated with to maintain support for all the work of the Commission.

Budget Overview

Complete information regarding the budget of the HOC is available by contacting the Legislative and Public Affairs Division of the Commission at 240.627.9400. Copies of the budget are available online at www.hocmc.org.

The FY18 Approved appropriation in the Non-Departmental Account for services to be provided by the HOC is $6,536,889. The Department of Finance reflects the amount as a transfer in the County's financial statements. This amount represents an increase of $23,849 from the FY17 approved budget of $6,513,040.

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

Program Contacts

Contact Tiffany Jackson of the Housing Opportunities Commission at 240.627.9512 or Pofen Salem of the Office of Management and Budget at 240.777.2773 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 of Directors consists of six members, five of whom serve five-year staggered terms, and are appointed by the County Executive, subject to confirmation by the County Council. In 1998, the County Council amended County Code Chapter 42 to add the Chief Administrative Officer (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 Authority's operating costs. Authority projects and debt are tax-exempt under State law unless declared taxable by the Authority. The Revenue Authority publishes an annual report and is required to publish its annual budget by May 1 of each 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 Anita Aryeetey of the Office of Management and Budget at 240.777.2784 for more information regarding this agency's operating budget.

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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

The total approved FY18 Operating Budget for the Washington Suburban Sanitary Commission is $741,236,177, an increase of $4,854,177 or 0.7% from the FY17 approved budget of $736,382,000. The total approved FY18 Capital Budget is $685,509,316, a decrease of $4,788,684 or 0.7% from the FY17 approved budget of $690,298,000.

WSSC's approved 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.

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 240.777.2766 for more information regarding this agency's operating budget.

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County Council

Approved FY18 Budget	Full Time Equivalents
$11,651,722	83.10

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 approved FY18 Operating Budget for the County Council is $11,651,722, an increase of $561,104 or 5.06 percent from the FY17 Approved Budget of $11,090,618. Personnel Costs comprise 94.10 percent of the budget for 88 full-time position(s) and five part-time position(s), and a total of 83.10 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 5.90 percent of the FY18 budget.

Consistent with the County Charter, the County Executive makes recommendations on the operating budget for all County departments, offices, and agencies. However, recognizing the Charter-defined roles, the Executive defers significantly to Legislative and Judicial Branch agencies. Questions regarding the approved budgets for Legislative Branch departments should be directed to Mary Jane Berry, 240-777-7930.

Program Contacts

Contact Mary Jane Berry of the County Council at 240.777.7930 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,403,723**	**47.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	259,031	0.00
FY18 Approved	**5,662,754**	**47.50**

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 the liaison between Councilmembers and program staff. The staff in this unit contribute to the Legislative Program, Planning, and Budget work program. The administrative staff also provide staff orientation, training for the automation and telephone systems, backup support for all programs, volunteer coordination, and receptionist coverage for Councilmember offices.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,686,895**	**34.60**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	302,073	1.00
FY18 Approved	**5,988,968**	**35.60**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	7,869,376	7,980,121	8,070,329	8,344,282	4.6 %
Employee Benefits	2,655,151	2,547,442	2,542,569	2,619,987	2.9 %
County General Fund Personnel Costs	**10,524,527**	**10,527,563**	**10,612,898**	**10,964,269**	**4.1 %**
Operating Expenses	666,376	563,055	562,449	687,453	22.1 %
County General Fund Expenditures	**11,190,903**	**11,090,618**	**11,175,347**	**11,651,722**	**5.1 %**
PERSONNEL					
Full-Time	87	87	87	88	1.2 %
Part-Time	5	5	5	5	—
FTEs	82.20	82.10	82.10	83.10	1.2 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Grant Fund - MCG Expenditures	**0**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	29,915	0	0	0	—
Grant Fund - MCG Revenues	**29,915**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**11,190,903**	**11,090,618**	**11,175,347**	**11,651,722**	**5.1 %**
Total Full-Time Positions	**87**	**87**	**87**	**88**	**1.1 %**
Total Part-Time Positions	**5**	**5**	**5**	**5**	**—**
Total FTEs	**82.20**	**82.10**	**82.10**	**83.10**	**1.2 %**
Total Revenues	**29,915**	**0**	**0**	**0**	**—**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**11,090,618**	**82.10**
Other Adjustments (with no service impacts)		

FY18 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: FY18 Compensation Adjustment	157,931	0.00
Increase Cost: Increase Cost: FY17 Mid-Year Changes	151,972	1.00
Increase Cost: Increase Cost: Miscellaneous Operating Expenses	128,600	0.00
Increase Cost: Annualization of FY17 Personnel Costs	92,872	0.00
Increase Cost: Retirement Adjustment	33,931	0.00
Decrease Cost: Printing and Mail	(4,202)	0.00
FY18 APPROVED	**11,651,722**	**83.10**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Councilmember Offices	5,403,723	47.50	5,662,754	47.50
Council Staff Operations	5,686,895	34.60	5,988,968	35.60
Total	**11,090,618**	**82.10**	**11,651,722**	**83.10**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
NDA - Legislative Branch Communications Outreach	General Fund	196,177	2.00	217,993	2.00
Cable Television Communications Plan	Cable TV	589,341	5.30	629,221	5.30
	Total	**785,518**	**7.30**	**847,214**	**7.30**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**11,652**	**11,652**	**11,652**	**11,652**	**11,652**	**11,652**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**52**	**52**	**52**	**52**	**52**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**11,652**	**11,704**	**11,704**	**11,704**	**11,704**	**11,704**

Board of Appeals

Approved FY18 Budget	Full Time Equivalents
$541,752	3.50

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 processes.

Budget Overview

The total approved FY18 Operating Budget for the Board of Appeals is $541,752, a decrease of $52,225 or 8.79 percent from the FY17 Approved Budget of $593,977. Personnel Costs comprise 91.15 percent of the budget for three full-time position(s) and no part-time position(s), 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 8.85 percent of the FY18 budget.

Consistent with the County Charter, the County Executive makes recommendations on the operating budget for all County departments, offices, and agencies. However, recognizing the Charter-defined roles, the Executive defers significantly to Legislative and Judicial Branch agencies. Questions regarding the approved budgets for Legislative Branch departments should be directed to Mary Jane Berry, 240-777-7930.

Linkage to County Result Areas

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

- **A Responsive, Accountable County Government**

Department Performance Measures

Performance measures for this department are included below (where applicable). The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Program Measures					
Number of Administrative Appeals filed	7	11	11	11	11
Number of pre-hearing conferences held	N/A	9	9	9	9
Number of Administrative Appeals heard	2	9	9	9	9
Number of Administrative Appeals decided	10	8	8	8	8
Average days to Administrative Appeals hearing notice [1]	4	11	11	11	11

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Average days to Administrative Appeals hearing (minimum of 30 days notice required) [2]	46	71	71	71	71
Average days to issue written Administrative Appeals decisions (within 45 days of close of record unless extended) [3]	21	37	37	37	37
Number of Variances filed	26	17	17	17	17
Number of Variances heard	23	16	16	16	16
Number of Variances decided	13	19	19	19	19
Average days to Variance hearing notice	7	8	8	8	8
Average days to Variance hearing (within 60 days of accepting application) [4]	22	48	48	48	48
Average days to issue Variance decision (within 30 days of close of record unless extended) [5]	28	20	20	20	20
Number of requests for Oral Argument in Conditional Use cases [6]	N/A	5	5	5	5
Number of requests for Oral Argument granted	N/A	3	3	3	3
Number of Conditional Use cases decided	N/A	4	4	4	4
Average days to issue Conditional Use decision (must issue within 30 days of voting on the matter unless extended)	N/A	16	16	16	16
Number of Circuit Court appeals processed	N/A	5	5	5	5
Number of Worksessions held	22	23	23	23	23
Number of Administrative Actions taken [7]	166	190	190	190	190
Average days to Worksession Resolutions	26	21	21	21	21

[1] *County Code requires mailing of written notice a minimum of 30 days before the scheduled hearing date.*

[2] *County Code requires that the hearing on an administrative appeal be held no fewer than 30 days after issuance of written notice of the hearing.*

[3] *Board of Appeals Rule 9.1 requires issuance of administrative appeal opinions within 45 days of close of record.*

[4] *Section 59-7.3.2.C of the Zoning Ordinance requires the Board to schedule a hearing within 60 days after receiving an application.*

[5] *Board of Appeals Rule 9.1 requires issuance of variance opinions within 30 days of close of record.*

[6] *The Board has appellate jurisdiction over all conditional use cases in which oral argument is requested.*

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

Program Contacts

Contact Barbara Jay of the Board of Appeals at 240.777.6604 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 for more information regarding this department's operating budget.

Program Descriptions

Zoning Related Hearings and Administrative Appeals

The Board of Appeals hears requests for variances and appeals of conditional uses decided by the Hearing Examiner as provided in the Zoning Ordinance. The Zoning Ordinance requires that certain uses be considered for approval by the Hearing Examiner. 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. Finally, the Board considers modifications to those special exceptions that were filed or approved before the October 30, 2014 changes to the Zoning Ordinance.

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	410,240	411,008	395,475	402,398	-2.1 %
Employee Benefits	115,087	134,892	134,644	91,422	-32.2 %
County General Fund Personnel Costs	**525,327**	**545,900**	**530,119**	**493,820**	**-9.5 %**
Operating Expenses	35,580	48,077	25,532	47,932	-0.3 %
County General Fund Expenditures	**560,907**	**593,977**	**555,651**	**541,752**	**-8.8 %**
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.50	3.50	3.50	3.50	—
REVENUES					
Board of Appeals Fees	158,156	306,334	164,413	164,413	-46.3 %
Other Charges/Fees	2,550	0	0	0	—
County General Fund Revenues	**160,706**	**306,334**	**164,413**	**164,413**	**-46.3 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**593,977**	**3.50**
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	9,270	0.00
Increase Cost: Stipend Increase for Board Members	815	0.00
Decrease Cost: Printing and Mail	(145)	0.00
Decrease Cost: Retirement Adjustment	(960)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(61,205)	0.00
FY18 APPROVED	**541,752**	**3.50**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
EXPENDITURES						
FY18 Approved	**542**	**542**	**542**	**542**	**542**	**542**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**3**	**3**	**3**	**3**	**3**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**542**	**545**	**545**	**545**	**545**	**545**

Inspector General

Approved FY18 Budget	Full Time Equivalents
$1,071,872	7.00

Mission Statement

The mission of the Office of the 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 approved FY18 Operating Budget for the Office of Inspector General is $1,071,872, an increase of $31,191 or 3.00 percent from the FY17 Approved Budget of $1,040,681. Personnel Costs comprise 95.87 percent of the budget for six full-time position(s) and no part-time position(s), and a total of 7.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 4.13 percent of the FY18 budget.

Consistent with the County Charter, the County Executive makes recommendations on the operating budget for all County departments, offices, and agencies. However, recognizing the Charter-defined roles, the Executive defers significantly to Legislative and Judicial Branch agencies. Questions regarding the approved budgets for Legislative Branch departments should be directed to Mary Jane Berry, 240-777-7930.

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 (where applicable). The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Program Measures					
Percent of recommendations accepted	100%	33%	67%	67%	67%

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of complaints reviewed and action initiated within 5 business days	94%	99%	90%	90%	90%
Percent of initial inquiries (with no reports or memo) completed within 60 days	86%	83%	70%	70%	70%
Percent of incident reports resolved or referred to management within 90 days	95%	95%	70%	70%	70%
Percent of audit/inspection/investigation reports completed within 180 days	55%	11%	50%	50%	50%

Accomplishments

- ☑ The OIG issued audit reports to the County government and six independent County agencies between January and March 2016 which addressed each agency's purchase card policies and procedures. Existing practices were compared to 28 identified best practice controls and each agency was advised about the controls present and missing. Many of those agencies have since reported to the County Council that most, if not all, of the missing control recommendations have been implemented.
- ☑ The OIG completed 26 preliminary inquiries and referrals during the year that addressed Complainant allegations of fraud, waste, abuse, or the effectiveness and efficiency of programs and operations of County government or independent County agencies.Three matters related to property tax processing. In one, the Department of Finance worked with Maryland's State Department of Assessments and Taxation to retroactively remove an OIG-identified, erroneous dual principal residency designation and rebill for corrected taxes. In two other instances, the OIG worked with the Department of Finance to implement controls and corrective actions. Fourteen of the remaining preliminary inquiries or referrals addressed matters within County government departments and seven related to independent County agencies. Two referrals were made to State and Federal agencies.
- ☑ The Inspector General completed one confidential inquiry on behalf of the Montgomery County Ethics Commission pursuant to Montgomery County Code §19A (6)(e).

Program Contacts

Contact Ed Blansitt of the Office of Inspector General at 240.777.8241 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 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 County Executive of serious problems in programs; reviews legislation and regulations to strengthen controls and increase accountability; and submits reports with recommendations to appropriate officials. The Inspector General periodically conducts projects jointly with other government agencies and contractors.

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	699,142	803,259	816,701	847,414	5.5 %
Employee Benefits	140,503	172,023	174,481	180,163	4.7 %
County General Fund Personnel Costs	**839,645**	**975,282**	**991,182**	**1,027,577**	**5.4 %**
Operating Expenses	19,552	65,399	21,885	44,295	-32.3 %
County General Fund Expenditures	**859,197**	**1,040,681**	**1,013,067**	**1,071,872**	**3.0 %**
PERSONNEL					
Full-Time	6	6	6	6	—
Part-Time	0	0	0	0	—
FTEs	7.00	7.00	7.00	7.00	—

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**1,040,681**	**7.00**
Changes (with service impacts)		
Reduce: Consultant/SME Services Available for OIG Audits & Investigations [Inspector General]	(20,814)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	29,180	0.00
Increase Cost: Salary Adjustments	17,380	0.00
Increase Cost: Annualization of FY17 Personnel Costs	7,389	0.00
Decrease Cost: Printing and Mail	(290)	0.00
Decrease Cost: Retirement Adjustment	(1,654)	0.00
FY18 APPROVED	**1,071,872**	**7.00**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**1,072**	**1,072**	**1,072**	**1,072**	**1,072**	**1,072**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**13**	**13**	**13**	**13**	**13**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,072**	**1,085**	**1,085**	**1,085**	**1,085**	**1,085**

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Legislative Oversight

Approved FY18 Budget	Full Time Equivalents
$1,661,695	11.00

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 approved FY18 Operating Budget for the Office of Legislative Oversight is $1,661,695, an increase of $62,288 or 3.89 percent from the FY17 Approved Budget of $1,599,407. Personnel Costs comprise 96.83 percent of the budget for 11 full-time position(s) and no part-time position(s), and a total of 11.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 3.17 percent of the FY18 budget.

Consistent with the County Charter, the County Executive makes recommendations on the operating budget for all County departments, offices, and agencies. However, recognizing the Charter-defined roles, the Executive defers significantly to Legislative and Judicial Branch agencies. Questions regarding the approved budgets for Legislative Branch departments should be directed to Mary Jane Berry, 240-777-7930.

Linkage to County Result Areas

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

- **A Responsive, Accountable County Government**

Accomplishments

- ☑ OLO completed a review of the County's transportation management districts, which contributed to a larger discussion about transportation demand management in the County alongside the Transportation Management Task Force.
- ☑ OLO's tax burden analysis report summarized the personal and business tax burdens for surrounding counties. The Council stated the importance of this analysis and requested that County staff continue to complete similar analyses going forward.
- ☑ OLO completed a report that created numerous workflow process maps for the County's procurement process, including the roles and responsibilities of all departments. This report recommended numerous policy changes to streamline the process, which will be discussed during an update on the reorganization of the Office of Procurement.
- ☑ OLO completed a report that examines the cost of current pension benefits offered to Montgomery County Public Schools (MCPS) employees and introduced several options to reduce MCPS pension costs. With assistance from the Council's Actuary, the identified pension modification options could save MCPS $0.1 to $10 million in the first year after

implementation, with savings increasing to a range of $6 to $24 million after 20 years.

- ☑ OLO's report on child care in Montgomery County found that more than five children under age two reside in the County for every regulated slot for infants, and that median full-time child care center costs for two young children exceed 20 percent of incomes for the majority of families in the County.
- ☑ OLO's report on the impact of the County's Safe Routes to School program found that vehicle-pedestrian and vehicle-bicycle collisions near schools decreased following engineering improvements made as part of the program. This finding will inform future pedestrian safety efforts in the County.
- ☑ OLO's report examining the School to Prison Pipeline, best practices for reducing the Pipeline, and local data found that the number of suspensions and arrests in local schools has declined in recent years in addition to juvenile justice involvement. The report has contributed to follow up efforts among local stakeholders aimed at increasing diversion opportunities for minorities.
- ☑ OLO completed a report on out-of-school time programming in the County, finding that the demand for publicly subsidized school year slots likely exceeds the supply, particularly for low-income families and elementary students. The report also examined best practices in out-of-school time programming and funding strategies used in other jurisdictions to expand out-of-school time programming and other services for children aimed at narrowing opportunity gaps that impact student achievement.
- ☑ OLO completed a report on two-generation approaches to addressing poverty that have been implemented in other jurisdictions, factors leading to program success, and approaches to implementing a two-generation approach successfully in Montgomery County.

Program Contacts

Contact Chris Cihlar of the Office of Legislative Oversight at 240.777.7987 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 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 FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,146,316	1,178,784	1,201,043	1,237,774	5.0 %
Employee Benefits	375,841	367,336	364,336	371,165	1.0 %

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
County General Fund Personnel Costs	**1,522,157**	**1,546,120**	**1,565,379**	**1,608,939**	**4.1 %**
Operating Expenses	19,599	53,287	49,821	52,756	-1.0 %
County General Fund Expenditures	**1,541,756**	**1,599,407**	**1,615,200**	**1,661,695**	**3.9 %**
PERSONNEL					
Full-Time	11	11	11	11	—
Part-Time	0	0	0	0	—
FTEs	11.00	11.00	11.00	11.00	—

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	57,464	0	0	0	—
Grant Fund - MCG Expenditures	**57,464**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

DEPARTMENT TOTALS

Total Expenditures	**1,599,220**	**1,599,407**	**1,615,200**	**1,661,695**	**3.9 %**
Total Full-Time Positions	**11**	**11**	**11**	**11**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**11.00**	**11.00**	**11.00**	**11.00**	**—**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**1,599,407**	**11.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	26,745	0.00
Increase Cost: Annualization of FY17 Personnel Costs	25,779	0.00
Increase Cost: Retirement Adjustment	5,969	0.00
Increase Cost: Mid-Year Personnel Change	4,326	0.00
Decrease Cost: Printing and Mail	(531)	0.00
FY18 APPROVED	**1,661,695**	**11.00**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**1,662**	**1,662**	**1,662**	**1,662**	**1,662**	**1,662**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**8**	**8**	**8**	**8**	**8**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,662**	**1,670**	**1,670**	**1,670**	**1,670**	**1,670**

Merit System Protection Board

Approved FY18 Budget	Full Time Equivalents
$367,688	1.50

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 approved FY18 Operating Budget for the Merit System Protection Board is $367,688, a decrease of $114,025 or 23.67 percent from the FY17 Approved Budget of $481,713. Personnel Costs comprise 61.11 percent of the budget for no full-time position(s) and two part-time position(s), and a total of 1.50 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 38.89 percent of the FY18 budget.

Consistent with the County Charter, the County Executive makes recommendations on the operating budget for all County departments, offices, and agencies. However, recognizing the Charter-defined roles, the Executive defers significantly to Legislative and Judicial Branch agencies. Questions regarding the approved budgets for Legislative Branch departments should be directed to Mary Jane Berry, 240-777-7930.

Linkage to County Result Areas

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

- **A Responsive, Accountable County Government**

Program Contacts

Contact Bruce Martin of the Merit System Protection Board at 240.777.6622 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 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.

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	135,586	169,192	175,264	178,551	5.5 %
Employee Benefits	30,925	44,513	45,296	46,129	3.6 %
County General Fund Personnel Costs	**166,511**	**213,705**	**220,560**	**224,680**	**5.1 %**
Operating Expenses	12,211	268,008	256,082	143,008	-46.6 %
County General Fund Expenditures	**178,722**	**481,713**	**476,642**	**367,688**	**-23.7 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	2	2	2	2	—
FTEs	1.50	1.50	1.50	1.50	—

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**481,713**	**1.50**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY17 Personnel Costs	4,886	0.00
Increase Cost: FY18 Compensation Adjustment	4,450	0.00
Increase Cost: Annualization of FY17 Compensation Increases	1,212	0.00
Increase Cost: FY18 Stipend Increase for Board Members	427	0.00
Decrease Cost: Classification & Compensation Audit [Merit System Oversight]	(125,000)	0.00
FY18 APPROVED	**367,688**	**1.50**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**368**	**368**	**368**	**368**	**368**	**368**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY18	**0**	**(125)**	**(125)**	**(125)**	**(125)**	**(125)**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
Items recommended for one-time funding in FY18, including the Compensation and Classification audit, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**2**	**2**	**2**	**2**	**2**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**368**	**245**	**245**	**245**	**245**	**245**

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Zoning and Administrative Hearings

Approved FY18 Budget	Full Time Equivalents
$689,591	4.00

Mission Statement

The mission of the Office of Zoning and Administrative Hearings (OZAH) 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 approved FY18 Operating Budget for the Office of Zoning and Administrative Hearings is $689,591, a decrease of $6,051 or 0.87 percent from the FY17 Approved Budget of $695,642. Personnel Costs comprise 85.64 percent of the budget for four full-time position(s) and no part-time position(s), and a total of 4.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 14.36 percent of the FY18 budget.

Consistent with the County Charter, the County Executive makes recommendations on the operating budget for all County departments, offices, and agencies. However, recognizing the Charter-defined roles, the Executive defers significantly to Legislative and Judicial Branch agencies. Questions regarding the approved budgets for Legislative Branch departments should be directed to Mary Jane Berry, 240-777-7930.

Linkage to County Result Areas

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

- **A Responsive, Accountable County Government**

Department Performance Measures

Performance measures for this department are included below (where applicable). The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Program Measures					
Average time from filing a case until the first hearing date is scheduled (months) [1]	4.0	4.0	4.0	4.0	4.0
Number of Hearing Examiner decisions overturned on appeal [2]	0	0	0	0	0
Percentage of all legal deadlines and requirements met	100	100	100	100	100

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of Hearing Examiner recommendations accepted by County Council, the Human Rights Commission, the CCOC and the CAO, and the percentage of Hearing Examiner decisions upheld by the Board of Appeals [3]	100	100	100	100	100
Total cases completed [4]	29	28	28	28	28

[1] *Hearings in land-use cases are initially scheduled within 4 months of filing. When the hearings are delayed, it is almost always at the request of the applicant to accomplish changes in the applicants' plans required by the Planning Department.*

[2] *At this time, three OZAH cases are pending in the courts.*

[3] *The District Council, the Human Rights Commission, and the Chief Administrative Office accepted the Hearing Examiners' recommendations in all the cases submitted in FY 2016. The Board of Appeals also upheld OZAH recommendations and decisions, except it slightly modified a condition in one case and remanded another case for further findings, eventually adopting the Hearing Examiner's decision.*

[4] *The number of new cases filed has been 54% greater in the first two quarters of FY 2017 (20 cases) than in the comparable period of FY 2016 (13 cases).*

Program Contacts

Contact Martin Grossman of the Office of Zoning and Administrative Hearings at 240.777.6667 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 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 (CCOC); 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 FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	469,992	485,370	476,918	485,425	—
Employee Benefits	108,417	106,308	106,088	105,167	-1.1 %
County General Fund Personnel Costs	**578,409**	**591,678**	**583,006**	**590,592**	**-0.2 %**
Operating Expenses	61,108	103,964	65,090	98,999	-4.8 %
County General Fund Expenditures	**639,517**	**695,642**	**648,096**	**689,591**	**-0.9 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Full-Time	3	4	4	4	—
Part-Time	1	0	0	0	—
FTEs	3.75	4.00	4.00	4.00	—
REVENUES					
Other Charges/Fees	3,425	0	0	0	—
Zoning Fees	126,385	65,000	65,000	65,000	—
County General Fund Revenues	**129,810**	**65,000**	**65,000**	**65,000**	**—**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**695,642**	**4.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	7,442	0.00
Increase Cost: Annualization of FY17 Compensation Increases	3,161	0.00
Decrease Cost: Printing and Mail	(193)	0.00
Decrease Cost: Retirement Adjustment	(2,549)	0.00
Decrease Cost: Decrease in Operating Expenses for Target Reduction	(4,772)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(9,140)	0.00
FY18 APPROVED	**689,591**	**4.00**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**690**	**690**	**690**	**690**	**690**	**690**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**2**	**2**	**2**	**2**	**2**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**690**	**692**	**692**	**692**	**692**	**692**

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Circuit Court

Approved FY18 Budget	Full Time Equivalents
$14,795,682	116.00

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 approved FY18 Operating Budget for the Circuit Court is $14,795,682, an increase of $433,835 or 3.02 percent from the FY17 Approved Budget of $14,361,847. Personnel Costs comprise 80.44 percent of the budget for 114 full-time position(s) and four part-time position(s), and a total of 116.00 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 19.56 percent of the FY18 budget.

Consistent with the County Charter, the County Executive makes recommendations on the operating budget for all County departments, offices, and agencies. However, recognizing the Charter-defined roles, the Executive defers significantly to Legislative and Judicial Branch agencies. Questions regarding the approved budgets for Judicial Branch departments should be directed to Judy Rupp, jrupp@mccourt.com.

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**
- **A Responsive, Accountable County Government**
- **Vital Living for All of Our Residents**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Initiatives

- Operate the Family Law Self Help Center with evening hours one night per week to better meet the needs of the Center's users. Continue to review the Center's business processes to be more responsive to those in need of assistance.

- Develop video and printed instructional materials regarding adult guardianship and responsibilities of the ward.
- Redesign the Court's website to be more responsive. Implement mobile device and browser applications to assist court clients with limited accessibility as well as jurors during the check-in process.
- Investigate and implement a secure file share environment to allow the court to exchange confidential financial documents with guardians.
- Develop a family law case management database to assist family case managers and court staff in their monitoring of case progress in relation to Differentiated Case Management timelines and the impact on judicial workload.

Accomplishments

- ☑ During FY16, Montgomery County Circuit Court processed over 35,000 case filings and over 36,000 terminations, as well as held almost 40,000 hearings and 1,500 trials.
- ☑ The court's Family Law Self-Help Center (FLSHC) served 7,061 patrons over 9,079 visits during FY16.
- ☑ Between April 2015 and April 2016, Montgomery County Circuit Court's Kids Spot Center served 1,139 children, primarily between the ages of two and eight years (83 percent).
- ☑ Continued to offer low- or no-cost attorney referral service, limited scope representation in family cases, and developed an Adult Guardianship Assistant Program.
- ☑ Implemented a bi-directional data exchange with the State's Attorney's Office (SAO) to facilitate the efficient transfer of juvenile case data.
- ☑ Implemented an electronic search warrant process.
- ☑ Created a Mental Health Court for the Montgomery County Circuit Court.
- ☑ Implemented the Marriage in Maryland (MIM) program in the License Department; Revenue Collection System (RCS) in Land Records and License Department; E-License program for processing Business Licenses; and E-Recording system for Land Records.

Program Contacts

Contact Judy Rupp of the Circuit Court at 240.777.9103 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 for more information regarding this department's operating budget.

Program Descriptions

Family Magistrates

Family Magistrates are qualified individuals appointed by the Judges of the Circuit Court to hear family matters and make reports and recommendations based on testimony and analysis of the testimony received at hearings. Family Division Judges continue to review the recommendations, make rulings and issue orders based on the recommendations of the Family Magistrates and any exceptions filed.

FY18 Approved Changes	Expenditures	FTEs

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**549,759**	**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.	16,283	0.00
FY18 Approved	**566,042**	**6.00**

Administration

The Administrative Office of the Circuit Court serves as a conduit for many operations of the Court. The Court Administrator's role is to facilitate the administrative functions of the Court and to develop policies to enhance systems performance while maintaining the independence of the judiciary. Basic functions performed by the Court Administrator and staff include the following: fiscal administration of the budget; human resources; case flow management and statistics; technology management; information management; jury management; space management; intergovernmental liaison; and public information.

The Trial Court Researchers, funded in part by the Trial Court Research Partnership Grant, provide research and statistical support for judiciary-wide research projects; prepare reports based on statistics and other data collected from the Montgomery County Circuit Court; establish links to national research/statistical sources relative to courts; and analyze court-wide programs, functions, and organizations to determine whether current management systems accomplish objectives efficiently.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Case Filings (includes re-opened cases)					
Criminal (including District Court appeals)	6,421	6,670	6,820	6,880	6,938
Civil (including Registrar of Wills, District Court appeals)	11,906	11,421	13,146	13,198	13,251
Domestic Relations	15,583	14,705	15,414	15,570	15,726
Juvenile (including Delinquency, CINA, and TPR)	2,464	2,551	2,356	2,136	1,914
TOTAL Case Filings	35,374	35,347	37,736	37,784	37,829
Case Terminations (includes re-opened cases)					
Criminal	6,497	6,531	6,792	6,846	6,901
Civil	12,109	12,705	13,559	13,647	13,733
Domestic Relations	14,668	14,941	15,538	15,714	15,890
Juvenile	2,292	2,492	2,439	2,234	2,030
TOTAL Case Terminations	35,566	36,669	38,327	38,441	38,554
Case Clearance Rate (includes re-opened cases)					
Criminal	101%	98%	100%	100%	99%
Civil	102%	111%	103%	103%	104%
Domestic Relations	101%	102%	101%	101%	101%
Juvenile	93%	98%	104%	105%	106%
OVERALL Case Clearance Rate	101%	104%	102%	102%	102%
Total Trials	1,415	1,507	1,603	1,641	1,679

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,517,311**	**10.20**
Add: Contractual Costs for MDEC Data Migration	100,000	0.00
Technical Adj: Continuation of Mental Health Court Initiated in FY17	29,952	0.00
Increase Cost: Video Conferencing Unit Replacement	14,512	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting	(131,271)	0.00

FY18 Approved Changes	Expenditures	FTEs
multiple programs.		
FY18 Approved	**3,530,504**	**10.20**

Adjudication

Adjudication encompasses support staff for the Judiciary and Differentiated Case Management (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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,124,803**	**31.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	212,174	2.00
FY18 Approved	**3,336,977**	**33.00**

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 information; 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,188,045**	**14.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	61,134	0.00
FY18 Approved	**1,249,179**	**14.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**748,325**	**4.00**

FY18 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(47,612)	0.50
FY18 Approved	**700,713**	**4.50**

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 staffed by attorneys to help individuals representing themselves in uncomplicated family law cases involving divorce, custody and child support; psychological evaluations when psychological testing is necessary as an adjunct to arriving at a decision in the best interest of the children; best interest attorney appointments to specifically represent the interests of children; and operating expenses associated with managing the division.

Family Division Services also handles adoption investigations, as well as child custody and visitation evaluations. After the establishment of a Court Order, independent evaluations for child custody and visitation and adoption investigations are conducted by Court staff possessing substantial experience in social science or suitable credentials in the field of social work. The evaluator meets with the litigants and children and interviews professionals and collateral references to ascertain the appropriate custodial situation for the children.

The Juvenile Division is also a part of Family Division Services and is responsible for oversight of delinquency petitions, Child in Need of Assistance (CINA) petitions, Termination of Parental Rights (TPR) petitions, Voluntary Placement petitions, and Petitions for Peace Orders. These matters, which are governed by strict statutory timeframes, require a high degree of judicial oversight by the Court on a long term basis.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**818,562**	**9.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	23,180	0.00
FY18 Approved	**841,742**	**9.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,141,248**	**11.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	57,090	0.00

FY18 Approved Changes	Expenditures	FTEs
FY18 Approved	**1,198,338**	**11.00**

Law Library

The Law Library supports the research activities of the Court, the Bar, and the public and is the only law library open to the public in Montgomery County. The Library has a comprehensive collection of law, including U.S. statutes and the codes of Maryland, Washington, D.C., Virginia, and local ordinances. It has a complete collection of judicial opinions and a variety of subject treatises and reference materials. The Law Library also offers free access to the major 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**440,306**	**3.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	16,974	0.00
FY18 Approved	**457,280**	**3.00**

Trust and Guardianships

The Trust Office administers the case files for fiduciary entities (primarily guardianships) who are required to comply with the reporting requirements set forth in the Maryland Court Rules, Title 10, Guardians and Other Fiduciaries. The reports required to be filed include the Inventory and Information Report and Annual Fiduciary Report for guardianships of the property of a minor or disabled person and the Annual Report 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**210,476**	**2.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(24,697)	(0.50)
FY18 Approved	**185,779**	**2.00**

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 Researcher assigned to the Administration Program. This individual provides research, analysis, statistical support, and related reports on County and judiciary-wide research projects.

The Montgomery County Adult Drug Court is funded by the State through a grant from the Office of Problem Solving Courts. The mission of the Adult Drug Court is to eliminate drug abuse, crime, and their consequences by forging continuing partnerships with the Court, health treatment providers, concerned community organizations, and law enforcement. By leveraging its

partnerships and its authority, the Court directs substance-abusing offenders into evaluation and treatment to achieve personal responsibility and productive citizenship.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,623,012**	**23.30**
Increase Cost: Grant Award Adjustments	106,116	0.00
FY18 Approved	**2,729,128**	**23.30**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	6,390,751	6,965,800	6,766,878	7,109,969	2.1 %
Employee Benefits	2,341,171	2,252,381	2,397,534	2,297,466	2.0 %
County General Fund Personnel Costs	**8,731,922**	**9,218,181**	**9,164,412**	**9,407,435**	**2.1 %**
Operating Expenses	2,664,116	2,520,654	2,338,619	2,659,119	5.5 %
County General Fund Expenditures	**11,396,038**	**11,738,835**	**11,503,031**	**12,066,554**	**2.8 %**
PERSONNEL					
Full-Time	89	89	89	91	2.3 %
Part-Time	3	3	3	3	—
FTEs	90.70	90.70	90.70	92.70	2.2 %
REVENUES					
Magistrates	18,270	170,660	0	0	-100.0 %
Miscellaneous Revenues	55,235	0	55,230	55,230	—
State Interpreter Fee Reimbursement	518,133	314,709	434,799	434,799	38.2 %
State Jury Fee Reimbursement	402,395	404,245	404,245	404,245	—
County General Fund Revenues	**994,033**	**889,614**	**894,274**	**894,274**	**0.5 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,709,418	1,807,269	1,807,269	1,911,022	5.7 %
Employee Benefits	546,150	570,347	570,347	582,930	2.2 %
Grant Fund - MCG Personnel Costs	**2,255,568**	**2,377,616**	**2,377,616**	**2,493,952**	**4.9 %**
Operating Expenses	257,692	245,396	245,396	235,176	-4.2 %
Grant Fund - MCG Expenditures	**2,513,260**	**2,623,012**	**2,623,012**	**2,729,128**	**4.0 %**
PERSONNEL					
Full-Time	23	23	23	23	—
Part-Time	1	1	1	1	—
FTEs	23.30	23.30	23.30	23.30	—
REVENUES					
State Grants	2,554,769	2,623,012	2,623,012	2,729,128	4.0 %

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Grant Fund - MCG Revenues	**2,554,769**	**2,623,012**	**2,623,012**	**2,729,128**	**4.0 %**

DEPARTMENT TOTALS

Total Expenditures	**13,909,298**	**14,361,847**	**14,126,043**	**14,795,682**	**3.0 %**
Total Full-Time Positions	**112**	**112**	**112**	**114**	**1.8 %**
Total Part-Time Positions	**4**	**4**	**4**	**4**	**—**
Total FTEs	**114.00**	**114.00**	**114.00**	**116.00**	**1.8 %**
Total Revenues	**3,548,802**	**3,512,626**	**3,517,286**	**3,623,402**	**3.2 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**11,738,835**	**90.70**
Changes (with service impacts)		
Add: Contractual Costs for MDEC Data Migration [Administration]	100,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	250,628	0.00
Increase Cost: Judge Administrative Assistants and OE	209,972	2.00
Increase Cost: Annualization of FY17 Compensation Increases	80,269	0.00
Technical Adj: Continuation of Mental Health Court Initiated in FY17 [Administration]	29,952	0.00
Increase Cost: Retirement Adjustment	17,513	0.00
Increase Cost: Video Conferencing Unit Replacement [Administration]	14,512	0.00
Decrease Cost: Motor Pool Adjustment	(4,989)	0.00
Decrease Cost: Printing and Mail	(5,410)	0.00
Decrease Cost: Turnover Savings	(174,140)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(190,588)	0.00
FY18 APPROVED	**12,066,554**	**92.70**
GRANT FUND - MCG		
FY17 ORIGINAL APPROPRIATION	**2,623,012**	**23.30**
Other Adjustments (with no service impacts)		
Increase Cost: Grant Award Adjustments [Grants]	106,116	0.00
FY18 APPROVED	**2,729,128**	**23.30**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Family Magistrates	549,759	6.00	566,042	6.00
Administration	3,517,311	10.20	3,530,504	10.20
Adjudication	3,124,803	31.00	3,336,977	33.00
Case Assignment	1,188,045	14.00	1,249,179	14.00
Jury	748,325	4.00	700,713	4.50
Family Division Services	818,562	9.00	841,742	9.00
Technical Services	1,141,248	11.00	1,198,338	11.00
Law Library	440,306	3.00	457,280	3.00
Trust and Guardianships	210,476	2.50	185,779	2.00
Grants	2,623,012	23.30	2,729,128	23.30
Total	**14,361,847**	**114.00**	**14,795,682**	**116.00**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**12,067**	**12,067**	**12,067**	**12,067**	**12,067**	**12,067**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY18	**0**	**(100)**	**(100)**	**(100)**	**(100)**	**(100)**
Items recommended for one-time funding in FY18, including MDEC data migration ($100,000), will be eliminated from the base in outyears. Additional funding for MDEC implementation is expected in future years.						
Labor Contracts	**0**	**116**	**116**	**116**	**116**	**116**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**12,067**	**12,083**	**12,083**	**12,083**	**12,083**	**12,083**

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State's Attorney

Approved FY18 Budget	Full Time Equivalents
$17,323,322	147.35

Mission Statement

The Office of 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 approved FY18 Operating Budget for the Office of the State's Attorney is $17,323,322, an increase of $904,134 or 5.51 percent from the FY17 Approved Budget of $16,419,188. Personnel Costs comprise 95.03 percent of the budget for 140 full-time position(s) and 11 part-time position(s), and a total of 147.35 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 4.97 percent of the FY18 budget.

Consistent with the County Charter, the County Executive makes recommendations on the operating budget for all County departments, offices, and agencies. However, recognizing the Charter-defined roles, the Executive defers significantly to Legislative and Judicial Branch agencies. Questions regarding the approved budgets for Judicial Branch departments should be directed to Lisa Russo, 240-777-7407.

Linkage to County Result Areas

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

- **Safe Streets and Secure Neighborhoods**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Accomplishments

- ☑ Recruitment of undergraduate and law school students as volunteer interns has resulted in the equivalent of almost 16 additional full time employees in the past year. The interns screen cases, assist in case preparation, contact witnesses and

gather evidence. Volunteers donated 12,240 hours during the spring 2015 semester. In the summer and fall semesters, 20,250 hours were donated to the office by our volunteers.

- ☑ Reached 14,228 students in FY16 through presentations on cyberbullying, "Speak up, Save a Life" and healthy teen dating.

Program Contacts

Contact Lisa Russo of the Office of the State's Attorney at 240.777.7407 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 for more information regarding this department's operating budget.

Program Descriptions

Administration

Staff provides central services in areas of budget, personnel, automated systems management, general office management, and public information. In addition, staff coordinates efforts and initiatives with other criminal justice agencies.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**980,822**	**7.00**
Increase Cost: JustWare Licenses	1,530	0.00
Increase Cost: Section 2-123A Mandated Salary Increase	788	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	884,284	7.60
FY18 Approved	**1,867,424**	**14.60**

Notes: *FTE increase is primarily due to IT cost center establishment that now budgets IT staff under Administration program. Expenditure increase is primarily the result of funding allocated to the State's Attorney's Office body camera response and other initiatives.*

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. Appeals and demands for jury trials in District Court cases are litigated in the Circuit Court.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of community outreach presentations on teen dating	77	68	45	45	45
Number of community outreach presentations on internet safety / cyberbullying	77	91	108	127	150
Number of students reached through community outreach presentations in schools	16,385	14,228	16,352	16,352	16,352
Number of community outreach presentations for Seniors	15	31	64	64	64

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**7,472,493**	**57.02**

FY18 Approved Changes	Expenditures	FTEs
Increase Cost: Increase in Drug Court Award	12,641	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(11,181)	0.91
FY18 Approved	**7,473,953**	**57.93**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of students participating in the Truancy Prevention Program [1]	192	239	297	297	297
Percent of Truancy Prevention Program participants showing at least 60% improvement in unexcused absences	54.2	57.0	59.9	63.0	66.3
Percent of Truancy Prevention Program participants showing improvement in unexcused absences	66.1	78.0	78.0	78.0	78.0
Percent of Truancy Prevention Program participants showing improved literacy and math grades at the end of the semester	N/A	40%	40%	40%	40%
Number of teens referred to the Teen Court program	542	383	271	191	135
Percent of teens who declined to participate in the Teen Court program	19	18	18	18	18
Percent of Teen Court participants who successfully complete the program requirements	75.7	84.4	79.5	79.5	79.5
Number of juvenile cases screened for mediation	44	39	35	31	27
Percent of juvenile cases screened resulting in mediations	25	15	20	20	20
Percent of juvenile mediations in which an agreement reached	24	15	20	20	20
Juvenile mediation: Total actual restitution vs. Total restitution requested	$845 of $845	0 of 0	TBD	TBD	TBD

[1] *FY17 and FY18 projections reflect the CE's recommended expansion to 20 middle schools. The program was expanded from 10 to 15 middle schools in FY16.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,531,756**	**14.10**
Increase Cost: Convert Assistant Truancy Prevention Program Coordinator from Contractual to Permanent	16,618	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.	253,492	1.40
FY18 Approved	**1,801,866**	**16.50**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of adult cases screened for mediation	210	225	241	258	277
Percent of adult cases screened resulting in mediations	57	46	52	52	52
Percent of adult mediations in which an agreement reached	54.5	89.0	71.8	71.8	71.8
Adult mediations: Total actual restitution vs. Total restitution requested	$81,616 of $145,419	$84,570 of $100,804	TBD	TBD	TBD

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,476,251**	**37.74**
Increase Cost: Increase in Gun Violence Reduction Grant	3,000	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.	(740,614)	(12.17)
FY18 Approved	**2,738,637**	**25.57**

Notes: *FTE decrease is primarily due to IT cost center establishment that now budgets IT staff under the Administration program*

District Court Screening and Mediation

The District Court Screening program resolves cases before the trial date by contacting victims and witnesses to determine what outcome they would like to obtain from the criminal justice system. This program relies on volunteers and is supervised by permanent staff. It provides victim/witness assistance by delivering information about the criminal justice system to victims and witnesses whose cases are expected to go to trial. The Pre-Trial Mediation program is designed to resolve non-violent disputes between individuals. Trained volunteers and a mediation specialist work to resolve issues and reduce to writing an agreement by which all sides will abide.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**619,427**	**6.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	770,695	8.00
FY18 Approved	**1,390,122**	**14.50**

Notes: *FTE increase is result of administrative reassignment of positions with no overall increase of FTEs.*

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**395,336**	**4.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	27,888	0.00

FY18 Approved Changes	Expenditures	FTEs
FY18 Approved	**423,224**	**4.00**

Major Fraud and Special Investigations

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**430,393**	**5.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	34,944	0.00
FY18 Approved	**465,337**	**5.00**

Prosecution Management

Prosecution Management staff coordinate case loads; schedule docket assignments; receive visitors; direct phone calls; and enter and audit data in the Criminal Justice Information System (CJIS) for the Circuit, District, and Juvenile Courts.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,512,710**	**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.	(349,951)	(2.75)
FY18 Approved	**1,162,759**	**9.25**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	11,400,748	11,742,076	11,892,131	12,375,773	5.4 %
Employee Benefits	3,545,049	3,746,825	3,624,704	3,952,026	5.5 %
County General Fund Personnel Costs	**14,945,797**	**15,488,901**	**15,516,835**	**16,327,799**	**5.4 %**
Operating Expenses	884,573	811,061	952,178	860,656	6.1 %
Capital Outlay	8,359	0	0	0	—
County General Fund Expenditures	**15,838,729**	**16,299,962**	**16,469,013**	**17,188,455**	**5.5 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Full-Time	130	134	134	138	3.0 %
Part-Time	11	10	10	10	—
FTEs	138.68	142.31	142.31	146.37	2.9 %
REVENUES					
Discovery Materials	6,932	26,000	26,000	7,000	-73.1 %
Other Charges/Fees	4,100	4,200	4,200	4,200	—
County General Fund Revenues	**11,032**	**30,200**	**30,200**	**11,200**	**-62.9 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	98,109	90,416	90,416	105,572	16.8 %
Employee Benefits	21,117	28,810	28,810	29,295	1.7 %
Grant Fund - MCG Personnel Costs	**119,226**	**119,226**	**119,226**	**134,867**	**13.1 %**
Grant Fund - MCG Expenditures	**119,226**	**119,226**	**119,226**	**134,867**	**13.1 %**
PERSONNEL					
Full-Time	2	2	2	2	—
Part-Time	1	1	1	1	—
FTEs	1.18	1.05	1.05	0.98	-6.7 %
REVENUES					
Federal Grants	60,000	0	0	0	—
State Grants	59,226	119,226	119,226	134,867	13.1 %
Grant Fund - MCG Revenues	**119,226**	**119,226**	**119,226**	**134,867**	**13.1 %**
DEPARTMENT TOTALS					
Total Expenditures	**15,957,955**	**16,419,188**	**16,588,239**	**17,323,322**	**5.5 %**
Total Full-Time Positions	**132**	**136**	**136**	**140**	**2.9 %**
Total Part-Time Positions	**12**	**11**	**11**	**11**	**—**
Total FTEs	**139.86**	**143.36**	**143.36**	**147.35**	**2.8 %**
Total Revenues	**130,258**	**149,426**	**149,426**	**146,067**	**-2.2 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**16,299,962**	**142.31**
Changes (with service impacts)		
Enhance: Hire New Attorney to Review Unfounded Sexual Assault Cases	61,355	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	444,489	0.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Personnel and storage Costs for Body Cameras	338,645	3.00
Increase Cost: Annualization of FY17 Personnel Costs	293,885	0.00
Increase Cost: Retirement Adjustment	38,234	0.00
Increase Cost: Convert Assistant Truancy Prevention Program Coordinator from Contractual to Permanent [Juvenile Court Prosecution]	16,618	1.00
Increase Cost: JustWare Licenses [Administration]	1,530	0.00
Increase Cost: Section 2-123A Mandated Salary Increase [Administration]	788	0.00
Technical Adj: FTE Adjustment to Match Department Submission	0	0.06
Decrease Cost: Printing and Mail	(6,569)	0.00
Decrease Cost: Motor Pool Adjustment	(10,366)	0.00
Decrease Cost: Turnover Savings	(290,116)	0.00
FY18 APPROVED	**17,188,455**	**146.37**

GRANT FUND - MCG

FY17 ORIGINAL APPROPRIATION	**119,226**	**1.05**
Other Adjustments (with no service impacts)		
Increase Cost: Increase in Drug Court Award [Circuit Court Prosecution]	12,641	0.00
Increase Cost: Increase in Gun Violence Reduction Grant [District Court Prosecution]	3,000	0.00
Technical Adj: Reallocation of FTEs to match Grant Awards	0	(0.07)
FY18 APPROVED	**134,867**	**0.98**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Administration	980,822	7.00	1,867,424	14.60
Circuit Court Prosecution	7,472,493	57.02	7,473,953	57.93
Juvenile Court Prosecution	1,531,756	14.10	1,801,866	16.50
District Court Prosecution	3,476,251	37.74	2,738,637	25.57
District Court Screening and Mediation	619,427	6.50	1,390,122	14.50
Victim/Witness Court Assistance	395,336	4.00	423,224	4.00
Major Fraud and Special Investigations	430,393	5.00	465,337	5.00
Prosecution Management	1,512,710	12.00	1,162,759	9.25
Total	**16,419,188**	**143.36**	**17,323,322**	**147.35**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
Police	General Fund	112,168	0.50	116,210	0.50

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**17,188**	**17,188**	**17,188**	**17,188**	**17,188**	**17,188**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY18	**0**	**138**	**138**	**138**	**138**	**138**
New positions in the FY18 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Approved in FY18	**0**	**(110)**	**(110)**	**(110)**	**(110)**	**(110)**
Items recommended for one-time funding in FY18, including body camera storage costs ($110,000), will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**212**	**212**	**212**	**212**	**212**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**17,188**	**17,428**	**17,428**	**17,428**	**17,428**	**17,428**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY18 Approved		FY19 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Personnel and Storage Costs for Body Cameras	290,000	3.00	428,437	3.00
Total	**290,000**	**3.00**	**428,437**	**3.00**

County Executive

Approved FY18 Budget	Full Time Equivalents
$6,084,967	36.50

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 approved FY18 Operating Budget for the Office of the County Executive is $6,084,967, an increase of $478,938 or 8.54 percent from the FY17 Approved Budget of $5,606,029. Personnel Costs comprise 87.14 percent of the budget for 37 full-time position(s) and five part-time position(s), and a total of 36.50 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 12.86 percent of the FY18 budget.

Linkage to County Result 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.

Initiatives

- Partnered with USAID and Development Alternatives International (DAI) to establish the Innovation into Action Challenge. The Challenge represented a first time kind of an event that attracted start-up companies from around the world to the County by offering cash prizes and awards. The Challenge brought in approximately $250,000 in sponsorships/support for businesses with a minimal investment from the County.

- Developed new methods to conduct "Community Analytics," leveraging Census and other publicly available data to explore multiple demographic, economic, and quality of life-related characteristics of the County at a more granular level.
- Partnering with the Department of Technology Services to identify and support ways in which County employees can make use of the OpenData program to address issues, connect with customers, collaborate more effectively, and realize other benefits of this resource commonly thought of as primarily public-facing.
- Partnering with the Department of Environmental Protection and other departments to adopt and seek certification from the STAR Communities (Sustainability Tools for Assessing and Rating Communities) framework, which will allow an upgrade to the County's Community Indicator Project, use peer benchmarking to identify community strengths and opportunities for improvement, and obtain external recognition and validation of the County's work in a variety of quality of life areas.
- Leading the implementation of the Pew Results First framework with Department of Correction and Rehabilitation and Department of Health and Human Services, which provides a means to identify and apply evidence-driven and evidence-informed practices to policy and budget decisions.
- Exploring the potential for technology to transform the ridership experience through the Smart Transit Spotlight project. The project comes at no additional cost to the County and includes an investment of approximately $300,000 by its partners through technology and connectivity donations. The project will start by piloting wifi and USB charging on Ride On buses and at bus stops.
- Support the Innovation into Action Challenge through leveraging Federal, local, and private resources to support local companies access to emerging international markets, provide collaboration between County expertise and global leaders, and strengthen the County's standing as a gateway for the world.
- The Business Solutions Group will help business owners navigate County government services through proactive communication of business regulations and coordinated problem solving for the business community.

Accomplishments

- ☑ Earned a fourth consecutive "Certificate of Excellence" from International City/County Management Association's Center for Performance Analytics.
- ☑ The Innovation Program successfully acquired $115,000 in Federal grants to build the next stage of the award-winning Safe Community Alert (SCALE) project.
- ☑ Improved the County's use of MC311 data to identify areas for focused attention to drive performance improvement. For example, the office worked with Department Of Transportation on the process used to respond to "Pothole Repair" and "Road Repair" Service Requests, and with Department of Housing Community Affairs on their "Housing Complaints" Service Requests, improving the Service Level Agreement of each Service Request type to greater than 80%.
- ☑ Successfully implemented the first pilot year of the Maker Fund, a program to build capacity among organizations operating makerspaces and small-scale manufacturing operations in the County. The first year of the program consisted of an assessment of existing needs as well as the administration of targeted support to qualifying programs around the County.
- ☑ Completed and published seven audit reports (FY16 and FY17 to date), in addition to conducting a County-wide risk assessment and publishing the multi-year (FY17-20) internal audit plan based on this assessment. Working with departments, Internal Audit has seen continued progress in closure of open recommendations (increasing from 64% to 85% complete), particularly recommendations open greater than one year (decreasing from 28% to 6%) during FY16. Similarly, there has been progress in the closure of open Office of the Inspector General and Office of Legislative Oversight recommendations, increasing from 65% to 93% during FY16.

Innovations and Productivity Improvements

- Supported Department of General Services, Department of Liquor Control, Department of Recreation, and other departments with analysis that normally would have been contracted out at an additional expense.
- Created a "Montgomery County Data Community" to identify departmental data stewards across County Government and provide a forum for professional improvement, cross-departmental collaboration, and recognition of important work involving data; the first pilot of a Six Sigma/Lean class filled up within 48 hours with participation from more than a dozen departments/offices plus Montgomery County Public Schools.
- Continued to place graduate students from the University of Maryland's School of Public Policy within departments to perform their Master's Degree "capstone" projects, and also formed a partnership with the University of Maryland's School of Information Sciences to bring graduate students to County Government for project work.

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,352,163**	**9.03**
Increase Cost: Personnel Cost Increase	2,501	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,033	0.00
FY18 Approved	**1,356,697**	**9.03**

CAO - Supervision & Management of Executive Branch Departments

The Chief Administrative Officer (CAO) oversees the operations and services of all departments and offices of the Executive Branch. The CAO also advises the County Executive on all administrative and government operations/service related matters and coordinates final review and decision-making on policies, programs, service delivery, budgets, legislation, regulations and related matters. The CAO uses the following 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) Smart Growth Initiative 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; 6) The Development Ombudsman acts as a facilitator for commercial and residential development projects and resolves conflicts that arise during the entitlement and permitting process. The Ombudsman works with public and private-sector entities, including State and County agencies as well as utility companies and community groups. The Development Ombudsman facilitates the resolution of obstacles to the successful implementation of County Master Plans and will also identify systemic changes needed to create a more efficient, predictable and transparent development review and approval system; 7) The White Flint Implementation Coordinator manages the implementation of the White Flint Sector Plan to ensure that the various public and private elements of the Plan are met. The Sector Plan allows the area to transform from a suburban largely surface parking lot and strip mall area, to an urban mixed use walkable community. The White Flint area has a State designation as a Transit Oriented Development area. That TOD designation entitles White Flint to certain development benefits such as increased density, while the Sector Plan requires that specific performance measures be met by development projects in order to realize the increased density; 8) The White Oak Implementation Coordinator manages the implementation of the White Oak Master Plan to ensure that the area becomes established as the Science Gateway envisioned by the County Executive and County Council. This area is located along the Rt. 29 corridor with established older residential communities and few commercial developments. The Federal Food and Drug Administration is the largest existing commercial space being complimented by the Adventist Hospital development of a large hospital and research facility. The County owns 115-acres in close proximity to the FDA campus and through a joint development agreement that is in place, the property will become part of a 300-acre mixed use development that will have a Life Science Village focus.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,561,746**	**21.60**
Add: Business Solutions Group	240,000	2.00
Increase Cost: Innovation into Action Challenge	50,000	0.00
Increase Cost: Office Clerk	16,000	0.50
Increase Cost: Annualization of FY17 Compensation Increases	14,515	0.00
Increase Cost: Intranet Quorum Annual Maintenance	12,500	0.00
Technical Adj: Adjust Senior Information Technology Specialist from Part-time to Full-Time	0	0.40
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	12,537	0.00
FY18 Approved	**3,907,298**	**24.50**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**417,318**	**1.00**
Increase Cost: Internal Audit Contracts	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.	8,234	0.00
FY18 Approved	**525,552**	**1.00**

Administration

The Administration program provides budget development and analysis, fiscal and inventory control, personnel and payroll management, training and supervision, procurement, and contract administration.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**274,802**	**1.97**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	20,618	0.00
FY18 Approved	**295,420**	**1.97**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,712,060	3,834,685	3,636,393	3,988,650	4.0 %
Employee Benefits	1,069,439	1,072,361	982,528	1,180,619	10.1 %
County General Fund Personnel Costs	**4,781,499**	**4,907,046**	**4,618,921**	**5,169,269**	**5.3 %**
Operating Expenses	452,977	563,822	920,169	778,036	38.0 %
Capital Outlay	1,040	0	0	0	—
County General Fund Expenditures	**5,235,516**	**5,470,868**	**5,539,090**	**5,947,305**	**8.7 %**
PERSONNEL					
Full-Time	31	34	34	36	5.9 %
Part-Time	5	5	5	5	—
FTEs	31.60	32.60	32.60	35.50	8.9 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	102,655	102,919	102,919	105,082	2.1 %
Employee Benefits	23,322	27,758	27,758	28,096	1.2 %
Grant Fund - MCG Personnel Costs	**125,977**	**130,677**	**130,677**	**133,178**	**1.9 %**
Operating Expenses	20,327	4,484	4,484	4,484	—
Grant Fund - MCG Expenditures	**146,304**	**135,161**	**135,161**	**137,662**	**1.9 %**
PERSONNEL					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
Federal Grants	146,304	135,161	135,161	137,662	1.9 %
Grant Fund - MCG Revenues	**146,304**	**135,161**	**135,161**	**137,662**	**1.9 %**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
DEPARTMENT TOTALS					
Total Expenditures	**5,381,820**	**5,606,029**	**5,674,251**	**6,084,967**	**8.5 %**
Total Full-Time Positions	**32**	**35**	**35**	**37**	**5.7 %**
Total Part-Time Positions	**5**	**5**	**5**	**5**	**—**
Total FTEs	**32.60**	**33.60**	**33.60**	**36.50**	**8.6 %**
Total Revenues	**146,304**	**135,161**	**135,161**	**137,662**	**1.9 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**5,470,868**	**32.60**
Changes (with service impacts)		
Add: Business Solutions Group [CAO - Supervision & Management of Executive Branch Departments]	240,000	2.00
Other Adjustments (with no service impacts)		
Increase Cost: Internal Audit Contracts [Internal Audit]	100,000	0.00
Increase Cost: FY18 Compensation Adjustment	50,399	0.00
Increase Cost: Innovation into Action Challenge [CAO - Supervision & Management of Executive Branch Departments]	50,000	0.00
Increase Cost: Retirement Adjustment	20,633	0.00
Increase Cost: Office Clerk [CAO - Supervision & Management of Executive Branch Departments]	16,000	0.50
Increase Cost: Annualization of FY17 Compensation Increases [CAO - Supervision & Management of Executive Branch Departments]	14,515	0.00
Increase Cost: Intranet Quorum Annual Maintenance [CAO - Supervision & Management of Executive Branch Departments]	12,500	0.00
Increase Cost: CountyStat Software Subcriptions	4,500	0.00
Technical Adj: Adjust Senior Information Technology Specialist from Part-time to Full-Time [CAO - Supervision & Management of Executive Branch Departments]	0	0.40
Decrease Cost: Printing and Mail	(1,690)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(9,324)	0.00
Decrease Cost: Motor Pool Adjustment	(21,096)	0.00
FY18 APPROVED	**5,947,305**	**35.50**
GRANT FUND - MCG		
FY17 ORIGINAL APPROPRIATION	**135,161**	**1.00**
Other Adjustments (with no service impacts)		
Increase Cost: Personnel Cost Increase [County Executive - Policy Planning and Development]	2,501	0.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
FY18 APPROVED	**137,662**	**1.00**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
County Executive - Policy Planning and Development	1,352,163	9.03	1,356,697	9.03
CAO - Supervision & Management of Executive Branch Departments	3,561,746	21.60	3,907,298	24.50
Internal Audit	417,318	1.00	525,552	1.00
Administration	274,802	1.97	295,420	1.97
Total	**5,606,029**	**33.60**	**6,084,967**	**36.50**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
Permitting Services	Permitting Services	189,391	1.00	188,969	1.00
CIP	Capital Fund	361,828	3.00	314,375	2.00
	Total	**551,219**	**4.00**	**503,344**	**3.00**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**5,947**	**5,947**	**5,947**	**5,947**	**5,947**	**5,947**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY18	**0**	**40**	**40**	**40**	**40**	**40**
New positions in the FY18 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Labor Contracts	**0**	**9**	**9**	**9**	**9**	**9**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**5,947**	**5,996**	**5,996**	**5,996**	**5,996**	**5,996**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY18 Approved	FY19 Annualized

	Expenditures	FTEs	Expenditures	FTEs
Business Solutions Group	170,000	2.00	209,650	2.00
Total	**170,000**	**2.00**	**209,650**	**2.00**

Board of Elections

Approved FY18 Budget	Full Time Equivalents
$8,213,700	56.18

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 approved FY18 Operating Budget for the Montgomery County Board of Elections is $8,213,700, an increase of $362,098 or 4.61 percent from the FY17 Approved Budget of $7,851,602. Personnel Costs comprise 48.60 percent of the budget for 28 full-time position(s) and three part-time position(s), and a total of 56.18 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 51.40 percent of the FY18 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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Accomplishments

- ☑ An additional Early Voting Center was added to Montgomery County by the Maryland General Assembly. The new Potomac site had the fourth highest early voting turnout in the County.
- ☑ Implemented same day voter registration at all Early Voting Centers.
- ☑ Successfully implemented a paper-based optical scan voting system.

Innovations and Productivity Improvements

- Montgomery County implemented three regional upload sites where Board of Elections' staff waited to upload the results to the State server. By 11:03 p.m. election night, 91.76 percent of the votes were tabulated and uploaded to the website.
- The Montgomery County Election Director headed a statewide workgroup to review and streamline the process by which a voter receives a provisional ballot.
- At the Board of Elections command center, staff used Smart Sheet software to ensure that everyone in the room could easily access the same information. Smart Sheet software allows multiple people to see entries at the same time which helped them to resolve issues quickly. This allowed all call takers to see whether a location had completed set-up procedures, opened on time, and closed on time.

Collaboration and Partnerships

Communication with Chief Election Judges

Staff worked with the Montgomery County Office of Homeland Security to implement the use of Everbridge software to facilitate quick and efficient text messaging between Chief Election Judges on Election Day.

Partners

Office of Emergency Management and Homeland Security

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, maintains the currency of information in the official registry, and provides clerical and administrative support to process requests for absentee ballots. 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, 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of active registered voters (000s)	635	641	657	660	665
Number of voter registration transactions (000s)	650	680	700	720	740
Number of provisional ballots issued on election day(s)	6,554	8,602	12,757	3,000	8,000
Number of absentee ballots requested (000s)	17	27	63	12	18
Number of absentee ballots voted/returned (000s)	14	19.5	50.5	10	14.5

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,464,032**	**18.20**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	74,959	0.00
FY18 Approved	**1,538,991**	**18.20**

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; 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; develops training materials; and recruits and trains election judges to staff the polling places. In 2018, an eleventh Early Voting Center will be added at a site location yet to be determined. Early Voting Centers will be open for eight days, 10 hours each day, including Saturday and Sunday.

An example of a four-year election cycle, is shown below.

Year One: Federal General Elections (FY17)
Year Two: Federal, State and County Primary Elections (FY18)
Year Three: Federal, State and County General Elections (FY19)
Year Four: Federal Primary Elections (FY20)

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of designated polling place equivalents per election	291	312	312	325	325
Percent of polling places opening on time	100	100	100	100	100
Percent of provisional ballots that were issued because of a clerical error	0.0	0	0	0	0
Percent of election judge compliance with chain of custody procedure	100	100	100	100	100
Number of election judges recruited, trained, and placed per election	2,416	2,674	3,556	3,200	3,400

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,824,699**	**20.23**
Increase Cost: Increase Stipends for Most Judges (between 18%-25%)	86,475	0.00
Enhance: Off-Site Election Judge Training	72,000	1.30
Increase Cost: Additional Early Voting Location	28,380	0.00
Increase Cost: Building or Space Rental/Leases (Polling Places)	5,820	0.00
Decrease Cost: Printing and Mail	(1,352)	0.00

FY18 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	21,668	0.00
FY18 Approved	**3,037,690**	**21.53**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of required voting units per precinct that were operable on election day	100	100	100	100	100
Number of electronic poll books prepared and used on election days	995	895	1,064	995	1,042
Number of voting booths prepared and used on election days	2,762	3,249	4,515	2,800	3,200
Total ballots cast (000s)	247	300	482	130	258

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,562,871**	**16.45**
Enhance: Scanners for Polling Places	100,000	0.00
Increase Cost: Motor Pool Adjustment	22,353	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(48,205)	0.00
FY18 Approved	**3,637,019**	**16.45**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,313,125	3,123,158	3,301,503	3,206,342	2.7 %
Employee Benefits	714,079	762,912	753,107	785,555	3.0 %
County General Fund Personnel Costs	**4,027,204**	**3,886,070**	**4,054,610**	**3,991,897**	**2.7 %**
Operating Expenses	3,917,346	3,965,532	3,963,236	4,221,803	6.5 %
County General Fund Expenditures	**7,944,550**	**7,851,602**	**8,017,846**	**8,213,700**	**4.6 %**
PERSONNEL					
Full-Time	28	28	28	28	—
Part-Time	0	3	3	3	—

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
FTEs	54.78	54.88	54.88	56.18	2.4 %
REVENUES					
Other Charges/Fees	2,364	10,000	10,000	10,000	—
County General Fund Revenues	**2,364**	**10,000**	**10,000**	**10,000**	**—**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**7,851,602**	**54.88**
Changes (with service impacts)		
Enhance: Scanners for Polling Places [Administration]	100,000	0.00
Enhance: Off-Site Election Judge Training [Election Operations]	72,000	1.30
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	107,042	0.00
Increase Cost: Increase Stipends for Most Judges (between 18%-25%) [Election Operations]	86,475	0.00
Increase Cost: Annualization of FY17 Compensation Increases	31,882	0.00
Increase Cost: Additional Early Voting Location [Election Operations]	28,380	0.00
Increase Cost: Motor Pool Adjustment [Administration]	22,353	0.00
Increase Cost: Building or Space Rental/Leases (Polling Places) [Election Operations]	5,820	0.00
Increase Cost: Retirement Adjustment	623	0.00
Decrease Cost: Printing and Mail [Election Operations]	(1,352)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(91,125)	0.00
FY18 APPROVED	**8,213,700**	**56.18**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Voter Registration Services	1,464,032	18.20	1,538,991	18.20
Election Operations	2,824,699	20.23	3,037,690	21.53
Administration	3,562,871	16.45	3,637,019	16.45
Total	**7,851,602**	**54.88**	**8,213,700**	**56.18**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**8,214**	**8,214**	**8,214**	**8,214**	**8,214**	**8,214**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**37**	**37**	**37**	**37**	**37**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**8,214**	**8,251**	**8,251**	**8,251**	**8,251**	**8,251**

Community Engagement Cluster

Approved FY18 Budget	Full Time Equivalents
$3,839,370	23.50

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 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 approved FY18 Operating Budget for the Community Engagement Cluster is $3,839,370, an increase of $146,733 or 3.97 percent from the FY17 Approved Budget of $3,692,637. Personnel Costs comprise 78.25 percent of the budget for 18 full-time position(s) and six part-time position(s), and a total of 23.50 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 21.75 percent of the FY18 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**
- **A Responsive, Accountable County Government**
- **Vital Living for All of Our Residents**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Initiatives

- Establish an inventory of resources that are low-cost and accessible to the Germantown youth and their families to identify and coordinate positive opportunities. The Upcounty Regional Office will increase awareness of offerings in the local community and develop a collection of service providers.
- Provide the Regional Services Centers with matching funds to be used for special events intended to promote the community and stimulate the local economy.

Accomplishments

- ☑ Sponsored or played a major role in organizing dozens of community and ethnic heritage events that drew thousands of residents and visitors in 2016.
- ☑ Continued to strengthen the culture of giving and serving in Montgomery County by connecting volunteers with critical community needs through the Montgomery County Volunteer Center (MCVC). In FY16, 882 agencies received 41,173 referrals from 10,380 volunteers through the Volunteer Center website. For the Community Service Week and Martin Luther King Day, 7,900 volunteers were engaged in 171 different projects. Provided monthly capacity building trainings for agencies attended by 241 people from 130 different organizations. The Retired & Senior Volunteer Program (RSVP) engaged those 55 and older in volunteer opportunities including professional consultant services with the Pro Bono Consulting Program and as Tax-Aide Volunteers. In FY16, Tax-Aide volunteers completed 4,959 tax returns for low to moderate income residents resulting in total tax refunds of over $4 million.
- ☑ Broadened the network of faith communities; strengthened unity through bi-weekly messages and engagement in working groups and committees; celebrated ethnic observances, religious services and the Annual Friendship Picnic; and sponsored a series of public forums and dialogues including Summits of Muslim Leaders, Dangerous Speech, Police-Community Relations, and an Interracial and Interfaith Dialogue on Racism through the work of the Interfaith Community Liaison.
- ☑ Continued to be the County's resource center for immigrants and helped build a network of community service providers in the County via the Charles W. Gilchrist Immigrant Resource Center.
- ☑ Organized the 37th Annual Women's Legislative Briefing in January, 2017, held by the Commission for Women (CFW).
- ☑ Organized and hosted Montgomery County's first regional conference on human trafficking prevention, coordinated by the CFW through the Human Trafficking Task Force.
- ☑ Sponsored, or co-sponsored, 21 educational sessions geared towards female adults, held by the CFW. A total of 1,149 individuals were reached during these educational sessions on topics such as economic empowerment, health and safety, fairness in family law, unique challenges, and under-representation in the workforce and education.
- ☑ Embarked on a county-wide listening tour, to help the CFW understand key issues facing women, what women in specific communities perceive as important and critical, build trust with constituents, build relationships with individuals and community groups, and use tour conversations to shape and influence the CFW legislative advocacy work and programming.
- ☑ Represented Montgomery County on the Metropolitan Washington Airports Authority (MWAA) community advisory committee on aircraft noise; briefed County, State, and Federal elected officials on Federal Aviation Administration (FAA) procedure changes known as NextGen; and established regular communication with the Montgomery County Quiet Skies Coalition, a coalition of neighborhood associations, all through the Bethesda Chevy Chase Regional Services Center (BCCRSC).
- ☑ Continued work with the White Flint Downtown Advisory Committee; organized the first Pike District Fall Fest, a street festival in the White Flint Sector Plan Area; completed focus groups of property owners, businesses, and residents to identify future urban district/business improvement district service needs; and worked with the committee, business leaders, State officials, and the Office of Intergovernmental Affairs on State business improvement district legislation through the BCCRSC.

- ☑ Facilitated the formation of collaborative partnerships for the development of community-based direct service programs in under-served neighborhoods of Eastern Montgomery County, including a comprehensive summer camp with sports, food, and academic enhancement programs.

Collaboration and Partnerships

East County Opportunity Zone Plan

The East County Regional Office, in coordination with the Department of Health and Human Services and a consortium of public-private partners, convened and developed the East County Opportunity Zone Plan for the delivery of safety net and workforce development services in East County.

Partners

Department of Health and Human Services

National Night Out

The East County Regional Office, in collaboration with the Department of Police, Department of Recreation, the East County Citizens Advisory Board and civic groups, held one of the biggest annual National Night Out events in the county, bringing together residents and law enforcement personnel with a focus on citizen involvement, public safety, and crime prevention.

Partners

Department of Police, Department of Recreation

Silver Spring Commercial Hub Directory

The Silver Spring Regional Service Center (SSRSC), working with Silver Spring regional area business groups and non-profit organizations, developed a singular directory of small commercial hubs for Montgomery Hills, Four Corners, Long Branch, Langley Park, Fenton Village, and Brookville Road.

Partners

Non-Profits

Clarksburg Premium Outlets

In anticipation of the opening of the Clarksburg Premium Outlets, the Upcounty Regional Office assessed vehicular and pedestrian access issues associated with construction activities, transit services, and public safety issues related to the construction and operation of the mall. This work required the attention and participation of mall owners Simon Properties, County Police, Fire & Rescue, Corrections & Rehabilitation, Department of Transportation, State Highway Administration, Permitting Services, and County Council staff.

Partners

County Council, Montgomery County Fire and Rescue Service, Department of Permitting Services, Department of Police, Department of Transportation

Long Branch Community Expansion

Working with Health and Human Services, Housing and Community Affairs, the Office of Emergency Management and Homeland Security, the Office of Consumer Protection, Police, and external non-profits and service providers, the SSRSC aggressively participated in the response to the rapid expansion in the Long Branch community of Silver Spring, including the establishment of a model community fund that raised over $750,000.

Partners

Office of Consumer Protection, Office of Emergency Management and Homeland Security, Department of Health and Human Services, Department of Housing and Community Affairs, Department of Police, Non-Profits

Neighborhood Action Team in Mid County

The Mid County Regional Services Center (MCRSC) convened and managed an interagency group (Neighborhood Action Team) made up of Police, Permitting Services, Housing and Community Affairs, Transportation, CountyStat, Recreation, Solid Waste Services, two councilmember offices, nonprofit providers, and civic associations to address a significant number of quality of life issues in the communities north of Wheaton. Progress has been made on traffic mitigation, sidewalks, GreenStreets, trash pick-up, and the provision of information to residents.

Partners

County Council, Department of Housing and Community Affairs, Department of Permitting Services, Department of Police, Department of Recreation, Division of Solid Waste Services, Department of Transportation, Non-Profits

Program Contacts

Contact Fariba Kassiri of the Community Engagement Cluster at 240.777.2512 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

Community Partnership

The Office of Community Partnerships (OCP) is a bridge among 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 with hundreds of nonprofits across Montgomery County.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Overall satisfaction with The Office of Community Partnerships' provision of information, access and support to ethnic, multilingual and multicultural communities (scale 1-5)	4.3	4.4	4.4	4.4	4.4

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,158,607**	**7.50**
Add: Montgomery Senior Volunteer Network	40,000	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.	(18,923)	0.00
FY18 Approved	**1,179,684**	**8.00**

Gilchrist Center

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Overall participant satisfaction with their experience at the Gilchrist Center (scale 1-5)	4.6	4.7	4.7	4.7	4.7
Overall satisfaction of participants in Gilchrist Center classes (scale 1-5)	4.7	4.7	4.7	4.7	4.7

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**327,426**	**5.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	25,203	0.00
FY18 Approved	**352,629**	**5.50**

Commission for Women

The Commission for Women's mission is to identify gender-based inequities in laws, policies, practices and procedures, and to advocate remedies by advising the public and local, state, and federal agencies on issues of concern to women, including organizing events relating to these issues.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
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)	4.55	4.38	4.50	4.50	4.50

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**165,242**	**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.	4,178	0.00
FY18 Approved	**169,420**	**1.00**

Regional Services 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
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)	4.2	4.5	4.5	4.5	4.5
Overall satisfaction of Regional Citizen Advisory Boards with the effectiveness of the Centers' assessment of community needs, problems and issues (scale 1-5)	4.3	4.6	4.5	4.5	4.5

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,158,669**	**5.00**
Add: Matching funds for community events	25,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,006	0.00
FY18 Approved	**1,185,675**	**5.00**

Administration

Administrative Management for the Community Engagement Cluster (CEC) handles 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 responsibilities of this unit include 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**882,693**	**4.00**
Enhance: Administrative Costs	15,000	0.00
Reduce: White Flint Project to reflect its conclusion	(15,000)	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.	69,269	0.00
FY18 Approved	**951,962**	**4.00**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,139,686	2,206,522	2,247,234	2,293,089	3.9 %
Employee Benefits	582,147	615,337	592,280	643,850	4.6 %
County General Fund Personnel Costs	**2,721,833**	**2,821,859**	**2,839,514**	**2,936,939**	**4.1 %**
Operating Expenses	670,103	803,480	803,480	835,111	3.9 %
County General Fund Expenditures	**3,391,936**	**3,625,339**	**3,642,994**	**3,772,050**	**4.0 %**
PERSONNEL					
Full-Time	16	17	17	17	—
Part-Time	4	4	4	6	50.0 %
FTEs	21.55	22.35	22.35	22.85	2.2 %
REVENUES					
Commission for Women Fees	193	0	0	0	—
Electrical Permits	(239)	0	0	0	—
Facility Rental Fees	0	10,500	10,500	10,500	—

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Other Charges/Fees	(576)	0	0	0	—
Parking Fees	(3,600)	0	0	0	—
Recreation Fees	6,105	0	0	0	—
County General Fund Revenues	**1,883**	**10,500**	**10,500**	**10,500**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	65,984	52,859	52,859	52,921	0.1 %
Employee Benefits	24,740	14,439	14,439	14,399	-0.3 %
Grant Fund - MCG Personnel Costs	**90,724**	**67,298**	**67,298**	**67,320**	**—**
Operating Expenses	22,513	0	0	0	—
Grant Fund - MCG Expenditures	**113,237**	**67,298**	**67,298**	**67,320**	**—**
PERSONNEL					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	0.70	0.65	0.65	0.65	—
REVENUES					
Federal Grants	90,863	67,298	67,298	67,320	—
Grant Fund - MCG Revenues	**90,863**	**67,298**	**67,298**	**67,320**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**3,505,173**	**3,692,637**	**3,710,292**	**3,839,370**	**4.0 %**
Total Full-Time Positions	**17**	**18**	**18**	**18**	**—**
Total Part-Time Positions	**4**	**4**	**4**	**6**	**50.0 %**
Total FTEs	**22.25**	**23.00**	**23.00**	**23.50**	**2.2 %**
Total Revenues	**92,746**	**77,798**	**77,798**	**77,820**	**—**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**3,625,339**	**22.35**
Changes (with service impacts)		
Add: Montgomery Senior Volunteer Network [Community Partnership]	40,000	0.50
Add: Matching funds for community events [Regional Services Centers]	25,000	0.00
Enhance: Administrative Costs [Administration]	15,000	0.00
Reduce: White Flint Project to reflect its conclusion [Administration]	(15,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	42,811	0.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY17 Lapsed Positions	15,868	0.00
Increase Cost: Annualization of FY17 Compensation Increases	15,488	0.00
Increase Cost: Annualization of FY17 Personnel Costs	6,182	0.00
Increase Cost: Retirement Adjustment	2,231	0.00
Decrease Cost: Printing and Mail	(869)	0.00
FY18 APPROVED	**3,772,050**	**22.85**

GRANT FUND - MCG

FY17 ORIGINAL APPROPRIATION	**67,298**	**0.65**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY17 Personnel Costs	22	0.00
FY18 APPROVED	**67,320**	**0.65**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Community Partnership	1,158,607	7.50	1,179,684	8.00
Gilchrist Center	327,426	5.50	352,629	5.50
Commission for Women	165,242	1.00	169,420	1.00
Regional Services Centers	1,158,669	5.00	1,185,675	5.00
Administration	882,693	4.00	951,962	4.00
Total	**3,692,637**	**23.00**	**3,839,370**	**23.50**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**3,772**	**3,772**	**3,772**	**3,772**	**3,772**	**3,772**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**16**	**16**	**16**	**16**	**16**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,772**	**3,788**	**3,788**	**3,788**	**3,788**	**3,788**

County Attorney

Approved FY18 Budget	Full Time Equivalents
$6,319,482	44.75

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 approved FY18 Operating Budget for the Office of the County Attorney is $6,319,482, an increase of $367,592 or 6.18 percent from the FY17 Approved Budget of $5,951,890. Personnel Costs comprise 91.05 percent of the budget for 76 full-time position(s) and two part-time position(s), and a total of 44.75 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 8.95 percent of the FY18 budget.

Linkage to County Result Areas

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

- **A Responsive, Accountable County Government**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Accomplishments

- ☑ New laws made in Maryland: Court of Appeals held that the County could engage in government speech to advocate on a ballot question (*FOP v. Leggett*); Court of Appeals held that property owners adjacent to Georgetown Branch right-of-way could not acquire property rights by way of adverse possession against the railroad thereby allowing the County to remove encroachments from the Purple Line right-of-way (*Montgomery County v. Bhatt*); and Court of Appeals held that the County could file action to forfeit a bank account as if it were money earned from the sale of drugs (*Bottini v. Montgomery County*).
- ☑ Customer satisfaction survey-remained highest rated internal service department (3.4 out of a 4.0 scale).
- ☑ Debt Collection Unit collected $13.9 million at a cost of 3.7 percent.
- ☑ Child Welfare Unit: Achieved a 100 percent win/loss ratio.

- ☑ Workers' Compensation Unit net gain increased to $3 million (the $3 million is the net gain as a result of the calculation of all the awards (adding the gains and deducting the losses) in workers compensation cases for the year).
- ☑ Body camera implementation prevailed in prohibited practice charge filed by Fraternal Order of Police (FOP).
- ☑ Executed the White Oak General Development Agreement (GDA).
- ☑ Newlands completed construction of infrastructure improvements in Clarksburg. This is under the settlement agreement between Montgomery County and Newlands settling Newlands' claim against the County in connection with the dissolution of the Clarksburg development district.

Innovations and Productivity Improvements

- The retrieval and review of electronically stored information (ESI) has become a major issue in the context of meeting the County's obligations to respond to discovery demands in litigation cases as well as Maryland Public Information Act (MPIA) requests. To address this issue, OCA is implementing a cloud-based online eDiscovery application which allows the office to analyze and preserve electronic documents and emails for discovery.

Program Contacts

Contact Carolyn Kilgariff of the Office of the County Attorney at 240.777.6766 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 FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of workers' compensation hearings	1,707	1,995	1,871	1,871	1,871
Worker's compensation cases: Total net gain to the County ($000)	$1,902	$3,015	$2,686	$2,686	$2,686
Last settlement amount demanded by plaintiff ($000)	$475,674	$266,636	$346,117	$346,117	$346,117
Subrogation collected ($000)	$93.33	$55	$50	$50	$50
Total paid to plaintiff by the County ($000)	$37	$143	$88	$88	$88
Ratio amount paid by County vs. amount demanded by the plaintiff	0.01	0.05	0.10	0.10	0.10
Total number of settlements	36	31	34	34	34
Number of judgments paid	6	10	7	7	7
Number of judgments in County's favor	68	51	59	59	59
Self-insurance fund litigation: Win/loss ratio	92	84	87	87	87

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**0**	**0.00**
FY18 Approved	**0**	**0.00**

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 FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of children in need of assistance (CINA) or guardianship hearings	2,137	2,238	2,184	2,184	2,184
Number of adoptions granted	22	22	19	19	19
Number of CINA cases closed	162	176	188	188	188
Number of new adoption petitions filed	18	22	20	20	20
Number of new CINA petitions filed	183	170	180	180	180
Number of new termination of parental rights (TPR) petitions filed	24	29	26	26	26
Number of termination of parents rights (TPR's) granted	24	18	22	22	22
Child welfare litigation - ratio of termination of parental rights (TPR) and child in need of assistance (CINA) adjudicated granted or denied	100	100	100	100	100

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,156,270**	**7.40**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	105,963	0.00
FY18 Approved	**1,262,233**	**7.40**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Code enforcement - Win/loss ratio	98.92	97.35	98.10	98.10	98.10
Code enforcement collected ($000)	$583	$316	$489	$489	$489
Debt collection - collected/total referred ratio	144.5	111.7	146	146	146
Debt collection - cost/revenue ratio	3.7	3.7	3.7	3.7	3.7
Debt collection ($000)	$13,501	$13,931	$13,500	$13,500	$13,500
Forfeitures collected ($000)	$121.01	$381.65	$246	$246	$246

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**515,422**	**5.00**

FY18 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(137,516)	(1.50)
FY18 Approved	**377,906**	**3.50**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**422,637**	**5.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	91,018	1.00
FY18 Approved	**513,655**	**6.90**

Human Resources and Appeals

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of appeals in the Appellate Court won	84.21	95.23	83.4	83.4	83.4
Appeals lost	3	1	4	4	4
Appeals won	16	20	18	18	18

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,026,117**	**6.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	66,635	0.75
FY18 Approved	**1,092,752**	**7.25**

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, 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**213,230**	**2.70**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(34,880)	0.00
FY18 Approved	**178,350**	**2.70**

Public Interest Litigation

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 Department 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 entitites 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, upaid fines, and miscellaneous amounts billed by the County.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Ratio of costs/collection	3.7	3.7	3.3	3.3	3.3

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**557,445**	**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.	50,733	0.50
FY18 Approved	**608,178**	**6.50**

Administration

Provides internal personnel, financial, and operational management for the Office of the County Attorney.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Overall average rating from Internal Customer Satisfaction Survey	3.33	3.4	3.4	3.4	3.4

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,517,621**	**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.	144,199	0.00

FY18 Approved Changes	Expenditures	FTEs
FY18 Approved	**1,661,820**	**6.00**

Goverment 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**543,148**	**4.00**
Add: ESI Unit Assistant County Attorney III	140,850	1.00
Increase Cost: Electronically Stored Information (ESI) Software	20,667	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.	(80,077)	(0.50)
FY18 Approved	**624,588**	**4.50**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,039,330	4,040,503	4,064,634	4,401,697	8.9 %
Employee Benefits	1,447,612	1,363,136	1,376,158	1,352,393	-0.8 %
County General Fund Personnel Costs	**5,486,942**	**5,403,639**	**5,440,792**	**5,754,090**	**6.5 %**
Operating Expenses	640,326	548,251	788,199	565,392	3.1 %
County General Fund Expenditures	**6,127,268**	**5,951,890**	**6,228,991**	**6,319,482**	**6.2 %**
PERSONNEL					
Full-Time	72	73	73	76	4.1 %
Part-Time	5	4	4	2	-50.0 %
FTEs	43.50	43.50	43.50	44.75	2.9 %
REVENUES					
Federal Financial Participation Reimbursements	224,545	231,165	231,165	231,165	—
Other Charges/Fees	1,491	75,000	75,000	75,000	—
Other Intergovernmental	384	45,630	45,630	45,630	—
County General Fund Revenues	**226,420**	**351,795**	**351,795**	**351,795**	**—**

FY18 APPROVED CHANGES

	Expenditures	FTEs

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**5,951,890**	**43.50**
Changes (with service impacts)		
Add: ESI Unit Assistant County Attorney III [Goverment Operations]	140,850	1.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	126,260	0.00
Increase Cost: Annualization of FY17 Compensation Increases	40,278	0.00
Increase Cost: Retirement Adjustment	25,108	0.00
Increase Cost: Electronically Stored Information (ESI) Software [Goverment Operations]	20,667	0.00
Increase Cost: Annualization of FY17 Personnel Costs	17,955	0.00
Technical Adj: Convert Assistant County Attorney III Position from Part Time to Full Time During FY17	0	0.25
Decrease Cost: Printing and Mail	(3,526)	0.00
FY18 APPROVED	**6,319,482**	**44.75**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Insurance Defense Litigation	0	0.00	0	0.00
Health and Human Services	1,156,270	7.40	1,262,233	7.40
Finance and Procurement	515,422	5.00	377,906	3.50
Support Services	422,637	5.90	513,655	6.90
Human Resources and Appeals	1,026,117	6.50	1,092,752	7.25
Zoning, Land Use and Economic Development	213,230	2.70	178,350	2.70
Public Interest Litigation	557,445	6.00	608,178	6.50
Administration	1,517,621	6.00	1,661,820	6.00
Goverment Operations	543,148	4.00	624,588	4.50
Total	**5,951,890**	**43.50**	**6,319,482**	**44.75**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
Board of Appeals	General Fund	96,839	0.50	65,070	0.50
Intergovernmental Relations	General Fund	26,333	0.30	27,115	0.30
Finance	General Fund	178,426	1.05	195,848	1.05
Finance	Risk Management (Self Insurance - ISF)	2,762,682	19.75	2,865,615	19.75
Human Resources	Employee Health Self Insurance	17,350	0.10	17,675	0.10

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
Correction and Rehabilitation	General Fund	0	0.00	153,733	1.00
Parking District Services	Bethesda Parking	14,900	0.10	23,858	0.10
Parking District Services	Silver Spring Parking	29,800	0.20	26,557	0.20
Health and Human Services	Grant Fund	194,294	2.40	194,294	2.40
Permitting Services	Permitting Services	212,816	1.00	220,446	1.00
Housing and Community Affairs	General Fund	84,876	0.50	85,904	0.50
Housing and Community Affairs	Montgomery Housing Initiative	169,751	1.00	171,809	1.00
Solid Waste Services	Solid Waste Disposal	128,495	0.75	132,564	0.75
Solid Waste Services	Solid Waste Collection	42,832	0.25	44,188	0.25
CIP	Capital Fund	417,838	3.00	431,737	3.00
NDA - Montgomery County Employee Retirement Plans	General Fund	17,350	0.10	17,675	0.10
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	17,350	0.10	17,675	0.10
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	72,872	0.42	74,236	0.42
NDA - Retiree Health Benefits Trust	Retiree Health Benefits Trust Fund	29,496	0.17	30,048	0.17
NDA - Retiree Health Benefits Trust	RSP-Disability Benefits (LTD2)	10,410	0.06	10,605	0.06
Cable Television Communications Plan	Cable TV	115,121	0.50	119,291	0.50
	Total	**4,639,831**	**32.25**	**4,925,943**	**33.25**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**6,319**	**6,319**	**6,319**	**6,319**	**6,319**	**6,319**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**42**	**42**	**42**	**42**	**42**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**6,319**	**6,361**	**6,361**	**6,361**	**6,361**	**6,361**

Ethics Commission

Approved FY18 Budget	Full Time Equivalents
$429,607	3.00

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 approved FY18 Operating Budget for the Ethics Commission is $429,607, a decrease of $144,687 or 25.19 percent from the FY17 Approved Budget of $574,294. Personnel Costs comprise 89.95 percent of the budget for three full-time position(s) and no part-time position(s), and a total of 3.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 10.05 percent of the FY18 budget.

Linkage to County Result Areas

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

- **A Responsive, Accountable County Government**

Department Performance Measures

Performance measures for this department are included below (where applicable). The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Program Measures					
Number of financial disclosure statements required (calendar year)	1,651	1,702	1,702	1,702	1,702
Number of formal opinions, waivers and guidance (calendar year)	17	28	28	28	28
Number of lobbyists registered (calendar year)	230	262	262	262	262
Number of lobbyist activity reports (calendar year)	350	372	372	372	372
Number of outside employment requests processed (calendar year)	1,089	1,568	1,568	1,568	1,568

Initiatives

- Implementing systemic ethics training for County employees.
- Implementing an online payment system for lobbying registration.

- In collaboration with the Department of Technology Services, developing specifications for, and overseeing the building of a new online financial disclosure filing system to replace the existing, obsolete system.
- The Commission will seek to have new regulations concerning Commission processes, outside employment approval, misuse of position, gifts, and financial disclosure statements adopted and implemented this year.

Accomplishments

- ☑ The Commission established new policies for outside employment resulting in increased program reliability and transparency. The number of outside employment requests sharply increased during the year as a result of the ease of use of the online system established in 2015 and the new policies.
- ☑ Review of outside employment requests resulted in a substantial increase in requests for waivers from employees seeking to engage in outside employment with entities that contract with the requesting employee's department.
- ☑ The Commission proposed new regulations addressing Commission processes and several aspects of the Public Ethics Law.
- ☑ The Commission implemented several changes to the financial disclosure requirements and filing processes as a result of the October 2015 amendments to the Public Ethics Law.

Program Contacts

Contact Robert Cobb, Director 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 administers the electronic filing system for reporting and coordinates with the Office of Human Resources and all County agencies regarding the status of filers. It resolves all anomalous circumstances and questions from filers that routinely arise associated with the filing of financial disclosure reports and the system designed for that purpose.

Outside Employment: The Public Ethics Law requires that County employees obtain approval from the Ethics Commission prior to engaging in any employment other than County employment. The Ethics Commission administers an online process pursuant to which requests are made and reviewed by the employee's agency. The Ethics Commission staff prepares all requests for consideration by the Ethics Commission, including obtaining additional information from requestors and County agencies and conducting preliminary legal analysis of requests. The Ethics Commission approves requests, as appropriate, setting conditions on approval as necessary to ensure compliance with ethics requirements, and staff notifies requestors by letter of the disposition of requests. The Ethics Commission publishes and updates approved outside employment information required to be made public by the Public Ethics Law.

Lobbying: The Public Ethics Law requires certain persons who spend or receive over $500 to communicate with County officials and employees to register as lobbyists and to file semi-annual activity reports with the Ethics Commission. Annual registration fees are required and are paid to the Ethics Commission 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, and/or hearings, makes findings, and imposes sanctions and penalties if warranted.

Advisory Opinions, Waivers, and Advice: In accordance with the Public Ethics Law, the Ethics Commission answers inquiries on the application of the Public Ethics Law, publishes opinions, and grants waivers of Ethics Law requirements, as appropriate.

Education: The Ethics Commission conducts public education and other information programs regarding the Public Ethics Law.

Legislative and Regulatory: The Ethics Commission recommends and prepares new ethics legislation and regulations.

Coordination and Outreach: The Staff of the Ethics Commission coordinates with the Office of the County Attorney and the Office of the Inspector General as necessary on legal and investigative matters. The staff also serves as the principal public resource on the County's ethics laws, 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 ensuring that Ethics Commission meetings are conducted 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 FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	290,709	294,686	300,035	312,090	5.9 %
Employee Benefits	74,197	74,301	74,244	74,355	0.1 %
County General Fund Personnel Costs	**364,906**	**368,987**	**374,279**	**386,445**	**4.7 %**
Operating Expenses	17,573	205,307	205,307	43,162	-79.0 %
County General Fund Expenditures	**382,479**	**574,294**	**579,586**	**429,607**	**-25.2 %**
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.00	3.00	3.00	3.00	—
REVENUES					
Miscellaneous Revenues	32,000	30,000	30,000	30,000	—
County General Fund Revenues	**32,000**	**30,000**	**30,000**	**30,000**	**—**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**574,294**	**3.00**

FY18 APPROVED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY17 Personnel Costs	9,529	0.00
Increase Cost: FY18 Compensation Adjustment	7,609	0.00
Increase Cost: Annualization of FY17 Compensation Increases [Ethics Program Compliance]	2,085	0.00
Decrease Cost: Printing and Mail	(145)	0.00
Decrease Cost: Retirement Adjustment	(1,765)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY17 [Ethics Program Compliance]	(162,000)	0.00
FY18 APPROVED	**429,607**	**3.00**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**430**	**430**	**430**	**430**	**430**	**430**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**2**	**2**	**2**	**2**	**2**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**430**	**432**	**432**	**432**	**432**	**432**

Finance

Approved FY18 Budget	Full Time Equivalents
$81,401,713	125.02

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 approved FY18 Operating Budget for the Department of Finance is $81,401,713, an increase of $3,644,428 or 4.69 percent from the FY17 Approved Budget of $77,757,285. Personnel Costs comprise 20.63 percent of the budget for 132 full-time position(s) and no part-time position(s), and a total of 125.02 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 79.37 percent of the FY18 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 approved FY18 Operating Budget for the General Fund component is $14,446,096 an increase of $380,277 or 2.70 percent over the FY17 approved budget of $14,065,819. Personnel Costs comprise approximately 83.98 percent of the General Fund budget for 121 full-time positions. A total of 93.90 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 16.02 percent of the budget.

The total FY18 Operating Budget for the Self-Insurance Fund component of Finance (Risk Management) is $66,955,617, an increase of $3,264,151 or 5.12 percent over the FY17 approved budget of $63,691,466. Personnel Costs comprise approximately 6.96 percent of the Self-Insurance Fund budget for 11 full-time positions. A total of 31.12 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 93.04 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 FTE 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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Initiatives

- Implement remediation items as outlined by the Payment Card Industry and National Automated Clearing House Association annual security assessment, with the assistance of contract resources.
- Implement improvements to payroll processes and procedures due to the continuously increasing scope of payroll and administrative duties.
- Develop an electronic contract tracking system to track contract review requirements and provide additional assistance and support to departments to expedite the process.
- Develop electronic applications to emphasize occupational safety and health. Provide contractual resources to aid and enhance support to departments and member agencies of the Montgomery County Self Insurance Program to achieve improved safety and health in the workplace.
- Add one full-time position to administer the Small Business Assistance Program under the Economic Development Fund to provide financial assistance for eligible businesses adversely impacted by the redevelopment project.

Accomplishments

- ☑ Successfully retained the County's AAA bond rating from all three major credit rating agencies in the Fall of 2016.
- ☑ Successfully issued $300 million in GO Bonds in FY16 with an interest rate (True Interest Cost) of 2.803% which was 3.5 basis points below the benchmark rate according to the Municipal Market Data (MMD) Index.
- ☑ Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the FY16 Comprehensive Annual Financial Report (CAFR), the 47th year for this achievement.
- ☑ The County's Small Business Plus program, now in its fourth year, generated $109 million in new small business loans, 352 new jobs, and $160,000 in interest income in 2015 as a result of the County depositing up to $50 million with participating local banks.
- ☑ Finance, in collaboration with the State Board of Elections, implemented the County's Public Election Fund providing matching County funds to eligible candidates running for an elected office of County Executive or County Council.
- ☑ Successfully recommended State legislation (that was adopted by the General Assembly in the 2016 legislative session) to modify the Wynne Case income tax refund repayment schedule to a greater number of quarterly periods and to delay the repayment schedule.
- ☑ Issued $46.5 million in Water Quality Protection Charge (WQPC) Revenue Bonds to assist the Department of Environmental Protection in support of its stormwater management program in FY16. Standard & Poor's Rating Agency also raised its rating of the 2012A WQPC bonds to AA+ "based on a combination of an extremely strong enterprise profile and a very strong financial risk profile."
- ☑ Implemented the County's Commercial Property Assessed Clean Energy Program (C-PACE) with the first project completed in March 2017.

- Implemented two safety-related electronic applications: 1) Safety and Health Program (SHP) audit; and 2) Ergonomics application. The SHP application provides an efficient means of conducting and reviewing compliance programs; and the Ergonomics application speeds and consolidates communication with Occupational Medical Services regarding ergonomic reviews and allows analytical reporting.

Innovations and Productivity Improvements

- Leveraged datasets from the Oracle ERP system for a technology solution that will perform analytics to determine duplicate and erroneous payments.
- Implemented and trained employees on a major upgrade to the Municipal tax system, completed non-IT requirements for the Treasury Risk Assessment, fully implemented cross-training for select staff, re-engineered MC311 service request procedures, and implemented document tracking procedures for cashiering, transfer, and property tax sections.
- Coordinated the on-line credit card payment systems for Health and Human Services, Police, Office of Emergency Management and Homeland Security, and Libraries.
- Implemented a disaster recovery solution for the MUNIS property tax bill platform.
- Improved the experience of vendors doing business with Montgomery County by sending electronic remittance advices to vendors who have requested electronic payments, reducing processing, printing, and postage costs.
- Achieved greater efficiency in claim reporting by inputting telephonically reported claims directly into the claim management system.

Program Contacts

Contact Sarah Gomez of the Department of Finance at 240.777.8885 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

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; implementing and managing

new County initiatives such as the Public Election Fund and Commercial Property Assessed Clean Energy (C-PACE) programs; managing several economic development initiatives that were transferred from the abolished Department of Economic Development; and high quality financial consulting services for County agencies, managers, staff, elected officials, and residents.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Bond Rating - Rating given to Montgomery County by Fitch, Moody's, and Standard and Poor's (Bond ratings are a measure of the quality and safety of a bond and are based on the issuer's financial condition)	AAA	AAA	AAA	AAA	AAA
Interest Rate - True Interest Cost for Montgomery County General Obligation Bonds (the most common debt instrument used by the County)	2.7%	2.8%	3.0%	3.5%	4.0%
Interest Rate Benchmarking - County General Obligation (GO) vs. Municipal Market Data Index (basis point spread)	-3.0	-3.5	-5.0	-5.0	-5.0
Investment Return - Rate of return on Montgomery County's investments	0.18%	0.39%	0.50%	1.00%	1.50%
Investment Return Benchmarking - County Return vs. S&P Local Government Investment Pool Index (basis point spread)	13	19	15	15	15
Revenue forecasting - Percent variance between actual revenue and projected revenue	-1.48	-0.15	0.00	0.00	0.00

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,084,907**	**10.00**
Shift: EMSI Annual Subscription from Finance to the Montgomery County Economic Development Corporation (MCEDC)	(12,000)	0.00
Shift: Bethesda Green Contract to the Montgomery County Economic Development Corporation (MCEDC)	(25,000)	0.00
Shift: Funding for Small Business Development to NDA-MEDCO	(30,000)	0.00
Shift: Rockville Economic Development Inc. (Maryland Women's Center) Contracts to the Montgomery County Economic Development Corporation (MCEDC)	(40,000)	0.00
Decrease Cost: Maker Programming and Grants	(50,000)	0.00
Shift: Funding for Maker Programming and Grants to Department of Recreation	(100,000)	0.00
Shift: Funding for Latino Economic Development Corporation to NDA-MEDCO	(125,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	187,402	1.00
FY18 Approved	**1,890,309**	**11.00**

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.

FY18 Approved Changes	Expenditures	FTEs

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**957,546**	**2.00**
Add: Contractor IT Resources	100,000	0.00
Increase Cost: Property Tax Billing IT Application - Maintenance	72,660	0.00
Increase Cost: Annual PCI and ACH Industry Compliance	5,550	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.	242,498	1.00
FY18 Approved	**1,378,254**	**3.00**

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 audits by Accounts Payable.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Procurement Card rebate revenue generated	487,901	446,888	450,000	450,000	450,000

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,028,652**	**10.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(218,641)	(2.25)
FY18 Approved	**810,011**	**7.75**

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 stardardized 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**655,240**	**6.00**
Increase Cost: DLC Chargeback for Accounts Receivable Shared Services	58,180	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.	(67,982)	(1.00)
FY18 Approved	**645,438**	**5.50**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Receive the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting [1]	Received	Received	Expected	Expected	Expected

[1] *The County has been awarded this certificate more times than any other county in the nation (FY16 = 47 times)*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,766,373**	**14.65**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	243,841	2.00
FY18 Approved	**2,010,214**	**16.65**

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 the State Uniform Financial Report, as well as numerous other standardized and specialized reports. This program also provides high quality, timely service to County departments through analysis and technical assistance; and through preparation, review, and approval of grant financial transactions.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**599,716**	**5.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	37,448	0.00
FY18 Approved	**637,164**	**5.00**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Pension and long-term disability (LTD2) payroll payments processed	74,621	60,148	63,000	63,000	63,000

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,141,021**	**9.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	68,408	1.00
FY18 Approved	**1,209,429**	**10.00**

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, carryout bags, electronic cigarettes). 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Property tax accounts billed	367,708	371,446	373,000	375,000	377,000

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,733,184**	**18.10**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	212,221	0.00
FY18 Approved	**1,945,405**	**18.10**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Cashier transactions processed [1]	40,792	90,377	91,000	91,000	91,000

[1] *FY15 and previous years were based on an Oracle report that did not provide full detail on the number of transactions processed by the Cashiers. Beginning in FY16 the Cashiering unit began tracking all transactions.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**435,870**	**4.90**
Increase Cost: Billing and Collection Services - Parking Districts	20,066	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.	(8,268)	0.00
FY18 Approved	**447,668**	**4.90**

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 their exposures and outstanding and projected future claims. The program provides accurate and timely insurance and risk management advice to County Departments and participating agencies and reduces County and participating agency exposure to risk by: comparing the cost of commercially available coverage to evaluate the best method of funding exposure to loss; transferring contractual risk under indemnification/hold harmless agreements; avoiding risk; and purchasing commercial insurance policies.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of contract review actions to ensure adequate insurance coverage and compliance [1]	11,613	10,905	10,000	10,000	10,000
Workers Compensation - Cost per $100 of payroll	3.36	3.22	3.17	3.22	3.36
Workers Compensation - Number of Montgomery County Government cases resulting in lost work time	543	524	555	588	623

[1] *Measurement of contract review actions consists 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.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**59,370,271**	**3.00**
Increase Cost: Claims Expense	2,528,991	0.00
Increase Cost: Claims Service Contract Administrative Costs	218,930	0.00
Increase Cost: Insurance Analyst	115,170	1.00
Increase Cost: Commercially Purchased Property and Casualty Insurance	50,000	0.00
Increase Cost: Professional Services - Claims Audit Contract	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.	(51,222)	0.00
FY18 Approved	**62,272,140**	**4.00**

Occupational Safety and Health

This program operates a pro-active safety program and 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 by the section of Risk Management 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 is provided continuously to promote a safe and healthy work environment for County employees. The program also employs computer-based training.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Training classes conducted by Safety and Health Specialists	155	1,350	1,500	1,650	1,800

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**610,529**	**3.00**
Increase Cost: Safety Contractor/Data Analyst	120,000	0.00
Increase Cost: Safety Equipment Maintenance and Replacement	40,000	0.00
Decrease Cost: Motor Pool Adjustment	(2,136)	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.	31,555	0.00
FY18 Approved	**799,948**	**3.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,910,472**	**19.75**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(44,857)	0.00
FY18 Approved	**2,865,615**	**19.75**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,463,504**	**16.37**
Increase Cost: Kronos Annual Maintenance and Support	24,400	0.00
Decrease Cost: Printing and Mail	(483)	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding	(1,320)	0.00
Decrease Cost: Contractual Resources for Indirect Cost Analysis and 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.	44,017	0.00
FY18 Approved	**4,490,118**	**16.37**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	8,123,384	8,945,564	7,711,299	9,527,125	6.5 %
Employee Benefits	2,855,928	2,543,561	2,870,794	2,604,361	2.4 %
County General Fund Personnel Costs	**10,979,312**	**11,489,125**	**10,582,093**	**12,131,486**	**5.6 %**
Operating Expenses	2,560,022	2,576,694	3,395,325	2,314,610	-10.2 %
County General Fund Expenditures	**13,539,334**	**14,065,819**	**13,977,418**	**14,446,096**	**2.7 %**
PERSONNEL					
Full-Time	106	111	111	121	9.0 %
Part-Time	0	0	0	0	—
FTEs	95.81	91.65	91.65	93.90	2.5 %
REVENUES					
Miscellaneous Revenues	445,213	475,000	450,000	450,000	-5.3 %
Other Charges/Fees	280,423	317,490	366,240	367,220	15.7 %
Other Fines/Forfeitures	19,657	10,000	10,000	10,000	—
Other Intergovernmental	170,579	238,420	238,420	373,810	56.8 %
County General Fund Revenues	**915,872**	**1,040,910**	**1,064,660**	**1,201,030**	**15.4 %**
SELF INSURANCE INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	3,118,963	3,395,696	3,408,148	3,586,713	5.6 %
Employee Benefits	994,557	995,580	1,007,113	1,074,732	8.0 %
Self Insurance Internal Service Fund Personnel Costs	**4,113,520**	**4,391,276**	**4,415,261**	**4,661,445**	**6.2 %**
Operating Expenses	54,364,915	59,300,190	60,928,377	62,294,172	5.1 %
Self Insurance Internal Service Fund Expenditures	**58,478,435**	**63,691,466**	**65,343,638**	**66,955,617**	**5.1 %**
PERSONNEL					
Full-Time	10	10	10	11	10.0 %
Part-Time	0	0	0	0	—
FTEs	30.12	30.12	30.12	31.12	3.3 %
REVENUES					
Investment Income	463,826	623,210	623,210	623,210	—
Miscellaneous Revenues	861,147	0	0	0	—
Self Insurance Revenues	65,334,302	63,301,393	63,301,393	67,554,102	6.7 %
Self Insurance Internal Service Fund Revenues	**66,659,275**	**63,924,603**	**63,924,603**	**68,177,312**	**6.7 %**
DEPARTMENT TOTALS					
Total Expenditures	**72,017,769**	**77,757,285**	**79,321,056**	**81,401,713**	**4.7 %**
Total Full-Time Positions	**116**	**121**	**121**	**132**	**9.1 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Total FTEs	**125.93**	**121.77**	**121.77**	**125.02**	**2.7 %**
Total Revenues	**67,575,147**	**64,965,513**	**64,989,263**	**69,378,342**	**6.8 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**14,065,819**	**91.65**
Changes (with service impacts)		
Add: Contractor IT Resources [Information Technology]	100,000	0.00
Add: Payroll Reorganization	100,000	2.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	259,889	0.00
Increase Cost: Annualization of FY17 Personnel Costs	97,897	(0.25)
Increase Cost: Property Tax Billing IT Application - Maintenance [Information Technology]	72,660	0.00
Increase Cost: Annualization of FY17 Compensation Increases	58,934	0.00
Increase Cost: DLC Chargeback for Accounts Receivable Shared Services [Accounts Receivable]	58,180	0.50
Increase Cost: Kronos Annual Maintenance and Support [Operations and Administration]	24,400	0.00
Increase Cost: Billing and Collection Services - Parking Districts [Treasury Operations]	20,066	0.00
Increase Cost: Retirement Adjustment	10,063	0.00
Increase Cost: Annual PCI and ACH Industry Compliance [Information Technology]	5,550	0.00
Decrease Cost: Printing and Mail	(5,362)	0.00
Shift: EMSI Annual Subscription from Finance to the Montgomery County Economic Development Corporation (MCEDC) [Fiscal Management]	(12,000)	0.00
Shift: Bethesda Green Contract to the Montgomery County Economic Development Corporation (MCEDC) [Fiscal Management]	(25,000)	0.00
Shift: Funding for Small Business Development to NDA-MEDCO [Fiscal Management]	(30,000)	0.00
Shift: Rockville Economic Development Inc. (Maryland Women's Center) Contracts to the Montgomery County Economic Development Corporation (MCEDC) [Fiscal Management]	(40,000)	0.00
Decrease Cost: Contractual Resources for Indirect Cost Analysis and Services [Operations and Administration]	(40,000)	0.00
Decrease Cost: Maker Programming and Grants [Fiscal Management]	(50,000)	0.00
Shift: Funding for Maker Programming and Grants to Department of Recreation [Fiscal Management]	(100,000)	0.00
Shift: Funding for Latino Economic Development Corporation to NDA-MEDCO [Fiscal Management]	(125,000)	0.00
FY18 APPROVED	**14,446,096**	**93.90**
SELF INSURANCE INTERNAL SERVICE FUND		
FY17 ORIGINAL APPROPRIATION	**63,691,466**	**30.12**
Other Adjustments (with no service impacts)		

FY18 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Claims Expense [Insurance]	2,528,991	0.00
Increase Cost: Claims Service Contract Administrative Costs [Insurance]	218,930	0.00
Increase Cost: Safety Contractor/Data Analyst [Occupational Safety and Health]	120,000	0.00
Increase Cost: Insurance Analyst [Insurance]	115,170	1.00
Increase Cost: FY18 Compensation Adjustment	93,396	0.00
Increase Cost: Commercially Purchased Property and Casualty Insurance [Insurance]	50,000	0.00
Increase Cost: Professional Services - Claims Audit Contract [Insurance]	40,000	0.00
Increase Cost: Safety Equipment Maintenance and Replacement [Occupational Safety and Health]	40,000	0.00
Increase Cost: Annualization of FY17 Personnel Costs	35,669	0.00
Increase Cost: Retirement Adjustment	15,391	0.00
Increase Cost: Annualization of FY17 Compensation Increases	10,543	0.00
Decrease Cost: Printing and Mail [Operations and Administration]	(483)	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding [Operations and Administration]	(1,320)	0.00
Decrease Cost: Motor Pool Adjustment [Occupational Safety and Health]	(2,136)	0.00
FY18 APPROVED	**66,955,617**	**31.12**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Fiscal Management	2,084,907	10.00	1,890,309	11.00
Information Technology	957,546	2.00	1,378,254	3.00
Accounts Payable	1,028,652	10.00	810,011	7.75
Accounts Receivable	655,240	6.00	645,438	5.50
General Accounting	1,766,373	14.65	2,010,214	16.65
Grants Accounting	599,716	5.00	637,164	5.00
Payroll	1,141,021	9.00	1,209,429	10.00
Tax Operations	1,733,184	18.10	1,945,405	18.10
Treasury Operations	435,870	4.90	447,668	4.90
Insurance	59,370,271	3.00	62,272,140	4.00
Occupational Safety and Health	610,529	3.00	799,948	3.00
Legal Services	2,910,472	19.75	2,865,615	19.75
Operations and Administration	4,463,504	16.37	4,490,118	16.37
Total	**77,757,285**	**121.77**	**81,401,713**	**125.02**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	122,320	0.75	122,000	0.75
Human Resources	Retiree Health Benefits Trust Fund	43,180	0.25	42,160	0.25
General Services	Central Duplicating (Printing & Mail)	6,320	0.05	6,570	0.05
Transportation	Leaf Vacuuming	214,571	0.43	216,542	0.43
Parking District Services	Bethesda Parking	40,043	0.24	31,640	0.24
Parking District Services	Silver Spring Parking	43,522	0.27	36,230	0.27
Parking District Services	Montgomery Hills Parking	267	0.00	0	0.00
Parking District Services	Wheaton Parking	13,744	0.09	12,390	0.09
Community Use of Public Facilities	Community Use of Public Facilities	48,920	0.37	51,010	0.37
Recreation	Recreation	42,010	0.33	44,270	0.33
Permitting Services	Permitting Services	11,470	0.10	12,210	0.10
Environmental Protection	Water Quality Protection	865,388	6.00	853,694	6.00
Solid Waste Services	Solid Waste Disposal	515,059	4.38	521,955	4.38
Solid Waste Services	Solid Waste Collection	237,178	0.64	239,456	0.64
Liquor Control	Liquor	315,990	2.50	1,003,926	9.00
CIP	Capital Fund	153,400	1.00	145,293	1.00
Non-Departmental Accounts	Employees Retirement Savings Plan (RSP)	12,090	0.07	14,164	0.10
Non-Departmental Accounts	Retirement Fund (ERS)	63,900	0.37	78,938	0.54
Non-Departmental Accounts	Retiree Health Benefits Trust Fund	0	0.00	2,364	0.02
Non-Departmental Accounts	BIT 457 Deferred Comp. Plan	5,180	0.03	7,424	0.06
Non-Departmental Accounts	RSP-Disability Benefits (LTD2)	27,630	0.16	26,980	0.16
NDA - Conference Center	General Fund	129,079	1.00	129,574	1.00
Economic Development Fund	Economic Development Fund	114,178	1.00	143,833	1.00
	Total	**3,025,439**	**20.03**	**3,742,623**	**26.78**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**14,446**	**14,446**	**14,446**	**14,446**	**14,446**	**14,446**
No inflation or compensation change is included in outyear projections.						
Contractual Resources for Indirect Cost Analysis and Services	**0**	**40**	**0**	**40**	**0**	**40**
Indirect Cost Analysis through contract.						
Kronos Annual Maintenance and Support	**0**	**7**	**24**	**41**	**60**	**78**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
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.						
Labor Contracts	**0**	**67**	**67**	**67**	**67**	**67**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**14,446**	**14,560**	**14,537**	**14,594**	**14,573**	**14,631**
SELF INSURANCE INTERNAL SERVICE FUND						
EXPENDITURES						
FY18 Approved	**66,956**	**66,956**	**66,956**	**66,956**	**66,956**	**66,956**
No inflation or compensation change is included in outyear projections.						
Professional Services - Claims Audit Contract	**0**	**(40)**	**0**	**(40)**	**0**	**(40)**
The Claims Audit is conducted every other year and is needed in even years.						
Retiree Health Insurance Pre-funding	**0**	**0**	**1**	**1**	**1**	**1**
Labor Contracts	**0**	**33**	**33**	**33**	**33**	**33**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**66,956**	**66,949**	**66,990**	**66,950**	**66,990**	**66,950**

General Services

Approved FY18 Budget	Full Time Equivalents
$39,011,966	171.00

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.

Budget Overview

The total approved FY18 Operating Budget for the Department of General Services is $39,011,966, an increase of $1,723,233 or 4.62 percent from the FY17 Approved Budget of $37,288,733. Personnel Costs comprise 41.68 percent of the budget for 231 full-time position(s) and two part-time position(s), and a total of 171.00 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 58.32 percent of the FY18 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:

- **Healthy and Sustainable Neighborhoods**
- **A Responsive, Accountable County Government**
- **Strong and Vibrant Economy**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Multi-Program Measures					
Building Design and Construction: Percent of projects meeting initial design timeline	100	100	95	95	95
Building Design and Construction: Percent of projects meeting initial construction timeline	92	91	95	95	95
Building Design and Construction: Percent of projects meeting initial design costs	100	100	95	95	95
Building Design and Construction: Percent of projects meeting initial construction costs	92	91	95	95	95

Accomplishments

- ☑ Initiated and implemented, with the support of the Office of Emergency Management and Homeland Security, a 'Facility Status' message board on the webEOC portal. During an emergency, webEOC users will have the ability to search remotely for facility readiness status in terms of overall accessibility and power, water, telephone, and gas.
- ☑ Reduced the combined annual greenhouse gas emissions of County buildings and fleets by 67% since fiscal year 2005. Greenhouse gas reductions were achieved through the purchase of electricity generated by clean energy technologies, solar energy installations on County facilities, building energy efficiency initiatives, improved fleet vehicle mileage and fleet alternative fuel use.
- ☑ Enriched communities through public-private partnerships with new public investment including hiker/biker trails and sidewalks, pedestrian and vehicular connections to Metro and regional utility infrastructure at the former County Service Park.
- ☑ Redeveloped Site II in East County to create a unique hub that will capitalize on the surrounding and nearby regulatory, higher education, and medical resources with land uses that reflect the County's policy to encourage employment, community revitalization, and economic development with an anticipated focus on the biomedical and biotechnology industries and the innovation economy.
- ☑ Partnered with the State and local business owners to implement the Wheaton Facade Easement Program to improve and reinvest in existing commercial building exteriors in an environmentally friendly and sustainable manner.

Innovations and Productivity Improvements

- Implemented cutting edge energy data management software to capture utility information and display data on a dashboard allowing County staff to identify anomalies and take action.
- ERP Work Order System Reimplementation: This project will enhance the current Asset Management (eAM) functionalities and usage through implementing additional features not currently enabled, including full inventory capabilities. This effort will involve eAM Work Request, Work Order, Asset Hierarchy, Inventory, Purchasing, and Mobile App modules. Through this reimplementation, the Department of General Services (DGS) will be able to track expenses and labor by asset number down to specific components, significantly improving the efficiency in providing maintenance services and better allocating resources. With the additional tools provided by this reimplementation, DGS will be able to perform short- and long-term planning for asset replacement.
- Comprehensive Asset Inventory: This initiative will gather all the data needed to populate the Work Order system, while tagging individual pieces of equipment and assessing condition to determine maintenance and replacement priorities. The effort will serve as the new basis for asset management within the eAM Oracle Work Order System, allowing long-term planning while building the foundation for a shift from "break-fix" to a predictive maintenance approach. The initiative has been phased to commence with critical public safety buildings.

Program Contacts

Contact Angela Dizelos of the Department of General Services at 240.777.6028 or Jedediah Millard of the Office of Management and Budget at 240.777.2769 for more information regarding this department's operating budget.

Program Descriptions

Central Duplicating, Imaging, Archiving, & Mail Services

This program provides timely and efficient document management to County Government through: high-speed digital printing services; desktop and electronic publishing; high-speed color digital printing; full service bindery; large format and banner printing, digital imaging; and electronic and physical archiving of County records. The program administers and manages the countywide paper and copier contracts. A full service mail operation processes all classes of incoming, interoffice, and outgoing mail to the U.S. Postal Service and County departments and agencies.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**7,963,862**	**28.75**
Shift: Personnel Costs and FTE from General Fund to Align to Actual Labor Effort	28,724	0.32
Technical Adj: Shift Operating Expenses to Personnel Costs to Replace Temporary Contract Staff with Permanent Employees	0	5.00
Decrease Cost: Staff turnover and staff reclass	(29,166)	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.	82,969	0.00
FY18 Approved	**8,046,389**	**34.07**

Real Estate Program

This program provides for leasing, site acquisition/disposition, space management and site evaluation. The leasing function recommends, plans, coordinates, implements, and administers the leasing of real property for both revenue and expense leases, including closed school facilities, at the best economic and operational value to the County. Site acquisition is the purchase of property for County use and disposition is the sale or lease of surplus property. The space management function provides for the efficient and aesthetic utilization of space in County-owned and leased facilities. The site evaluation function provides technical support to site evaluation committees for Capital Improvements Program (CIP) projects.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Real Estate: Average amount Montgomery County pays in rent (in dollars per square foot)	22.27	27.67	28.58	29.15	29.44

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**947,561**	**7.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	30,577	0.00
FY18 Approved	**978,138**	**7.00**

Energy and Sustainability

The Office of Energy and Sustainability (ES) is responsible for facilitating comprehensive energy and sustainability strategies across County operations. ES leads the County's green government programs which crosscut County Departments and DGS Divisions. ES specifically implements or facilitates programs to improve energy,efficiency, expand clean energy use, promote sustainable sites, enable clean transportation, encourage environmentally preferable purchasing and foster resource saving behaviors by County employees. These initiatives foster collaboration, leadership, innovation, and performance measurement to ensure the County delivers the highest quality services at the lowest environmental impact.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Environmental Stewardship: Carbon footprint from facilities and fleet operations (in metric ton carbon dioxide equivalents) [1]	128,714	37,755	37,755	37,755	37,755

[1] *Beginning in FY15, the County significantly expanded its investment in the reduction of its greenhouse gas emissions.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**675,396**	**5.00**
Increase Cost: Annualization of FY17 Energy Technician Position	17,550	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.	119,289	0.00
FY18 Approved	**812,235**	**5.00**

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, corrective, 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. Through the Building Automation Systems, technicians implement an energy management program to monitor and maintain heating and cooling systems, ensuring the most efficient use of these services. In addition, Facilities Management oversees moving services and several comprehensive Capital Improvements Program (CIP) projects aimed at sustaining efficient and reliable facility operation to protect and extend the life of the County's investment in facilities and equipment.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Facilities Maintenance: Number of hours offline for power systems	170.5	153	161.75	161.75	161.75
Facilities Maintenance: Number of hours offline for elevator systems	921	1443	1182	1182	1182
Facilities Maintenance: Number of hours offline for heating / cooling systems	347	74	210.5	210.5	210.5
Facilities Maintenance: Number of hours offline for water sewage systems [1]	102	81	91.5	91.5	91.5
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties ($000) [2]	7,537,923	7,881,875	6,615,691	5,899,897	5,899,897
Facilities: Customer rating of the aesthetics and comfort of County-maintained buildings	3.62	3.68	3.7	3.7	3.7

[1] *In the Facilities Maintenance measures shown above, increases in FY15 & beyond are related to improved internal monitoring systems and reflect more accurate measures.*

[2] *Dollars reflect budget numbers.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**24,660,112**	**107.90**
Add: Comprehensive Asset Inventory - Public Safety Facilities	540,000	0.00
Add: Code Compliance: Public Safety Headquarters Lab Eyewash Station	240,000	0.00
Increase Cost: Manager III position	190,765	1.00
Increase Cost: Contract CPI	154,700	0.00
Increase Cost: Annualization of New Building Maintenance	73,861	0.00
Increase Cost: Contract Increase - The ARC Montgomery County	43,365	0.00

FY18 Approved Changes	Expenditures	FTEs
Add: New Buildings Opening in FY18	18,347	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.	29,541	0.00
FY18 Approved	**25,950,691**	**108.90**

Administration

The Administration program provides services in three key areas: 1) The Director's Office provides overall leadership for the Department, including policy development, strategic planning, emergency preparedness and operations, accountability, service integration, performance measures, and customer service. 2) The Office of Planning and Development in the Director's Office oversees the County Executive's Strategic Growth Initiative and other key strategic capital initiatives. 3) The Division of Central Services provides oversight and direction for the preparation and monitoring of the Operating and Capital Improvements Program (CIP) budgets for the department; payment processing; the management and administration of information technology; oversight of all personnel activities of the Department of General Services; and oversight and management for compliance with the Americans with Disabilities Act (ADA) increasing access to County facilities for residents and employees with disabilities. The Division of Central Services also handles administration of the day-to-day operations of the Department, including direct service delivery, training, and oversight of procurements and contract management for the department

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Internal customer satisfaction: Average score given to all DGS operations in a survey across Montgomery County Government	2.83	2.982	3.00	3.01	3.03

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,041,802**	**15.35**
Increase Cost: Manager III position	230,243	1.00
Decrease Cost: American Film Institute (AFI) Contract	(19,914)	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.	(27,618)	(0.32)
FY18 Approved	**3,224,513**	**16.03**

Building Design and Construction

This program provides for the overall management of the Department's Capital Improvements Program (CIP) for facilities. This program includes the comprehensive, timely, economic and environmentally efficient planning, 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. Each County project includes an array of sustainable features to reduce the impact of the facility on the environment and lifecycle costs. These features are derived from an integrated design process that evaluates each measure, such as energy efficiency, onsite renewables environmental site design, and enhanced monitoring, collectively reducing utility and other costs. The planning and design of facilities follows the 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**0**	**0.00**
FY18 Approved	**0**	**0.00**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	10,440,609	9,209,628	10,691,757	9,842,468	6.9 %
Employee Benefits	3,790,238	3,556,552	3,872,873	3,685,712	3.6 %
County General Fund Personnel Costs	**14,230,847**	**12,766,180**	**14,564,630**	**13,528,180**	**6.0 %**
Operating Expenses	19,373,795	16,558,691	20,159,277	17,437,397	5.3 %
County General Fund Expenditures	**33,604,642**	**29,324,871**	**34,723,907**	**30,965,577**	**5.6 %**
PERSONNEL					
Full-Time	194	196	196	198	1.0 %
Part-Time	1	1	1	1	—
FTEs	131.90	135.25	135.25	136.93	1.2 %
REVENUES					
Miscellaneous Revenues	70,604	120,000	120,000	120,000	—
County General Fund Revenues	**70,604**	**120,000**	**120,000**	**120,000**	**—**
PRINTING & MAIL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	1,553,711	1,685,320	1,598,790	1,971,933	17.0 %
Employee Benefits	623,887	683,435	650,755	759,127	11.1 %
Printing & Mail Internal Service Fund Personnel Costs	**2,177,598**	**2,368,755**	**2,249,545**	**2,731,060**	**15.3 %**
Operating Expenses	5,323,140	5,235,697	5,235,697	4,955,919	-5.3 %
Capital Outlay	0	359,410	359,410	359,410	—
Printing & Mail Internal Service Fund Expenditures	**7,500,738**	**7,963,862**	**7,844,652**	**8,046,389**	**1.0 %**
PERSONNEL					
Full-Time	29	28	28	33	17.9 %
Part-Time	1	1	1	1	—
FTEs	29.75	28.75	28.75	34.07	18.5 %
REVENUES					
Imaging/Archiving Revenues	1,440,693	1,342,906	1,342,906	1,314,059	-2.1 %
Investment Income	3,887	710	7,650	13,110	1746.5 %
Mail Revenues	2,044,030	2,366,078	2,366,078	2,357,694	-0.4 %
Other Charges/Fees	6,623	1,618,080	1,618,080	1,825,650	12.8 %
Print Revenues	4,483,498	2,918,115	2,918,115	2,510,012	-14.0 %
Printing & Mail Internal Service Fund Revenues	**7,978,731**	**8,245,889**	**8,252,829**	**8,020,525**	**-2.7 %**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	419,125	0	0	0	—
Grant Fund - MCG Expenditures	**419,125**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
State Grants	419,125	0	0	0	—
Grant Fund - MCG Revenues	**419,125**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**41,524,505**	**37,288,733**	**42,568,559**	**39,011,966**	**4.6 %**
Total Full-Time Positions	**223**	**224**	**224**	**231**	**3.1 %**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**
Total FTEs	**161.65**	**164.00**	**164.00**	**171.00**	**4.3 %**
Total Revenues	**8,468,460**	**8,365,889**	**8,372,829**	**8,140,525**	**-2.7 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**29,324,871**	**135.25**
Changes (with service impacts)		
Add: Comprehensive Asset Inventory - Public Safety Facilities [Facilities Management]	540,000	0.00
Add: Code Compliance: Public Safety Headquarters Lab Eyewash Station [Facilities Management]	240,000	0.00
Add: New Buildings Opening in FY18 [Facilities Management]	18,347	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	275,302	0.00
Increase Cost: Manager III position [Administration]	230,243	1.00
Increase Cost: Manager III position [Facilities Management]	190,765	1.00
Increase Cost: Contract CPI [Facilities Management]	154,700	0.00
Increase Cost: Annualization of New Building Maintenance [Facilities Management]	73,861	0.00
Increase Cost: Retirement Adjustment	46,307	0.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Contract Increase - The ARC Montgomery County [Facilities Management]	43,365	0.00
Increase Cost: Annualization of FY17 Energy Technician Position [Energy and Sustainability]	17,550	0.00
Increase Cost: Annualization of FY17 Compensation Increases	17,395	0.00
Increase Cost: Annualization of FY17 Personnel Costs	13,162	0.00
Decrease Cost: Printing and Mail	(9,467)	0.00
Decrease Cost: American Film Institute (AFI) Contract [Administration]	(19,914)	0.00
Shift: Personnel Costs and FTE to Central Duplicating to Align to Actual Labor Effort	(28,724)	(0.32)
Decrease Cost: Motor Pool Adjustment	(162,186)	0.00
FY18 APPROVED	**30,965,577**	**136.93**

PRINTING & MAIL INTERNAL SERVICE FUND

FY17 ORIGINAL APPROPRIATION	**7,963,862**	**28.75**
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	54,713	0.00
Shift: Personnel Costs and FTE from General Fund to Align to Actual Labor Effort [Central Duplicating, Imaging, Archiving, & Mail Services]	28,724	0.32
Increase Cost: Annualization of FY17 Compensation Increases	14,151	0.00
Increase Cost: Anniversary Circle Lease	10,200	0.00
Increase Cost: Property Taxes for Anniversary Circle	10,053	0.00
Increase Cost: Retirement Adjustment	5,896	0.00
Increase Cost: Annualization of FY17 Personnel Costs	4,873	0.00
Technical Adj: Shift Operating Expenses to Personnel Costs to Replace Temporary Contract Staff with Permanent Employees [Central Duplicating, Imaging, Archiving, & Mail Services]	0	5.00
Decrease Cost: Motor Pool Adjustment	(1,195)	0.00
Decrease Cost: Printing and Mail	(1,352)	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding	(14,370)	0.00
Decrease Cost: Staff turnover and staff reclass [Central Duplicating, Imaging, Archiving, & Mail Services]	(29,166)	0.00
FY18 APPROVED	**8,046,389**	**34.07**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Central Duplicating, Imaging, Archiving, & Mail Services	7,963,862	28.75	8,046,389	34.07
Real Estate Program	947,561	7.00	978,138	7.00
Energy and Sustainability	675,396	5.00	812,235	5.00
Facilities Management	24,660,112	107.90	25,950,691	108.90
Administration	3,041,802	15.35	3,224,513	16.03
Building Design and Construction	0	0.00	0	0.00

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Total	**37,288,733**	**164.00**	**39,011,966**	**171.00**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
General Services	Central Duplicating (Printing & Mail)	0	0.00	52,765	0.52
Fleet Management Services	Motor Pool	557,381	2.80	567,439	2.80
Solid Waste Services	Solid Waste Disposal	48,223	0.10	48,223	0.10
Liquor Control	Liquor	359,565	1.20	359,565	1.20
CIP	Capital Fund	7,676,651	54.45	7,911,313	54.45
Not Defined	Not Defined	749,029	3.50	749,029	3.50
	Total	**9,390,849**	**62.05**	**9,688,334**	**62.57**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**30,966**	**30,966**	**30,966**	**30,966**	**30,966**	**30,966**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY18	**0**	**(780)**	**(780)**	**(780)**	**(780)**	**(780)**
Items recommended for one-time funding in FY18, including Phase I of the Comprehensive Asset Inventory and Public Safety Headquarters Eyewash Station, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**76**	**76**	**76**	**76**	**76**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**30,966**	**30,262**	**30,262**	**30,262**	**30,262**	**30,262**
PRINTING & MAIL INTERNAL SERVICE FUND						
EXPENDITURES						
FY18 Approved	**8,046**	**8,046**	**8,046**	**8,046**	**8,046**	**8,046**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-Funding	**0**	**1**	**2**	**3**	**3**	**3**
Labor Contracts	**0**	**23**	**23**	**23**	**23**	**23**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
Subtotal Expenditures	**8,046**	**8,070**	**8,071**	**8,072**	**8,072**	**8,072**

Fleet Management Services

Approved FY18 Budget	Full Time Equivalents
$80,056,028	204.10

Mission Statement

The mission of the Department of General Services Division of 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 approved FY18 Operating Budget for the Division of Fleet Management Services is $80,056,028, an increase of $85,684 or 0.11 percent from the FY17 Approved Budget of $79,970,344. Personnel Costs comprise 26.58 percent of the budget for 200 full-time position(s) and no part-time position(s), 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 account for the remaining 73.42 percent of the FY18 budget.

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**
- **A Responsive, Accountable County Government**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Initiatives

- *Department Scorecards* - The Division of Fleet Management Services (DFMS) is creating a new tool to improve each departments' fleet. Each annual scorecard will provide a summary of the respective fleet, preventative maintenance (PM) compliance, accidents, and operating cost relative to the county fleet.
- *Telematics* - In FY17, began implementation of a program based on a successful pilot where DFMS was able to demonstrate the potential for fuel reduction. The County-wide program is focused on improving fleet utilization, fuel and idle reduction,

and improved maintenance reliability.

Accomplishments

- *National Fleet Recognition* - DFMS was named the third "leading" public fleet in the Nation and the Division Chief was named National Public Fleet Manager of the year by Government Fleet Magazine and the American Public Works Association (APWA). DFMS was recognized for the development of County's Replacement plan, fleet right-sizing, training program and improved maintenance program.
- *Advanced Technology Vehicle Contract*- In FY16, DFMS awarded the region's first advanced technology vehicle contract. This innovative contract enables the County to purchase any Class 1 to Class 8 fleet vehicle and specify electric or alternative fuel source (battery, hybrid drive, CNG, Hydrogen) to replace the work of an internal combustion engine.
- *Transit Bus Preventive Maintenance and Reliability* - DFMS greatly improved its transit bus preventive maintenance program and reliability in FY16 and was recognized by Federal Transit Administration (FTA) auditors during the FY16 Triennial inspections for its PM training program.

Innovations and Productivity Improvements

- *New Vehicle Acquisition and Disposal Process* - DFMS created a new process ensuring all new fleet acquisitions are properly captured, processed, in-serviced, and disposed. Creating the new policy, electronic checklists, roles and responsibilities, and quality assurance has dramatically improved database inventory, fuel management, maintenance checklists, parts and warranty tracking, and Oracle reconciliation.
- *Transit Bus Major System Upgrade* -In FY16, DFMS updated the County's new transit buses including: Brake system - converted from drum to disc brakes, providing increased brake life and a reduction in brake maintenance time.
- *Text Messaging Service Alerts* - DFMS implemented text message alerts at its light fleet maintenance facility. This new service provides immediate notification to customers that their vehicle is completed and ready for pickup.

Program Contacts

Contact Tammy Mulford of the Division of Fleet Management Services at 240.777.5733 or Jedediah Millard of the Office of Management and Budget at 240.777.2769 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Fleet Maintenance and Operations: Mean distance between failure: Administrative	10,065	14,585	12,000	12,500	13,000

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
light equipment (in miles)					
Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles)	17,587	24461	18,000	18,500	19,000
Fleet Maintenance and Operations: Mean distance between failure: Public Safety light equipment (in miles)	26,653	26,681	25,500	25,800	26,000
Heavy equipment fleet availability	88.75	88.00	89.00	89.50	90.00
Percentage of customers satisfied with police vehicle maintenance	97.0	97.0	97.0	97.0	97.0
Percentage of fleet availability for police vehicle maintenance	97	97	97	97	97
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days)	1.2	.7	2.0	2.0	1.5
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy Equipment (in days)	3.0	3.37	4.5	4.5	4.0
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days)	1.5	1.45	1.5	1.5	1.5

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**12,478,279**	**39.00**
Increase Cost: Light Fleet Maintenance Contract	483,986	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.	431,785	4.00
FY18 Approved	**13,394,050**	**43.00**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Average days out of service per bus for parts	1.50	3.39	3.0	2.5	2.5
Fleet Maintenance and Operations: Mean distance between failure: Transit equipment (in miles)	10,065	12,894	11,500	12,000	12,500
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days)	1.9	1.6	1.5	1.5	1.5

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**17,806,139**	**112.00**
Increase Cost: Transit Bus Service Lane	28,817	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.	(159,392)	(5.00)
FY18 Approved	**17,675,564**	**107.00**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Clean Air Commitment - Gallons of alternative fuels used [1]	1,076,343	1,299,608	1,300,000	1,300,000	1,300,000
Clean Air Commitment - Gallons of diesel/unleaded used	5,092,644	5,226,734	5,300,000	5,300,000	5,300,000
Fiscal inventory parts turn rate	1.98	1.92	2.10	2.30	2.40
Percentage of workorders completed without delay for parts	93.4	84.0	89.0	90.0	93.0

[1] *Diesel Gallon Equivalent*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**32,945,698**	**17.10**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	414,955	2.00
FY18 Approved	**33,360,653**	**19.10**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**16,740,228**	**36.00**
Decrease Cost: Replacement Plan	(1,181,250)	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.	66,783	(1.00)
FY18 Approved	**15,625,761**	**35.00**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
MOTOR POOL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	15,699,378	15,648,969	16,264,607	16,180,471	3.4 %
Employee Benefits	4,903,209	5,047,525	5,075,592	5,100,571	1.1 %
Motor Pool Internal Service Fund Personnel Costs	**20,602,587**	**20,696,494**	**21,340,199**	**21,281,042**	**2.8 %**
Operating Expenses	41,363,495	48,030,140	47,438,435	48,712,526	1.4 %
Capital Outlay	12,179,654	11,181,250	11,181,250	10,000,000	-10.6 %
Debt Service Other	0	62,460	62,460	62,460	—
Motor Pool Internal Service Fund Expenditures	**74,145,736**	**79,970,344**	**80,022,344**	**80,056,028**	**0.1 %**
PERSONNEL					
Full-Time	200	200	200	200	—

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Part-Time	0	0	0	0	—
FTEs	204.10	204.10	204.10	204.10	—
REVENUES					
Insurance Recoveries	1,504,791	1,388,655	1,388,655	1,485,681	7.0 %
Investment Income	46,765	118,330	92,040	157,780	33.3 %
Miscellaneous Revenues	1,302,268	0	0	1,000,000	—
Motor Pool Charges/Fees	71,299,627	77,201,207	77,201,207	78,526,656	1.7 %
Motor Pool Internal Service Fund Revenues	**74,153,451**	**78,708,192**	**78,681,902**	**81,170,117**	**3.1 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
MOTOR POOL INTERNAL SERVICE FUND		
FY17 ORIGINAL APPROPRIATION	**79,970,344**	**204.10**
Other Adjustments (with no service impacts)		
Increase Cost: Light Fleet Maintenance Contract [Heavy Equipment and Automotive Services]	483,986	0.00
Increase Cost: FY18 Compensation Adjustment	439,187	0.00
Increase Cost: Annualization of FY17 Compensation Increases	109,926	0.00
Increase Cost: Risk Management Adjustment	88,331	0.00
Increase Cost: Fuel Management (P361112)	84,000	0.00
Increase Cost: Contract CPI	53,550	0.00
Increase Cost: Transit Bus Service Lane [Transit Equipment Services]	28,817	0.00
Increase Cost: Annualization of FY17 Personnel Costs	21,900	0.00
Increase Cost: Retirement Adjustment	13,535	0.00
Increase Cost: Tires (Heavy & Transit)	13,086	0.00
Decrease Cost: Printing and Mail	(9,660)	0.00
Decrease Cost: Motor Pool Adjustment	(27,964)	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding	(31,760)	0.00
Decrease Cost: Replacement Plan [Administrative Services]	(1,181,250)	0.00
FY18 APPROVED	**80,056,028**	**204.10**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Heavy Equipment and Automotive Services	12,478,279	39.00	13,394,050	43.00
Transit Equipment Services	17,806,139	112.00	17,675,564	107.00
Management Services	32,945,698	17.10	33,360,653	19.10

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Administrative Services	16,740,228	36.00	15,625,761	35.00
Total	**79,970,344**	**204.10**	**80,056,028**	**204.10**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
MOTOR POOL INTERNAL SERVICE FUND						
EXPENDITURES						
FY18 Approved	**80,056**	**80,056**	**80,056**	**80,056**	**80,056**	**80,056**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**4**	**15**	**18**	**23**	**23**
Labor Contracts	**0**	**153**	**153**	**153**	**153**	**153**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**80,056**	**80,213**	**80,224**	**80,227**	**80,232**	**80,232**

Human Resources

Approved FY18 Budget	Full Time Equivalents
$251,947,464	69.90

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 approved FY18 Operating Budget for the Office of Human Resources is $251,947,464, a decrease of $2,106,120 or 0.83 percent from the FY17 Approved Budget of $254,053,584. Personnel Costs comprise 3.39 percent of the budget for 68 full-time position(s) and three part-time position(s), and a total of 69.90 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 96.61 percent of the FY18 budget.

The Office of Human Resources Budget is comprised of a General Fund component of $8,355,091 and a Employee Health Benefit Self Insurance Fund component of $243,592,373.

Linkage to County Result Areas

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

- **A Responsive, Accountable County Government**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Multi-Program Measures					
Average customer satisfaction rating (1-4) on the yearly internal customer survey of County managers	3.1	3.1	3.2	3.3	3.4

Initiatives

- Implement the automated candidate qualification assessment and rating process to create efficiency, reduce the time to fill positions, and encourage internal recruitment opportunities for existing County employees.

- Begin process to implement a formal Background Investigation Policy in FY18.
- Implement the telework program countywide, following the successful completion of the pilot program in March 2017 by the Labor and Employee Relations Team.

Accomplishments

- Implemented second phase of the Candidate Qualification initiative to expand career advancement opportunities by changing the rating process to consider all previous work experience relevant to the job vacancy announcement.
- Facilitated the execution of Executive Regulation 17-15, Amendment to Allow Social Worker Interns at HHS to Apply for "Employees Only Vacancies at HHS".
- Participated in several recruitment community outreach events including Blair High School, the University of Baltimore, Bowie State University, and the African American Community Meeting Group, to present information regarding County internship programs and employment opportunities, and the importance of networking and social media.
- Successfully placed all mid-year Reduction in Force (RIF) employees from the Department of Economic Development and Department of Liquor Control.
- Produced new intern web page, which is designed for interested applicants and managers to use as a resource guide.
- Provided additional support and training for Wellness Champions, County leaders, and human resource professionals around wellbeing in the workplace.
- Received multiple awards for the Wellness Program, including 2016 Achievement Award, National Association of Counties (NACo), 2016 Alliance for Workplace Excellence Award, 2016 Silver Health at Work Award, ComPsych, and 2016 Virgin Pulse Game Changer Award.
- Implemented signature and special programs and events, including wellness classes and webinars, on-site fitness classes, departmental workshops, outreach events for field-based employees, Yoga Challenge, Walk@Lunch Day, Spring Fitness Challenge, "Maintain Don't Gain," and fire station cooking demonstrations.
- Launched Virgin Pulse "V2"; an upgraded platform that enhances the employee experience in wellness tracking and awareness.
- Reached 48 percent enrollment in Virgin Pulse with over 4,000 of eligible employees enrolled in just under a year after the program launched.
- Provided labor and employee relations training to over 200 MLS employees to enhance knowledge and understanding of the County's labor relations processes and procedures.
- Coordinated and managed the collective bargaining process with all four unions to achieve negotiated agreements that represent the County's best interests.
- Executed over ten new contracts with mediators and arbitrators for collective bargaining and grievances.

Innovations and Productivity Improvements

- Allowed retirees to make changes to their benefits throughout the year, which will save time, effort, and resources.
- Implemented MC311 Tier II calls through the establishment of a separate phone number for MC311 that identifies callers trying to reach the Office of Human Resources.

- Changed the frequency of sending carrier files to the health insurance vendors from a bi-weekly to weekly basis, which has promoted timelier communication regarding enrollment changes to ensure receipt of ID cards sooner and lowering the number of telephone calls OHR receives from new hires requesting status of their ID cards.
- Implemented enhancements to the Firefighter recruitment process including outreach plan developed in FY16, interview question and selection changes, Promotional Candidate Application Process system improvements eliminating the need for dual entry applications, and enhancements to the background check process.

Collaboration and Partnerships

Preference Points for Veterans

Collaborated with labor units and County public safety departments to develop Executive Regulation 20-14, Hiring Preference Points for Veterans Who Apply for Uniformed Public Safety Positions.

Partners

Department of Correction and Rehabilitation, Montgomery County Fire and Rescue Service, Department of Police, Sheriff's Office

Compassion Fatigue Sessions

Established Compassion Fatigue sessions for staff of Police Department Animal Services Division.

Partners

Department of Police

Caregivers Support Group

Developed and established a Caregivers Support Group for employees in the Police Department that meets monthly to discuss the challenges of being a caregiver for parents, spouses, and children.

Partners

Department of Police

Occupational Medical and Wellness Services

Successfully executed the new Occupational Medical and Wellness Services contract in partnership with Fire and Rescue Service.

Partners

Montgomery County Fire and Rescue Service

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 provides services to the Department: executive management and recruitment; policy direction; strategic and financial planning; communications and public relations; and resources management. In addition, the Office provides consultation services on human resources matters to the County Executive and other department directors. 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 Director's Office is also responsible for the departmental human capital strategy, which focuses on improving automation, customer service, cultural change and communication as recommended by key partners and stakeholders.

The Director's Office is comprised of the following:

- Information Technology - provides management and oversight of the Department's information technology initiatives.
- Administrative Services - provides management and oversight of the Office's procurement of goods and services, budget preparation, administration, and financial management of the employee health benefits fund, and management over the Records Management Section. The team also remits payments to benefit program carriers and third party administrators, approves invoices, and remits bills to employees and retirees as necessary.
- Communications and Strategic Planning - provides management and coordination of communications strategies, website content management, and the Department's strategic initiatives.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,390,671**	**18.55**
Shift: Personnel to Health Fund	1,966	(0.05)
Shift: Personnel to General Fund	(1,966)	0.05
Decrease Cost: Printing and Mail	(3,188)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	105,140	0.85
FY18 Approved	**2,492,623**	**19.40**

Business Operations and Performance

The Business Operations and Performance Division is comprised of the Classification, Compensation, Training and Organizational Development, and Workforce Performance 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 to assure that positions are correctly assigned at comparable grade levels. This team 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 compensation policies.

Workforce Performance consists of the Rewarding Excellence and Performance Management team. Rewarding Excellence is a process that encourages, mentors and coaches front-line employees to work together as a team to implement improvement initiatives within Montgomery County Government. Performance management is a continuous process, which includes creating performance appraisals, observing and documenting performance and behavior, providing feedback, coaching, mentoring, and evaluating employees. The goal is to help employees and supervisors achieve Montgomery County's overall vision of efficient,

effective, innovative, and responsive delivery of quality services.

The Training and Organizational Development team provides training, workforce planning, and organizational effectiveness programs and activities that increase the knowledge, skills and abilities of the County's workforce. The team offers professional development opportunities to employees and managers through online learning and instructor-led classes and designs performance improvement strategies and specialized training to meet specific departmental needs. The team also designs short- and long-term business strategies to create required professional competencies, enhance organizational performance and effectiveness, and champions organizational change efforts to support the County's objectives.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,294,790**	**13.70**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	21,367	0.05
FY18 Approved	**2,316,157**	**13.75**

Recruitment and Selection

The Recruitment and Selection team is responsible for attracting, hiring, promoting and retaining candidates for County departments and agencies that result 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 including recruitment planning, guidance, and advisory services to departments and agencies on selection and hiring. In addition, the team 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; manages the County's Disability Employment Initiatives; and provides selection guidelines training on interviewing and selecting employees.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Average satisfaction score (1-5) of departments with pools of candidates for positions, based on a survey of hiring managers	4.5	4.6	4.6	4.7	4.7
Average number of days to fill a vacant County position	87	82	63	50	50

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,344,426**	**10.40**
Add: Candidate Assessment System	57,000	0.00
Decrease Cost: Lapse reduction	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.	122,760	0.00
FY18 Approved	**1,574,186**	**10.40**

Labor and Employee Relations

Labor and Employee Relations consists of two teams: Labor and Employee Relations and Occupational Medical Services. The Labor and Employee Relations team is designed to support County managers in the areas of advice and training on labor issues, advice on related personnel policies and procedures, and the negotiation of collective bargaining agreements including competitive compensation and benefits. The Labor and Employee Relations team helps lead the collective bargaining process and provides early intervention strategies for workplace disputes to ensure that managers comply with contractual and legal requirements and improve employee labor relations.

The Occupational Medical Services team (OMS) (including Fire and Rescue Occupational Medical Services) 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 Labor and Employee Relations team also includes the County's Disability Program Manager who administers the County's Americans with Disabilities Act (ADA) program.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of grievances resolved before reaching third party neutral	93	92	93	95	96

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,767,806**	**9.00**
Increase Cost: Labor Negotiations Funding	175,000	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.	235,469	0.00
FY18 Approved	**3,178,275**	**9.00**

EEO Compliance and Diversity Management

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 investigates complaints of harassment and discrimination by and against employees, and it 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**302,582**	**2.00**
Enhance: Additional Support - EEO Compliance	101,385	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.	11,190	0.00
FY18 Approved	**415,157**	**3.00**

Health & Employee Welfare

The Health Insurance Team manages and administers the County's health and welfare plans in accordance with County policy and local, State and Federal laws. In addition to maintaining operations associated with annual open enrollment and program eligibility, the team provides customer service, communications, education, and counseling to County employees, participating County agency employees, retirees, and their dependents (over 45,000 total lives) in a manner that ensures an understanding of program provisions and their value as part of total compensation.

The Wellness Program uses a dynamic, comprehensive data-driven strategy to promote employee health and well-being. The Wellness Program provides employee wellness activities such as health screenings, educational seminars, wellness and fitness classes, incentive programs, and utilizes communication channels such as web, social media, and a monthly newsletter.

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**244,953,309**	**14.35**
Shift: Health and Wellness Programs from General Fund	659,700	2.00
Increase Cost: New OMS contract	243,376	0.00
Enhance: Additional Support - Police Stress Management	38,000	0.00
Shift: Health and Wellness Programs to Health Fund	(659,700)	(2.00)
Decrease Cost: Claims Expenditure Adjustment	(3,056,693)	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.	(206,926)	0.00
FY18 Approved	**241,971,066**	**14.35**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,439,574	4,326,565	4,414,892	4,343,216	0.4 %
Employee Benefits	1,218,153	1,250,001	1,218,412	1,168,914	-6.5 %
County General Fund Personnel Costs	**5,657,727**	**5,576,566**	**5,633,304**	**5,512,130**	**-1.2 %**
Operating Expenses	2,522,633	2,624,070	2,869,384	2,842,961	8.3 %
County General Fund Expenditures	**8,180,360**	**8,200,636**	**8,502,688**	**8,355,091**	**1.9 %**
PERSONNEL					
Full-Time	64	66	66	68	3.0 %
Part-Time	6	4	4	3	-25.0 %
FTEs	46.05	45.70	45.70	44.65	-2.3 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
EMPLOYEE HEALTH SELF INSURANCE					
EXPENDITURES					
Salaries and Wages	1,942,211	1,996,980	1,766,495	2,378,492	19.1 %
Employee Benefits	477,714	564,394	462,906	662,703	17.4 %
Employee Health Self Insurance Personnel Costs	**2,419,925**	**2,561,374**	**2,229,401**	**3,041,195**	**18.7 %**
Operating Expenses	219,627,076	243,291,574	229,699,300	240,551,178	-1.1 %
Employee Health Self Insurance Expenditures	**222,047,001**	**245,852,948**	**231,928,701**	**243,592,373**	**-0.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	21.25	22.30	22.30	25.25	13.2 %
REVENUES					
Investment Income	32,893	144,140	64,730	110,970	-23.0 %
Medicaid/Medicare Reimbursement	8,663,516	0	0	0	—

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Other Charges/Fees	8,991,631	0	0	0	—
Self Insurance Employee Health Income	48,113,858	249,856,329	238,878,514	247,904,253	-0.8 %
Employee Health Self Insurance Revenues	**65,801,898**	**250,000,469**	**238,943,244**	**248,015,223**	**-0.8 %**

GRANT FUND - MCG

EXPENDITURES

Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,118	0	0	0	—
Grant Fund - MCG Expenditures	**1,118**	**0**	**0**	**0**	**—**

PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Grant Fund - MCG Revenues	**0**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**230,228,479**	**254,053,584**	**240,431,389**	**251,947,464**	**-0.8 %**
Total Full-Time Positions	**64**	**66**	**66**	**68**	**3.0 %**
Total Part-Time Positions	**6**	**4**	**4**	**3**	**-25.0 %**
Total FTEs	**67.30**	**68.00**	**68.00**	**69.90**	**2.8 %**
Total Revenues	**65,801,898**	**250,000,469**	**238,943,244**	**248,015,223**	**-0.8 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**8,200,636**	**45.70**
Changes (with service impacts)		
Enhance: Additional Support - EEO Compliance [EEO Compliance and Diversity Management]	101,385	1.00
Add: Candidate Assessment System [Recruitment and Selection]	57,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: New OMS contract [Health & Employee Welfare]	243,376	0.00
Increase Cost: Labor Negotiations Funding [Labor and Employee Relations]	175,000	0.00
Increase Cost: FY18 Compensation Adjustment	145,531	0.00
Decrease Cost: Lapse reduction [Recruitment and Selection]	50,000	0.00
Increase Cost: Annualization of FY17 Personnel Costs	32,359	(0.10)
Increase Cost: Annualization of FY17 Compensation Increases	13,612	0.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Retirement Adjustment	1,046	0.00
Shift: Personnel to General Fund [Director's Office]	(1,966)	0.05
Decrease Cost: Printing and Mail [Director's Office]	(3,188)	0.00
Shift: Health and Wellness Programs to Health Fund [Health & Employee Welfare]	(659,700)	(2.00)
FY18 APPROVED	**8,355,091**	**44.65**

EMPLOYEE HEALTH SELF INSURANCE

FY17 ORIGINAL APPROPRIATION	**245,852,948**	**22.30**
Changes (with service impacts)		
Enhance: Additional Support - Police Stress Management [Health & Employee Welfare]	38,000	0.00
Other Adjustments (with no service impacts)		
Shift: Health and Wellness Programs from General Fund [Health & Employee Welfare]	659,700	2.00
Increase Cost: FY18 Compensation Adjustment	48,425	0.00
Increase Cost: Annualization of FY17 Personnel Costs	47,250	1.00
Increase Cost: Annualization of FY17 Compensation Increases	8,898	0.00
Shift: Personnel to Health Fund [Director's Office]	1,966	(0.05)
Decrease Cost: Retirement Adjustment	(8,121)	0.00
Decrease Cost: Claims Expenditure Adjustment [Health & Employee Welfare]	(3,056,693)	0.00
FY18 APPROVED	**243,592,373**	**25.25**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Director's Office	2,390,671	18.55	2,492,623	19.40
Business Operations and Performance	2,294,790	13.70	2,316,157	13.75
Recruitment and Selection	1,344,426	10.40	1,574,186	10.40
Labor and Employee Relations	2,767,806	9.00	3,178,275	9.00
EEO Compliance and Diversity Management	302,582	2.00	415,157	3.00
Health & Employee Welfare	244,953,309	14.35	241,971,066	14.35
Total	**254,053,584**	**68.00**	**251,947,464**	**69.90**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	1,315,010	0.00	1,315,010	0.00

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
Police	General Fund	281,922	2.00	286,846	2.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	35,441	0.30	23,453	0.20
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	218,247	0.70	208,312	0.40
NDA - Montgomery County Employee Retirement Plans	Non-Appropriated Funds	16,318	0.00	25,880	0.00
	Total	**1,866,938**	**3.00**	**1,859,501**	**2.60**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**8,355**	**8,355**	**8,355**	**8,355**	**8,355**	**8,355**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY18	**0**	**(10)**	**(10)**	**(10)**	**(10)**	**(10)**
Items recommended for one-time funding in FY18, related to the Candidate Assessment System, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**37**	**37**	**37**	**37**	**37**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**8,355**	**8,382**	**8,382**	**8,382**	**8,382**	**8,382**
EMPLOYEE HEALTH SELF INSURANCE						
EXPENDITURES						
FY18 Approved	**243,592**	**243,592**	**243,592**	**243,592**	**243,592**	**243,592**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**12**	**12**	**12**	**12**	**12**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**243,592**	**243,604**	**243,604**	**243,604**	**243,604**	**243,604**

Human Rights

Approved FY18 Budget	Full Time Equivalents
$1,242,813	8.60

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 and intimidation, and promote increased understanding and tolerance among diverse groups.

Budget Overview

The total approved FY18 Operating Budget for the Office of Human Rights is $1,242,813, an increase of $88,427 or 7.66 percent from the FY17 Approved Budget of $1,154,386. Personnel Costs comprise 86.70 percent of the budget for eight full-time position(s) and no part-time position(s), 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 13.30 percent of the FY18 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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Accomplishments

- ☑ Held the One Stop Fair Housing workshop for housing providers, realtors, rental agents, and real estate professionals with a focus on local, State, and Federal fair housing laws.
- ☑ Held the One Stop Fair Employment workshop for County private and public employers with a focus on new local laws and State and Federal fair employment case law.
- ☑ Coordinated the fourth Annual Friendship Picnic with the Committee on Hate Violence, advocating for community unity across racial, religious, and cultural lines; building awareness of the Partnership Fund which supports victims of hate violence incidents. The event was attended by over 2,000 participants.

- ☑ Successfully completed the agency's Equal Employment Opportunity Commission (EEOC) Contract for FY16.
- ☑ Successfully convened and carried out a number of educational outreach activities including the Human Rights Diversity Youth Camp, the Civil Rights Education Experience, and the County's Dr. Martin Luther King Jr. Commemoration.
- ☑ Successfully mediated and closed complaints consistent with performance measures requirements.

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of cases that have completed their investigation within 15 months	100%	94%	95%	98%	100%
Percent of cases that have a Letter of Determination issued within 30 days of completed investigation by investigator	100%	99%	100%	100%	100%
Percent of referred cases that are mediated successfully	50%	57%	50%	50%	50%
Percent reduction (or increase) in the average closeout time of cases (formal complaints) over the prior year	5%	5%	5%	5%	5%
Percent of cases in backlog status (cases not closed within 15 months)	0%	7%	8%	5%	0%

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**779,648**	**6.00**
Eliminate: Funding for FY17 study on implementation of the Tipped Employee Legislation	(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.	128,210	0.00
FY18 Approved	**857,858**	**6.00**

Community Mediation and Public Affairs

This program supports and promotes the Human Rights Commission and Committee on Hate Violence on their outreach and education efforts. Participate in, or in partnership with other local/State/Federal offices, conduct various forums to promote increased understanding and tolerance among diverse groups.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Overall satisfaction of the Commissioners with the HRC's advocacy for human and civil rights issues (scale of 1-5)	4.4	4.8	4.7	4.7	4.7

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**39,470**	**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.	3,154	0.00
FY18 Approved	**42,624**	**0.50**

Fair Housing

This program monitors the County's Fair Housing Ordinance through the Interagency Fair Housing Work Group in order to coordinate the activity of County departments, offices, and agencies to prevent housing discrimination and to perform testing of housing providers.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of housing providers in full compliance with Fair Housing Laws based on the Office of Human Rights-selected matched pair testing [1]	N/A	80%	90%	95%	98%

[1] *In FY15, testing was delayed pending new rules and training of testers regarding the source of income basis.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**85,370**	**1.10**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,660	0.00
FY18 Approved	**89,030**	**1.10**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**249,898**	**1.00**
Add: Develop electronic reporting system for complicance with Tipped Employee Legislation	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.	(96,597)	0.00
FY18 Approved	**253,301**	**1.00**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	784,801	805,508	798,022	841,883	4.5 %
Employee Benefits	224,430	230,257	228,067	235,586	2.3 %

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
County General Fund Personnel Costs	**1,009,231**	**1,035,765**	**1,026,089**	**1,077,469**	**4.0 %**
Operating Expenses	79,095	118,621	132,888	165,344	39.4 %
County General Fund Expenditures	**1,088,326**	**1,154,386**	**1,158,977**	**1,242,813**	**7.7 %**
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	0	0	0	0	—
FTEs	8.60	8.60	8.60	8.60	—
REVENUES					
EEOC Reimbursement	51,700	55,000	55,000	55,000	—
Miscellaneous Revenues	162	0	0	0	—
County General Fund Revenues	**51,862**	**55,000**	**55,000**	**55,000**	**—**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**1,154,386**	**8.60**
Changes (with service impacts)		
Add: Develop electronic reporting system for complicance with Tipped Employee Legislation [Administration]	100,000	0.00
Eliminate: Funding for FY17 study on implementation of the Tipped Employee Legislation [Compliance]	(50,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	21,941	0.00
Increase Cost: Annualization of FY17 Personnel Costs	11,201	0.00
Increase Cost: Annualization of FY17 Compensation Increases	8,499	0.00
Increase Cost: Retirement Adjustment	63	0.00
Decrease Cost: Printing and Mail	(386)	0.00
Decrease Cost: Motor Pool Adjustment	(2,891)	0.00
FY18 APPROVED	**1,242,813**	**8.60**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Compliance	779,648	6.00	857,858	6.00
Community Mediation and Public Affairs	39,470	0.50	42,624	0.50
Fair Housing	85,370	1.10	89,030	1.10
Administration	249,898	1.00	253,301	1.00
Total	**1,154,386**	**8.60**	**1,242,813**	**8.60**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**1,243**	**1,243**	**1,243**	**1,243**	**1,243**	**1,243**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**6**	**6**	**6**	**6**	**6**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,243**	**1,249**	**1,249**	**1,249**	**1,249**	**1,249**

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Intergovernmental Relations

Approved FY18 Budget	Full Time Equivalents
$1,156,343	5.10

Mission Statement

The mission of the Office of Intergovernmental Relations is to represent County interests at the regional, State, and federal levels; to prepare the annual State Legislative Program; to prepare the annual Federal priorities request; and to be the liaison with State Government, and the County's State and Congressional delegations. The Office is the lead Executive Branch agency representing the County before the Maryland Association of Counties and the National Association of Counties.

Budget Overview

The total approved FY18 Operating Budget for the Office of Intergovernmental Relations is $1,156,343, an increase of $10,362 or 0.90 percent from the FY17 Approved Budget of $1,145,981. Personnel Costs comprise 74.97 percent of the budget for four full-time position(s) and one part-time position(s), 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 25.03 percent of the FY18 budget.

Linkage to County Result Areas

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

- **Affordable Housing in an Inclusive Community**
- **Children Prepared to Live and Learn**
- **An Effective and Efficient Transportation Network**
- **Healthy and Sustainable Neighborhoods**
- **A Responsive, Accountable County Government**
- **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 (where applicable). The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Program Measures					

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of bills for which a County fiscal estimate was requested by the State Department of Legislative Services [1]	288	352	360	360	360
Number of formal position statements prepared [2]	189	219	205	205	205
Percent of State legislative package where Intergovernmental Relations position prevailed	80	80	80	80	80
Percent of State priorities fully realized	57	66	60	60	60
Total direct State aid ($ millions)	715	720	759	759	759
Total State retirement payments ($ millions)	165	167	175	175	175
General Assembly bills identified as of potential interest to the County and analyzed by the Office of Intergovernmental Relations [3]	647	876	768	768	768

[1] *Projections are based on the mathematical average of the prior three years' actual figures rounded to the nearest 5.*

[2] *Projections are based on the mathematical average of the last three years' numbers rounded to the nearest 5.*

[3] *Projections are based on the mathematical average of the last three years' actual numbers rounded to the nearest 5.*

Initiatives

✪ Intergovernmental Relations Newsletter: During the 2016 Interim, the Office of Intergovernmental Relations (OIR) continued to work on improving information flow among stakeholders by refining the functionality of the OIR website and posting a monthly newsletter using the "gov.delivery" system that highlights crossover issues that connect the County to State and federal issues.

Accomplishments

☑ Wynne Case - Repayment Schedule: Worked collaboratively with Finance Department and State Delegation to obtain passage of legislation that delayed the date by which the County must begin to reimburse the State an estimated $120 million for the local share of income tax refunds (from FY17 to FY20) and extended the time period for fully reimbursing the State. County reimbursement payments will now be spread over 5 fiscal years (FY20 to FY24) rather than 3 fiscal years (FY17 to FY19). This legislation also prohibited the Comptroller from requiring any reimbursement under the Wynne case until the Comptroller completed a statewide analysis to determine the number of counties and municipalities that received an overpayment or underpayment of local income taxes in prior fiscal years.

☑ Capital Grants for Montgomery County Public Schools: Worked collaboratively with Montgomery County Public Schools, State Delegation and other local jurisdictions to obtain passage of legislation that increased the State allocation for the targeted supplemental grant program for jurisdictions with significant enrollment growth or relocatable classrooms from $20 million to $40 million. The County share increased from $5.9 million to $11.7 million.

☑ $10 million TIGER Grant for East County Transit Initiative: Worked Collaboratively with our Congressional delegation to secure a highly competitive transportation grant that will be used toward funding a Bus Rapid Transit (BRT) on Route 29.

☑ Purple Line: Worked cooperatively with our Congressional and State delegations and the Maryland Department of Transportation to secure $100 million in Federal transportation funding for the Purple Line in FY16.

☑ Board of Elections: Worked collaboratively with the Montgomery County Board of Elections, State Board of Elections, Maryland Association of Counties (MACo), and State Delegation to obtain approval from the Board of Public Works to obtain extra voting equipment necessary that helped avoid long lines at the November general election; the State split the cost ($400,000) of the voting machines with the County.

☑ Local Taxing Authority: Worked collaboratively with Finance Department, Maryland Agricultural Land Preservation Foundation (MALPF), Maryland Farm Bureau, Maryland Agricultural and Resource-Based Industry Development

Corporation (MARBIDCO), and State Delegation to expand the County's transfer tax authority when property used for agricultural purposes is transferred to a new owner who will develop the property or otherwise use it for non-agricultural. This will lead to increased transfer tax revenues for the County, depending on the number of applicable properties transferred in a particular year.

- ☑ Early Voting Centers: Worked collaboratively with the Montgomery County Board of Elections, State Board of Elections, and State Delegation to obtain passage of an emergency bill that allowed the Montgomery County Board of Elections to operate a tenth early voting site for the 2016 election cycle.
- ☑ Predatory Towing: Secured language in a multi-year federal transportation re-authorization bill reinstating State's authority to regulate predatory towing practices.

Innovations and Productivity Improvements

- Implemented a new legislative tracking system that will enhance the office's legislative review process by improving the way the office collects, organizes, reviews, and communicates information relating to State and Federal legislation. Since the office works closely with approximately 60 legislative liaisons from the Executive Branch, County Council, and other State agencies to review bills and obtain the input that is necessary to develop County position statements, the office needed a software system to provide for the timely tracking of legislative bills and their status.

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; and State administrative agencies, task forces, and committees. It responds to legislation, regulations, or other policy issues involving nearby counties and states, municipalities within the County, regional agencies, the District of Columbia, and the Federal government. Staff analyzes and evaluates legislation before the Maryland General Assembly and prepares written comments and testimony. Staff also analyzes County department requests for legislation and participates in the drafting of legislation or amendments. In addition, the Office of Intergovernmental Relations serves as the County's liaison to our Congressional delegation and advocates on Federal legislation and grant funding opportunities of interest to the County.

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	701,820	693,256	714,014	704,752	1.7 %
Employee Benefits	172,841	163,099	164,271	162,158	-0.6 %

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
County General Fund Personnel Costs	**874,661**	**856,355**	**878,285**	**866,910**	**1.2 %**
Operating Expenses	91,754	258,956	161,541	258,763	-0.1 %
County General Fund Expenditures	**966,415**	**1,115,311**	**1,039,826**	**1,125,673**	**0.9 %**
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	1	1	1	1	—
FTEs	5.10	5.10	5.10	5.10	—
REVENUES					
Other Charges and Fees	411	0	0	0	—
County General Fund Revenues	**411**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	30,664	30,670	30,670	30,670	—
Grant Fund - MCG Expenditures	**30,664**	**30,670**	**30,670**	**30,670**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
State Grants	30,666	30,670	30,670	30,670	—
Grant Fund - MCG Revenues	**30,666**	**30,670**	**30,670**	**30,670**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**997,079**	**1,145,981**	**1,070,496**	**1,156,343**	**0.9 %**
Total Full-Time Positions	**4**	**4**	**4**	**4**	**—**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**5.10**	**5.10**	**5.10**	**5.10**	**—**
Total Revenues	**31,077**	**30,670**	**30,670**	**30,670**	**—**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**1,115,311**	**5.10**
Other Adjustments (with no service impacts)		

FY18 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: FY18 Compensation Adjustment	12,969	0.00
Increase Cost: Annualization of FY17 Compensation Increases [Intergovernmental Relations]	3,162	0.00
Decrease Cost: Printing and Mail	(193)	0.00
Decrease Cost: Retirement Adjustment [Intergovernmental Relations]	(2,605)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(2,971)	0.00
FY18 APPROVED	**1,125,673**	**5.10**

GRANT FUND - MCG

FY17 ORIGINAL APPROPRIATION	**30,670**	**0.00**
FY18 APPROVED	**30,670**	**0.00**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**1,126**	**1,126**	**1,126**	**1,126**	**1,126**	**1,126**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**4**	**4**	**4**	**4**	**4**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,126**	**1,130**	**1,130**	**1,130**	**1,130**	**1,130**

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Management and Budget

Approved FY18 Budget	Full Time Equivalents
$4,730,931	32.25

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 approved FY18 Operating Budget for the Office of Management and Budget is $4,730,931, an increase of $430,642 or 10.01 percent from the FY17 Approved Budget of $4,300,289. Personnel Costs comprise 97.89 percent of the budget for 32 full-time position(s) and one part-time position(s), and a total of 32.25 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 2.11 percent of the FY18 budget.

Linkage to County Result Areas

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

- **A Responsive, Accountable County Government**

Department Performance Measures

Performance measures for this department are included below (where applicable). The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Program Measures					
Overall Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award ratings - percent rated outstanding or proficient [1]	98.7	92.6	95.0	95.0	95.0
Percentage of respondents rating OMB services as good or very good on the OMB Customer Survey for the budget process [2]	79.1	84.4	86.0	90.0	90.0
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	77.6	91.0	91.0	91.0	91.0

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
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	86.4	95.5	95.5	95.5	95.5
Number of budget preparation and system trainings conducted by OMB [3]	16	7	22	10	15

[1] *The fiscal year shown for GFOA rating corresponds to the fiscal year during which the budget was prepared (e.g. FY16 GFOA results apply to FY17 budget document, which was prepared during FY16).*

[2] *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. FY16 results apply to the process of preparing the FY17 budget, which occurred during FY16).*

[3] *Increase in odd numbered fiscal years due to increased CIP trainings during a full CIP year. Increase in FY15 and FY17 reflect additional trainings due to rollout of new operating and CIP budget development systems.*

Initiatives

- Implementing a new in-house developed Capital Improvements Program (CIP) Budget web-based application leveraging the existing platform developed for the Operating Budget (BASIS). This intuitive, scalable and mobile-friendly application will provide OMB and County departments with streamlined workflows, enhanced real-time reports and dashboards, prior year / version data archiving, and user management. CIP BASIS will deliver comprehensive capital project management including funding, expenditures, appropriations, narratives, accounting, review packets, issue reporting, supplementals, transfers, funding switches, transaction logs, and user management. The anticipated launch date is July 2017, and will be used in developing the FY19-FY24 Capital Improvements Program budget.

Accomplishments

- Provided solutions for closing a budget gap of $3.5 billion between FY08 and FY18 to produce balanced budgets while preserving critical services and advancing key County policies.
- Participated and provided fiscal guidance in collective bargaining negotiations for the County Government's three major unions.
- Received an award from the National Association of Counties (NACo) for the in-house development of the Budget Analytical and Statistical Information System (BASIS). The system replaces numerous failing legacy systems, delivers comprehensive budget management, provides a mechanism for CountyStat to collect and report performance measures, and was developed with no hardware / software costs by utilizing existing technologies.
- Provided IT guidance and support to various departments:
  - Worked with the Office of Consumer Protection, the Department of Housing and Community Affairs, and the Department of Technology Services to collaboratively develop and share an in-house case management system.
  - Developed CAO Sponsor Approval application that provided the County Executive's Office with a mechanism to approve, track and report on all sponsorships provided by Montgomery County.
  - Provided video tutorials covering Projects and Grants, Accounts Payable and spendingMontgomery for the Department of Finance.
  - Developed Contract Review Application for Risk Management allowing the department to collect, track and report contracts awarded to departments in Montgomery County.
  - Consulted with the Department of Recreation, Community Use of Public Facilities, and the Department of Parks on requirements, enhancements and issues with the ActiveNet system.
  - Worked with Technology Services to create two new teams, Employee Productivity Solutions (EPS) and Account Managers focused on delivering content / knowledge management, automated forms and department IT support.

- Provided analysis and recommendations to the County Circuit Court on the implementation of the state-wide case management system (MDEC).
- Provided guidance and recommendations to Health and Human Services on the implementation of their case management system (eicm + Next Gen).

☑ Continued outreach efforts to promote open data, government transparency, budgeting processes, and to solicit community input into the development of the Operating and CIP budgets. Information and training sessions were held to inform community members and not-for-profit organizations of the community grant application system; CIP and Operating budget forums were held in conjunction with the County Executive's Office and the five Regional Services Centers; budget overview sessions were presented to the participants of Leadership Montgomery's Youth Leadership and Emerging Leaders programs, Montgomery County Taxpayers League, and the Latino American Advisory Group; and budget presentations were conducted for visiting dignitaries from the People's Republic of China and the Philippines.

Innovations and Productivity Improvements

✸ Implemented a new publication module in BASIS. The publication module produces all chapters of the Recommended and Approved budget books, automates pagination and table of contents, standardizes the overall appearance, and streamlines the process of developing reference materials and knowledge based articles. Implementation of the module reduced staff time required to compile and format information, prepare and transmit documents for printing, upload to the web, interface with openBudget, and improved readability of the publication.

✸ Developed multiple enhancements to BASIS and eBudget that replaced inefficient legacy systems, streamlined processes, improved transmission of data, increased access to data, and enhanced reporting functions. Enhancements included

- Encumbrance liquidation system - replaced the Excel-based process, standardized the submission format, improved reporting capabilities.
- Quarterly analysis - replaced the Excel-based process, standardized the submission format, improved reporting capabilities, and provide intuitive interface with built-in error checking and validation.
- Grant tracking and reporting - replaced manual system and allows OMB to track grants and automatically notify Council staff when a grant meets certain eligibility requirements.
- Non-Competitive Contract Award Database - new module built in BASIS allows departments and OMB to track, report, and search all non-competitive contracts, and provide both real-time and historical reporting.
- Supplemental log - replaced manual system, provides both real-time and historical reporting.
- MyTasks - allows departments, OMB, and CountyStat users to quickly view the status of budget development tasks and provides links to training materials.

✸ Provided OMB staff with training opportunities to improve communication, critical thinking and collaboration skills.

Collaboration and Partnerships

✻ CIP and Operating budget forums

CIP and Operating budget forums were held in conjunction with the County Executive's Office and the five Regional Services Centers.

Facilitiated cluster meetings

OMB facilitated operating budget cluster meetings to promote collaboration, information sharing, cost-savings, and efficiency among departments. Specific areas of focus included positive youth development, seniors, criminal justice, technology, risk management, facility maintenance, and space allocation. At the departments' request, OMB will continue facilitating quarterly meetings of several of the clusters.

IT support

In collaboration with DTS, OMB reviewed budget requests for new and existing IT solutions to determine if there were overlapping departmental needs, joint solutions, or more cost effective alternatives.

Collective Bargaining

OMB, in partnership with the Office of Human Resources, County Attorney, Finance, and representatives from key departments, serve on the County's collective bargaining negotiating team.

Project Search

Partner with OHR by providing opportunities for Project Search participants to intern at OMB. OMB has hosted a number of Project Search participants every year since 2013 and hired two of those participants to permanent positions.

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.

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 FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,985,696	3,317,750	2,996,547	3,651,805	10.1 %
Employee Benefits	936,619	886,219	904,005	979,352	10.5 %
County General Fund Personnel Costs	**3,922,315**	**4,203,969**	**3,900,552**	**4,631,157**	**10.2 %**
Operating Expenses	97,327	96,320	222,411	99,774	3.6 %
County General Fund Expenditures	**4,019,642**	**4,300,289**	**4,122,963**	**4,730,931**	**10.0 %**
PERSONNEL					
Full-Time	32	32	32	32	—
Part-Time	0	0	0	1	—
FTEs	29.50	29.50	29.50	32.25	9.3 %

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**4,300,289**	**29.50**
Changes (with service impacts)		
Add: Project Search Position to Provide Office Support [Budget Preparation and Administration]	37,800	0.75
Enhance: Staff Development [Budget Preparation and Administration]	5,000	0.00
Other Adjustments (with no service impacts)		
Shift: Eliminate chargeback to CIP [Budget Preparation and Administration]	180,473	1.00
Shift: Enterprise Resource Planning (ERP) staff support from DTS [Budget Preparation and Administration]	134,672	1.00
Increase Cost: Annualization of Analyst Position Reclassification [Budget Preparation and Administration]	101,500	0.00
Increase Cost: FY18 Compensation Adjustment	94,970	0.00
Increase Cost: Annualization of FY17 Compensation Increases	28,206	0.00
Increase Cost: Retirement Adjustment	6,654	0.00
Decrease Cost: Printing and Mail	(1,546)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(71,081)	0.00
Decrease Cost: Increase Lapse [Budget Preparation and Administration]	(86,006)	0.00
FY18 APPROVED	**4,730,931**	**32.25**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	88,240	0.50	76,784	0.50
Technology Services	General Fund	128,994	1.00	0	0.00
CIP	Capital Fund	174,205	1.00	0	0.00
	Total	**391,439**	**2.50**	**76,784**	**0.50**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**4,731**	**4,731**	**4,731**	**4,731**	**4,731**	**4,731**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**37**	**37**	**37**	**37**	**37**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**4,731**	**4,768**	**4,768**	**4,768**	**4,768**	**4,768**

Procurement

Approved FY18 Budget	Full Time Equivalents
$4,512,962	34.90

Mission Statement

The Office of Procurement is a cabinet-level department with a mission 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 for all Executive Branch departments and agencies. The Office of Procurement ensures compliance with all procurement-related laws, regulations, and policies. The Office of Procurement focuses on identifying opportunities for improvement of inter and intra departmental purchasing processes and implementation of recognized best practices to increase organizational efficacy, promote transparency, improve accountability and facilitate compliance. In its interactions with all County departments and agencies, external governmental agencies, members of the business community and the general public, the Office of Procurement serves as a resource for policy and program initiatives involving public contracting.

Budget Overview

The total approved FY18 Operating Budget for the Office of Procurement is $4,512,962, an increase of $28,605 or 0.64 percent from the FY17 Approved Budget of $4,484,357. Personnel Costs comprise 90.37 percent of the budget for 35 full-time position(s) and two part-time position(s), and a total of 34.90 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 9.63 percent of the FY18 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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Initiatives

- Enhancing the County's comprehensive Procurement Guide.
- Created and updating a searchable online database that allows County employees to read, and learn from, the minutes taken at the Contract Review Committee (CRC) meetings.

- Developed and currently conducting enhanced curriculum classes for Contract Administrators; including a new class on Contract Transition Planning.
- Enhancing Minority, Female, and Disabled (MFD); and Local Small Business Reserve Program (LSBRP) outreach efforts, through a more focused collaboration with other local Montgomery County jurisdictions.

Accomplishments

- ☑ Encumbered $190 million of procurement contracts to MFD Owned Business Program vendors, 21% of eligible spending in FY16.
- ☑ Encumbered $87.5 million of procurement contracts to LSBRP vendors, 24.3% of eligible spending in FY16.
- ☑ To implement Bills 48-14 (MFD evaluation points) and 43-15 (LSBRP amendments); the Office enhanced outreach to MFD and LSBRP vendors, to increase participation in the certification process. Since July, 2015 to date, total vendor registration has increased from 14,323 to 15,987, or 11.6%; certified MFD vendors increased from 686 to 924, or approximately 35%; fully certified LSBRP vendors increased from 91 to 563 - an over 500% increase.
- ☑ Accountability Measure - Recouped and distributed over $300,000 in Wage Requirement Law underpayments to 318 employees of County service contract vendors.

Innovations and Productivity Improvements

- Contract Administration Innovations:
  - Developed a Qualification and Selection Committee (QSC) Guide
  - Developed Debriefing Guidelines and Agenda and Ground Rules
  - Conducted QSC and Debriefing training; with approximately 100 Contract Administrators in attendance
  - Completed Direct Purchase Order (DPO) Violation Reporting to identify potential violations
  - Developed a "google-search" type mechanism for contract administrators to facilitate use of LSBRP and MFD businesses
- Streamlining Measures:
  - Simplified the Request for Proposal (RFP) template, reducing length by 43% (from 44 pages to 25 pages)
  - Developed a pre-approved amendment form for Department of Health and Human Services (DHHS) grants contracts
- Transparency Measures:
  - Developed an e-notice receipt for vendor's bids and proposals, which provides acknowledgement and an overview of the County's procurement process
  - Required departments to provide a scope of services required; and include an internet URL address for Informal Solicitation documents, allowing easier vendor access to information
  - Updated Unsuccessful Offeror and Bidder letters to automatic e-notices that include information on how to request a debriefing from the Office
  - Centralized disposition of Surplus Property and developed Disposal Guidance procedures

- The Office enhanced their internet website in accordance with the County's more responsive design; making it easier for stakeholders to locate policies, e-Portals, Boiler Plate contract language, and perform related search actions.

Program Contacts

Contact Marsha Watkins Thomas of the Office of Procurement at 240-777-9954 or Bryan Hunt of the Office of Management and Budget at 240-777-2786 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 assist departments in the development of procurement strategies and documents to ensure a competitive, transparent, and fair procurement process in accordance with the County Code and the Procurement Regulations. Program staff also educate vendors about the County's procurement process and procedures.

Procurement staff also provides County departments with training, assistance and guidance of department contract administrators. Procurement works collaboratively with the Division 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 (IT) 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 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of procurements meeting agreed-upon timeline (Construction)	98%	93%	95%	95%	95%

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,284,471**	**25.40**
Restore: Fill an FY17 Lapsed Procurement Specialist II Position	35,418	0.00
Increase Cost: Miscellaneous Personnel Costs	6,971	0.00
Reduce: Under-fill Procurement Specialist II	(17,424)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	66,515	0.00
FY18 Approved	**3,375,951**	**25.40**

Business Relations and Compliance

The mission of the Division of Business Relations and Compliance (DBRC) is to plan and implement programmatic strategies to expand business opportunities for 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 DBRC is solely responsible for ensuring County government contracting compliance with the socioeconomic 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 to strengthen 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 Maryland State Commissioner of Labor and Industry for the Montgomery County region.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Business Relations and Compliance: Percentage of contract dollars awarded to LSBs (Local Small Businesses)	24%	24%	24%	25%	25%
Percent of County contract dollars that are awarded to certified MFD vendors (measured against County goals for each category)	19%	21%	20%	20%	20%
Value of County contracts awarded to local small businesses ($000)	$88,550	$87,300	$88,000	$90,000	$90,000

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**973,387**	**5.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	33,004	0.00
FY18 Approved	**1,006,391**	**5.50**

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 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**226,499**	**4.00**
Reduce: Under-fill Procurement Specialist II	(14,992)	0.00
Reduce: Lapse Office Services Coordinator Position	(90,245)	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.	9,358	0.00
FY18 Approved	**130,620**	**4.00**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,744,806	3,070,599	3,003,379	3,039,221	-1.0 %
Employee Benefits	918,330	977,285	968,833	1,038,959	6.3 %
County General Fund Personnel Costs	**3,663,136**	**4,047,884**	**3,972,212**	**4,078,180**	**0.7 %**
Operating Expenses	442,541	436,473	386,335	434,782	-0.4 %
County General Fund Expenditures	**4,105,677**	**4,484,357**	**4,358,547**	**4,512,962**	**0.6 %**
PERSONNEL					
Full-Time	33	35	35	35	—
Part-Time	2	2	2	2	—
FTEs	32.90	34.90	34.90	34.90	—
REVENUES					
Other Charges and Fees	(5,075)	0	0	0	—
County General Fund Revenues	**(5,075)**	**0**	**0**	**0**	**—**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**4,484,357**	**34.90**
Changes (with service impacts)		
Reduce: Under-fill Procurement Specialist II [Procurement Services]	(14,992)	0.00
Reduce: Under-fill Procurement Specialist II [Procurement Operations]	(17,424)	0.00
Reduce: Lapse Office Services Coordinator Position [Procurement Services]	(90,245)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	74,735	0.00
Restore: Fill an FY17 Lapsed Procurement Specialist II Position [Procurement Operations]	35,418	0.00
Increase Cost: Retirement Adjustment	15,907	0.00
Increase Cost: Annualization of FY17 Compensation Increases	12,906	0.00
Increase Cost: Annualization of FY17 Personnel Costs	7,020	0.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Miscellaneous Personnel Costs [Procurement Operations]	6,971	0.00
Decrease Cost: Printing and Mail	(1,691)	0.00
FY18 APPROVED	**4,512,962**	**34.90**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Procurement Operations	3,284,471	25.40	3,375,951	25.40
Business Relations and Compliance	973,387	5.50	1,006,391	5.50
Procurement Services	226,499	4.00	130,620	4.00
Total	**4,484,357**	**34.90**	**4,512,962**	**34.90**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
Fleet Management Services	Motor Pool	38,826	0.30	39,953	0.30
Parking District Services	Bethesda Parking	6,397	0.05	6,479	0.05
Parking District Services	Silver Spring Parking	6,397	0.05	6,479	0.05
Transit Services	Mass Transit	25,884	0.20	26,636	0.20
Solid Waste Services	Solid Waste Disposal	64,711	0.50	66,589	0.50
	Total	**142,215**	**1.10**	**146,136**	**1.10**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**4,513**	**4,513**	**4,513**	**4,513**	**4,513**	**4,513**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**18**	**18**	**18**	**18**	**18**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**4,513**	**4,531**	**4,531**	**4,531**	**4,531**	**4,531**

Public Information

Approved FY18 Budget	Full Time Equivalents
$5,079,351	44.90

Mission Statement

The mission of the Office of Public Information (PIO) 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 approved FY18 Operating Budget for the Office of Public Information is $5,079,351, an increase of $215,299 or 4.43 percent from the FY17 Approved Budget of $4,864,052. Personnel Costs comprise 83.44 percent of the budget for 63 full-time position(s) and no part-time position(s), and a total of 44.90 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 16.56 percent of the FY18 budget.

Linkage to County Result Areas

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

- **A Responsive, Accountable County Government**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Multi-Program Measures					
Internal County staff satisfaction with PIO services (scale of 1 [lowest] to 4 [highest])	3.19	3.23	3.25	3.25	3.25

Initiatives

- The Montgomery County Business Portal is a component of the County Executive's three-pronged initiative to improve government services for businesses, particularly small businesses. This initiative, involving PIO and the County Executive's Office, builds on the momentum created through privatization of the County's economic development function by responding to needs identified by businesses regarding their interactions with the County. The Portal will improve access to information

by creating a single point of entry for businesses.

- Add two Customer Services Representatives to reduce wait times, increase first call resolution and increase bilingual capacity.
- Continue to make all communications to the senior community more accessible by translating/publishing them in languages beyond English.

Accomplishments

- Increased direct communication with residents through social media sites: You Tube; Facebook; and Twitter - expanded the Twitter site to more than 53,000 followers and expanded distribution lists for electronic publications such as "The Paperless Airplane" which reaches more than 120,000 households. MC311 collaborates with the Public Information Office to respond to resident requests for services and information via Twitter and Facebook.
- Public Information Office continues to interact with residents about County issues, programs, and services through press releases; media advisories; online chats; town hall meetings; news and other public events; County website; email and online newsletters; You Tube; Facebook; Flickr; Periscope and Twitter.
- Public Information Office has installed digital displays in the EOB lobby, Regional Service Centers and the Council Office Building to provide information on County Government programs and services; with plans to expand digital signage to other County Facilities.
- Implement Verizon 311 auto attendant for customers who live where Montgomery County borders Washington, D. C. and Prince George's County .

Innovations and Productivity Improvements

- Continue to monitor and use MC311 data to improve operations and service delivery in all County Departments. Regularly collaborate with the CountyStat Office to improve department Service Level Agreement time frames.

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**106,660**	**1.00**
Decrease Cost: Motor Pool Adjustment	(613)	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.	34,203	0.00
FY18 Approved	**140,250**	**1.00**

Notes:

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook, Twitter (in millions)	40	37	50	60	70
Total attendance at press conferences and press events	4,871	5,045	5,000	5,000	5,000
Number of press events	37	30	45	50	60
Number of press requests under the MPIA	6	15	10	5	10
Percentage of Maryland Public Information Act (MPIA) requests completed within 30 days	50	79	80	80	90

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**990,545**	**6.40**
Increase Cost: Outreach and Translation Services to the Senior Community	10,000	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.	43,690	0.75
FY18 Approved	**1,044,235**	**7.15**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
MC311 - Average amount of time it takes to reach a Customer Service Representative after the Welcome Announcement (in seconds)	23.0	25.6	20.0	18.0	18.0
MC311 - Percent customer satisfaction rating	85	84	85	88	90
Cost per customer contact (in dollars) (salary expenditures divided by the total number of customer contacts by phone, web portal, mobile-enabled portal, Twitter)	3.5	3.9	4	4.1	4.2
Average rate of Service Requests created on the MC311 website and the mobile enabled portal	30.1	32.9	35.0	37.0	39.0
Average rate of first call resolution (customer requests closed in one call divided by total calls answered at the call center)	81.2	78	83	85	85
Average rate of calls that come into 311, but are not answered by a Customer Service Representative (CSR)	8.2	8.9	5.0	5.0	5.0
Average rate of callers requesting to speak Spanish	4.7	4.3	5.0	6.0	7.0

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,766,847**	**34.70**
Enhance: Add Two Customer Services Representative (CSR) II Positions	108,140	2.00
Shift: Adjust Charges to Others (HHS) revert back to GF	57,398	1.20
Shift: Adjust to Charges to Others - DPS	(11,583)	(0.10)
Shift: Adjust Charges to Others - DEP	(16,931)	(0.30)
Decrease Cost: Training and Miscellaneous Operating Expenses	(59,001)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	49,996	(0.75)
FY18 Approved	**3,894,866**	**36.75**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,117,573	2,978,136	3,124,891	3,203,727	7.6 %
Employee Benefits	1,029,086	992,346	1,043,723	1,034,566	4.3 %
County General Fund Personnel Costs	**4,146,659**	**3,970,482**	**4,168,614**	**4,238,293**	**6.7 %**
Operating Expenses	751,453	893,570	949,118	841,058	-5.9 %
County General Fund Expenditures	**4,898,112**	**4,864,052**	**5,117,732**	**5,079,351**	**4.4 %**
PERSONNEL					
Full-Time	60	60	60	63	5.0 %
Part-Time	0	0	0	0	—
FTEs	42.90	42.10	42.10	44.90	6.7 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**4,864,052**	**42.10**
Changes (with service impacts)		
Enhance: Add Two Customer Services Representative (CSR) II Positions [MC311 Customer Service Center]	108,140	2.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	101,059	0.00
Shift: Adjust Charges to Others (HHS) revert back to GF [MC311 Customer Service Center]	57,398	1.20
Increase Cost: Annualization of FY17 Compensation Increases	36,916	0.00
Increase Cost: Outreach and Translation Services to the Senior Community [Public Relations]	10,000	0.00
Increase Cost: Retirement Adjustment	706	0.00
Decrease Cost: Motor Pool Adjustment [Web Content and Graphic Management]	(613)	0.00
Decrease Cost: Printing and Mail	(2,898)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(7,894)	0.00
Shift: Adjust to Charges to Others - DPS [MC311 Customer Service Center]	(11,583)	(0.10)
Shift: Adjust Charges to Others - DEP [MC311 Customer Service Center]	(16,931)	(0.30)
Decrease Cost: Training and Miscellaneous Operating Expenses [MC311 Customer Service Center]	(59,001)	0.00
FY18 APPROVED	**5,079,351**	**44.90**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Web Content and Graphic Management	106,660	1.00	140,250	1.00
Public Relations	990,545	6.40	1,044,235	7.15
MC311 Customer Service Center	3,766,847	34.70	3,894,866	36.75
Total	**4,864,052**	**42.10**	**5,079,351**	**44.90**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
Health and Human Services	General Fund	149,863	2.00	153,997	1.80
Permitting Services	Permitting Services	215,875	2.80	233,256	2.90
Housing and Community Affairs	Montgomery Housing Initiative	63,364	0.90	67,926	0.90
Solid Waste Services	Solid Waste Disposal	323,024	4.45	343,480	4.65
Solid Waste Services	Solid Waste Collection	84,845	1.15	93,165	1.25
Cable Television Communications Plan	Cable TV	795,797	6.60	771,778	6.60

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
	Total	**1,632,768**	**17.90**	**1,663,602**	**18.10**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**5,079**	**5,079**	**5,079**	**5,079**	**5,079**	**5,079**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY18	**0**	**32**	**32**	**32**	**32**	**32**
New positions in the FY18 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Labor Contracts	**0**	**43**	**43**	**43**	**43**	**43**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**5,079**	**5,154**	**5,154**	**5,154**	**5,154**	**5,154**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY18 Approved		FY19 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Add Two Customer Services Representative (CSR) II Positions	108,140	2.00	140,524	2.00
Total	**108,140**	**2.00**	**140,524**	**2.00**

Technology Services

Approved FY18 Budget	Full Time Equivalents
$43,022,058	168.40

Mission Statement

The mission of the Department of Technology Services is to leverage technology to facilitate the delivery of County government services in a cost-effective, timely, high-quality, and secure manner. DTS strives to be responsive by providing solutions, services and assistance to partners, customers and constituents - when and where they are needed - and to securely enable our employees to provide quality services and information to our residents and businesses. DTS commits to being collaborative by working in partnership with our internal customers, external agencies, and with the public and private sectors, to increase the productivity of County government, businesses and residents, and to assist with technology enabled economic development initiatives. DTS commits to be innovative by continually identifying and implementing innovative technology solutions to deliver value and improvement and to facilitate the innovation programs of the County.

Budget Overview

The total approved FY18 Operating Budget for the Department of Technology Services is $43,022,058, an increase of $1,489,278 or 3.59 percent from the FY17 Approved Budget of $41,532,780. Personnel Costs comprise 56.61 percent of the budget for 176 full-time position(s) and two part-time position(s), and a total of 168.40 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 43.39 percent of the FY18 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 is emphasized:

- **A Responsive, Accountable County Government**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Multi-Program Measures					
Average customer satisfaction rating (1-4) on the yearly internal customer survey of County managers	3.11	3.23	3.10	3.10	3.10

Initiatives

- In FY18, the Department of Technology Services will implement an Employee Productivity Solutions (EPS) team providing support to County departments for small-scale applications and digital forms development using the Microsoft Sharepoint platform promoting greater data sharing and collaboration among departments and users.
- Continue ultraMontgomery programming activities for outreach, fundraising, and digital coding programs for youth and seniors.

Accomplishments

- ☑ Received the following awards in 2016: * Montgomery County was named America's second highest-ranked digital County government in the United States by the Center for Digital Government and the National Association of Counties (NACo), receiving second place honors in the competition for jurisdictions with populations of 500,000 or greater. Montgomery is the only County to be ranked in the Top 10 each year since the inception of the annual survey in 2003. * Montgomery County was named a Tech Savvy Jurisdiction by the Public Technology Institute (PTI). * Montgomery County's Open Data Program achieved national recognition, including its Financial standards and platforms (spendingMontgomery and budgetMontgomery) being adopted by over 300 governments nationally and being recognized by White House and the Government Finance Officers Association (GFOA) as national leader and model in police data and other open data and public disclosure initiatives. * The Department of Technology Services received six NACo Achievement Awards, four PTI awards, and one GFOA award.
- ☑ Published the IT Strategic Plan for FY17-FY19.
- ☑ Published 50 new datasets as part of the County's Open Data Implementation Plan.
- ☑ Supported new capital projects, including planning and installation of computing and telecommunications infrastructure for all new and renovated facilities and relocations, including the Silver Spring Library, the new Public Safety Training Academy (PSTA), relocation of MC311, Health and Human Services (HHS), and Department of Housing and Community Affairs (DHCA) facilities to 1401 Rockville Pike, and three recreation centers.
- ☑ Continued development of the Cyber Security program by strengthening incident response, upgrading security training program for employees, conducting independent risk assessment/penetration test, and enhancing software patching and vulnerability management.
- ☑ DTS created new public-private-partnerships for Broadband; re-organized broadband governance; established the Broadband Roadmap in partnership with outside agencies; and conducted multi-sector briefings.
- ☑ Upgraded County Web Portal to offer additional service and improve mobility and accessibility.
- ☑ Developed new web applications including new Snow Portal, Case Management System, and mobile applications.

Innovations and Productivity Improvements

- Provided support for the Integrated Justice Information System (IJIS) program, including implementation of the Corrections and Rehabilitation Information Management System (CRIMS) Interim Phase 2 solution for jail management.
- Continued enterprise-wide deployment of the Office 365 platform, including enhanced features such as SharePoint Online (for database collaboration), Skype for Business videoconferencing, and e-mail encryption and data loss prevention.

Collaboration and Partnerships

FY17 Information Technology Cluster and Enhanced Customer Services and Support to County Departments

In FY17, the Department of Technology Services and the Office of Management and Budget led a County-wide cluster process to discuss deployment of Microsoft Sharepoint and other collaboration services and software to share ideas, promote best practices, and increase productivity for County departments. In FY18, DTS plans to increase support to smaller departments through the new Employee Productivity Solutions (EPS) initiative and establish dedicated "Account Managers" to provide enhanced customer services to department users.

Partners

Office of Consumer Protection, Department of Correction and Rehabilitation, Office of the County Attorney, Office of the County Executive, Office of Emergency Management and Homeland Security, Department of Environmental Protection, Department of Finance, Montgomery County Fire and Rescue Service, Department of General Services, Department of Health and Human Services, Department of Housing and Community Affairs, Office of Human Resources, Office of Management and Budget, Department of Permitting Services, Department of Police, Office of Procurement, Office of Public Information, Department of Public Libraries, Department of Recreation, Sheriff's Office, Division of Transit Services, Department of Transportation

FiberNet Enhancements

DTS continues to roll out Dense Wave Division Multiplexing (DWDM) to increase the bandwidth and capabilities of the FiberNet network. The Network Operations Center (NOC), initiated in FY17, will continue operations with a dedicated manager in FY18. FiberNet lines were also extended to the National Institutes of Standards and Technology campus in Germantown.

Partners

Housing Opportunities Commission, Maryland-National Capital Park and Planning Commission, Montgomery College, Montgomery County Public Schools, Washington Suburban Sanitary Commission

Public Safety Systems Modernization (PSSM) Deployment

DTS continued implementation on the PSSM Program, including: implementing Emergency Police Discipline including medical and fire; implementing the new Intrado's 911 communications and dispatch system, and reconfiguring 911 physical spaces in the Public Safety Communications Center (PSCC).

Partners

Office of Emergency Management and Homeland Security, Montgomery County Fire and Rescue Service, Department of Police, Sheriff's Office

Integrated Justice Informations Solution (IJIS) Development

DTS will continue working with public safety departments and agencies to further develop IJIS solutions and enhancements.

Partners

Circuit Court, Department of Correction and Rehabilitation, Department of Police, Sheriff's Office, Office of the State's Attorney

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.

Enterprise Systems and Operations

The Enterprise Systems and Operations Division (ESOD) 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 infrastructure for enterprise-wide systems including Enterprise Resource Planning (ERP), MC311 and MCTime. ESOD operates the enterprise data center and manages the enterprise cloud-based e-mail, calendaring and office productivity/collaboration systems, the enterprise directory and identity management systems, enterprise file and print system, enterprise image archiving, records management and hundreds of enterprise and department servers (web, application, and database), including ongoing patching and remediation of the servers to maintain and improve security of the County IT infrastructure. ESOD manages and provides support for the Public Safety Data System. ESOD also manages the Enterprise Services Bus (ESB) that provides interfaces and data transfers between enterprise and department systems, with both internal systems and external systems, including open data.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Enterprise applications system availability (%) [1]	99.990	99.996	99.990	99.990	99.990
Number of Enterprise Service Bus data transfers (monthly average)	294,606	319,863	350,000	380,000	410,000

[1] *Enterprise Applications System Availability is the availability of the following applications: ERP's Oracle EBS system, ERP's Oracle EBS self-service system, MC311 system, MC311 self-service system, MCG Internet Portal, Department of Recreation's Class system*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**13,466,948**	**41.50**
Technical Adj: Information Technology Specialist I	134,688	1.00
Increase Cost: Advanced Threat Protection Cost Adjustment	68,000	0.00
Decrease Cost: Convert Contractor Resources to Staff Positions	(100,000)	2.00
Shift: Office 365 licenses from DTS to DCM NDA	(990,000)	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.	(727,168)	(7.50)
FY18 Approved	**11,852,468**	**37.00**

Enterprise Telecommunications and Services

The Enterprise Telecommunications and Services (ETSD) division provides reliable, modern, and integrated communications services to enable network data, voice, and other solutions for County Government departments and agencies, including MC311. 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 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Average number of workdays to complete telecom requests	7.7	6.7	7.0	7.0	7.0

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**6,171,289**	**21.05**

FY18 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	351,077	2.00
FY18 Approved	**6,522,366**	**23.05**

Enterprise Applications and Solutions

The Enterprise Applications and Solutions (EASD) division delivers and maintains solutions through web-based applications, data services, and geographic information systems; and provides oversight for the Device Client Management (DCM) program and the County's IT Help Desk. The Web and Mobile Applications Team supports the County's digital government initiatives including website management. Digital government provides cost-effective services at greater convenience to residents and employees through the use of modern web technologies. The Data Services Team leads the County's Open Data program and oversees the execution of its Implementation Plan. The Geographic Information Systems Team designs and implements applications for County departments, designs and develops custom maps and web-based mapping applications, and maintains the accuracy and currency of the Montgomery County Street Centerlines database and related data layers. The DCM Team oversees the annual replacement of personal computers, manages the software patching, distribution and enterprise anti-malware systems, including ongoing remediation of computers to maintain and improve security of the County IT infrastructure. In addition, the DCM Team administers the DCM and IT equipment maintenance contracts, and provides general IT support directly to departments and employees through the County's IT Help Desk.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of DTS Help Desk requests that are resolved on the first call [1]	97.6	98.5	90.0	90.0	90.0

[1] *Projections match the contract Service Level Agreement (SLA) of 90%.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**7,024,107**	**36.75**
Add: Employee Productivity Solutions (EPS) Team	200,000	1.00
Shift: Contractor Resources to Permanent Staff Position	(60,000)	1.00
Reduce: Lapse One Position (one-time)	(111,222)	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.	548,906	2.00
FY18 Approved	**7,601,791**	**40.75**

Office of the Chief Operating Officer (COO)

The Office of the Chief Operating Officer (COO) provides leadership and strategies for the development and delivery of County technology solution planning through the Project Management Office (PMO) and oversees the day to day operations of Technology Services department operating divisions, in support of all Enterprise and departmental systems. The Office manages both Enterprise Architecture and Enterprise Strategic Planning to ensure cost-effective County-wide IT investment. The PMO reviews all technology funding requests for County departments, and develops and maintains project management standards across projects. Additionally, project managers in this Office support cross-departmental projects and the open data initiative. Project Management certification is encouraged to promote continuous growth and demonstration of project management best practices. The Management Services Team is responsible for department administrative support including budgeting and financial processing, human resources management, procurement, and facilities management.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,932,629**	**15.10**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	688,990	3.00
FY18 Approved	**2,621,619**	**18.10**

Office of the Chief Information Officer

This Office of the Chief Information Officer (CIO) provides technology leadership, policy direction, and program guidance for the Department and the County government's information technology initiatives, including the Public Safety Systems Modernization (PSSM), Technology Modernization (TechMod), and Integrated Justice Information System (IJIS) programs. PSSM encompasses the modernization of computer aided dispatch (CAD), law enforcement records management, fire station alerting (FSA) and the voice radio infrastructure (800 MHz). TechMod currently includes: (1) the move of the Department of Recreation, the Community Use of Public Facilities, and M-NCPPC parks from on-premises systems to combined cloud services, and (2) the Department of Health and Human Services' Process and Technology Modernization initiative. IJIS facilitates the exchange of data about offenders and offender activity between Montgomery County Agencies (e.g. Police, Sheriff, Corrections, State's Attorney's Office, Health and Human Services, and Circuit Court), the State of Maryland, and the Federal Government. The Office is responsible for assisting departments with creating process efficiencies and aligning their information technology needs with the overall County enterprise strategy.

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, provides security training to County employees through an Enterprise Security Awareness Training program, and rapidly responds 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 information security compliance mandates, such as the Health Insurance Portability and Accountability Act (HIPAA) and the Payment Card Industry (PCI) Data Security Standards.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
IT Security - Average security vulnerabilities per device	22.2	16.7	16.0	12.0	10.0
Open Data - Number of datasets published	56	50	56	50	50

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,732,222**	**9.00**
Increase Cost: Cybersecurity Contractor Resources	520,000	0.00
Increase Cost: IJIS Contractors from CIP to Operating Budget	90,000	0.00
Decrease Cost: Convert IJIS Contractors to Staff	(90,000)	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.	613,752	3.00
FY18 Approved	**4,865,974**	**14.00**

Enterprise Resource Planning Division (ERPD)

The 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, adapts to the ongoing and changing environment, reengineers business processes to improve efficiency, implements new initiatives and stays abreast of systemic enhancements and improvements to the County's ERP systems. ERPD is comprised of both IT and functional business analysts to promote an integrated ERP environment for developing complex solutions, continual improvements. The ERPD supports the day-to-day operations of finance, human resources, payroll, retirees, budgeting, procurement, warehouse management, and transportation management; maximizes the ERP solution by providing a structure for continuous improvement; streamlines business operations and deploys system enhancements to take advantage of productivity improvements; develops enterprise business intelligence dash board/reporting capabilities and analytic tools providing decision support to executive management and department administrators; and, facilitates the flow of information between all business functions within Montgomery County Government and external stakeholder systems.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**9,205,585**	**36.00**
Shift: ERP chargebacks from DTS to OMB	(134,672)	(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.	286,927	(0.50)
FY18 Approved	**9,357,840**	**34.50**

Office of Broadband Programs (OBP)

The Office of Broadband Programs (OBP) is responsible for county-wide broadband governance, planning, and execution. This Office leads the County Executive's ultraMontgomery initiative; manages the County's cable television and telecommunications franchise agreements and the Cable Revenue fund; and manages the County's fiber optic network. The goal of the ultraMontgomery program is to grow knowledge-based jobs that increasingly need always-on, ultra high-speed broadband networks (e.g., in science, technology, cybersecurity, media,finance and research & development). The Cable Office ensures that cable services are of high quality; that cable providers comply with safety and construction codes; that cable customer service requirements are enforced; and,that quality Public, Educational and Government (PEG) cable programming is provided. 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. The Cable Office and 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**0**	**0.00**
Enhance: UltraMontgomery Coding Initiative (Youth Program)	150,000	0.00
Enhance: UltraMontgomery Coding Initiative (Senior Program)	120,000	0.00
Enhance: UltraMontgomery Coding Initiative (Outreach)	80,000	0.00
Add: Office of Broadbrand Programs Director (M1)	0	1.00
Shift: UltraMontgomery Youth Coding Initiative to Department of Recreation	(150,000)	0.00
FY18 Approved	**200,000**	**1.00**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	13,961,211	17,885,198	14,928,442	19,143,088	7.0 %
Employee Benefits	4,296,327	5,029,061	4,428,278	5,209,601	3.6 %
County General Fund Personnel Costs	**18,257,538**	**22,914,259**	**19,356,720**	**24,352,689**	**6.3 %**
Operating Expenses	21,340,638	18,498,221	20,895,758	18,549,069	0.3 %
Capital Outlay	30,679	120,300	0	120,300	—
County General Fund Expenditures	**39,628,855**	**41,532,780**	**40,252,478**	**43,022,058**	**3.6 %**
PERSONNEL					
Full-Time	155	167	167	176	5.4 %
Part-Time	2	2	2	2	—
FTEs	146.65	159.40	159.40	168.40	5.7 %

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**41,532,780**	**159.40**
Changes (with service impacts)		
Add: Employee Productivity Solutions (EPS) Team [Enterprise Applications and Solutions]	200,000	1.00
Enhance: UltraMontgomery Coding Initiative (Youth Program) [Office of Broadband Programs (OBP)]	150,000	0.00
Enhance: UltraMontgomery Coding Initiative (Senior Program) [Office of Broadband Programs (OBP)]	120,000	0.00
Enhance: UltraMontgomery Coding Initiative (Outreach) [Office of Broadband Programs (OBP)]	80,000	0.00
Add: Office of Broadbrand Programs Director (M1) [Office of Broadband Programs (OBP)]	0	1.00
Reduce: Lapse One Position (one-time) [Enterprise Applications and Solutions]	(111,222)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY17 Personnel Costs	854,712	0.00
Increase Cost: Cybersecurity Contractor Resources [Office of the Chief Information Officer]	520,000	0.00
Increase Cost: FY18 Compensation Adjustment	398,919	0.00
Increase Cost: Extend ERP Contractor Support (one-time)	300,000	0.00
Technical Adj: Information Technology Specialist I [Enterprise Systems and Operations]	134,688	1.00
Increase Cost: IJIS Contractors from CIP to Operating Budget [Office of the Chief Information Officer]	90,000	0.00
Increase Cost: Advanced Threat Protection Cost Adjustment [Enterprise Systems and Operations]	68,000	0.00
Increase Cost: GIS County Wide Pictometry Oblique Aerial ImageryÂ Maintenance	66,000	0.00
Increase Cost: Retirement Adjustment	49,189	0.00
Increase Cost: Sophos Anti-Virus Software Licensing	49,000	0.00
Increase Cost: Oracle Software Maintenance	48,000	0.00
Increase Cost: ForeSee Maintenance	32,800	0.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: BOE Application Maintenance	30,000	0.00
Increase Cost: CALMS Maintenance	30,000	0.00
Increase Cost: CIMS Maintenance	30,000	0.00
Increase Cost: IBI iWay Data Quality Maintenance	23,900	0.00
Increase Cost: JusticeWeb Software and API Maintenance	19,300	0.00
Increase Cost: GovDelivery Software Maintenance	15,000	0.00
Increase Cost: Payroll Tax Software Maintenance	11,000	0.00
Increase Cost: Crystal Reports Maintenance	10,000	0.00
Increase Cost: JustWare Software Maintenance	10,000	0.00
Increase Cost: Oracle Property Management Module Maintenance	9,800	0.00
Increase Cost: Annualization of FY17 Compensation Increases	6,816	0.00
Increase Cost: ArcGIS Server License Maintenance	5,000	0.00
Technical Adj: Workforce Technical Adjustments	0	2.00
Decrease Cost: Printing and Mail	(8,066)	0.00
Decrease Cost: Motor Pool Adjustment	(28,886)	0.00
Shift: Contractor Resources to Permanent Staff Position [Enterprise Applications and Solutions]	(60,000)	1.00
Decrease Cost: Convert IJIS Contractors to Staff [Office of the Chief Information Officer]	(90,000)	2.00
Decrease Cost: Convert Contractor Resources to Staff Positions [Enterprise Systems and Operations]	(100,000)	2.00
Shift: ERP chargebacks from DTS to OMB [Enterprise Resource Planning Division (ERPD)]	(134,672)	(1.00)
Shift: UltraMontgomery Youth Coding Initiative to Department of Recreation [Office of Broadband Programs (OBP)]	(150,000)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY17	(200,000)	0.00
Shift: Office 365 licenses from DTS to DCM NDA [Enterprise Systems and Operations]	(990,000)	0.00
FY18 APPROVED	**43,022,058**	**168.40**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Enterprise Systems and Operations	13,466,948	41.50	11,852,468	37.00
Enterprise Telecommunications and Services	6,171,289	21.05	6,522,366	23.05
Enterprise Applications and Solutions	7,024,107	36.75	7,601,791	40.75
Office of the Chief Operating Officer (COO)	1,932,629	15.10	2,621,619	18.10
Office of the Chief Information Officer	3,732,222	9.00	4,865,974	14.00
Enterprise Resource Planning Division (ERPD)	9,205,585	36.00	9,357,840	34.50
Office of Broadband Programs (OBP)	0	0.00	200,000	1.00
Total	**41,532,780**	**159.40**	**43,022,058**	**168.40**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	649,926	0.00	395,325	0.00
Liquor Control	Liquor	1,128,000	0.00	1,070,393	0.00
CIP	Capital Fund	818,939	5.50	617,929	3.50
NDA - Retiree Health Benefits Trust	Retirement Fund (ERS)	0	0.00	161,858	0.00
Cable Television Communications Plan	Cable TV	850,883	5.35	786,876	5.35
	Total	**3,447,748**	**10.85**	**3,032,381**	**8.85**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**43,022**	**43,022**	**43,022**	**43,022**	**43,022**	**43,022**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY18	**0**	**(300)**	**(300)**	**(300)**	**(300)**	**(300)**
Items recommended for one-time funding in FY18, including (including one-time ERP contractor support), will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**76**	**76**	**76**	**76**	**76**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**43,022**	**42,798**	**42,798**	**42,798**	**42,798**	**42,798**

Urban Districts

Approved FY18 Budget	Full Time Equivalents
$8,690,049	58.60

Mission Statement

Urban Districts maintain and enhance the County's downtowns (Bethesda, Silver Spring, and Wheaton) as prosperous, livable urban centers by 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 approved FY18 Operating Budget for the Urban Districts is $8,690,049, a decrease of $51,613 or 0.59 percent from the FY17 Approved Budget of $8,741,662. Personnel Costs comprise 46.56 percent of the budget for 60 full-time position(s) and one part-time position(s), and a total of 58.60 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 53.44 percent of the FY18 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**
- **A Responsive, Accountable County Government**
- **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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Multi-Program Measures					
BETHESDA URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with the "value added" of the UD Hospitality team (scale 1-5)	4.5	4.8	4.8	4.8	4.8
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with the "value added" of the UD Hospitality team (scale 1-5)	3.9	4.1	4.0	4.0	4.0

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with the "value added" of the UD Hospitality team (scale 1-5)	3.3	3.9	4.0	4.0	4.0

Initiatives

- Create a sustained marketing campaign in the Fenton Village portion of the Silver Spring Urban District to counter the impact of construction and redevelopment projects on the Fenton Village business community.

Accomplishments

- ☑ Launched a new series of sculptures throughout downtown Bethesda to brand the Bethesda Arts and Entertainment District.
- ☑ Unveiled the second installment of the "Paint the Town" mural project in Bethesda focused on the plaza area and bus bay at 3 Bethesda Metro Center.
- ☑ Supported over 75 events on Veterans Plaza in the Silver Spring Urban District (SSUD), including the Silver Spring Jazz Festival, Thanksgiving Parade, the Taste the World in Fenton Village, and the Summer Concert series.
- ☑ Recycled over five tons of material (plastic, glass and aluminum bottles and cans) in the SSUD and delivered it to the Shady Grove Processing Facility and Transfer Station.
- ☑ Received the "Green Community Award" presented by Green Wheaton in recognition of the efforts of the Wheaton Urban District (WUD) Clean and Safe Team.
- ☑ Awarded Arts & Entertainment District Designation from the Maryland State Arts Council for Wheaton in the WUD, including approval for expansion of the district boundaries to include the new Wheaton Library/Recreation Center and Westfield Wheaton Mall.
- ☑ Removed seven tons of recyclables from the waste stream and replaced 35 street trees in the WUD.

Collaboration and Partnerships

Wheaton Clock Tower

Refreshed the Wheaton Clock Tower thanks to students from Arts on the Block and a grant from the Arts & Humanities Council of Montgomery County, as part of the Wheaton Cultural Grants.

Partners

Non-Profits

Program Contacts

Contact Ken Hartman of the Urban Districts at 240.777.8206 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

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
BETHESDA URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's marketing and promotion (scale 1-5)	5.0	5.0	5.0	5.0	5.0
BETHESDA URBAN DISTRICT - Average number of website sessions per month	30,000	32,000	35,000	38,000	40,000
BETHESDA URBAN DISTRICT - Number of social media followers	8,500	9,900	11,000	12,500	14,000
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's marketing and promotion (scale 1-5)	3.7	3.6	4.0	4.0	4.0
SILVER SPRING URBAN DISTRICT - Average number of website sessions per month	98,000	100,000	110,000	120,000	130,000
SILVER SPRING URBAN DISTRICT - Number of social media followers	2,500	5,000	5,500	6,000	6,500
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's marketing and promotion (scale 1-5)	2.8	2.8	3.0	3.5	4.0
WHEATON URBAN DISTRICT - Average number of website sessions per month	15,500	23,000	25,000	27,000	29,000
WHEATON URBAN DISTRICT - Number of social media followers	2,358	2,072	2,500	3,000	3,500

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,584,801**	**35.95**
Add: Fenton Village Business Marketing	15,000	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.	(233,640)	(4.00)
FY18 Approved	**3,366,161**	**31.95**

Sidewalk Repair

This program provides for the removal and replacement of deteriorated concrete and brick walks and curbs in the Urban Districts.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**143,969**	**0.00**
FY18 Approved	**143,969**	**0.00**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
BETHESDA URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board	5.0	5.0	5.0	5.0	5.0

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
with cleanliness levels of Urban District maintained (scale 1-5)					
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with cleanliness levels of Urban District maintained (scale 1-5)	3.9	3.8	4.0	4.0	4.0
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with cleanliness levels of Urban District maintained (scale 1-5)	3.0	4.0	4.0	4.0	4.0

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,861,114**	**0.00**
Reduce: Lapse Public Service Worker II	(41,950)	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.	41,950	0.00
FY18 Approved	**1,861,114**	**0.00**

Tree Maintenance

This program provides pruning, planting, fertilization, necessary spraying, replacement, watering, mulching, and tree base cleaning in the Urban Districts.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
BETHESDA URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	5.0	5.0	5.0	5.0	5.0
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	3.6	3.7	4.0	4.0	4.0
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	3.5	3.8	4.0	4.0	4.0

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**123,885**	**0.00**
FY18 Approved	**123,885**	**0.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**970,918**	**13.35**
Reduce: Lapse Work Force Leader I	(10,493)	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.	250,941	4.00
FY18 Approved	**1,211,366**	**17.35**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,056,975**	**9.30**
Increase Cost: Motor Pool Adjustment	19,011	0.00
Decrease Cost: Printing and Mail	(2,898)	0.00
Decrease Cost: Risk Management Adjustment	(3,971)	0.00
Decrease Cost: Risk Management Adjustment	(11,629)	0.00
Decrease Cost: Risk Management Adjustment	(27,267)	0.00
Decrease Cost: Motor Pool Adjustment	(86,058)	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.	39,391	0.00
FY18 Approved	**1,983,554**	**9.30**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
URBAN DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	79,699	88,059	79,103	88,706	0.7 %
Employee Benefits	47,261	47,109	45,288	50,010	6.2 %
Urban District - Bethesda Personnel Costs	**126,960**	**135,168**	**124,391**	**138,716**	**2.6 %**
Operating Expenses	2,956,154	3,049,624	3,049,624	3,036,227	-0.4 %
Urban District - Bethesda Expenditures	**3,083,114**	**3,184,792**	**3,174,015**	**3,174,943**	**-0.3 %**
PERSONNEL					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
Optional Method Development	150,134	189,877	189,877	189,877	—
Property Tax	581,347	564,836	606,207	632,520	12.0 %
Urban District - Bethesda Revenues	**731,481**	**754,713**	**796,084**	**822,397**	**9.0 %**
URBAN DISTRICT - SILVER SPRING					
EXPENDITURES					
Salaries and Wages	1,605,477	1,669,706	1,673,498	1,689,047	1.2 %
Employee Benefits	639,348	739,605	737,162	744,707	0.7 %
Urban District - Silver Spring Personnel Costs	**2,244,825**	**2,409,311**	**2,410,660**	**2,433,754**	**1.0 %**
Operating Expenses	888,811	1,042,536	1,037,536	1,064,918	2.2 %

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Urban District - Silver Spring Expenditures	**3,133,636**	**3,451,847**	**3,448,196**	**3,498,672**	**1.4 %**
PERSONNEL					
Full-Time	37	37	37	37	—
Part-Time	0	0	0	0	—
FTEs	34.90	34.90	34.90	34.90	—
REVENUES					
Optional Method Development	209,847	150,000	150,000	150,000	—
Property Tax	733,081	878,877	859,564	897,511	2.1 %
Urban District - Silver Spring Revenues	**942,928**	**1,028,877**	**1,009,564**	**1,047,511**	**1.8 %**

URBAN DISTRICT - WHEATON

EXPENDITURES					
Salaries and Wages	831,400	1,040,841	921,462	1,051,593	1.0 %
Employee Benefits	318,037	431,608	361,624	422,296	-2.2 %
Urban District - Wheaton Personnel Costs	**1,149,437**	**1,472,449**	**1,283,086**	**1,473,889**	**0.1 %**
Operating Expenses	585,485	632,574	500,549	542,545	-14.2 %
Urban District - Wheaton Expenditures	**1,734,922**	**2,105,023**	**1,783,635**	**2,016,434**	**-4.2 %**
PERSONNEL					
Full-Time	22	22	22	22	—
Part-Time	1	1	1	1	—
FTEs	22.40	22.70	22.70	22.70	—
REVENUES					
Investment Income	280	1,300	550	550	-57.7 %
Property Tax	196,024	207,075	208,616	217,506	5.0 %
Urban District - Wheaton Revenues	**196,304**	**208,375**	**209,166**	**218,056**	**4.6 %**

DEPARTMENT TOTALS

Total Expenditures	**7,951,672**	**8,741,662**	**8,405,846**	**8,690,049**	**-0.6 %**
Total Full-Time Positions	**60**	**60**	**60**	**60**	**—**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**58.30**	**58.60**	**58.60**	**58.60**	**—**
Total Revenues	**1,870,713**	**1,991,965**	**2,014,814**	**2,087,964**	**4.8 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
URBAN DISTRICT - BETHESDA		
FY17 ORIGINAL APPROPRIATION	**3,184,792**	**1.00**
Other Adjustments (with no service impacts)		

FY18 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY17 Personnel Costs	14,537	0.00
Increase Cost: Retirement Adjustment	2,474	0.00
Increase Cost: Motor Pool Adjustment	2,179	0.00
Increase Cost: FY18 Compensation Adjustment	1,731	0.00
Decrease Cost: Annualization of FY17 Compensation Increases	(605)	0.00
Decrease Cost: Printing and Mail [Administration]	(2,898)	0.00
Decrease Cost: Risk Management Adjustment [Administration]	(27,267)	0.00
FY18 APPROVED	**3,174,943**	**1.00**

URBAN DISTRICT - SILVER SPRING

FY17 ORIGINAL APPROPRIATION	**3,451,847**	**34.90**
Changes (with service impacts)		
Add: Fenton Village Business Marketing [Promotion of Community and Business Activities]	15,000	0.00
Reduce: Lapse Work Force Leader I [Enhanced Security]	(10,493)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	55,145	0.00
Increase Cost: Motor Pool Adjustment [Administration]	19,011	0.00
Increase Cost: Annualization of FY17 Compensation Increases	18,587	0.00
Increase Cost: Retirement Adjustment	4,976	0.00
Decrease Cost: Risk Management Adjustment [Administration]	(11,629)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(43,772)	0.00
FY18 APPROVED	**3,498,672**	**34.90**

URBAN DISTRICT - WHEATON

FY17 ORIGINAL APPROPRIATION	**2,105,023**	**22.70**
Changes (with service impacts)		
Reduce: Lapse Public Service Worker II [Streetscape Maintenance]	(41,950)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	35,007	0.00
Increase Cost: Annualization of FY17 Compensation Increases	11,583	0.00
Increase Cost: Retirement Adjustment	1,369	0.00
Decrease Cost: Risk Management Adjustment [Administration]	(3,971)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(4,569)	0.00
Decrease Cost: Motor Pool Adjustment [Administration]	(86,058)	0.00
FY18 APPROVED	**2,016,434**	**22.70**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Promotion of Community and Business Activities	3,584,801	35.95	3,366,161	31.95
Sidewalk Repair	143,969	0.00	143,969	0.00
Streetscape Maintenance	1,861,114	0.00	1,861,114	0.00
Tree Maintenance	123,885	0.00	123,885	0.00
Enhanced Security	970,918	13.35	1,211,366	17.35
Administration	2,056,975	9.30	1,983,554	9.30
Total	**8,741,662**	**58.60**	**8,690,049**	**58.60**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
URBAN DISTRICT - SILVER SPRING					
Parking District Services	Silver Spring Parking	165,230	3.00	165,230	3.00

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
URBAN DISTRICT - BETHESDA						
EXPENDITURES						
FY18 Approved	**3,175**	**3,175**	**3,175**	**3,175**	**3,175**	**3,175**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**0**	**0**	**0**	**0**	**0**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,175**	**3,175**	**3,175**	**3,175**	**3,175**	**3,175**
URBAN DISTRICT - SILVER SPRING						
EXPENDITURES						
FY18 Approved	**3,499**	**3,499**	**3,499**	**3,499**	**3,499**	**3,499**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**21**	**21**	**21**	**21**	**21**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,499**	**3,520**	**3,520**	**3,520**	**3,520**	**3,520**
URBAN DISTRICT - WHEATON						
EXPENDITURES						

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
FY18 Approved	**2,016**	**2,016**	**2,016**	**2,016**	**2,016**	**2,016**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**14**	**14**	**14**	**14**	**14**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**2,016**	**2,030**	**2,030**	**2,030**	**2,030**	**2,030**

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Consumer Protection

Approved FY18 Budget	Full Time Equivalents
$2,364,597	16.60

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 approved FY18 Operating Budget for the Office of Consumer Protection is $2,364,597, an increase of $255,527 or 12.12 percent from the FY17 Approved Budget of $2,109,070. Personnel Costs comprise 91.36 percent of the budget for 17 full-time position(s) and one part-time position(s), 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 8.64 percent of the FY18 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 (where applicable). The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Program Measures					
Restitution received as a percent of restitution asked for by the consumer and validated by the assigned OCP case investigator	80%	88%	85%	87%	87%
Average OCP customer satisfaction rating - Manner in which the customer's case was handled (1-4 scale) based on customer satisfaction survey	3.6	3.6	3.3	3.5	3.7
Average OCP customer satisfaction rating - Outcome of the customer's case (1-4 scale) based on customer satisfaction survey	3.4	3.4	3.4	3.5	3.5
Average time in workdays to investigate and close a written complaint (All complaints)	56	58	57	55	53
Average time in workdays to investigate and close a written complaint (> $5,000)	72	75	73	71	69

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Average time in workdays to investigate and close a written complaint ($1,001 - $5,000)	69	59	58	57	55
Average time in workdays to investigate and close a written complaint ($101 - $1,000)	55	56	55	54	53
Average time in workdays to investigate and close a written complaint (< $100)	45	47	45	44	42
Percent of consumer protection cases closed that are resolved by OCP	62%	66%	66%	67%	68%
Media Coverage - Percent of news releases receiving media coverage, including print news, television and radio	89%	100%	100%	100%	100%
Media Coverage - Number of times media outlets, including print news, television and radio, seek out OCP's expertise	28	22	25	27	30
Percent of Commission on Common Ownership Communities (CCOC) cases resolved prior to a hearing [1]	68%	79%	N/A	N/A	N/A

[1] *The CCOC was transferred to the Department of Housing and Community Affairs in FY17. The OCP no longer has oversight over this commission.*

Initiatives

- To prevent unlicensed home builders from improperly obtaining building permits, OCP enhanced its collaboration with the Department of Permitting Services (DPS) and reviewed statutory language for "loopholes" which unlicensed contractors may currently be exploiting.

Accomplishments

- Developed and launched a free mediation service to all businesses in Montgomery County. This is a way for businesses to resolve disputes with other businesses without the cost of retaining attorneys and pursuing litigation. Mediation sessions are conducted at OCP by a volunteer expert mediator.
- Monitored several for-profit referral services that recommend merchants to consumers. These online referral sources disseminate the names of merchants that are not properly licensed. OCP is working with volunteer computer experts to develop a program to compare those merchants listed on referral sites with those merchants listed in licensing databases to identify unlicensed merchants.

Innovations and Productivity Improvements

- Collaborate with the Department of Technology Services (DTS) to deploy the Complaint and Licensing Management System (CALMS). CALMS enables consumers to provide their contact information, identify the merchant, fully explain the nature of the dispute, and make a request for resolution. In addition, CALMS enables OCP staff to record all communications and contacts with the consumer and merchant. This includes all documents, receipts, and photographs regarding each case and begins the transition from a paper-based filing system to an online filing system.
- Increased outreach activity effort by including an informational flyer with the property tax billing sent to all property owners in Montgomery County. This notice ensures that a large number of residents are aware of OCP's services.

Collaboration and Partnerships

Flower Branch Apartments Explosion

Collaborated with many other departments to provide critically important financial information to consumers impacted

by the explosion and fire at Flower Branch Apartments. OCP staff participated in several resource outreach events to inform and assist consumers regarding debt collection and contractual issues. OCP created and translated an education flyer (fact sheet) into English, Spanish, Amharic, Mandarin Chinese, and Vietnamese languages. These flyers were distributed with donation payments to prevent recipients from being victimized by fraudulent individuals.

Partners

County Council, Office of the County Executive, Montgomery County Fire and Rescue Service

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.

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,410,293	1,378,307	1,401,674	1,524,584	10.6 %
Employee Benefits	644,203	588,065	583,740	635,621	8.1 %
County General Fund Personnel Costs	**2,054,496**	**1,966,372**	**1,985,414**	**2,160,205**	**9.9 %**
Operating Expenses	144,206	142,698	121,689	204,392	43.2 %
County General Fund Expenditures	**2,198,702**	**2,109,070**	**2,107,103**	**2,364,597**	**12.1 %**
PERSONNEL					
Full-Time	17	16	16	17	6.3 %
Part-Time	1	1	1	1	—
FTEs	16.60	15.60	15.60	16.60	6.4 %
REVENUES					
Common Ownership Community Fees	416,672	0	0	0	—
Miscellaneous Revenues	4,560	0	0	0	—
New Home Builder's License	149,231	134,000	134,000	134,500	0.4 %
Other Charges/Fees	50	0	0	0	—
Other Fines/Forfeitures	2,350	1,000	1,000	1,000	—
Other Licenses/Permits	73,832	60,000	60,000	60,000	—
County General Fund Revenues	**646,695**	**195,000**	**195,000**	**195,500**	**0.3 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**2,109,070**	**15.60**
Changes (with service impacts)		
Add: Manager III for Investigative Services [Consumer Protection]	104,706	1.00
Other Adjustments (with no service impacts)		
Restore: Funding for Administrative Specialist I (Part-Time) [Consumer Protection]	49,314	0.00
Increase Cost: Annualization of FY17 Personnel Costs	34,883	0.00
Increase Cost: FY18 Compensation Adjustment	34,268	0.00
Increase Cost: Retirement Adjustment	17,600	0.00
Increase Cost: Maintenance of Case Management System	10,000	0.00
Increase Cost: Annualization of FY17 Compensation Increases	5,529	0.00
Decrease Cost: Printing and Mail	(773)	0.00
FY18 APPROVED	**2,364,597**	**16.60**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	67,977	1.00	71,174	1.00

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**2,365**	**2,365**	**2,365**	**2,365**	**2,365**	**2,365**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY18	**0**	**30**	**30**	**30**	**30**	**30**
New positions in the FY18 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Approved in FY18	**0**	**(3)**	**(3)**	**(3)**	**(3)**	**(3)**
Items recommended for one-time funding in FY18 for operating expenses for new positions will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**10**	**10**	**10**	**10**	**10**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**2,365**	**2,402**	**2,402**	**2,402**	**2,402**	**2,402**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY18 Approved Expenditures	FTEs	FY19 Annualized Expenditures	FTEs
Manager III for Investigative Services	101,553	1.00	131,522	1.00
Total	**101,553**	**1.00**	**131,522**	**1.00**

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Correction and Rehabilitation

Approved FY18 Budget	Full Time Equivalents
$66,716,261	537.82

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 approved FY18 Operating Budget for the Department of Correction and Rehabilitation is $66,716,261, a decrease of $60,802 or 0.09 percent from the FY17 Approved Budget of $66,777,063. Personnel Costs comprise 90.21 percent of the budget for 538 full-time position(s) and no part-time position(s), and a total of 537.82 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 9.79 percent of the FY18 budget.

Linkage to County Result Areas

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

- **Safe Streets and Secure Neighborhoods**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Multi-Program Measures					
Zero tolerance security incidents - Number of inappropriate releases of an inmate	2	1	0	0	0
Zero tolerance security incidents - Number of inappropriate inmate releases remedied	2	1	0	0	0
Zero tolerance security incidents - Number of inmate suicides	0	0	0	0	0
Zero tolerance security incidents - Number of substantiated sexual misconduct or Prison Rape Elimination Act (PREA) incidents	9	6	0	0	0

Initiatives

- Beginning information technology projects to improve the department's ability to efficiently collect, manage and analyze data. Projects will provide for:
  - Electronic Health Records, which will increase reimbursements and provide easier transition for inmates into the community health care system.
  - TeleStaff will provide data for analysis to improve the deployment of personnel, resulting in overtime savings.
  - A Department Dashboard is being developed to help managers improve processes and outcomes.

Accomplishments

- ☑ Maintained American Correctional Association (ACA) accreditation.
- ☑ Maryland Commission on Correctional Standards conducted an audit, and the results were outstanding.
- ☑ DOCR rolled-out a "live action" training area inside the secure area of the facility in an unused inmate housing unit. This includes training in defense tactics, correctional issues, CPR, and other exercises.
- ☑ Created the Community Corrections Division, which consists of Pretrial Services and Pre-Release and Reentry Services. This Division efficiently prepares offenders to re-enter society and lead productive lives.
- ☑ Created a Management Services Division to implement performance accountability programs and general management practices. It is comprised of Human Resources, Background Investigations and Training, Budget, Procurement, Employee Health, Welfare and Safety, Fiscal Management, Information Technology and special projects.

Innovations and Productivity Improvements

- DOCR launched a robust intranet site department-wide to increase information sharing and communication throughout the department.
- Transitioned Pre-Trial Services from leased space to a County building, thus saving the yearly facility expense.

Program Contacts

Contact Kaye Beckley of the Department of Correction and Rehabilitation at 240.773.9908 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

Management Services Division

Management Services Division serves an advisory function to DOCR and implements performance accountability programs and general management practices. The Division is comprised of Human Resources, Background Investigations and Training, Budget, Procurement, Employee Health, Welfare and Safety, Fiscal Management, Information Technology, Budget, Fiscal Management, Information Technology, Capital Improvement Projects (CIP) and special projects.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,360,894**	**24.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	279,046	1.00
FY18 Approved	**3,639,940**	**25.00**

Notes: *The department internally reorganized in FY17 to provide better service and create efficiencies.*

Director's Office

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Accreditation standards met from the Maryland Commission on Correctional Standards and the American Correctional Association	100%	100%	100%	100%	100%

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**712,232**	**4.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	265,709	3.00
FY18 Approved	**977,941**	**7.00**

Notes: *The department internally reorganized in FY17 to provide better service and create efficiencies.*

Pre-Release and Reentry 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Security incidents - Number of residents absconded from Community Corrections custody	1	10	6	6	6
Security incidents - Number of residents absconded from custody returned to Community Corrections	1	10	6	6	6
Percentage of offenders from Pre-Release and Re-Entry Services employed at time served	72.3%	77.2%	75.0%	75.0%	75.0%

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**6,721,191**	**59.18**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(151,771)	(2.00)
FY18 Approved	**6,569,420**	**57.18**

Notes: *The department internally reorganized in FY17 to provide better service and create efficiencies.*

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 misdemeanant offenders who will ultimately have their charges expunged following successful completion of one of these programs. Community service, drug education, and treatment are core functions of these programs. There is an administrative fee with these programs.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Court appearance rate while under supervision	95.3%	96.1%	96.0%	96.0%	96.0%

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,117,435**	**39.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	413,766	0.00
FY18 Approved	**4,531,201**	**39.00**

Notes: *The department internally reorganized in FY17 to provide better service and create efficiencies.*

Detention Services

Under the supervision of the Warden, Detention Services is responsible for the operation of two detention facilities, the Montgomery County Detention Center (MCDC) located in Rockville, and the Montgomery County Correctional Facility (MCCF) located in Clarksburg.

MCDC is responsible for the intake, reception and diagnostic functions of the Department including law enforcement processing of adult male and female offenders arrested in Montgomery County. The facility has the capacity to accommodate approximately 200 inmates. Over 12,000 offenders annually arrive at MCDC's Central Processing Unit (CPU) for arrest processing.

MCDC conducts psychological screening, medical screening, and risk assessment to determine the appropriate classification level of inmates and provides for the initial care, custody, and security of inmates for up to 72 hours prior to transfer to MCCF. At this facility, bond hearings are conducted by the Maryland District Court Commissioners via closed circuit television between the facility and the District Court. The Office of the Public Defender determines eligibility of offenders for legal representation.

Following an initial intake at MCDC, inmates may transfer to the 1,029-bed Montgomery County Correctional Facility (MCCF), normally within 72 hours. MCCF is responsible for the custody and care of male and female offenders who are either in a pre-trial status of serving sentences of up to 18 months. Progressive, and comprehensive correctional services and programs are provided to all inmates covering substance abuse treatment, mental health issues, cognitive behavioral modification programs, education, life skills, and workforce development.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Zero Tolerance security incidents - Number of jail escapes	0	0	0	0	0
Self-growth and development programs - Percent of inmates at the Montgomery County Correctional Facility (MCCF) participating in programs	70%	71%	70%	70%	70%

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**51,865,311**	**411.64**
Decrease Cost: Overtime savings from analysis of Telestaff data	(56,250)	0.00
Decrease Cost: Health Care: Increased reimbursements from Electronic Health Records	(112,500)	0.00
Shift: Master Lease payments to Debt Service	(120,891)	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.	(577,911)	(2.00)
FY18 Approved	**50,997,759**	**409.64**

Notes: *The department internally reorganized in FY17 to provide better service and create efficiencies.*

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	44,128,575	44,806,424	44,457,833	45,252,478	1.0 %
Employee Benefits	19,611,965	15,237,777	14,621,893	14,932,892	-2.0 %
County General Fund Personnel Costs	**63,740,540**	**60,044,201**	**59,079,726**	**60,185,370**	**0.2 %**
Operating Expenses	7,334,308	6,732,862	7,728,229	6,530,891	-3.0 %
County General Fund Expenditures	**71,074,848**	**66,777,063**	**66,807,955**	**66,716,261**	**-0.1 %**
PERSONNEL					
Full-Time	527	539	539	538	-0.2 %
Part-Time	1	0	0	0	—

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
FTEs	526.82	537.82	537.82	537.82	—
REVENUES					
Alternative Community Services	359,945	365,000	385,000	385,000	5.5 %
Care of Federal/State Prisoners	1,504,009	1,694,040	1,101,780	1,160,000	-31.5 %
Home Confinement Fees	65,537	61,000	30,000	30,000	-50.8 %
Illegal Alien Inmate Reimbursement	516,933	500,000	725,000	600,000	20.0 %
Other Charges/Fees	82,835	75,100	75,100	75,100	—
Other Intergovernmental	139,661	150,000	120,000	120,000	-20.0 %
Substance Abusers Intervention Program (IPSA)	65,424	74,000	74,000	74,000	—
County General Fund Revenues	**2,734,344**	**2,919,140**	**2,510,880**	**2,444,100**	**-16.3 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	38,999	0	0	0	—
Grant Fund - MCG Expenditures	**38,999**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	38,999	0	0	0	—
Grant Fund - MCG Revenues	**38,999**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**71,113,847**	**66,777,063**	**66,807,955**	**66,716,261**	**-0.1 %**
Total Full-Time Positions	**527**	**539**	**539**	**538**	**-0.2 %**
Total Part-Time Positions	**1**	**0**	**0**	**0**	**—**
Total FTEs	**526.82**	**537.82**	**537.82**	**537.82**	**—**
Total Revenues	**2,773,343**	**2,919,140**	**2,510,880**	**2,444,100**	**-16.3 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**66,777,063**	**537.82**
Other Adjustments (with no service impacts)		

FY18 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: FY18 Compensation Adjustment	1,384,282	0.00
Increase Cost: Annualization of FY17 Compensation Increases	360,285	0.00
Increase Cost: Annualization of Operating Expenses	60,445	0.00
Increase Cost: Outfitting New Officers	50,000	0.00
Increase Cost: Annualization of FY17 Personnel Costs	21,030	0.00
Decrease Cost: Printing and Mail	(26,035)	0.00
Decrease Cost: Motor Pool Adjustment	(52,990)	0.00
Decrease Cost: Overtime savings from analysis of Telestaff data [Detention Services]	(56,250)	0.00
Decrease Cost: Health Care: Increased reimbursements from Electronic Health Records [Detention Services]	(112,500)	0.00
Shift: Master Lease payments to Debt Service [Detention Services]	(120,891)	0.00
Decrease Cost: Retirement Adjustment	(289,780)	0.00
Decrease Cost: Recognize actual lapse of vacant positions	(1,278,398)	0.00
FY18 APPROVED	**66,716,261**	**537.82**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Management Services Division	3,360,894	24.00	3,639,940	25.00
Director's Office	712,232	4.00	977,941	7.00
Pre-Release and Reentry Services	6,721,191	59.18	6,569,420	57.18
Pre-Trial Services	4,117,435	39.00	4,531,201	39.00
Detention Services	51,865,311	411.64	50,997,759	409.64
Total	**66,777,063**	**537.82**	**66,716,261**	**537.82**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
General Services	General Fund	74,019	1.00	83,528	1.00
Fleet Management Services	Motor Pool	104,880	1.00	107,775	1.00
	Total	**178,899**	**2.00**	**191,303**	**2.00**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
EXPENDITURES						
FY18 Approved	**66,716**	**66,716**	**66,716**	**66,716**	**66,716**	**66,716**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY18	**0**	**612**	**612**	**612**	**612**	**612**
One-time lapse savings as DOCR completes reorganization.						
Savings from IT projects	**0**	**(56)**	**(56)**	**(56)**	**(56)**	**(56)**
Reflects reduced health care costs from Electronic Health records and scheduling efficiency from TeleStaff.						
Labor Contracts	**0**	**481**	**481**	**481**	**481**	**481**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**66,716**	**67,753**	**67,753**	**67,753**	**67,753**	**67,753**

Emergency Management and Homeland Security

Approved FY18 Budget	Full Time Equivalents
$2,085,976	15.30

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 approved FY18 Operating Budget for the Office of Emergency Management and Homeland Security is $2,085,976, an increase of $88,042 or 4.41 percent from the FY17 Approved Budget of $1,997,934. Personnel Costs comprise 88.79 percent of the budget for 14 full-time position(s) and one part-time position(s), 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 11.21 percent of the FY18 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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Accomplishments

- ☑ OEMHS is leading a revision of the county's Emergency Operations Plan, which is nearing completion. Other plans undergoing revisions and updates include damage assessment, family reunification, and volunteer and donations management.
- ☑ Alert Montgomery subscriber base increased to 25 percent of the county population.
- ☑ Coordinated and conducted county facility evacuation drills. OEMHS tracked all county building evacuations and worked with departments on updates to Facility Emergency Action Plans.
- ☑ Conducted two Emergency Operations Center (EOC) functional exercises and monthly Web-Emergency Operations Center drills.
- ☑ Continued conducting monthly department Continuity of Operations Plan (COOP) drills, as well as working with department to update and improve their plans (86% of department plans now have a score of 2.5 or higher on a 3.0 scale).
- ☑ Managed Homeland Security grants in excess of $5 million dollars.
- ☑ OEMHS began conducting community preparedness classes in FY17, and is rolling out quarterly training for any community member interested in learning how to prepare for emergencies.

Innovations and Productivity Improvements

- OEMHS made improvements to the Emergency Operations Center to allow for monitoring additional systems, which improves situational awareness.
- OEMHS now has the ability to send Emergency Alert System and Wireless Emergency Alerts for certain alert categories.

Program Contacts

Contact Michael Goldfarb of the Office of Emergency Management and Homeland Security at 240.777.2333 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

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 and 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Available capacity for overnight shelter	4,000	6,556	6,556	6,556	6,556
Percentage of County residents subscribed to Alert Montgomery (by device) based on 2012 U.S. Census population of 1,004,709 [1]	21.8	24.5	25.0	26.0	27.0
Percentage of Emergency Alerts sent within 20 minutes of information received by the OEMHS between 9-5 M-F	100	100	100	100	100
Percentage of Emergency Management Accreditation standards met by the County [2]	100	100	100	100	100
Percentage of Emergency Management Operations Center primary systems availability	100	99	99	99	99
Percentage of County employees that meet National Incident Management Systems (NIMS) requirements [3]	100	100	81	85	85
Percentage of Principal County Departments and Offices with a COOP plan score of 2.5 or higher [4]	67	86	89	91	94
Percentage of County Facility Emergency Action Plans reviewed within 90 days of submission/contract	100	100	100	100	100
Percentage of employees who have completed Employee Emergency Training or Workplace Violence Level [5]	N/A	13	14	15	16
Percentage of the County's 19 municipalities participating in Federal Emergency Management Agency's National Flood Insurance Program [6]	100	84	84	84	84

[1] *Montgomery County conducted a campaign in FY 16 to educate residents about the importance of registering on the new Alert Montgomery system (particularly if they had registered in the old system). In FY 17, OEMHS retired the old system accounts. This meant Alert Montgomery will initially have fewer accounts in FY 17. However, with continued outreach efforts OEMHS anticipates a small gain in accounts for FY 17.*

[2] *In FY15, Montgomery County became the 12th county in the country (and the first in Maryland) to become accredited by the Emergency Management Accreditation Program.*

[3] *FY 16 measure of Police and Fire and Rescue compliance. In FY 17, OEMHS will add Park Police and Corrections. In FY 18, OEMHS will add additional county agencies. As agencies reach compliance through training, and new agencies are added, we anticipate compliance across the county will level-out in upcoming fiscal years.*

[4] *COOP program scoring is on a calendar year basis. The score for FY 16 is based on a mid-year plan review. Final scores for calendar year will be tabulated in early 2017.*

[5] *Amount for FY 16 is percentage of employees who completed one of the classes during the fiscal year.*

[6] *Three municipalities are not participating in the National Flood Insurance Program*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,507,052**	**12.30**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	65,580	0.00
FY18 Approved	**1,572,632**	**12.30**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**490,882**	**3.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	22,462	0.00
FY18 Approved	**513,344**	**3.00**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	653,715	799,105	704,684	833,297	4.3 %
Employee Benefits	187,036	242,597	209,069	250,353	3.2 %
County General Fund Personnel Costs	**840,751**	**1,041,702**	**913,753**	**1,083,650**	**4.0 %**
Operating Expenses	218,807	219,307	311,789	233,921	6.7 %
County General Fund Expenditures	**1,059,558**	**1,261,009**	**1,225,542**	**1,317,571**	**4.5 %**
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	1	1	1	1	—
FTEs	8.60	8.60	8.60	8.60	—
REVENUES					

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Hazardous Materials Permits	681,333	800,000	800,000	800,000	—
Other Charges/Fees	1,800	0	0	0	—
Other Intergovernmental	(250,370)	0	0	0	—
County General Fund Revenues	**432,763**	**800,000**	**800,000**	**800,000**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	512,708	558,856	558,856	582,859	4.3 %
Employee Benefits	139,019	178,069	178,069	185,546	4.2 %
Grant Fund - MCG Personnel Costs	**651,727**	**736,925**	**736,925**	**768,405**	**4.3 %**
Operating Expenses	6,401,165	0	0	0	—
Grant Fund - MCG Expenditures	**7,052,892**	**736,925**	**736,925**	**768,405**	**4.3 %**
PERSONNEL					
Full-Time	5	6	6	6	—
Part-Time	0	0	0	0	—
FTEs	6.70	6.70	6.70	6.70	—
REVENUES					
Federal Grants	5,085,791	188,735	188,735	768,405	307.1 %
State Grants	4,000	548,190	548,190	0	-100.0 %
Grant Fund - MCG Revenues	**5,089,791**	**736,925**	**736,925**	**768,405**	**4.3 %**
DEPARTMENT TOTALS					
Total Expenditures	**8,112,450**	**1,997,934**	**1,962,467**	**2,085,976**	**4.4 %**
Total Full-Time Positions	**13**	**14**	**14**	**14**	**—**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**15.30**	**15.30**	**15.30**	**15.30**	**—**
Total Revenues	**5,522,554**	**1,536,925**	**1,536,925**	**1,568,405**	**2.0 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**1,261,009**	**8.60**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY17 Personnel Costs	33,354	0.00
Increase Cost: FY18 Compensation Adjustment	24,573	0.00
Increase Cost: Miscellaneous operating expenses	20,500	0.00
Increase Cost: Annualization of FY17 Compensation Increases	8,058	0.00
Increase Cost: Retirement Adjustment	1,183	0.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
Decrease Cost: Printing and Mail	(676)	0.00
Decrease Cost: Motor Pool Adjustment	(5,210)	0.00
Decrease Cost: Lapse adjustment	(25,220)	0.00
FY18 APPROVED	**1,317,571**	**8.60**

GRANT FUND - MCG

FY17 ORIGINAL APPROPRIATION	**736,925**	**6.70**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY17 Personnel Costs	31,480	0.00
FY18 APPROVED	**768,405**	**6.70**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Emergency Management Planning, Response & Recovery	1,507,052	12.30	1,572,632	12.30
Administration	490,882	3.00	513,344	3.00
Total	**1,997,934**	**15.30**	**2,085,976**	**15.30**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**1,318**	**1,318**	**1,318**	**1,318**	**1,318**	**1,318**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**9**	**9**	**9**	**9**	**9**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,318**	**1,327**	**1,327**	**1,327**	**1,327**	**1,327**

Fire and Rescue Service

Approved FY18 Budget	Full Time Equivalents
$214,862,420	1,286.76

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 Operations; Division of Human Resources; Division of Fiscal Management; Division of Support Services; Division of Volunteer and Community 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 approved FY18 Operating Budget for the Montgomery County Fire and Rescue Service is $214,862,420, a decrease of $1,077,130 or 0.50 percent from the FY17 Approved Budget of $215,939,550. The primary driver of this decrease is the reduced required County contribution into retirement plans as a result of revised actuarial assumptions and changes to the amortization period based on the County's five year experience study, the transfer of Emergency Communications Center positions to the Police budget, and the transfer of Master Lease payments to the Debt Service budget. Personnel Costs comprise 82.00 percent of the budget for 1,285 full-time positions and one part-time position, and a total of 1,286.76 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charges to or from other departments or funds. Operating Expenses account for the remaining 18.00 percent of the FY18 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 $7,678,780 for general obligation debt and $6,281,400 for other debt 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 is emphasized:

- **Safe Streets and Secure Neighborhoods**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and

funding for comparable service levels in FY19.

Initiatives

- Continue implementation of Advanced Life Support (ALS) enhancement by adding a Paramedic Chase Unit at Aspen Hill (Station 25).
- Increase staffing at Sandy Spring Station 40 to address response times.
- Expand Paramedic services by adding five Paramedics.
- Advance the consolidation of the Emergency Communications Center with the transfer of 27 positions to the Montgomery County Police Department.
- Continue to work with the Insurance Services Office (ISO) to re-evaluate the county's fire protection capabilities which may result in an improved public fire suppression classification and lower property insurance premiums

Accomplishments

- ☑ Increased staffing at Burtonsville (Station 15), reducing the failure to respond rate and adding 24/7 ambulance and paramedic coverage to Olney (Station 40).
- ☑ Began Advanced Life Support response time improvement by adding a Paramedic to engines at Bethesda, Cabin John, and Glen Echo stations and by adding a Paramedic Chase Unit at Bethesda (Democracy Boulevard).
- ☑ To serve patients with chronic health needs MCFRS is collaborating with Adventist Health Care to visit patients in their home with a Registered Nurse and a paramedic. They provide follow-up care and assure compliance with medication and home-care requirements. This can reduce their use of emergency departments and redirect care to appropriate medical professionals.
- ☑ MCFRS has identified patients with high EMS utilization, and provides information on these users to Health and Human Services (HHS). HHS is able to identify patients already enrolled in various HHS programs and is able to improve non-emergency services to these patients, and concurrently reduce their use of emergency services.
- ☑ Completed the 2016-2022 Fire, Rescue, Emergency Medical Services and Community Risk Reduction Master Plan.
- ☑ Opened the new Public Safety Training Academy and a newly constructed Glenmont Fire Station 18.
- ☑ Continued implementation of Public Safety System Modernization (PSSM) including buildout of the new fire station alerting system; testing of and training on the new computer aided dispatch system; and the design of the new radio system.

Innovations and Productivity Improvements

- Continued civilianization of dispatch positions in the Emergency Communications Center.
- Achieved increased ALS availability and decreased ALS response time in Kensington (Station 5) and the surrounding area by shifting resources without incurring increased ongoing costs.

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; manages and integrates information technology into the MCFRS' business processes; and recommends policy initiatives and programs to the County Executive.

The Office of the Fire Chief includes the Internal Affairs Section and the Planning Section. The internal affairs office investigates complaints and serious violations of the personnel regulations and department policy and conducts procedural background investigations of applicants for firefighters/rescuer positions. 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Commission on Fire Accreditation International (CFAI) core competencies met during FY14-FY18 accreditation cycle	98.8%	98.8%	100.0%	100.0%	100.0%

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,806,940**	**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.	(993,379)	0.00
FY18 Approved	**3,813,561**	**12.00**

Operations

The Operations Division is the organizational component of the MCFRS that is responsible for the day-to-day delivery of critical Emergency Medical Services (EMS), Fire Suppression, and Technical Rescue mitigation to the citizens and visitors of Montgomery County. The Division's personnel also assist the Division of Volunteer and Community 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 90,000 calls annually resulting in the transport of 70,000 people to local hospitals. There are 27,000 fire incidents, technical rescue, and hazardous materials incidents annually.

The Operations Division is organized into four major sections, including Field Operations, Emergency Communications Center (ECC), Special Operations, and Emergency Medical Service.

MCFRS personnel operate from 37 Fire and Rescue stations. Thirty-five engines,16 aerial units, 6 heavy rescue squads, 17 ALS medic units, and 24 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
EMS cardiac care: Percentage of STEMI patients with door-to-balloon (D2B) time less than or equal to 90 minutes	94.8%	93.9%	93.7%	94.1%	94.5%
EMS cardiac care: Percentage of cardiac arrest patients with return of spontaneous circulation (ROSC) [1]	N/A	31.2%	33.0%	34.0%	35.0%
EMS stroke care: Percentage of stroke patients with EMS to door (E2D) time less than or equal to 30 minutes [2]	N/A	85.9%	86.0%	86.0%	86.0%
90th percentile arrival time for first Advanced Life Support (ALS) unit in metropolitan areas of the county	10:43	10:39	10:30	10:20	10:25
90th percentile arrival time for first Advanced Life Support (ALS) unit in urban areas of the county	12:05	11:53	11:46	11:36	11:40
90th percentile arrival time for first Advanced Life Support (ALS) unit in suburban areas of the county	11:57	11:31	11:31	11:31	11:31
90th percentile arrival time for first Advanced Life Support (ALS) unit in rural areas of the county	12:05	12:07	12:09	12:11	12:13
90th percentile arrival time for first engine to structure fire in metropolitan areas of the county	8:56	9:09	9:20	9:30	9:40
90th percentile arrival time for first engine to structure fire in urban areas of the county	9:32	8:40	9:30	9:40	9:50
90th percentile arrival time for first engine to structure fire in suburban areas of the county	9:49	11:13	11:00	11:10	11:20
90th percentile arrival time for first engine to structure fire in rural areas of the county	12:00	12:00	12:00	12:20	12:40
Percent of residential structure fires confined to the room of origin	74%	79%	77%	76%	75%
Number of residential fire deaths per 100,000 residents [3]	0.4	0.3	1.0	0.3	0.3
Number of residential fire injuries per 100,000 residents [4]	2.6	1.3	6.3	3.0	3.0

[1] *The Actual FY16 performance figure shown above only reflects a half-year's performance (Q3 and Q4). MCFRS did not begin reporting data for this headline measure to CountyStat until FY16Q3.*

[2] *The Actual FY16 performance figure shown above only reflects a half-year's performance (Q3 and Q4). MCFRS did not begin reporting data for this headline measure to CountyStat until FY16Q3.*

[3] *The FY17 projection of 1.0 death per 100,000 residents is noticeably higher than previous years, as well as FY18-19 projections, due to a single incident involving 7 fatalities that occurred on 8/10/16 (before this performance report had been completed). The incident involved a natural gas explosion and fire in a Silver Spring apartment complex. This incident had a very low probability of occurrence but very high consequences (i.e., categorized as a "special risk").*

[4] *The FY17 projection of 6.3 injured persons per 100,000 residents is noticeably higher than previous years due to a single incident involving 36 injured residents that occurred on 8/10/16 (before this performance report had been completed). The incident involved a natural gas explosion and fire in a Silver Spring apartment complex. This incident had a very low probability of occurrence but very high consequences (i.e., categorized as a "special risk").*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**150,763,548**	**1,130.90**
Enhance: ALS response time with a Paramedic Chase Unit at Aspen Hill (Station 25)	500,000	5.00
Enhance: Reduce response time at Sandy Spring (Station 40)	500,000	0.00

FY18 Approved Changes	Expenditures	FTEs
Enhance: Paramedic services	450,000	5.00
Shift: ECC Consolidation positions to Police	(1,782,985)	(27.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,814,529	50.00
FY18 Approved	**155,245,092**	**1,163.90**

Notes: *The increase in this program includes the shift of new FY17 positions from the recruit class in Human Resources to the Operations program, and the shift of positions funded by the Emergency Medical Services Transport fee from the Fiscal Management program.*

Support Services

The Division of Support Services provides central administrative and management service and direction for support functions across the department. Core services include logistics, facilities and information technology.

The logistics function consists of property and supply, fleet operations and fleet maintenance. The Property and Supply Section handles the uniform and protective clothing and self-contained breathing apparatus needs for career and volunteer fire and rescue personnel. 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 section coordinates special services such as uniform tailoring and alterations, shoe repair, and protective clothing inspection, cleaning, and repair.

Maintenance of MCFRS heavy apparatus is performed and managed by the Fleet Operations Section. The section ensures compliance with state and federal regulations pertaining to emissions, inspections and safe vehicle operation.

The Fleet Support Section handles the acquisition and disposal of County-owned apparatus as well as assisting LFRD's with acquisition of apparatus. The section selects, acquires, maintains and repairs tools, equipment, hose, and appliances used by fire and rescue personnel. Fleet support also purchases and manages fuel for the department.

The 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.

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**10,782,296**	**43.00**
Shift: SCBA Master Lease payments to Debt Service	(1,432,566)	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.	618,848	7.00
FY18 Approved	**9,968,578**	**50.00**

Human Resources Division

The Division of Human Resources handles hiring, promotional test administration, labor relations, discipline process, pay and benefits, occupational safety, collision review, health and wellness, recruit training, continuing education, and in-service training. The Division is comprised of the following organizational components: employee services/human resources; workforce recruiting; medical; behavioral health; health and safety; and training. 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's Office of Human Resources and County Attorney's Office.

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.

Fire Rescue Occupational Medical Section (FROMS) was established 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 evaluation as necessary. FROMS also monitors employees injured on the job to ensure appropriate care and timely return to work.

The behavioral and mental health of MCFRS fire and rescue personnel and their families is addressed by the Behavioral Health Section. 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.

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 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), station safety inspections, live fire training, special projects, and safety-related training programs.

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**30,561,880**	**52.76**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(821,155)	(17.00)
FY18 Approved	**29,740,725**	**35.76**

Notes: *The reduction in this program is from the shift of new FY17 positions from the recruit class in this program to the Operations program.*

Fiscal Management

The Division of Fiscal Management is responsible for the overall management of the MCFRS operating budget; the management and administration of State and Federal funding; management oversight of the EMS reimbursement program; accounts payable; accounts receivable; and contract management and development.

The Budget and Grants Section handles budget development and management; grant coordination, administration and close-out; expenditure and revenue analysis and tracking; ordering and payment for office and station supplies; and department-wide financial procedures.

The Emergency Medical Services Transport (EMST) Reimbursement Section manages the department's ambulance transport reimbursement program. The section reviews patient care reports, ensures compliance with various local and federal regulations, manages a large contract, reconciles revenues, distributes and tracks EMST revenues that are sent to the 19 volunteer departments and monitors the expenditure of EMST reimbursement funds by MCFRS.

The Procurement Section advises and assists in the acquisition of all goods and services for the department. The expertise on procurement procedures and regulations resides in this section, which develops and administers contracts throughout MCFRS. All payments and purchase orders are entered and approved by the Procurement Section, and the section coordinates and oversees the department's purchasing card accounts.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**15,979,203**	**54.10**
Increase Cost: Emergency Medical Services Transport Billing	49,627	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.	(3,178,203)	(39.00)
FY18 Approved	**12,850,627**	**15.10**

Notes: *The decrease in this program includes the shift of positions funded by the Emergency Medical Services Transport fee to the Operations program.*

Volunteer Services

The Division of Volunteer and Community Services manages and coordinates the department's community outreach efforts and provides support and volunteer advocacy, oversight, mediation, and enforcement of MCFRS policies, coordination and technical assistance, incentives, and administrative services to support the Local Fire and Rescue Departments (LFRD) within MCFRS. This program promotes consistent and balanced integration of the activities of volunteer and career firefighters and rescuers; promotes recruitment and retention of volunteers, assists 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Child safety seat inspections survey - percent of respondents who were overall satisfied	99.4%	99.3%	99.5%	99.5%	99.5%

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,045,683**	**10.00**
Increase Cost: Montgomery County Volunteer Fire Rescue Association Agreement	183,148	0.00
Increase Cost: Volunteer Corporations' use of EMST revenues	149,934	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.	(134,928)	0.00
FY18 Approved	**3,243,837**	**10.00**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
FIRE					
EXPENDITURES					
Salaries and Wages	124,177,183	125,662,575	129,874,974	127,521,838	1.5 %
Employee Benefits	61,082,595	50,530,986	50,151,529	48,662,582	-3.7 %
Fire Personnel Costs	**185,259,778**	**176,193,561**	**180,026,503**	**176,184,420**	**—**
Operating Expenses	37,776,909	39,745,989	41,206,487	38,678,000	-2.7 %
Capital Outlay	6,230,187	0	0	0	—
Fire Expenditures	**229,266,874**	**215,939,550**	**221,232,990**	**214,862,420**	**-0.5 %**
PERSONNEL					
Full-Time	1,297	1,301	1,301	1,285	-1.2 %
Part-Time	2	1	1	1	—
FTEs	1,299.26	1,302.76	1,302.76	1,286.76	-1.2 %
REVENUES					
Automation Enhancement Fee	97,589	0	0	0	—
EMS Reimbursement-Ambulance Fee	23,346,332	18,200,000	18,500,000	19,199,561	5.5 %
Fire Code Enforcement Permits	473,270	0	0	0	—
Investment Income	123,031	170,020	242,130	242,130	42.4 %
Miscellaneous Revenues	45,190	20,000	57,692	240,500	1102.5 %
Other Charges/Fees	584,456	0	0	0	—
Property Tax	208,445,483	212,675,398	211,705,490	211,455,538	-0.6 %
State Fire/Rescue 508 Funds	1,750,816	0	1,975,000	0	—
Fire Revenues	**234,866,167**	**231,065,418**	**232,480,312**	**231,137,729**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	972,311	0	0	0	—
Employee Benefits	70,171	0	0	0	—
Grant Fund - MCG Personnel Costs	**1,042,482**	**0**	**0**	**0**	**—**
Operating Expenses	1,017,356	0	0	0	—
Grant Fund - MCG Expenditures	**2,059,838**	**0**	**0**	**0**	**—**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	1,835,751	0	0	0	—
State Grants	37,975	0	0	0	—
Grant Fund - MCG Revenues	**1,873,726**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**231,326,712**	**215,939,550**	**221,232,990**	**214,862,420**	**-0.5 %**
Total Full-Time Positions	**1,297**	**1,301**	**1,301**	**1,285**	**-1.2 %**
Total Part-Time Positions	**2**	**1**	**1**	**1**	**—**
Total FTEs	**1,299.26**	**1,302.76**	**1,302.76**	**1,286.76**	**-1.2 %**
Total Revenues	**236,739,893**	**231,065,418**	**232,480,312**	**231,137,729**	**—**

FY18 APPROVED CHANGES

	Expenditures	FTEs
FIRE		
FY17 ORIGINAL APPROPRIATION	**215,939,550**	**1,302.76**
Changes (with service impacts)		
Enhance: Reduce response time at Sandy Spring (Station 40) [Operations]	500,000	0.00
Enhance: ALS response time with a Paramedic Chase Unit at Aspen Hill (Station 25) [Operations]	500,000	5.00
Enhance: Paramedic services [Operations]	450,000	5.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	2,949,874	0.00
Increase Cost: Annualization of FY17 Compensation Increases	710,462	0.00
Increase Cost: Annualization of FY17 Lapsed Positions	464,000	0.00
Increase Cost: Coordination with Washington Metrpolitan Area Transit Authority	190,500	1.00
Increase Cost: Montgomery County Volunteer Fire Rescue Association Agreement [Volunteer Services]	183,148	0.00
Increase Cost: Volunteer Corporations' use of EMST revenues [Volunteer Services]	149,934	0.00
Increase Cost: Maintenance Contract for Station Alerting System	141,000	0.00
Increase Cost: Risk Management Adjustment	75,885	0.00
Increase Cost: Emergency Medical Services Transport Billing [Fiscal Management]	49,627	0.00
Decrease Cost: Printing and Mail	(62,841)	0.00
Decrease Cost: Consolidation and Civilianization of Emergency Communications Center (ECC)	(216,584)	0.00
Decrease Cost: Motor Pool Adjustment	(367,176)	0.00
Decrease Cost: Holiday Pay	(415,000)	0.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
Decrease Cost: Annualization of FY17 Personnel Costs	(458,199)	0.00
Shift: SCBA Master Lease payments to Debt Service [Support Services]	(1,432,566)	0.00
Shift: ECC Consolidation positions to Police [Operations]	(1,782,985)	(27.00)
Decrease Cost: Retirement Adjustment	(2,706,209)	0.00
FY18 APPROVED	**214,862,420**	**1,286.76**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Office of the Fire Chief	4,806,940	12.00	3,813,561	12.00
Operations	150,763,548	1,130.90	155,245,092	1,163.90
Support Services	10,782,296	43.00	9,968,578	50.00
Human Resources Division	30,561,880	52.76	29,740,725	35.76
Fiscal Management	15,979,203	54.10	12,850,627	15.10
Volunteer Services	3,045,683	10.00	3,243,837	10.00
Total	**215,939,550**	**1,302.76**	**214,862,420**	**1,286.76**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
FIRE						
EXPENDITURES						
FY18 Approved	**214,862**	**214,862**	**214,862**	**214,862**	**214,862**	**214,862**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY18	**0**	**45**	**45**	**45**	**45**	**45**
New positions in the FY18 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Approved in FY18	**0**	**(98)**	**(98)**	**(98)**	**(98)**	**(98)**
Items recommended for one-time funding in FY18, including outfitting of new positions and equipment for the new Paramedic Chase Unit, will be eliminated from the base in the outyears.						
Consolidation and Civilianization of Emergency Communications Center (ECC)	**0**	**0**	**(1,695)**	**(1,695)**	**(1,695)**	**(1,695)**
In FY18 is year three of a five-year plan to convert 33 uniformed FRS positions to civilian positions in the ECC.						
Labor Contracts	**0**	**1,636**	**1,636**	**1,636**	**1,636**	**1,636**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Clarksburg Fire Station (P450300)	**0**	**0**	**0**	**0**	**0**	**160**
Kensington (Aspen Hill) FS 25 Addition (P450903)	**0**	**56**	**56**	**56**	**56**	**56**

FUTURE FISCAL IMPACTS

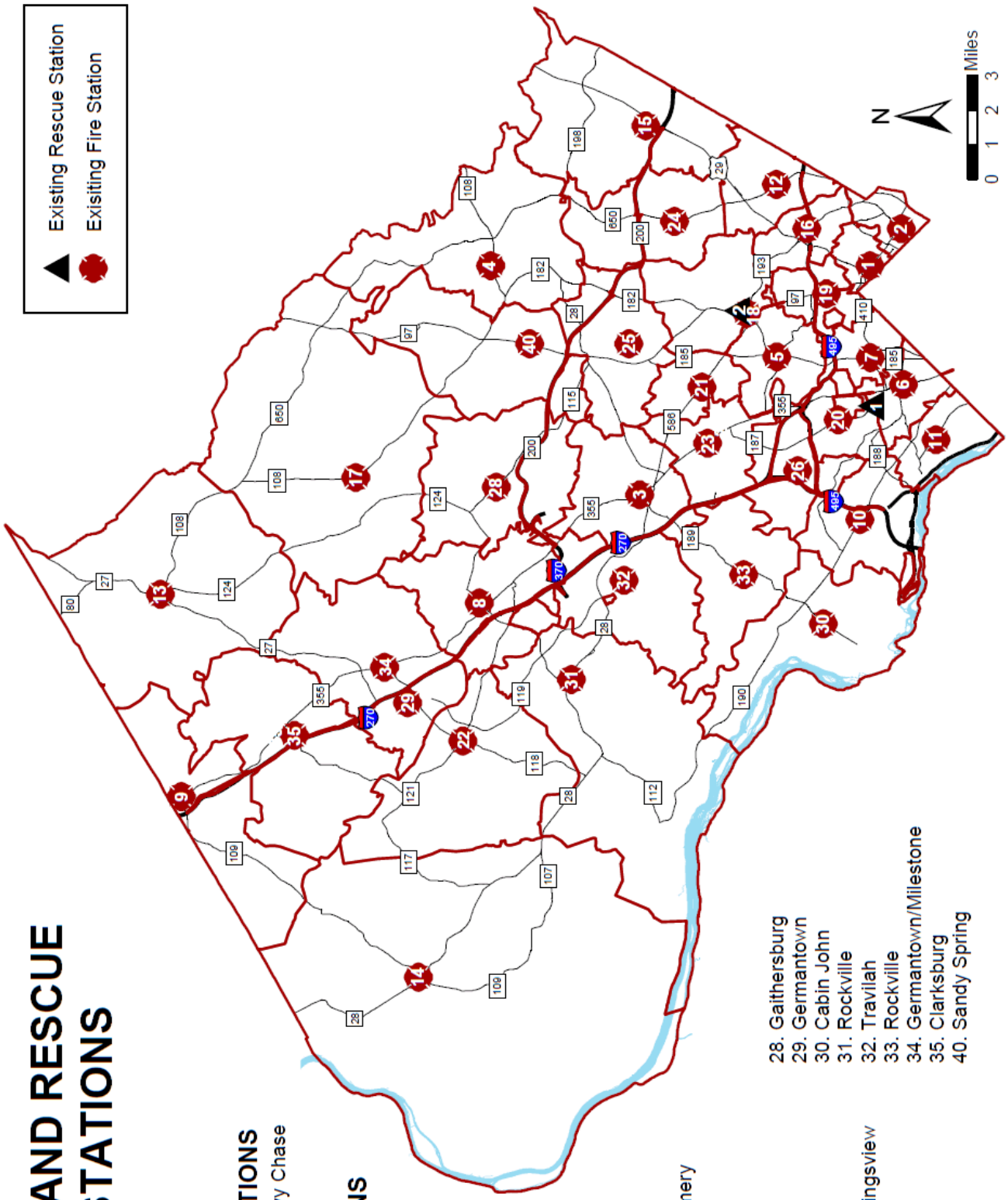
CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
White Flint Fire Station #23 (P451502)	**0**	**0**	**0**	**0**	**92**	**184**
Subtotal Expenditures	**214,862**	**216,501**	**214,806**	**214,806**	**214,898**	**215,150**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY18 Approved		FY19 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
ALS response time with a Paramedic Chase Unit at Aspen Hill (Station 25)	355,000	5.00	400,000	5.00
Total	**355,000**	**5.00**	**400,000**	**5.00**

FIRE AND RESCUE STATIONS



RESCUE STATIONS

1. Bethesda- Chevy Chase
2. Wheaton

FIRE STATIONS

1. Silver Spring
2. Takoma Park
3. Rockville
4. Sandy Spring
5. Kensington
6. Bethesda
7. Chevy Chase
8. Gaithersburg
9. Hyattstown
10. Cabin John
11. Glen Echo
12. Hillandale
13. Damascus
14. Upper Montgomery
15. Burtonsville
16. Silver Spring
17. Laytonsville
18. Kensington
19. Silver Spring
20. Bethesda
21. Kensington
22. Germantown/Kingsview
23. Rockville
24. Hillandale
25. Kensington
26. Bethesda
28. Gaithersburg
29. Germantown
30. Cabin John
31. Rockville
32. Travilah
33. Rockville
34. Germantown/Milestone
35. Clarksburg
40. Sandy Spring

Police

Approved FY18 Budget	Full Time Equivalents
$275,639,370	1,950.30

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 all citizens. The Department is committed to working in partnership with the community to identify and resolve issues that impact public safety.

Community Policing Philosophy

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 partnerships 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 approved FY18 Operating Budget for the Department of Police is $275,639,370, an increase of $10,567,383 or 3.99 percent from the FY17 Approved Budget of $265,071,987. Personnel Costs comprise 83.30 percent of the budget for 1,888 full-time position(s) and 195 part-time position(s), and a total of 1,950.30 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 16.70 percent of the FY18 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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Multi-Program Measures					
Average emergency 911 call response time (minutes)	7:29	7:46	7:30	7:30	7:30

Initiatives

- Add sixteen new officer positions and one sergeant position to keep pace with population growth and calls for service.
- Add two officers and expand the scope of the Community Engagement Division to grow community partnerships and outreach efforts with African American; Asian; Hispanic; Latino; Lesbian, Gay, Bisexual, Transgender, and Questioning (LGBTQ); and faith-based communities. The Division will also work to fully implement NextDoor.com to increase the department's capacity for communication and enhanced outreach to residents concerning crime, safety, and neighborhood issues.
- Work in partnership with the Department of Health & Human Services, to fully implement the Stop, Triage, Engage, Educate, and Rehabilitate (STEER) Program, which deflects low-risk individuals with substance abuse disorders away from the criminal justice system and directly into community-based treatment.
- Enhance the Crime Lab capacity by adding a new forensic scientist position and operating expenses to increase the number of DNA samples processed in FY18, including those pursuant to sexual assault cases.
- Work in concert with County agencies to finalize a strategic plan and implement corresponding initiatives and measures to meet the County's goal of preventing all traffic-related deaths, an initiative known as Vision Zero.
- Add a Crossing Guard position for Bethesda / Chevy Chase Middle School #2.
- Improve the stability of the County's 911 system with a cloud-based backup system and enhanced management of the Computer Aided Dispatch (CAD) system.
- Enhance security coverage of the Council Office Building.

Accomplishments

- ☑ Developed and implemented On-Line Pet Licensing for the Animal Services Division to streamline the registration and renewal processes for County residents.
- ☑ Fully implemented a body-worn camera program for all uniformed patrol officers for the purpose of documenting evidence and accurately recording interactions that occur between officers and members of the public.
- ☑ Created and implemented new use-of-force policies and protocols, purchased improved equipment (X2 Tasers) issued to all certified operators, and provided enhanced training to officers by utilizing scenario-based methods focused on effective communications and de-escalation techniques.
- ☑ Worked in partnership with County officials, County delegates to the Maryland General Assembly, and key community members to garner support for a legislative proposal that led to the successful passage of Noah's Law to expand the mandatory use of ignition interlock devices and provide enhanced DUI penalties.

Innovations and Productivity Improvements

- Technological enhancements that include:
  - Continuation of the CAD replacement project.
  - Implementation of a body-worn camera program for all uniformed patrol officers.
  - Implemented the CryWolf software, which reduces the time and effort required to process false alarms by integrating with CAD/RMS to track alarms, process invoices, and collect payments.

- Opened the MCPD Warrant Turn-In Facility, which makes it more convenient and efficient for individuals with outstanding warrants to turn themselves in.
- Revamped the driver-training curriculum through the Arrive Alive Program, increasing the focus on data and causation in an effort to reduce police officer collisions.
- Consolidation of the Emergency Communications Center continues. Successfully implemented fire and law enforcement call taking protocols over the last year.

Collaboration and Partnerships

Stop, Triage, Educate, Engage, & Rehabilitate (STEER)

In partnership with the Department of Health & Human Services, MCPD initiated a 12-month pilot program (STEER) that deflects low-risk individuals with substance use disorders away from the criminal justice system and directly into community-based treatment.

Partners

Department of Health and Human Services

MCPD Cadet Program

Partnered with Montgomery College to establish the new Montgomery County Police Cadet Program, to enhance recruitment and hiring efforts.

Partners

Montgomery College

Keeping Seniors Safe

Partnership between the Montgomery County Commission on Aging and the MCPD Volunteer Resources Sections to administer the Keeping Seniors Safe Program, which is designed to increase awareness of safety issues within the senior community and provide related guidance and resources to seniors in regard to these issues.

Partners

Department of Health and Human Services

Increase public trust and confidence

Expanded community partnerships through the Office of the Chief, including the African American, Asian, Hispanic, and Latino liaison committees and public safety work groups; ongoing community meetings through the six district stations; facilitated several town hall style meetings; and enhanced outreach efforts to other segments of the County through the Interfaith Community Working group and LGBTQ community meetings.

Partners

Non-Profits

Program Contacts

Contact Neil Shorb of the Department of Police at 240.773.5237 or Richard H. Harris of the Office of Management and Budget at 240.777.2795 for more information regarding this department's operating budget.

Office of the Chief

The Office of the Chief has ultimate responsibility for the overall management, direction, planning, and coordination of all Department of Police programs and operations.

The Internal Affairs Division (IAD) is organizationally located in the Office of the Chief. The Department strives to maintain a relationship of trust and confidence with the community that it serves; a critical part of maintaining this level of trust is through an effective and sound disciplinary process. The IAD ensures that each complaint is thoroughly reviewed and investigated so that corrective action is taken on sustained cases for improper conduct, as well as safeguarding employees from unwarranted criticism for properly engaging in their duties.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,109,363**	**10.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	741,328	3.00
FY18 Approved	**3,850,691**	**13.00**

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; 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 conduct targeted enforcement operations in response to identified crime increases and crime trends. These teams engage the community in community policing efforts to sustain gains achieved through joint partnership efforts.

The School Resource Officers are deployed to public high schools to provide police services while providing mentoring, mediation and educational services to all stakeholders in the school system with the goal of preventing crimes before they occur.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**113,216,919**	**932.95**
Add: New Officer Positions	896,071	16.00
Add: New Community Engagement Division Positions sworn	229,253	2.00

FY18 Approved Changes	Expenditures	FTEs
Increase Cost: FY18 Costs of FY17 Winter Training Class	135,697	0.00
Add: New Sergeant	33,586	1.00
Technical Adj: Correction to Police Services Assistant Positions	(93,396)	(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.	1,095,226	13.00
FY18 Approved	**115,513,356**	**963.95**

Field Services

The Field Services Bureau (FSB) is responsible for providing specialized services in several key service delivery functions, necessary for safely and effectively executing both routine and complex field operations. The FSB consists of the following divisions: the Special Operations Division, the Traffic Division, the Public Information Office, the Animal Services Division, and the Security Services Division. The Crisis Intervention Team (CIT), District Court Liaison, and Peer Support Unit are also located in this Bureau.

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), the Emergency Services Unit (ESU), and the Managed Search Operations Team (MSOT).

The Traffic Operations Division focuses on enforcement of traffic laws, investigation of serious traffic collisions, and providing safety education for students and the general public. This division consists of the Automated Traffic Enforcement Unit (ATEU), the School Safety Section, and Special Traffic Operations Section, which includes four specialized units: Alcohol Initiatives Unit (AIU), Collision Reconstruction Unit (CRU), Commercial Vehicles Unit, and the Chemical Test for Alcohol Unit.

The Department's Public Information Office provides information to the public on matters of interest and safety through timely and accurate reports using traditional media routes and the latest social media trends.

The Animal Services Division is charged with responding to citizen complaints regarding animals that may endanger the public or cause public nuisances, and animals in need of protection. The Division also operates the Animal Services and Adoption Center facility, which provides housing and care to animals in need, and an adoption program that seeks to place those animals with the appropriate families.

The Security Services Division provides security staffing at various County facilities, to prevent or mitigate disorder and/or disruption. The Division is also responsible for providing executive protection duties for the County Executive.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of traffic collisions in Montgomery County	21,087	22,808	21,700	20,600	19,600

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**40,358,403**	**276.30**
Enhance: Council Office Building Security Enhancement	664,232	0.00
Increase Cost: Security Services Contract Cost	104,281	0.00
Add: New Crossing Guard for Bethesda-Chevy Chase Middle School #2	26,119	0.30
Technical Adj: Police Aides for New School Bus Camera Program	0	3.00

FY18 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,455,273	14.00
FY18 Approved	**43,608,308**	**293.60**

Investigative Services

The Investigative Services Bureau is the primary investigative branch for serious and violent crime in Montgomery County. Detectives are assigned to one of the four divisions in this Bureau and are responsible for investigations leading to the detection, identification, apprehension and prosecution of persons responsible for committing serious crimes in the County. The Bureau is comprised of four major Divisions.

The Criminal Investigations Division is responsible for investigating a wide range of property crimes and crimes against persons. This Division consists of the District Investigative Section (fully operational investigative units at each district station), the Financial Crimes Section (fraud, pawn and electronic crimes), and the Central Auto Theft Section. The Crime Laboratory and the Forensic Services Section is also a part of the Criminal Investigations Division.

The Major Crimes Division includes the Homicide Section, the Robbery Section, the Fugitive Section, the Victim/Witness Assistance Section, the Missing Persons Section, and the Cold Case Section.

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Crime investigation and closure rate: Homicide	92%	87%	80%	80%	80%
Crime investigation and closure rate: Rape [1]	92%	84%	80%	80%	80%
Crime investigation and closure rate: Robbery	55%	44%	40%	40%	40%
Crime investigation and closure rate: Aggravated Assaults	74%	73%	65%	65%	65%
Crime investigation and closure rate: Burglary	38%	31%	30%	30%	30%

[1] *For more information on the changes made by the FBI to the definition of rape, visit https://ucr.fbi.gov/recent-program-updates/new-rape-definition-frequently-asked-questions.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**37,015,438**	**290.50**
Enhance: Crime Lab DNA Testing and Staffing	678,839	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,044,275	13.00

FY18 Approved Changes	Expenditures	FTEs
FY18 Approved	**39,738,552**	**304.50**

Management Services

The Management Services Bureau provides crucial administrative and management support services to the Department, and technical support to police operations through various types of technology, analysis, education, training, and maintenance of active and historical records and warrants. The Bureau is comprised of eight major divisions.

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 Public Safety Communications Center answers all 911 calls dialed in Montgomery County, as well as non-emergency police service calls. Calls are screened, redirected, and dispatched as necessary.

The Information Management and Technology Division provides leadership and strategic direction on law enforcement technology issues and leads the Department's technology innovations. This Division includes the Records Section (the clearinghouse for criminal histories), crime statistics, the Message Routing Unit, Warrant Control Unit, Data Systems Unit, and the Records Management Unit. The Field Support Section includes the Telephone Reporting Unit (TRU), Warrant Control Unit, and the Data Systems Unit. Finally, the Technology Section is responsible for technical service and support to the District Stations and other facilities.

The Employee Health and Wellness Division is responsible for promoting the health and wellbeing of Department personnel; coordinating the administration of the Worker's Compensation program; and coordinating other initiatives with the County's 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 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 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 coordination of short- and long-term planning for the agency.

The Legal and Labor Relations Division 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Average time to answer 911 calls (seconds)	3.0	5.0	8.0	7.0	7.0

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**71,371,864**	**378.00**
Shift: Positions from Fire & Rescue Service for Emergency Communications Center Consolidation (27.0 FTEs) and Additional Positions for Civilianization (9.0 FTEs)	2,307,819	36.00
Enhance: Public Safety Communications Center Next Generation 9-1-1	979,307	0.00
Increase Cost: Body Worn Camera Storage	561,180	0.00
Add: Emergency Communications Center Consolidation Transition Director Term Captain Position	193,000	1.00
Add: ECC 911 Backup and Contracting for Management of Computer Aided Dispatch System	175,593	(1.00)
Increase Cost: Emergency Communications Center Management Position Reclassification	84,713	0.00
Enhance: Body Worn Camera Program Support Position	81,960	1.00
Add: Emergency Communications Center Consolidation Contractor Support	40,000	0.00
Technical Adj: Cadet Progam Pooled Position	0	3.25
Decrease Cost: Overtime for Emergency Communications Center Positions Added in FY17	(533,255)	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.	(2,333,718)	(43.00)
FY18 Approved	**72,928,463**	**375.25**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	155,588,836	163,385,577	161,176,172	170,930,542	4.6 %
Employee Benefits	73,833,357	58,854,005	58,766,698	58,516,492	-0.6 %
County General Fund Personnel Costs	**229,422,193**	**222,239,582**	**219,942,870**	**229,447,034**	**3.2 %**
Operating Expenses	40,859,113	42,667,405	43,364,074	46,027,336	7.9 %
Capital Outlay	294,395	0	0	0	—
County General Fund Expenditures	**270,575,701**	**264,906,987**	**263,306,944**	**275,474,370**	**4.0 %**
PERSONNEL					
Full-Time	1,808	1,828	1,828	1,887	3.2 %
Part-Time	185	186	186	195	4.8 %
FTEs	1,867.15	1,886.75	1,886.75	1,949.30	3.3 %
REVENUES					
Emergency 911	7,344,463	6,745,000	6,745,000	6,745,000	—
Health Inspection: Restaurants	(353)	0	0	0	—
Miscellaneous Revenues	320,880	40,000	100,000	100,000	150.0 %
Other Charges/Fees	1,896,511	1,500,000	1,700,000	1,700,000	13.3 %
Other Fines/Forfeitures	479,589	274,500	1,744,500	2,274,500	728.6 %
Other Intergovernmental	427,281	70,335	310,000	250,000	255.4 %
Other Licenses/Permits	66,798	76,300	76,300	76,300	—
Pet Licenses	279,963	1,251,707	759,200	759,200	-39.3 %
Photo Red Light Citations	4,831,163	4,100,000	4,600,000	4,600,000	12.2 %

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Speed Camera Citations	19,715,605	17,200,000	18,750,000	18,750,000	9.0 %
State Aid: Police Protection	13,276,280	14,743,832	14,743,832	14,743,832	—
Vehicle/Bike Auction Proceeds	677,441	800,000	840,000	840,000	5.0 %
County General Fund Revenues	**49,315,621**	**46,801,674**	**50,368,832**	**50,838,832**	**8.6 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	428,590	99,290	99,290	126,660	27.6 %
Employee Benefits	56,988	48,710	48,710	21,340	-56.2 %
Grant Fund - MCG Personnel Costs	**485,578**	**148,000**	**148,000**	**148,000**	**—**
Operating Expenses	686,483	17,000	17,000	17,000	—
Grant Fund - MCG Expenditures	**1,172,061**	**165,000**	**165,000**	**165,000**	**—**
PERSONNEL					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
Federal Grants	567,731	0	0	0	—
State Grants	506,892	165,000	165,000	165,000	—
Grant Fund - MCG Revenues	**1,074,623**	**165,000**	**165,000**	**165,000**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**271,747,762**	**265,071,987**	**263,471,944**	**275,639,370**	**4.0 %**
Total Full-Time Positions	**1,809**	**1,829**	**1,829**	**1,888**	**3.2 %**
Total Part-Time Positions	**185**	**186**	**186**	**195**	**4.8 %**
Total FTEs	**1,868.15**	**1,887.75**	**1,887.75**	**1,950.30**	**3.3 %**
Total Revenues	**50,390,244**	**46,966,674**	**50,533,832**	**51,003,832**	**8.6 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**264,906,987**	**1,886.75**
Changes (with service impacts)		
Enhance: Public Safety Communications Center Next Generation 9-1-1 [Management Services]	979,307	0.00
Add: New Officer Positions [Patrol Services]	896,071	16.00
Enhance: Crime Lab DNA Testing and Staffing [Investigative Services]	678,839	1.00
Enhance: Council Office Building Security Enhancement [Field Services]	664,232	0.00
Add: New Community Engagement Division Positions sworn [Patrol Services]	229,253	2.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
Add: Emergency Communications Center Consolidation Transition Director Term Captain Position [Management Services]	193,000	1.00
Add: ECC 911 Backup and Contracting for Management of Computer Aided Dispatch System [Management Services]	175,593	(1.00)
Enhance: Body Worn Camera Program Support Position [Management Services]	81,960	1.00
Add: Emergency Communications Center Consolidation Contractor Support [Management Services]	40,000	0.00
Add: New Sergeant [Patrol Services]	33,586	1.00
Add: New Crossing Guard for Bethesda-Chevy Chase Middle School #2 [Field Services]	26,119	0.30
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	4,815,239	0.00
Shift: Positions from Fire & Rescue Service for Emergency Communications Center Consolidation (27.0 FTEs) and Additional Positions for Civilianization (9.0 FTEs) [Management Services]	2,307,819	36.00
Increase Cost: Annualization of FY17 Compensation Increases	1,038,237	0.00
Increase Cost: Annualization of FY17 Lapsed Positions	730,194	0.00
Increase Cost: Body Worn Camera Storage [Management Services]	561,180	0.00
Increase Cost: Vehicle Costs for Certain New Positions Added in FY17	137,644	0.00
Increase Cost: FY18 Costs of FY17 Winter Training Class [Patrol Services]	135,697	0.00
Increase Cost: Security Services Contract Cost [Field Services]	104,281	0.00
Increase Cost: Emergency Communications Center Management Position Reclassification [Management Services]	84,713	0.00
Technical Adj: Cadet Progam Pooled Position [Management Services]	0	3.25
Technical Adj: Police Aides for New School Bus Camera Program [Field Services]	0	3.00
Decrease Cost: Motor Pool Adjustment	(44,531)	0.00
Decrease Cost: Master Leases: Ballistic Vests and Body Cameras Costs	(69,410)	0.00
Decrease Cost: Printing and Mail	(88,344)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY17	(90,390)	0.00
Technical Adj: Correction to Police Services Assistant Positions [Patrol Services]	(93,396)	(1.00)
Decrease Cost: Increase Lapse for Recruit Training Dropouts	(286,780)	0.00
Decrease Cost: Overtime for Emergency Communications Center Positions Added in FY17 [Management Services]	(533,255)	0.00
Decrease Cost: Retirement Adjustment	(2,139,475)	0.00
FY18 APPROVED	**275,474,370**	**1,949.30**

GRANT FUND - MCG

FY17 ORIGINAL APPROPRIATION	**165,000**	**1.00**
FY18 APPROVED	**165,000**	**1.00**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Office of the Chief	3,109,363	10.00	3,850,691	13.00
Patrol Services	113,216,919	932.95	115,513,356	963.95
Field Services	40,358,403	276.30	43,608,308	293.60
Investigative Services	37,015,438	290.50	39,738,552	304.50
Management Services	71,371,864	378.00	72,928,463	375.25
Total	**265,071,987**	**1,887.75**	**275,639,370**	**1,950.30**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
Emergency Management and Homeland Security	Grant Fund	125,000	0.70	125,000	0.70

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**275,474**	**275,474**	**275,474**	**275,474**	**275,474**	**275,474**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY18	**0**	**964**	**964**	**964**	**964**	**964**
New positions in the FY18 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
New Sergeant Position Operating Expense	**0**	**16**	**11**	**11**	**11**	**11**
This item represents the ongoing operating expense associated with the new Sergeant position.						
Elimination of One-Time Items Approved in FY18	**0**	**(1,773)**	**(1,773)**	**(1,773)**	**(1,773)**	**(1,773)**
Items recommended for one-time funding in FY18, including training costs for FY17 recruits that graduate in FY18; vehicles for new positions; crime lab outsourcing; ECC backup and CAD management costs; and desks, phones, and other equipment for certain new positions; will be eliminated from the base in the out years.						
Attrition Recruits Winter Class Training Cost	**0**	**222**	**0**	**0**	**0**	**0**
FY19 personnel cost of the winter recruit class of 25 that will graduate in July 2018.						
New Position Winter Class Training Cost	**0**	**98**	**0**	**0**	**0**	**0**
This item represents the FY19 training costs of new sworn positions added to the budget in FY18.						
PSCC Next Generation 9-1-1	**0**	**14**	**28**	**43**	**59**	**59**
PSCC Next Generation 9-1-1 includes increase in 9-1-1 PBX Maintenance and Support, addition of Text to 9-1-1, and Next Generation 9-1-1 Services.						

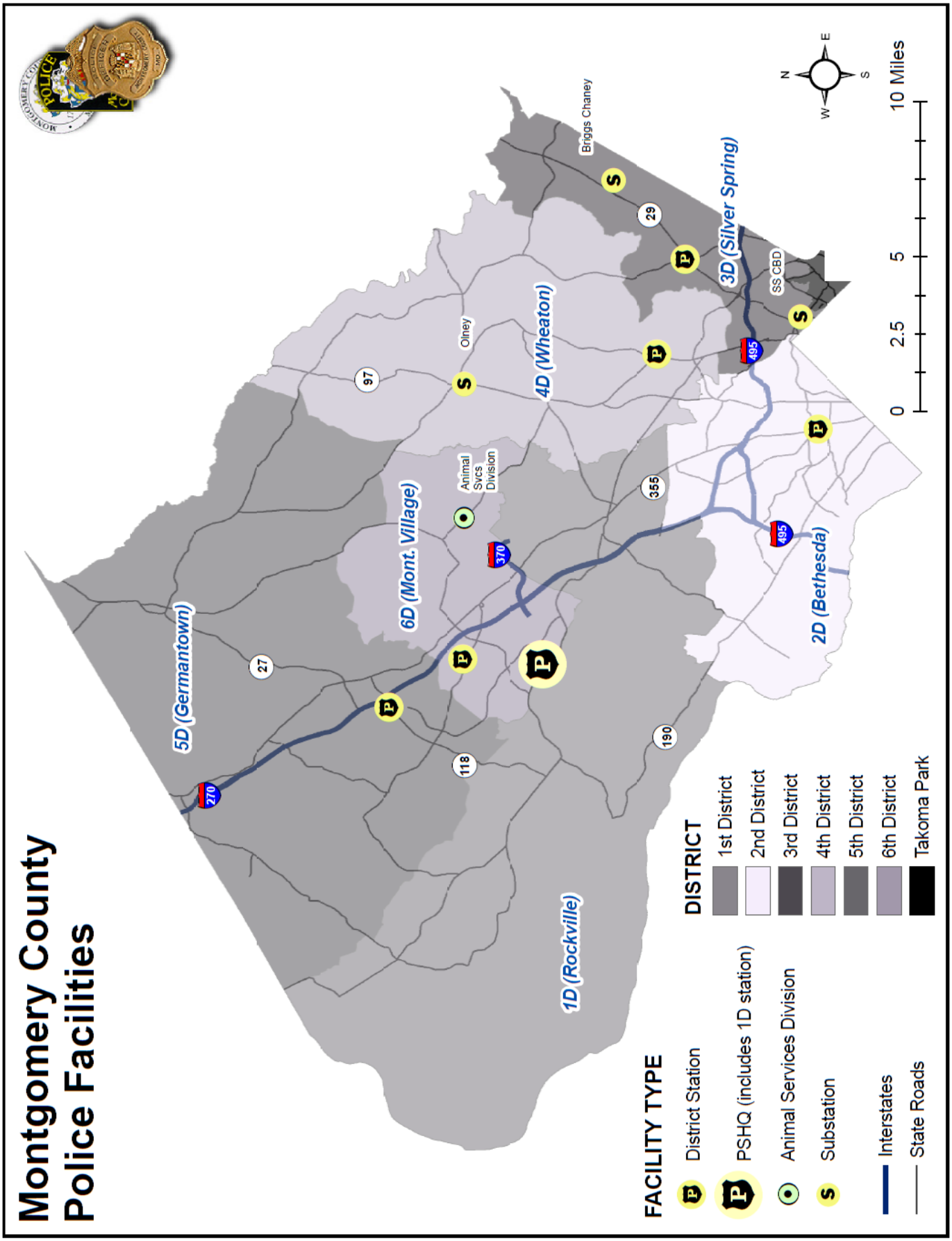
FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
Vehicles for New Positions in Winter Class	**0**	**859**	**0**	**0**	**0**	**0**
This item represents the vehicle costs for new officer positions in the FY18 winter training class.						
Labor Contracts	**0**	**955**	**955**	**955**	**955**	**955**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**275,474**	**276,829**	**275,659**	**275,674**	**275,690**	**275,690**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY18 Approved		FY19 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
New Community Engagement Division Positions sworn	168,233	2.00	178,591	2.00
Crime Lab DNA Testing and Staffing	73,839	1.00	98,452	1.00
2nd (Bethesda) District Police Officers	236,812	6.00	535,773	6.00
6th (Gaithersburg/Montgomery Village) District Police Station	202,177	5.00	457,414	5.00
Body Worn Camera Program Support Position	76,960	1.00	102,614	1.00
Five New Officers	170,130	5.00	446,476	5.00
New Sergeant	27,786	1.00	100,232	1.00
Total	**955,937**	**21.00**	**1,919,552**	**21.00**


Montgomery County
Police Facilities
5D (Germantown)
6D (Mont. Village)
4D (Wheaton)
3D (Silver Spring)
2D (Bethesda)
1D (Rockville)
Olney
Briggs Chaney
Animal Svcs Division
SS CBD
270
27
118
97
190
355
370
29
495
FACILITY TYPE
District Station
PSHQ (includes 1D station)
Animal Services Division
Substation
Interstates
State Roads
DISTRICT
1st District
2nd District
3rd District
4th District
5th District
6th District
Takoma Park
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Sheriff

Approved FY18 Budget	Full Time Equivalents
$24,198,527	189.80

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 approved FY18 Operating Budget for the Sheriff's Office is $24,198,527, an increase of $1,214,330 or 5.28 percent from the FY17 Approved Budget of $22,984,197. Personnel Costs comprise 87.05 percent of the budget for 187 full-time position(s) and five part-time position(s), and a total of 189.80 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 12.95 percent of the FY18 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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Initiatives

- The Family Justice Center (FJC), in collaboration with the Domestic Violence Coordinating Council, is working to bring supervised visitation and monitored exchange services to Montgomery County. This initiative will provide a safe and secure environment where parents can exchange and/or visit with their children. These services are particularly essential in volatile situations such as cases of intimate partner violence and high-conflict custody disputes.

Accomplishments

- ☑ In 2016, the FJC, in collaboration with the Montgomery County Domestic Violence Coordinating Council and Montgomery County Public Schools, helped coordinate the 7th Annual Choose Respect Montgomery Healthy Teen Dating Conference with a grant from Verizon. The educational portion of the conference included identifying the warning signs of abusive relationships, learning how technology can be a tool used for violence, and learning what resources are available in the community for those involved in abusive relationships.
- ☑ The FJC recently expanded its pro bono legal services program by bringing a new partner, DVS Legal Services, on-site in September. Now the House of Ruth Maryland and DVS Legal Services are on-site providing pro bono legal representation to make sure legal services are available to all clients that want to receive them.
- ☑ The FJC, in partnership with the Montgomery County Commission for Women, Public Information Office, other county agencies, and community partners, developed a countywide public information campaign on domestic violence to coincide with Domestic Violence Awareness Month (October). The campaign includes ads in County RideOn buses and short Public Service Announcement videos featuring domestic violence survivors.
- ☑ The FJC, in collaboration with other County agencies and community organizations, reconvened the Domestic Violence Fatality Review Team to review domestic violence-related fatalities at regularly scheduled meetings, and provide recommendations for improvements in the coordinated community response to domestic violence.

Program Contacts

Contact Mary Lou Wirdzek of the Sheriff's Office at 240.777.7078 or Richard H. Harris of the Office of Management and Budget at 240.777.2795 for more information regarding this department's operating budget.

Program 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of Interim and Temporary Peace Orders served [1]	1506	1421	1421	1421	1421

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of Interim and Temporary Protective Orders served [2]	1819	*2331	2331	2331	2331
Number of safety check violations resulting in arrest [3]	1	2	1	1	1
Number of weapons seized as a result of Protective Orders [4]	219	203	**150	150	150

[1] *The Sheriff's Office is required to immediately serve Court issued Peace and Protective orders in cases where petitioners seek protection from abuse. Each year, a higher number of Interim and Temporary Orders are received that require full processing through State and Federal law enforcement databases prior to physical service of the orders on the respondent.*

[2] **The increase in the number of orders is attributed to community awareness initiatives as well as a change in the law that eliminated the requirement that the victim must have resided with the respondent for at least 90 days.*

[3] *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.*

[4] ***The FY17 figure is based on partial-year data, which has not yet had significant individual gun seizure events like in prior years.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,890,011**	**20.97**
Enhance: Increase Grant Award for Child Support	103,024	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.	530,309	0.95
FY18 Approved	**5,523,344**	**21.92**

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 as well as the Juvenile Court holding facility located in the South Tower of the Circuit Court complex.

The Sheriff's Office provides security for the County's Circuit Court and operates X-ray machines and magnetometers to screen visitors entering the buildings at three public entrances. The Sheriff's Office uses trained canines to detect explosives, weapons, and to serve as a general crime deterrent within the courthouses.

The Sheriff's Office Canine Section is also the primary responder for explosive device detection calls, Monday through Friday and responds to mutual-aid calls from the Montgomery County Police Department, Montgomery County Fire and Rescue Services, and other law enforcement agencies as necessary.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**8,598,478**	**77.50**
Increase Cost: Courthouse Security Contract	265,265	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(4,923)	(2.00)
FY18 Approved	**8,858,820**	**75.50**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,443,960**	**25.14**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	245,526	1.00
FY18 Approved	**2,689,486**	**26.14**

Criminal Process/Warrants and Extraditions

The Sheriff's Office is responsible for serving District Court civil warrants, District Court criminal warrants associated with domestic violence, all 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,395,169**	**21.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(89,411)	(1.00)
FY18 Approved	**2,305,758**	**20.00**

Domestic Violence

The Sheriff's Office is the lead agency in Montgomery County for serving court orders related to domestic violence, including Protective and Peace Orders. The Office is also responsible for serving Child Custody orders. The 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. 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,656,579**	**45.19**
Technical Adj: Align Grant	0	0.05
Reduce: Reduce Revenue for Protective Order Grant	(500)	(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.	165,040	1.05
FY18 Approved	**4,821,119**	**46.24**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	13,922,778	14,575,872	14,752,985	15,382,493	5.5 %
Employee Benefits	6,429,252	5,201,129	5,143,289	5,124,539	-1.5 %
County General Fund Personnel Costs	**20,352,030**	**19,777,001**	**19,896,274**	**20,507,032**	**3.7 %**
Operating Expenses	2,670,333	2,477,639	2,582,462	2,859,414	15.4 %
County General Fund Expenditures	**23,022,363**	**22,254,640**	**22,478,736**	**23,366,446**	**5.0 %**
PERSONNEL					
Full-Time	173	179	179	179	—
Part-Time	4	5	5	5	—
FTEs	178.33	184.83	184.83	184.88	—
REVENUES					
Facility Rental Fees	0	500	500	500	—
Miscellaneous Revenues	150	4,000	4,000	4,000	—
Other Charges/Fees	34,481	20,000	20,000	20,000	—
Other Intergovernmental	0	20,460	20,460	20,460	—
Sheriff Fees	918,546	1,200,000	1,200,000	1,200,000	—
County General Fund Revenues	**953,177**	**1,244,960**	**1,244,960**	**1,244,960**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	421,586	395,562	395,562	414,720	4.8 %
Employee Benefits	213,681	152,486	152,486	144,099	-5.5 %
Grant Fund - MCG Personnel Costs	**635,267**	**548,048**	**548,048**	**558,819**	**2.0 %**
Operating Expenses	171,417	181,509	181,509	273,262	50.6 %
Grant Fund - MCG Expenditures	**806,684**	**729,557**	**729,557**	**832,081**	**14.1 %**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	0	0	0	0	—
FTEs	4.97	4.97	4.97	4.92	-1.0 %
REVENUES					
Federal Grants	783,400	729,557	729,557	832,081	14.1 %
Miscellaneous Revenues	7,986	0	0	0	—
State Grants	27,387	0	0	0	—
Grant Fund - MCG Revenues	**818,773**	**729,557**	**729,557**	**832,081**	**14.1 %**

DEPARTMENT TOTALS

Total Expenditures	**23,829,047**	**22,984,197**	**23,208,293**	**24,198,527**	**5.3 %**
Total Full-Time Positions	**181**	**187**	**187**	**187**	**—**
Total Part-Time Positions	**4**	**5**	**5**	**5**	**—**
Total FTEs	**183.30**	**189.80**	**189.80**	**189.80**	**—**
Total Revenues	**1,771,950**	**1,974,517**	**1,974,517**	**2,077,041**	**5.2 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**22,254,640**	**184.83**
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	628,762	0.00
Increase Cost: Deputy Recruit Training -- Increase class size from 9 to 20 recruits	471,887	0.00
Increase Cost: Courthouse Security Contract [Courtroom/Courthouse Security and Transport]	265,265	0.00
Increase Cost: Annualization of FY17 Compensation Increases	97,189	0.00
Increase Cost: Promotional Exams	80,000	0.00
Increase Cost: Motor Pool Adjustment	23,575	0.00
Increase Cost: Replace Service Tasers	17,789	0.00
Increase Cost: Replace Service Firearms	17,178	0.00
Technical Adj: Align Grant [Domestic Violence]	0	0.05
Decrease Cost: Printing and Mail	(9,032)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY17	(57,000)	0.00
Decrease Cost: Retirement Adjustment	(87,353)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(336,454)	0.00
FY18 APPROVED	**23,366,446**	**184.88**

FY18 APPROVED CHANGES

	Expenditures	FTEs
GRANT FUND - MCG		
FY17 ORIGINAL APPROPRIATION	**729,557**	**4.97**
Federal/State Programs		
Enhance: Increase Grant Award for Child Support	103,024	0.00
Reduce: Reduce Revenue for Protective Order Grant	(500)	(0.05)
FY18 APPROVED	**832,081**	**4.92**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Administration	4,890,011	20.97	5,523,344	21.92
Courtroom/Courthouse Security and Transport	8,598,478	77.50	8,858,820	75.50
Civil Process	2,443,960	25.14	2,689,486	26.14
Criminal Process/Warrants and Extraditions	2,395,169	21.00	2,305,758	20.00
Domestic Violence	4,656,579	45.19	4,821,119	46.24
Total	**22,984,197**	**189.80**	**24,198,527**	**189.80**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**23,366**	**23,366**	**23,366**	**23,366**	**23,366**	**23,366**
No inflation or compensation change is included in outyear projections.						
FY19 Cost of Winter Recruit Class	**0**	**83**	**0**	**0**	**0**	**0**
This item represents the FY19 cost of recruits in the FY18 winter training class, which stretches into FY19.						
Bi-Directional Antenna Master Lease	**0**	**(16)**	**(16)**	**(16)**	**(16)**	**(16)**
A master lease for the bi-directional antenna expires in FY19.						
Promotional Exams	**0**	**(80)**	**0**	**(80)**	**0**	**(80)**
Promotional exams will be performed in FY18. They are offered every other year.						
Labor Contracts	**0**	**191**	**191**	**191**	**191**	**191**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**23,366**	**23,544**	**23,541**	**23,461**	**23,541**	**23,461**

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Transportation

Approved FY18 Budget	Full Time Equivalents
$55,934,504	283.30

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 approved FY18 Operating Budget for the Department of Transportation is $55,934,504, an increase of $1,577,264 or 2.90 percent from the FY17 Approved Budget of $54,357,240. Personnel Costs comprise 46.05 percent of the budget for 457 full-time position(s) and eight part-time position(s), and a total of 283.30 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 53.95 percent of the FY18 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:

- **An Effective and Efficient Transportation Network**
- **Healthy and Sustainable Neighborhoods**
- **A Responsive, Accountable County Government**
- **Safe Streets and Secure Neighborhoods**
- **Vital Living for All of Our Residents**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Initiatives

- A new pedestrian safety enhancement to install Rapid Rectangular Flasher Beacons has been initiated which helps to alert drivers that someone is in a crosswalk.
- DOT began coordinating the County's reconstruction, rehabilitation,and resurfacing activities with those of other government agencies, public utilities, and certain other entities, and in so doing, locating utility transmission facilities underground when feasible.

Accomplishments

- The Montgomery bikeshare network will grow to 72 bikeshare stations by the end of FY17. Bikeshare also received a MDOT grant of $300,350 to further expand into Wheaton.
- Developed a new online Snow Portal that consolidates snow-related information in one handy location. The site has significantly upgraded its real-time capabilities to provide residents information about the status of snow plowing in their neighborhood. Residents can stay informed about the latest delays and closings, submit a service request, or get snow-related safety, closure and other information.
- Completed construction of 17,522 linear feet of sidewalk.
- Completed biennial inspections of 171 bridges and renovations for 23 bridges.
- Responded to 14 storm events totaling 40 inches of snow accumulation using over 87,000 tons of salt and over 400 pieces of equipment to treat and plow 1,522 miles of emergency routes, 968 lane miles of primary/arterial routes, and 4,287 lane miles of residential streets. On 1/22/16, Winter Storm Jonas delivered blizzard conditions with 38.5" snow,high winds and snow drifts.
- Resurfaced 486 lane miles in FY16, completing 31 projects.
- Completely rebuilt 38 lane miles of roads, 2 miles of sidewalk, and 7 miles of curb and gutter.
- The Annual Leafing Operation program collected over 13,085 tons of debris on over 2,175 miles of roads.
- Tree Maintenance Section crews and arborists responded to over 29,700 inspection and service requests, pruned or removed 10,850 trees, removed 1,234 stumps and planted 1,654 trees.

Innovations and Productivity Improvements

- Upgraded 150 school flashers to a remote control system eliminating the need for technicians to travel to each site when schedules change or issues arise.
- Began using IFB Generator, an application that generates Invitations for Bids (IFB) for 6 projects, reducing errors and the amount of time required to develop bid documents.
- Implemented the Pilot Mobile Construction Contracts Management System, which is new software that replaces paper inspector daily reports; hosts all construction documents including contract special provisions, specifications, standards; takes and stores project photos; and improves the quality of reports.

Program Contacts

Contact Fred Lees of the Department of Transportation at 240.777.2196 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 the 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**488,807**	**2.85**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	9,717	0.00
FY18 Approved	**498,524**	**2.85**

Bike Share

This program administers and operates the BikeShare program in the County. The purpose of this program is to develop additional options for short trips, promote the use of transit and contribute to a more pedestrian and bicycle-friendly atmosphere. This includes managing the County system, implementation and operations, and coordinating with other regional BikeShare programs.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,804,566**	**1.00**
Add: Install 12 Bikeshare Stations	646,460	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.	5,603	0.00
FY18 Approved	**2,456,629**	**1.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**179,315**	**1.04**

FY18 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,092	0.00
FY18 Approved	**180,407**	**1.04**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**970,201**	**8.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	52,558	0.00
FY18 Approved	**1,022,759**	**8.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,075,708**	**1.60**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,475	0.00
FY18 Approved	**1,083,183**	**1.60**

Resurfacing

This program provides for the contracted pavement surface treatment of the County's residential and rural roadway infrastructure.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of primary/arterial road quality rated good or better	60%	62%	54%	45%	39%
Percent of rural/residential road quality rated good or better	48%	44%	37%	30%	27%

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of annual requirement for residential resurfacing funded	75%	66%	28%	36%	49%

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,614,410**	**0.00**
FY18 Approved	**2,614,410**	**0.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**17,824,191**	**122.73**
Enhance: Maintenance of Newly Accepted Subdivision Roads	49,512	0.00
Decrease Cost: Sidewalk Inventory (completed FY17)	(200,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	513,044	0.00
FY18 Approved	**18,186,747**	**122.73**

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 and 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,342,206**	**24.78**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	34,810	0.00
FY18 Approved	**3,377,016**	**24.78**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**647,139**	**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.	(30,023)	(0.20)
FY18 Approved	**617,116**	**0.30**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**643,540**	**5.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	22,597	0.00
FY18 Approved	**666,137**	**5.00**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Average number of days to respond to requests for traffic studies	65	60	64	68	72
Number of traffic studies pending	254	279	284	289	294

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,990,381**	**11.67**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(86,472)	0.70
FY18 Approved	**1,903,909**	**12.37**

Traffic Sign and Marking

This program provides for engineering investigations of citizen complaints about traffic signs, street names, pavement markings (centerline, 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. This 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,749,964**	**13.03**
Add: Rustic Road Signs	25,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(140,975)	(1.90)
FY18 Approved	**2,633,989**	**11.13**

Traffic Signals & Advanced Transportation Mgmt System

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 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 includes provision of testimony for the County in court cases involving traffic signals.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
The backlog of signalized intersections with a malfunctioning sensor	161	147	160	160	160

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,980,154**	**7.52**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,609	0.60
FY18 Approved	**1,982,763**	**8.12**

Transportation Community Outreach

The Transportation Community Outreach program's 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.

FY18 Approved Changes	Expenditures	FTEs

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**222,293**	**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.	14,760	0.00
FY18 Approved	**237,053**	**1.00**

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 administers the abandonment of rights-of-ways which have been or currently are in public use.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**92,816**	**0.60**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,745)	0.00
FY18 Approved	**91,071**	**0.60**

Transportation Planning

The Transportation Engineering Planning Unit manages both the Facility Planning and the Annual Bikeways programs. Prior to a capital project being funded for design and construction, it must first undergo Facility Planning. The planning process examines transportation improvements that are in compliance with area master plans to meet the forecasted conditions. These analyses are performed at a higher level of detail than what is provided during the master plan process. Facility Planning culminates with a project prospectus report and preliminary design plan which allows projects to compete for funding as a stand-alone CIP. The Annual Bikeways Program plans, designs and constructs bikeways, trails, and directional route signs throughout the County. The purpose of this project is to develop the bikeway network specified by master plans and those requested by the community to provide access to commuter rail, mass transit, major employment centers, recreational and educational facilities, and other major attractions.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**89,044**	**0.55**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(15,209)	0.00
FY18 Approved	**73,835**	**0.55**

Transportation 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 the planning, surveying, and 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 FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Linear feet of sidewalk construction completed (000)	30	16	20	20	20

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**732,228**	**1.54**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	21,929	0.32
FY18 Approved	**754,157**	**1.86**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Transportation capital improvement projects completed within 10% of the cost estimate	100%	71%	90%	90%	90%
Transportation capital improvement projects completed within 3 months of projected timeline	75%	43%	90%	90%	90%

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**205,707**	**0.85**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(8,471)	0.00
FY18 Approved	**197,236**	**0.85**

Traffic Management and Operations

The Traffic Management and Operations program provides for the daily operations of the County's transportation management program that includes operations of the Transportation Management Center (TMC), the computerized traffic signal system, and multi-agency incident management response and special event traffic management. This program also provides hardware and software for the TMC's computer and network infrastructure and investigation of citizen complaints about traffic signal timing, synchronization, and optimization.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,611,320**	**5.80**
Increase Cost: Uniterrupted Power Supply (UPS) Unit Maintenance	11,400	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.	98,162	0.80
FY18 Approved	**1,720,882**	**6.60**

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 County and State capital operating transportation projects and programs. 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, such as administration of the Impact Tax Program, development and negotiation of participation agreements with private developers, and the Development Approval Payment program.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**472,520**	**4.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(18,594)	(1.00)
FY18 Approved	**453,926**	**3.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,274,259**	**18.37**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	62,965	0.00
FY18 Approved	**5,337,224**	**18.37**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,657,229**	**31.03**
Increase Cost: Motor Pool Adjustment	376,367	0.00

FY18 Approved Changes	Expenditures	FTEs
Increase Cost: FY18 Compensation Adjustment	66,593	0.00
Increase Cost: Annualization of FY17 Compensation Increases	19,515	0.00
Increase Cost: Retirement Adjustment	4,880	0.00
FY18 Approved	**6,124,584**	**31.03**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,689,242**	**19.84**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	31,705	0.68
FY18 Approved	**3,720,947**	**20.52**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	17,843,579	15,433,989	15,881,860	16,046,443	4.0 %
Employee Benefits	6,260,107	6,228,255	6,380,613	6,390,843	2.6 %
County General Fund Personnel Costs	**24,103,686**	**21,662,244**	**22,262,473**	**22,437,286**	**3.6 %**
Operating Expenses	56,191,582	27,037,767	32,922,756	27,372,634	1.2 %
Capital Outlay	202,393	0	0	0	—
County General Fund Expenditures	**80,497,661**	**48,700,011**	**55,185,229**	**49,809,920**	**2.3 %**
PERSONNEL					
Full-Time	453	455	455	457	0.4 %
Part-Time	8	8	8	8	—
FTEs	247.98	252.27	252.27	252.27	—
REVENUES					
Miscellaneous Revenues	(276,258)	143,665	143,665	230,900	60.7 %

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Motor Pool Charges/Fees	8,814	0	0	0	—
Other Charges/Fees	580,050	440,000	590,000	590,000	34.1 %
Other Fines/Forfeitures	10,843	0	0	0	—
Other Intergovernmental	541,812	0	0	0	—
Parking Fees	157,464	210,000	210,000	210,000	—
Parking Fines	1,181,330	0	0	0	—
Residential Parking Permits	35,415	24,000	24,000	24,000	—
State Aid: Highway User	3,735,980	3,742,245	3,651,591	3,702,146	-1.1 %
State Grants	0	650,000	650,000	650,000	—
Street Tree Planting	140,608	75,000	75,000	75,000	—
Subdivision Plan Review	235,401	300,000	300,000	300,000	—
Traffic Signals Maintenance	968,875	994,000	994,000	994,000	—
County General Fund Revenues	**7,320,334**	**6,578,910**	**6,638,256**	**6,776,046**	**3.0 %**

LEAF VACUUMING

EXPENDITURES					
Salaries and Wages	2,186,115	2,455,372	2,080,800	2,534,089	3.2 %
Employee Benefits	713,421	786,417	565,643	786,836	0.1 %
Leaf Vacuuming Personnel Costs	**2,899,536**	**3,241,789**	**2,646,443**	**3,320,925**	**2.4 %**
Operating Expenses	3,078,653	2,415,440	2,952,886	2,803,659	16.1 %
Leaf Vacuuming Expenditures	**5,978,189**	**5,657,229**	**5,599,329**	**6,124,584**	**8.3 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	30.83	31.03	31.03	31.03	—
REVENUES					
Investment Income	3,957	8,700	7,790	13,350	53.4 %
Leaf Vaccuum Collection Fees	6,830,085	7,202,921	7,202,921	7,216,578	0.2 %
Other Charges/Fees	13,033	0	0	0	—
Systems Benefit Charge	(11)	0	0	0	—
Leaf Vacuuming Revenues	**6,847,064**	**7,211,621**	**7,210,711**	**7,229,928**	**0.3 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	29,441	0	0	0	—
Grant Fund - MCG Expenditures	**29,441**	**0**	**0**	**0**	**—**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.19	0.00	0.00	0.00	—
REVENUES					
State Grants	29,441	0	0	0	—
Grant Fund - MCG Revenues	**29,441**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**86,505,291**	**54,357,240**	**60,784,558**	**55,934,504**	**2.9 %**
Total Full-Time Positions	**453**	**455**	**455**	**457**	**0.4 %**
Total Part-Time Positions	**8**	**8**	**8**	**8**	**—**
Total FTEs	**279.00**	**283.30**	**283.30**	**283.30**	**—**
Total Revenues	**14,196,839**	**13,790,531**	**13,848,967**	**14,005,974**	**1.6 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**48,700,011**	**252.27**
Changes (with service impacts)		
Add: Install 12 Bikeshare Stations [Bike Share]	646,460	0.00
Enhance: Maintenance of Newly Accepted Subdivision Roads [Roadway and Related Maintenance]	49,512	0.00
Add: Rustic Road Signs [Traffic Sign and Marking]	25,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	604,430	0.00
Increase Cost: Annualization of FY17 Compensation Increases	142,340	0.00
Increase Cost: Annualization of FY17 Lapsed Positions	110,412	0.00
Increase Cost: Retirement Adjustment	107,533	0.00
Increase Cost: Uniterrupted Power Supply (UPS) Unit Maintenance [Traffic Management and Operations]	11,400	0.00
Decrease Cost: Workforce Adjustment	0	0.01
Technical Adj: Workforce adjustment	0	(0.01)
Decrease Cost: Printing and Mail	(22,798)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(41,525)	0.00
Decrease Cost: Turnover Savings	(100,000)	0.00
Decrease Cost: Sidewalk Inventory (completed FY17) [Roadway and Related Maintenance]	(200,000)	0.00
Decrease Cost: Motor Pool Adjustment	(222,855)	0.00
FY18 APPROVED	**49,809,920**	**252.27**

FY18 APPROVED CHANGES

	Expenditures	FTEs
LEAF VACUUMING		
FY17 ORIGINAL APPROPRIATION	**5,657,229**	**31.03**
Other Adjustments (with no service impacts)		
Increase Cost: Motor Pool Adjustment [Vacuum Leaf Collection]	376,367	0.00
Increase Cost: FY18 Compensation Adjustment [Vacuum Leaf Collection]	66,593	0.00
Increase Cost: Annualization of FY17 Compensation Increases [Vacuum Leaf Collection]	19,515	0.00
Increase Cost: Retirement Adjustment [Vacuum Leaf Collection]	4,880	0.00
FY18 APPROVED	**6,124,584**	**31.03**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Automation	488,807	2.85	498,524	2.85
Bike Share	1,804,566	1.00	2,456,629	1.00
Bridge Maintenance	179,315	1.04	180,407	1.04
Transportation Engineering and Management Services	970,201	8.00	1,022,759	8.00
Parking Outside the Parking Districts	1,075,708	1.60	1,083,183	1.60
Resurfacing	2,614,410	0.00	2,614,410	0.00
Roadway and Related Maintenance	17,824,191	122.73	18,186,747	122.73
Snow Removal/Wind/Rain Storms	3,342,206	24.78	3,377,016	24.78
Streetlighting	647,139	0.50	617,116	0.30
Traffic Planning	643,540	5.00	666,137	5.00
Traffic and Pedestrian Safety	1,990,381	11.67	1,903,909	12.37
Traffic Sign and Marking	2,749,964	13.03	2,633,989	11.13
Traffic Signals & Advanced Transportation Mgmt System	1,980,154	7.52	1,982,763	8.12
Transportation Community Outreach	222,293	1.00	237,053	1.00
Property Acquisition	92,816	0.60	91,071	0.60
Transportation Planning	89,044	0.55	73,835	0.55
Transportation Design	732,228	1.54	754,157	1.86
Transportation Construction	205,707	0.85	197,236	0.85
Traffic Management and Operations	1,611,320	5.80	1,720,882	6.60
Transportation Policy	472,520	4.00	453,926	3.00
Tree Maintenance	5,274,259	18.37	5,337,224	18.37
Vacuum Leaf Collection	5,657,229	31.03	6,124,584	31.03
Administration	3,689,242	19.84	3,720,947	20.52
Total	**54,357,240**	**283.30**	**55,934,504**	**283.30**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
Urban Districts	Bethesda Urban District	25,000	0.00	30,000	0.00
Urban Districts	Silver Spring Urban District	13,000	0.00	25,000	0.00
Urban Districts	Wheaton Urban District	12,900	0.00	12,900	0.00
Transit Services	Mass Transit	205,908	1.00	191,196	1.00
Permitting Services	Permitting Services	200,000	0.75	205,326	0.75
Environmental Protection	Water Quality Protection	3,608,861	32.29	4,048,836	32.29
Solid Waste Services	Solid Waste Disposal	265,964	2.90	270,168	2.90
CIP	Capital Fund	17,928,062	147.22	14,693,655	148.08
Cable Television Communications Plan	Cable TV	880,020	0.75	1,088,333	0.75
	Total	**23,139,715**	**184.91**	**20,565,414**	**185.77**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**49,810**	**49,810**	**49,810**	**49,810**	**49,810**	**49,810**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY18	**0**	**(646)**	**(646)**	**(646)**	**(646)**	**(646)**
Items recommended for one-time funding in FY18, including (installation of 12 bikeshare stations), will be eliminated from the base in the outyears.						
Bikeshare	**0**	**217**	**217**	**217**	**217**	**217**
Operating costs for 12 stations installed in FY18.						
Labor Contracts	**0**	**170**	**170**	**170**	**170**	**170**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**49,810**	**49,550**	**49,550**	**49,550**	**49,550**	**49,550**
LEAF VACUUMING						
EXPENDITURES						
FY18 Approved	**6,125**	**6,125**	**6,125**	**6,125**	**6,125**	**6,125**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**14**	**14**	**14**	**14**	**14**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**6,125**	**6,140**	**6,140**	**6,140**	**6,140**	**6,140**

FY18-23 PUBLIC SERVICES PROGRAM: FISCAL PLAN			Vacuum Leaf Collection				
FISCAL PROJECTIONS	FY17 ESTIMATE	FY18 REC	FY19 PROJECTION	FY20 PROJECTION	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	16.45%	**17.39%**	17.39%	17.39%	17.39%	17.39%	17.39%
CPI (Fiscal Year)	1.7%	**2.3%**	2.3%	2.4%	2.5%	2.5%	2.5%
Investment Income Yield	0.7%	**1.2%**	1.7%	2.2%	2.7%	3.0%	3.0%
% of leaves attributed to single-family households	97.2%	**97.2%**	97.2%	97.2%	97.2%	97.2%	97.2%
% of leave attributed to multi-family units and townhome uni	2.8%	**2.8%**	2.8%	2.8%	2.8%	2.8%	2.8%
Charge per sing-family household	$ 97.99	**$ 97.99**	$ 97.99	$ 106.18	$ 114.37	$ 123.39	$ 132.60
BEGINNING FUND BALANCE	**(467,803)**	**(460,013)**	**67,476**	**74,119**	**68,450**	**186,472**	**182,966**
REVENUES							
Charges For Services	7,338,911	**7,216,578**	7,220,893	7,827,110	8,435,328	9,105,681	9,790,310
Miscellaneous	7,790	**13,350**	18,910	24,470	30,030	33,370	33,370
Subtotal Revenues	**7,346,701**	**7,229,928**	**7,239,803**	**7,851,580**	**8,465,358**	**9,139,051**	**9,823,680**
INTERFUND TRANSFERS (Net Non-CIP)	**(1,220,263)**	**(577,855)**	**(955,461)**	**(1,410,443)**	**(1,726,857)**	**(2,343,715)**	**(2,861,027)**
Transfers To The General Fund	(532,337)	(577,855)	(594,461)	(610,443)	(626,857)	(643,715)	(661,027)
Indirect Costs	(532,337)	(577,855)	(594,461)	(610,443)	(626,857)	(643,715)	(661,027)
Transfers From Special Fds: Non-Tax + ISF	(687,926)	0	(361,000)	(800,000)	(1,100,000)	(1,700,000)	(2,200,000)
Solid Waste Dispodal Fund	(687,926)	0	(361,000)	(800,000)	(1,100,000)	(1,700,000)	(2,200,000)
TOTAL RESOURCES	**5,658,635**	**6,192,060**	**6,351,818**	**6,515,256**	**6,806,951**	**6,981,808**	**7,145,619**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(6,118,648)	**(6,124,584)**	(6,263,242)	(6,432,349)	(6,606,023)	(6,784,385)	(6,967,564)
Labor Agreement	n/a	**0**	(14,457)	(14,457)	(14,457)	(14,457)	(14,457)
Subtotal PSP Oper Budget Approp / Exp's	**(6,118,648)**	**(6,124,584)**	**(6,277,699)**	**(6,446,806)**	**(6,620,480)**	**(6,798,842)**	**(6,982,021)**
TOTAL USE OF RESOURCES	**(6,118,648)**	**(6,124,584)**	**(6,277,699)**	**(6,446,806)**	**(6,620,480)**	**(6,798,842)**	**(6,982,021)**
YEAR END FUND BALANCE	**(460,013)**	**67,476**	**74,119**	**68,450**	**186,472**	**182,966**	**163,598**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	**-8.1%**	**1.1%**	**1.2%**	**1.1%**	**2.7%**	**2.6%**	**2.3%**

Assumptions:

1. Leaf vacuuming rates are adjusted to achieve cost recovery.
2. The change in fund balance reflects a gradual increase in fund balance towards the policy level ($250,000). It is necessary to rebuild fund balance after a restatement of prior year fund balance to reflect new pension liability reporting requirements unexpectedly led to a negative fund balance. In future years, rates will be adjusted annually to fund the approved service program and ahieve the appropriate ending balance while also contributing to equipment costs reimbursements to the Disposal Fund.

Parking District Services

Approved FY18 Budget	Full Time Equivalents
$27,777,906	48.53

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, and Wheaton central business districts and promote their economic growth and stability by supplying a sufficient number of parking spaces to accommodate that segment of the public demand which is neither provided for by development nor served by alternative travel modes;
- Promote and complement a total transportation system through the careful balance of rates and parking supply to encourage the use of the most efficient and economical transportation modes available; and
- Develop and implement parking management strategies designed to maximize the usage of the available parking supply in order to enhance the economic development of specific central business districts.

Budget Overview

The total approved FY18 Operating Budget for the Parking Districts is $27,777,906, an increase of $429,144 or 1.57 percent from the FY17 Approved Budget of $27,348,762. Personnel Costs comprise 18.86 percent of the budget for 53 full-time position(s) and no part-time position(s), and a total of 48.53 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 81.14 percent of the FY18 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:

- **An Effective and Efficient Transportation Network**
- **A Responsive, Accountable County Government**
- **Strong and Vibrant Economy**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Initiatives

- Consolidate the Montgomery Hills Parking Lot District (PLD) into the Silver Spring PLD
- Develop and test the viability of using License Plate Reader (LPR) technologies for parking access control at the Woodmont Corner Garage in Bethesda.
- Establish a parking guidance system directing visitors to the Capital Crescent and Bethesda/Elm Garages. New "dynamic signage" will be installed at key decision points in the Bethesda downtown area. Signage will display real-time space availability and hourly rates to assist motorists in locating a parking facility with available spaces and evaluate pricing options.
- Expansion of the Garage Advertisement Program, which allows businesses to deliver customized messages to patrons, to additional Parking Lot District garages and surface lots.

Accomplishments

- Managed the Wheaton Redevelopment Project from the Schematic Design stage to the 50% Construction Documents design stage, including the addition of two floors, a geothermal system, and environmental remediation, and waterproofing for the underground garage. At the same time, managed the interior design process for seven user agencies, and coordination with multiple county agencies and other government agencies such as WMATA and SHA.
- Four additional electric vehicle (EV) charging stations were installed in garages in Bethesda, Silver Spring, and Wheaton. These new stations bring the total number of EV charging stations in County-owned parking facilities to 12 stations (24 spaces).
- Launched a new responsive design for the Division of Parking Management homepage. The website enhances the visitor's experience by enabling content to be viewed through the use of multiple devices such as mobile, laptop, or desktop computer.
- Drafted a campaign, designed and launched the PARK(ing) Day webpage. PARK(ing) Day is an annual, global event to provide residents, businesses, and organizations an opportunity to temporarily transform metered parking spaces into fun, park-like spots to stimulate conversations about the use of the urban landscape.

Innovations and Productivity Improvements

- For the first time, a Demand Pricing approach was used to set parking rates at three (3) Bethesda garages. Parking rates were increased to $1.00 per hour at three (3) high demand parking garages in Bethesda (St. Elmo, Woodmont, and Bethesda Avenue Garages). All other garages remained at $0.80 per hour. The goal is to optimize the use of existing parking resources by redistributing parking demand.
- The new Wheaton Reedie/Grandview Ave. Garage will feature LED lighting fixtures, EV charging stations, low emission vehicles preferred parking spaces, and increased security measures through additional cameras and security call buttons. The Wheaton Office building will be the first Leadership in Energy and Environmental Design (LEED) Platinum certified government facility in Maryland featuring a geothermal system and solar panels in the roof areas.

Program Contacts

Contact Jose Thommana of the Parking Districts at 240.777.8732 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

Administration

This program supports the Parking Services program objectives through the management of Information Technology and customer service to optimize organizational effectiveness and the delivery of services to the public. Additionally, the program strategically plans for all components of the re-development of Parking Lot District (PLD) real property to promote the economic growth and stability of associated urban districts. The program's responsibilities are for drafting and releasing Requests for Development Proposals; generating property appraisals; negotiations and overseeing the execution of General Development Agreements; and Purchase Sales Agreements, including related development documents. The program also leads project management efforts including design and construction of PLD real property as part of mixed-use re-development projects.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,025,844**	**6.80**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,243,494)	(1.00)
FY18 Approved	**782,350**	**5.80**

Financial Management

The Financial Management Program has overall responsibility for the recordation, reconciliation, and audit of all parking district revenue. In addition, this program has primary responsibility for the development and execution of the Division Budget and Capital Improvements Program in coordination with other programs and the associated 6 Year Fiscal Cash Flows for the Parking Lot District Enterprise Funds. Also included are Accounts Payable activities and all procurement actions. It is also responsible for revenue bond debt, fixed assets, and utilities programs. This program serves as the primary point of contact for the Department of Finance in the preparation of the annual financial statements of the three Parking Lot District enterprise funds and in responding to any inquiries from the auditors of those statements.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Customer satisfaction rate for Parking Lot Districts (PLDs) [1]	N/A	2.91	N/A	3.00	N/A
Parking Management cost efficiency (ratio of expenses to revenues)	57	61	85	94	90
Parking Management revenue generated ($ millions)	42.9	43.5	33.0	35.3	35.5
Parking Management operating expenditures ($ millions)	24.6	26.3	28.0	28.6	28.6

[1] *Rating on a scale of 1 to 4 with 4=best*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**7,928,019**	**5.10**
Technical Adj: Other Professional Services	19,881	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.	1,358,622	1.90
FY18 Approved	**9,306,522**	**7.00**

Engineering and Capital Management

The Capital Projects Team provides engineering and project Management for 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. The Planning Team administers advertising in PLD garages, outreach to users, and the Division's innovation initiatives. Additionally, the program participates in planning for all components of the growth and redevelopment of PLD properties to promote economic growth and stability of associated urban districts. This is done using short-term demand studies and long-term strategic plans and usage projections. The Maintenance Team 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**6,438,144**	**21.40**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	231,916	(0.90)
FY18 Approved	**6,670,060**	**20.50**

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 (PLDs), residential permit areas outside the PLDs, 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**10,956,755**	**15.23**
Increase Cost: Security contract	33,948	0.00
Increase Cost: Security contract	25,644	0.00
Increase Cost: Security contract	7,164	0.00
Technical Adj: Other Miscellaneous Operating Expenses	(19,881)	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.	15,344	0.00
FY18 Approved	**11,018,974**	**15.23**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
PARKING DISTRICT - BETHESDA					

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
EXPENDITURES					
Salaries and Wages	1,609,984	1,637,679	1,614,640	1,656,092	1.1 %
Employee Benefits	572,538	593,867	582,231	612,605	3.2 %
Parking District - Bethesda Personnel Costs	**2,182,522**	**2,231,546**	**2,196,871**	**2,268,697**	**1.7 %**
Operating Expenses	7,004,984	7,992,313	8,014,820	8,034,571	0.5 %
Capital Outlay	13,405	0	0	0	—
Debt Service Other	4,830,444	4,574,348	4,592,348	4,633,604	1.3 %
Parking District - Bethesda Expenditures	**14,031,355**	**14,798,207**	**14,804,039**	**14,936,872**	**0.9 %**
PERSONNEL					
Full-Time	29	29	29	29	—
Part-Time	0	0	0	0	—
FTEs	20.84	20.39	20.39	19.88	-2.5 %
REVENUES					
Investment Income	23,239	39,990	38,690	66,330	65.9 %
Land Sale	0	0	0	900,000	—
Miscellaneous Revenues	545,547	284,120	284,120	284,120	—
Parking Fees	13,506,869	14,105,081	14,105,081	15,555,081	10.3 %
Parking Fines	3,320,459	3,250,000	3,250,000	3,250,000	—
Property Rentals	772,278	40,000	40,000	160,000	300.0 %
Property Tax	(204,625)	0	0	0	—
Parking District - Bethesda Revenues	**17,963,767**	**17,719,191**	**17,717,891**	**20,215,531**	**14.1 %**

PARKING DISTRICT - SILVER SPRING

EXPENDITURES					
Salaries and Wages	1,655,491	1,802,310	1,723,838	1,889,648	4.9 %
Employee Benefits	583,972	658,483	581,504	691,859	5.1 %
Parking District - Silver Spring Personnel Costs	**2,239,463**	**2,460,793**	**2,305,342**	**2,581,507**	**4.9 %**
Operating Expenses	8,385,357	8,637,324	8,787,628	8,851,735	2.5 %
Capital Outlay	13,405	0	0	0	—
Parking District - Silver Spring Expenditures	**10,638,225**	**11,098,117**	**11,092,970**	**11,433,242**	**3.0 %**
PERSONNEL					
Full-Time	20	20	20	21	5.0 %
Part-Time	0	0	0	0	—
FTEs	24.58	24.30	24.30	25.23	3.8 %
REVENUES					
Facility Rental Fees	(108)	0	0	0	—
Fire Code Enforcement Permits	(28)	0	0	0	—
Investment Income	65,121	95,840	126,480	222,240	131.9 %
Miscellaneous Revenues	10,624,511	0	0	0	—

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Parking Fees	10,866,047	10,661,253	10,661,253	10,706,253	0.4 %
Parking Fines	1,819,110	1,869,689	1,869,689	1,897,689	1.5 %
Property Rentals	7,515	0	0	0	—
Property Tax	(395,535)	0	0	0	—
Parking District - Silver Spring Revenues	**22,986,633**	**12,626,782**	**12,657,422**	**12,826,182**	**1.6 %**

PARKING DISTRICT - MONTGOMERY HILLS

EXPENDITURES					
Salaries and Wages	35,801	39,355	31,032	0	-100.0 %
Employee Benefits	11,147	11,514	17,291	0	-100.0 %
Parking District - Montgomery Hills Personnel Costs	**46,948**	**50,869**	**48,323**	**0**	**-100.0 %**
Operating Expenses	30,161	33,398	35,239	0	-100.0 %
Parking District - Montgomery Hills Expenditures	**77,109**	**84,267**	**83,562**	**0**	**-100.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.47	0.42	0.42	0.00	-100.0 %
REVENUES					
Investment Income	1,608	4,270	3,160	0	-100.0 %
Miscellaneous Revenues	(833)	0	0	0	—
Parking Fees	37,710	45,000	45,000	0	-100.0 %
Parking Fines	36,538	28,000	28,000	0	-100.0 %
Property Tax	135	0	0	0	—
Parking District - Montgomery Hills Revenues	**75,158**	**77,270**	**76,160**	**0**	**-100.0 %**

PARKING DISTRICT - WHEATON

EXPENDITURES					
Salaries and Wages	272,984	275,322	265,203	281,955	2.4 %
Employee Benefits	97,755	103,519	103,323	107,129	3.5 %
Parking District - Wheaton Personnel Costs	**370,739**	**378,841**	**368,526**	**389,084**	**2.7 %**
Operating Expenses	777,036	989,330	1,000,411	1,018,708	3.0 %
Parking District - Wheaton Expenditures	**1,147,775**	**1,368,171**	**1,368,937**	**1,407,792**	**2.9 %**
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.44	3.42	3.42	3.42	—
REVENUES					
Investment Income	4,346	7,140	8,550	14,660	105.3 %
Miscellaneous Revenues	69,814	0	0	0	—

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Parking Fees	938,053	815,000	815,000	725,000	-11.0 %
Parking Fines	432,622	511,000	511,000	476,000	-6.8 %
Property Tax	(57,482)	0	0	0	—
Parking District - Wheaton Revenues	**1,387,353**	**1,333,140**	**1,334,550**	**1,215,660**	**-8.8 %**

DEPARTMENT TOTALS

Total Expenditures	**25,894,464**	**27,348,762**	**27,349,508**	**27,777,906**	**1.6 %**
Total Full-Time Positions	**52**	**52**	**52**	**53**	**1.9 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**49.33**	**48.53**	**48.53**	**48.53**	**—**
Total Revenues	**42,412,911**	**31,756,383**	**31,786,023**	**34,257,373**	**7.9 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
PARKING DISTRICT - BETHESDA		
FY17 ORIGINAL APPROPRIATION	**14,798,207**	**20.39**
Other Adjustments (with no service impacts)		
Increase Cost: Janitorial Services	82,800	0.00
Increase Cost: FY18 Compensation Adjustment	46,838	0.00
Increase Cost: Security contract [Parking Operations]	25,644	0.00
Technical Adj: Other Professional Services [Financial Management]	19,881	0.00
Increase Cost: Annualization of FY17 Compensation Increases	11,819	0.00
Increase Cost: Retirement Adjustment	9,401	0.00
Increase Cost: Risk Management Adjustment	1,108	0.00
Increase Cost: Debt Service	693	0.00
Decrease Cost: Printing and Mail	(2,512)	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding	(3,850)	0.00
Decrease Cost: Finance Chargeback	(9,612)	0.00
Technical Adj: Other Miscellaneous Operating Expenses [Parking Operations]	(19,881)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(23,664)	(0.51)
FY18 APPROVED	**14,936,872**	**19.88**
PARKING DISTRICT - SILVER SPRING		
FY17 ORIGINAL APPROPRIATION	**11,098,117**	**24.30**
Other Adjustments (with no service impacts)		
Increase Cost: Janitorial Services	124,200	0.00
Shift: From Montgomery Hills PLD	84,267	0.42

FY18 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Service and Maintenance Agreement for Multi Space Meters - ITS Mid Atlantic (ITS)	63,000	0.00
Increase Cost: FY18 Compensation Adjustment	51,328	0.00
Increase Cost: Security contract [Parking Operations]	33,948	0.00
Increase Cost: Annualization of FY17 Compensation Increases	12,595	0.00
Increase Cost: Retirement Adjustment	8,349	0.00
Increase Cost: Annualization of FY17 Personnel Costs	4,180	0.51
Increase Cost: Risk Management Adjustment	667	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding	(2,640)	0.00
Decrease Cost: Finance Chargeback	(8,769)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY17	(36,000)	0.00
FY18 APPROVED	**11,433,242**	**25.23**
PARKING DISTRICT - MONTGOMERY HILLS		
FY17 ORIGINAL APPROPRIATION	**84,267**	**0.42**
Other Adjustments (with no service impacts)		
Shift: To Silver Spring PLD	(84,267)	(0.42)
FY18 APPROVED	**0**	**0.00**
PARKING DISTRICT - WHEATON		
FY17 ORIGINAL APPROPRIATION	**1,368,171**	**3.42**
Other Adjustments (with no service impacts)		
Increase Cost: Janitorial Services	23,000	0.00
Increase Cost: FY18 Compensation Adjustment	7,737	0.00
Increase Cost: Security contract [Parking Operations]	7,164	0.00
Increase Cost: Retirement Adjustment	1,922	0.00
Increase Cost: Annualization of FY17 Compensation Increases	1,839	0.00
Increase Cost: Risk Management Adjustment	29	0.00
Increase Cost: Annualization of FY17 Personnel Costs	14	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding	(400)	0.00
Decrease Cost: Finance Chargeback	(1,684)	0.00
FY18 APPROVED	**1,407,792**	**3.42**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Administration	2,025,844	6.80	782,350	5.80

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Financial Management	7,928,019	5.10	9,306,522	7.00
Engineering and Capital Management	6,438,144	21.40	6,670,060	20.50
Parking Operations	10,956,755	15.23	11,018,974	15.23
Total	**27,348,762**	**48.53**	**27,777,906**	**48.53**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
PARKING DISTRICT - BETHESDA						
EXPENDITURES						
FY18 Approved	**14,937**	**14,937**	**14,937**	**14,937**	**14,937**	**14,937**
No inflation or compensation change is included in outyear projections.						
Emergency Backup Batters in Garages	**0**	**39**	**0**	**39**	**0**	**39**
Replacement every two years.						
Retiree Health Insurance Pre-Funding	**0**	**1**	**2**	**3**	**3**	**3**
Labor Contracts	**0**	**17**	**17**	**17**	**17**	**17**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**14,937**	**14,994**	**14,956**	**14,996**	**14,957**	**14,996**
PARKING DISTRICT - SILVER SPRING						
EXPENDITURES						
FY18 Approved	**11,433**	**11,433**	**11,433**	**11,433**	**11,433**	**11,433**
No inflation or compensation change is included in outyear projections.						
Emergency Backup Batters in Garages	**0**	**57**	**0**	**57**	**0**	**57**
Replacement every two years.						
Retiree Health Insurance Pre-Funding	**0**	**0**	**1**	**2**	**2**	**2**
Labor Contracts	**0**	**18**	**18**	**18**	**18**	**18**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**11,433**	**11,508**	**11,452**	**11,510**	**11,453**	**11,510**
PARKING DISTRICT - WHEATON						
EXPENDITURES						
FY18 Approved	**1,408**	**1,408**	**1,408**	**1,408**	**1,408**	**1,408**
No inflation or compensation change is included in outyear projections.						
Emergency Backup Batters in Garages	**0**	**22**	**0**	**22**	**0**	**22**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
Replacement every two years.						
Retiree Health Insurance Pre-Funding	**0**	**0**	**0**	**0**	**0**	**0**
Labor Contracts	**0**	**3**	**3**	**3**	**3**	**3**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,408**	**1,433**	**1,411**	**1,433**	**1,411**	**1,433**

Transit Services

Approved FY18 Budget	Full Time Equivalents
$137,292,596	874.37

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 approved FY18 Operating Budget for the Division of Transit Services is $137,292,596, an increase of $8,965,447 or 6.99 percent from the FY17 Approved Budget of $128,327,149. Personnel Costs comprise 55.22 percent of the budget for 857 full-time position(s) and no part-time position(s), and a total of 874.37 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 44.78 percent of the FY18 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 $20,461,280 is required.

Significant multi-program adjustments in Administration, Taxi Regulation, and Transit Operations Planning are due to corrections in staffing allocation across programs.

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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Initiatives

- The expansion and enhancement of the Clarksburg Route 75 will allow for longer service hours until 11:00 pm weekdays and Saturday and provide for service from early morning to late evening Sunday until 10 pm. The route will also include service to the Clarksburg outlets.
- In January 2018, Ride On will begin new service called the Route 102 on Maryland State Route 29 from Burtonsville to Silver Spring. The limited-stop service will operate Monday through Friday during the morning and afternoon peak periods.
- The new MD 355 Extra Service is a limited-stop service that will operate along MD 355 between the Lakeforest Transit Center and the Medical Center Metrorail Station. Hours of operation are Monday through Friday 5:30 am - 9:30 am and 3:30 pm - 7:30 pm with service running every ten minutes. This service will have 13 unique branded buses and 12 designated bus stops in each direction of this route. Service will begin October 2, 2017.
- Continue progress on Bus Rapid Transit (BRT) development on MD 355 and US 29. Facility planning is ongoing for MD 355. The capital budget includes an additional $21.5 million for US 29 that leverages $10 million of Federal TIGER funds.
- The new Express Service to Clarksburg will operate from the Cabin Branch/Clarksburg community to the Shady Grove Metro Station. This is a limited stop service, that will begin May 2017. Hours of operation are Monday through Friday 5:30 am - 9:00 am and 3:30 pm - 7:00 pm with service running every 20 minutes.

Accomplishments

- ☑ The Call-n-Ride program reduced the eligibility age for seniors from 67 to 65 years, making the program available to more residents. In FY17, it is anticipated that over 400 residents who are 65 & 66 years old will be added.
- ☑ Implemented a pilot dialysis shuttle for Medicaid patients. The goal is to ensure the clients who require dialysis are consistently dropped off on time for treatments and taken home on time afterwards.
- ☑ Began a new Rock Spring Express service on July 25, 2016, which provides express bus service between Grosvenor Metrorail Station and five bus stops in the Rock Spring Business Park. The route operates every ten minutes between 6:00 am and 9:00 am and between 3:00 pm and 7:00 pm. In the first 5 weeks of service, the route averaged 240 riders per day.
- ☑ Began new Route 301 service on October 2, 2016. This service operates from Tobytown Drive to Rockville Metrorail Station via Travilah Road. Key locations along the route include local schools, shopping, the new Nancy Dacek Recreational Center, Shady Grove Hospital, Glenstone museum and the Rockville Town Center.

Innovations and Productivity Improvements

- Ride On bus service received a 91% on the Transportation Security Administration's (TSA) review of our bus service security, prevention, security awareness and protection capabilities, an increase of 12% over FY16 and considered excellent by TSA.
- Upgraded the Call-n-Ride database - the new improved database has greatly enhanced program efficiency including the application and recertification process, document and records' maintenance and also reduced paper use.
- An extensive audit of Call-n-Ride service providers has been initiated, utilizing database enhancements to ensure there is no fraud, waste or abuse in the program.
- Incorporated new technology into the Same Day Access and Medicaid Transportation Databases to enhance overall efficiency.

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

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,094,465**	**4.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	142,107	0.00
FY18 Approved	**1,236,572**	**4.00**

Medicaid and Senior Programs

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

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**7,922,671**	**12.60**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	24,758	0.00
FY18 Approved	**7,947,429**	**12.60**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Hours of service	1,133,548	1,133,064	1,140,298	1,167,412	1,173,249
Number of reported collisions between Ride On buses and a person or object, per 100,000 miles driven	4.0	3.7	3.8	3.8	3.8
On time performance for Ride On buses	87.9%	87.5%	88.0%	88.4%	88.9%
Passengers per hour of service	22.9	21.6	20.6	20.4	20.7
Passengers transported (millions)	25.972	24.512	23.438	23.831	24.232
Ride On passengers transported per capita (Ratio of the number of passengers boarding a Ride On bus within a fiscal year and Montgomery County's population) [1]	26.2	24.6	23.4	23.7	23.4
Percent of Ride On customers who report a satisfactory customer service experience	80%	N/A	N/A	80%	N/A
Ride On complaints per 100,000 bus riders	23.7	23.5	23.7	23.7	23.7

[1] *Definition: This measure is calculated annually comparing the number of Ride On passengers to the Montgomery County Population. It indicates whether Ride On is maintaining a constant share of Montgomery County residents.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**104,429,786**	**769.80**
Add: MD 355 Extra Service	995,162	23.00
Add: Limited Stop Ride On Service on US 29	732,748	9.00
Add: Express Service from Clarksburg to Shady Grove Metro	587,792	0.00
Add: Enhance Route 75 Service to Clarksburg Outlets and Eliminate Poor Performing Routes 3 and 93	201,189	1.90
Add: Extend Seniors Ride Free on Saturday	15,000	0.00
Eliminate: Route 94 "Meet the MARC" due to low ridership	(206,250)	(2.00)
Decrease Cost: Personnel savings	(253,171)	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.	5,763,117	(0.01)
FY18 Approved	**112,265,373**	**801.69**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,039,651**	**18.19**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	57,555	0.00
FY18 Approved	**4,097,206**	**18.19**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**655,157**	**5.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	19,019	0.00
FY18 Approved	**674,176**	**5.00**

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, and real time information is provided through various media (phone, web, mobile apps and signs). 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,767,261**	**6.62**
Increase Cost: Annualization of Seniors Ride Free Service on Saturdays	20,417	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.	66,427	(0.99)
FY18 Approved	**1,854,105**	**5.63**

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; adjusts schedules 3 times a year; and coordinates bus service with the Washington Metropolitan Area Transit Authority.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,100,283**	**7.00**
Add: Annualization of Rock Spring Park Express Service	443,000	0.00
Add: Annualization of Tobytown Service	138,250	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.	171,158	0.00
FY18 Approved	**2,852,691**	**7.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**393,220**	**1.28**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,754	0.00
FY18 Approved	**397,974**	**1.28**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,785,368**	**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.	(2,612)	0.00
FY18 Approved	**2,782,756**	**0.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,139,287**	**17.98**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	45,027	1.00
FY18 Approved	**3,184,314**	**18.98**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
MASS TRANSIT					
EXPENDITURES					
Salaries and Wages	51,340,461	51,803,340	53,129,534	54,870,880	5.9 %
Employee Benefits	16,995,414	18,611,084	17,679,224	19,079,425	2.5 %
Mass Transit Personnel Costs	**68,335,875**	**70,414,424**	**70,808,758**	**73,950,305**	**5.0 %**
Operating Expenses	51,938,835	52,847,086	52,104,350	58,250,652	10.2 %

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Capital Outlay	13,400	0	0	26,000	—
Mass Transit Expenditures	**120,288,110**	**123,261,510**	**122,913,108**	**132,226,957**	**7.3 %**
PERSONNEL					
Full-Time	810	808	808	840	4.0 %
Part-Time	0	0	0	0	—
FTEs	821.40	826.08	826.08	857.98	3.9 %
REVENUES					
Bus Advertising	1,173,107	935,000	935,000	1,035,000	10.7 %
Insurance Recoveries	327,541	0	0	0	—
Investment Income	61,101	0	120,250	120,250	—
Miscellaneous Revenues	28,162	0	0	0	—
Motor Pool Charges/Fees	791,113	0	0	0	—
Other Charges/Fees	1,415,637	982,194	982,194	1,162,194	18.3 %
Other Fines/Forfeitures	9,115	0	0	0	—
Parking Fees	718,848	661,385	661,385	661,385	—
Parking Fines	586,083	405,000	405,000	405,000	—
Property Tax	107,623,637	97,009,830	96,567,417	112,620,948	16.1 %
Ride On Fare Revenue	22,193,313	22,769,658	22,769,658	21,559,302	-5.3 %
State Aid: Call N' Ride	379,107	379,110	379,110	379,110	—
State Aid: Damascus Fixed Route	394,101	309,950	309,950	309,950	—
State Aid: Ride On	39,795,513	38,264,000	38,264,000	38,764,000	1.3 %
Taxi Licensing Fees	647,232	531,000	531,000	531,000	—
Mass Transit Revenues	**176,143,610**	**162,247,127**	**161,924,964**	**177,548,139**	**9.4 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	1,119,571	1,462,021	1,462,021	1,471,943	0.7 %
Employee Benefits	397,037	397,913	397,913	387,991	-2.5 %
Grant Fund - MCG Personnel Costs	**1,516,608**	**1,859,934**	**1,859,934**	**1,859,934**	**—**
Operating Expenses	2,844,638	3,205,705	3,205,705	3,205,705	—
Grant Fund - MCG Expenditures	**4,361,246**	**5,065,639**	**5,065,639**	**5,065,639**	**—**
PERSONNEL					
Full-Time	15	17	17	17	—
Part-Time	0	0	0	0	—
FTEs	14.79	16.39	16.39	16.39	—
REVENUES					
Federal Grants	1,600,855	1,939,694	1,939,693	1,939,693	—
State Grants	2,415,498	3,125,945	3,125,946	3,125,946	—
Grant Fund - MCG Revenues	**4,016,353**	**5,065,639**	**5,065,639**	**5,065,639**	**—**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
DEPARTMENT TOTALS					
Total Expenditures	**124,649,356**	**128,327,149**	**127,978,747**	**137,292,596**	**7.0 %**
Total Full-Time Positions	**825**	**825**	**825**	**857**	**3.9 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**836.19**	**842.47**	**842.47**	**874.37**	**3.8 %**
Total Revenues	**180,159,963**	**167,312,766**	**166,990,603**	**182,613,778**	**9.1 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
MASS TRANSIT		
FY17 ORIGINAL APPROPRIATION	**123,261,510**	**826.08**
Changes (with service impacts)		
Add: MD 355 Extra Service [Ride On]	995,162	23.00
Add: Limited Stop Ride On Service on US 29 [Ride On]	732,748	9.00
Add: Express Service from Clarksburg to Shady Grove Metro [Ride On]	587,792	0.00
Add: Annualization of Rock Spring Park Express Service [Transit Operations Planning]	443,000	0.00
Add: Enhance Route 75 Service to Clarksburg Outlets and Eliminate Poor Performing Routes 3 and 93 [Ride On]	201,189	1.90
Add: Annualization of Tobytown Service [Transit Operations Planning]	138,250	0.00
Add: Extend Seniors Ride Free on Saturday [Ride On]	15,000	0.00
Eliminate: Route 94 "Meet the MARC" due to low ridership [Ride On]	(206,250)	(2.00)
Other Adjustments (with no service impacts)		
Increase Cost: Motor Pool Adjustment (includes $1.2M for MD 355 Extra Service)	3,469,179	0.00
Increase Cost: FY18 Compensation Adjustment	1,617,028	0.00
Increase Cost: Annualization of FY17 Compensation Increases	625,423	0.00
Increase Cost: Bethesda Circulator Expansion	166,040	0.00
Increase Cost: Contract Escalations	163,460	0.00
Increase Cost: Risk Management Adjustment	97,388	0.00
Increase Cost: Retirement Adjustment	65,020	0.00
Increase Cost: Contracts	45,000	0.00
Increase Cost: Annualization of FY17 Personnel Costs	31,250	0.00
Increase Cost: Annualization of Seniors Ride Free Service on Saturdays [Customer Service]	20,417	0.00
Increase Cost: TMD Biennial reports	20,000	0.00
Increase Cost: Bethesda TMD operating increase	15,650	0.00
Increase Cost: North Bethesda TMD operating increase	14,900	0.00
Decrease Cost: Printing and Mail	(39,028)	0.00
Decrease Cost: Personnel savings [Ride On]	(253,171)	0.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
FY18 APPROVED	**132,226,957**	**857.98**

GRANT FUND - MCG

FY17 ORIGINAL APPROPRIATION	**5,065,639**	**16.39**
FY18 APPROVED	**5,065,639**	**16.39**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Passenger Facilities	1,094,465	4.00	1,236,572	4.00
Medicaid and Senior Programs	7,922,671	12.60	7,947,429	12.60
Ride On	104,429,786	769.80	112,265,373	801.69
Commuter Services	4,039,651	18.19	4,097,206	18.19
Taxi Regulation	655,157	5.00	674,176	5.00
Customer Service	1,767,261	6.62	1,854,105	5.63
Transit Operations Planning	2,100,283	7.00	2,852,691	7.00
Transit Parking Facility Maintenance	393,220	1.28	397,974	1.28
Fixed Costs	2,785,368	0.00	2,782,756	0.00
Administration	3,139,287	17.98	3,184,314	18.98
Total	**128,327,149**	**842.47**	**137,292,596**	**874.37**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
MASS TRANSIT					
Health and Human Services	General Fund	282,694	0.00	282,694	0.00

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
MASS TRANSIT						
EXPENDITURES						
FY18 Approved	**132,227**	**132,227**	**132,227**	**132,227**	**132,227**	**132,227**
No inflation or compensation change is included in outyear projections.						
Ride On Route 102	**0**	**568**	**0**	**0**	**0**	**0**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
Provides funds for a full year of service in FY19. The route will operate on Maryland State Route 29 from Burtonsville to Silver Spring. Service to begin January 2018 and operate until FY20 when new Bus Rapid Transit Service is expected to be implemented.						
Annualize Route Eliminations	**0**	**(117)**	**(117)**	**(117)**	**(117)**	**(117)**
Routes 3, 93, and 94 will be eliminated in Fall 2017.						
MD 355 Extra Service	**0**	**442**	**442**	**442**	**442**	**442**
Provides funds for a full year of service in FY19. Service to begin in Fall 2017.						
Route 75 Enhancement to Clarksburg Outlets	**0**	**118**	**118**	**118**	**118**	**118**
Provides funds for a full year of service in FY19. Service to begin in Fall 2017.						
Labor Contracts	**0**	**673**	**673**	**673**	**673**	**673**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**132,227**	**133,911**	**133,343**	**133,343**	**133,343**	**133,343**

Health and Human Services

Approved FY18 Budget	Full Time Equivalents
$312,961,396	1,648.71

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 approved FY18 Operating Budget for the Department of Health and Human Services is $312,961,396, an increase of $13,914,039 or 4.65 percent from the FY17 Approved Budget of $299,047,357. Personnel Costs comprise 54.32 percent of the budget for 1,409 full-time position(s) and 345 part-time position(s), and a total of 1,648.71 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 45.68 percent of the FY18 budget.

Linkage to County Result Areas

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

- **Affordable Housing in an Inclusive Community**
- **Children Prepared to Live and Learn**
- **Healthy and Sustainable Neighborhoods**
- **A Responsive, Accountable County Government**
- **Safe Streets and Secure Neighborhoods**
- **Vital Living for All of Our Residents**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Multi-Program Measures					
Weighted percentage of DHHS customers satisfied with the services they received from DHHS staff	96.7	95.8	95.0	95.0	95.0
Weighted composite of HHS client cases that demonstrate beneficial impact from received services: Improved health and wellness (1-100 scale)	56.1	54.8	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)	84.4	76.4	80.0	80.0	80.0
Weighted composite score of HHS client cases that demonstrate beneficial impact from received services: Risk mitigation (1-100 scale)	77.7	83.6	84.0	84.0	84.0
Percentage of reviewed HHS client cases that demonstrate beneficial impact from received services [1]	92	57	92	92	92
Percentage of client cases needing assistance with multiple services for which effective team formation is documented (Quality Service Review) [2]	87	71	75	75	75
Percentage of client cases needing assistance with multiple services for which effective team formation is documented (Service Integration Cases) [3]	94	97	93	93	93
Percentage of client cases needing assistance with multiple services for which effective team functioning is documented (Quality Service Review) [4]	74	43	70	70	70
Percentage of client cases needing assistance with multiple services for which effective team functioning is documented (Service Integration Cases) [5]	89	79	70	70	70

[1] *This measure is being updated to take advantage of HHS' investment in an integrated case management system and is currently in a transition period during which HHS conducted a relatively small number of reviews. In addition, HHS deliberately focused on reviewing cases of consumers with multiple complex needs. As a result, the observed rating for FY16 should not be considered comparable to prior years.*

[2] *The QSR compiles and aggregates the rating data from all the case reviews to gain a better understanding of the overall state of client status and case practice. This measure is being updated to take advantage of HHS' investment in an integrated case management system and is currently in a transition period during which DHHS conducted a relatively small number of reviews. In addition, HHS deliberately focused on reviewing cases of consumers with multiple complex needs. As a result, the observed rating for FY16 should not be considered comparable to prior years.*

[3] *The goal is for integrated service delivery to begin at any point of entry into Department services, and represent an on-going process throughout the client's involvement with DHHS.*

[4] *This measure is being updated to take advantage of HHS' investment in an integrated case management system and is currently in a transition period during which DHHS conducted a relatively small number of reviews. In addition, HHS deliberately focused on reviewing cases of consumers with multiple complex needs. As a result, the observed rating for FY16 should not be considered comparable to prior years.*

[5] *The goal is for integrated service delivery to begin at any point of entry into Department services, and represent an on-going process throughout the client's involvement with DHHS.*

Initiatives

- Fund a two percent inflationary adjustment for tax-supported contracts with non-profit organizations and residential treatment providers.
- The Asian American Health Initiative, African American Health Program, Latino Health Initiative, and Community Action Agency partnered to offer a training series that provided data-related workshops for community members to build the capacity of their organizations. Approximately 120 community leaders, representing over 50 organizations, attended the "Empowering Community Health Organizations" project.
- Add funds to provide security for the Men's Shelter located at the Home Builders Care Assessment Center in Rockville to improve the safety of residents and staff.
- The Street Outreach Network launched the first Summer of Peace events in 7 communities, attended by more than 1,200 children, youth and families, to engage the community, raise awareness of available positive youth development programs in

the County, and support trust building efforts with law enforcement.

- Add funds for the Stop, Triage, Engage, Educate, and Rehabilitate (STEER) deflection program. STEER is an initiative that works to connect people to substance abuse treatment rather than arrest and pre-trial programming. Through prevention and intervention deflection, the goal of STEER is to direct people in need of substance abuse treatment away from jail to an intervention program.
- Add funds to implement the Monitored Exchange and Supervised Visitation Center (MESV) program. MESV provides a monitored safe exchange of children and/or supervised visitations for families where a supervised visitation or monitored exchange service has been required by a judge. This program offers a neutral and secure setting for children to be exchanged for visits and for supervised visits to be conducted.
- Add funds for the East County Opportunity Zone. This is an initiative designed to enhance safety net services in the East County area, using a collaborative, multi-sectoral approach with County support leveraging additional resources from the private sector, faith, education, and non-profit communities - the initial focus will be on increasing food security and workforce development.
- Add funds to implement the Safe Space Program. This program will provide a safe space for the highest-risk and currently gang-involved youth in the East County, Germantown, Montgomery Village, and Wheaton areas to keep them off the street, and prevent them from engaging in high-risk factor activities by providing critical programs, services, and activities during evening hours on Fridays and Saturdays.
- Add funds to support School Health staffing for two schools - the Thomas Edison High School of Technology and the new Bethesda-Chevy Chase Middle School #2.
- Add funds for the Adult Foster Care Subsidy to increase rates for small group home placements from $1,725 to $1,900 for a single room rate per client and $1,575 to $1,700 for a double room rate per client.
- Provide funds to add two additional staff for the Adult Protective Services Investigative Unit.
- Add funds to convert a total of nine contractual positions within the African American Health Program, Asian American Health Initiative, and Latino Health Initiative to merit County employee positions.
- Add supplemental funding to Developmental Disabilities Providers to pay direct service professionals at 124 percent of the County minimum wage (on average).
- Add funds for the Care for Kids Program to enhance medical, dental, and behavioral health services.
- Add funds for the Montgomery Cares Program to expand capacity, increase the reimbursement rate per visit by two dollars, and fund a one-time quality assurance review.
- Add funds for dental services for the uninsured by providing funds for a Dental Clinic Director and adding capacity for the Mobile Dental Program that serves the homeless.
- Provide funds for a Nurse Case Manager for the Health Care for the Homeless Program.
- Add funds to enhance food security efforts for County residents, including funding for ongoing implementation of the food security plan and expanding the Weekend Food Program for elementary school children.
- Add funds to expand Head Start from partial-day to full-day programs in ten MCPS schools.
- Add funds to provide Pre-Kindergarten services to an additional 40 children (3-5 years old) delivered by Centro Nia.
- Add funds to increase the number of child care subsidies funded through the Working Parents Assistance Program, provide for additional administrative overhead, and support higher education scholarships for child care providers.
- Provide funds to enhance contract oversight in the Contract Monitoring Unit office.

✪ Provide funds for an additional part-time position to support the Senior Nutrition Program.

Accomplishments

- ☑ Aging and Disabilities Services was awarded a two-year $138,000 Federal Transit Administration grant (Enhancing Montgomery's Mobility) to increase public awareness of, and transportation options for, seniors and people with disabilities.
- ☑ Behavioral Health and Crisis Services was awarded a four-year, $4 million Substance Abuse and Mental Health Services (SAMHSA) grant for children's mental health capacity building and service integration, implemented in partnership with the Collaboration Council.
- ☑ The Adult Drug Court Treatment Program is a collaborative effort (between the Department of Health and Human Services, Circuit Court, Office of the Public Defender, State Attorney's Office, Department of Corrections and Rehabilitation, Adult Probation and Parole, Montgomery County Police Department, and the Montgomery County Sheriff's Office) where 32 percent of all clients have co-occurring mental health and substance use disorders. Thirty-eight offenders received outpatient treatment and 64 received intensive level treatment in FY16.
- ☑ The Strategic Plan for Child Care, completed in January 2017, will guide the work of the Policy Officer for Early Care and Education and others in developing additional affordable and accessible child care, opportunities for improved school readiness, child care provider counseling and training, and the expansion of child care space through public-private partnerships.
- ☑ Met State immunization requirements for over 2,300 students by opening and operating multiple clinics at schools, as well as the Silver Spring and Germantown Health Centers, International Student Admissions Office (ISAO), Dennis Avenue Health Center, and the Back to School Fair in August 2016.
- ☑ Montgomery Cares Program network of community-based clinics provided primary care for 24,100 uninsured adults, and developed educational materials for health literacy as well as a central patient database.
- ☑ The Care for Kids Program worked with the Department's School Based Health Centers, Kaiser Permanente, and others to continue to provide primary care to uninsured children and unaccompanied children fleeing violence.
- ☑ In December 2016, the County opened Progress Place, a multi-service complex located in downtown Silver Spring offering meals, outreach and case management, medical services, overflow shelter during the winter months, and 21 units of permanent supportive housing.
- ☑ The Takoma-East Silver Spring (TESS) Center served as the focal point for triaging victims directly and indirectly impacted by the fire at a Silver Spring apartment complex in August 2016. The TESS Center connected residents to services ranging from document recovery to financial and other assistance, including housing, utilities, legal, food, medical, and transportation. TESS continues to meet the ongoing need for outreach, interpretation, navigation, and service delivery.
- ☑ Implementation of the NextGen Electronic Health Records (EHR) system is now fully deployed across all clinical public health and behavioral health programs. DHHS continues to evaluate billing and fee collection practices and continues to make changes to streamline billing, reduce denials, and implement new billing. Revenues related to billing have increased since implementation.
- ☑ Zero: 2016 Initiative achieved functional zero homelessness for veterans.
- ☑ The Department's Enterprise Integrated Case Management (eICM) system went live on January 30, 2017. This system will allow clients a more seamless experience across programs; give clients increased access to eligible service and improved outcomes; reduce redundant and error prone data entry for staff; and improve data collection and reporting.

Innovations and Productivity Improvements

- Behavioral Health and Crisis Services (BHCS) worked with Montgomery County Public School system (MCPS) to address behavioral health problems of youth in school, providing screening and referrals to over 1,000 youth to the Crisis Center for suicidal or homicidal ideation, and implemented the long-term child mobile crisis stabilization program.
- Provided needs assessments to 2,348 incoming inmates and discharge services to 257 inmates nearing release, and implemented the Bureau of Justice Administration (BJA) two-year $600,000 Comprehensive Reentry Project (CORP) grant, designed to serve chronic jail recidivists with serious persistent mental health issues and/or co-occurring substance use disorders.
- Increased capacity for the Screening and Assessment Services for Children and Adolescents (SASCA) program by hiring six new staff (four Spanish speaking) and moving a position to the Silver Spring clinic to manage the growing wait list.
- In partnership with the Jewish Council for the Aging's Heyman Interages Center and Montgomery County Public Libraries (MCPL), the Department implemented the Reading & Educating to Advance Lives (REAL) Program which expands services to children in office lobbies through senior volunteers who read and engage in literacy and healthy living activities in two of the regional service centers. In FY17, REAL seeks to expand to all five regional service centers.
- The Public Health Services Dental Program implemented Electronic Health Records (EHRs) and centralized scheduling at all five County dental clinics, improving outcomes and exceeding its annual goal by serving over 5,000 low-income uninsured residents.

Collaboration and Partnerships

Rental Assistance

The Department of Health and Human Services utilizes resources from the Montgomery Housing Initiative funds to support rental assistance programs in the Department of Housing and Community Affairs and the Housing Opportunities Commission.

Partners

Department of Housing and Community Affairs, Housing Opportunities Commission

Crisis Intervention Training (CIT)

The Department of Health and Human Services conducts CIT with Correctional Officers rotating through the Crisis Intervention Unit and Police Officers.

Partners

Department of Correction and Rehabilitation, Department of Police

Family Justice Center

The Department of Health and Human Services is a partner agency at the Family Justice Center, a one-stop center for victims of family violence and their children.

Partners

Department of Correction and Rehabilitation, Department of Police, Sheriff's Office, Office of the State's Attorney, Non-Profits

Comprehensive Reentry Project (CORP)

The Department of Health and Human Services administers CORP, in collaboration with the Department of Correction and Rehabilitation, Montgomery County Coalition for the Homeless, and People Encouraging People. CORP diverts people with moderate to severe mental health or co-occurring disorders from jail beds by linking them to stable community services.

Partners

Department of Correction and Rehabilitation, Non-Profits

Screening and Assessment Services for Children and Adolescents (SASCA)

The Screening and Assessment Services for Children and Adolescents (SASCA) program of the Department of Health and Human Services collaborates with the State's Attorney's Office and the Montgomery County Police Department to provide youth with an alternative to involvement with Department of Juvenile Services.

Partners

Department of Police, Office of the State's Attorney

Keeping Seniors Safe

The Department of Health and Human Services partnered with the Montgomery County Police Department's Volunteer Resources Section to administer the Keeping Seniors Safe program. This program is designed to increase awareness of safety issues within the senior community, and provide related guidance and resources to seniors.

Partners

Department of Police

Program Contacts

Contact Victoria Buckland of the Department of Health and Human Services at 240.777.1211 or Erika Lopez-Finn and Joshua Watters of the Office of Management and Budget at 240.777.2800 for more information regarding this department's operating budget.

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	82,513,282	88,612,783	86,847,999	91,395,008	3.1 %
Employee Benefits	29,588,969	31,714,040	28,692,488	32,127,400	1.3 %
County General Fund Personnel Costs	**112,102,251**	**120,326,823**	**115,540,487**	**123,522,408**	**2.7 %**
Operating Expenses	92,761,331	100,114,219	103,527,875	110,562,432	10.4 %
Capital Outlay	454,318	0	0	0	—
County General Fund Expenditures	**205,317,900**	**220,441,042**	**219,068,362**	**234,084,840**	**6.2 %**
PERSONNEL					
Full-Time	815	834	834	852	2.2 %

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Part-Time	292	293	293	309	5.5 %
FTEs	1,168.70	1,185.92	1,185.92	1,211.74	2.2 %
REVENUES					
Core Health Services Funding	5,288,393	4,254,770	4,254,770	4,554,327	7.0 %
Federal Financial Participation Reimbursements	11,484,605	14,125,270	15,848,000	14,252,920	0.9 %
Health and Human Services Fees	1,356,136	1,420,200	1,455,160	1,059,600	-25.4 %
Health Inspection: Restaurants	1,825,141	1,783,800	1,836,000	1,834,900	2.9 %
Health Inspections: Living Facilities	265,618	258,040	254,030	254,470	-1.4 %
Health Inspections: Swimming Pools	562,680	534,600	564,040	566,250	5.9 %
Marriage Licenses	313,772	260,000	300,000	300,000	15.4 %
Medicaid/Medicare Reimbursement	3,177,758	3,305,160	3,579,080	3,498,580	5.9 %
Miscellaneous Revenues	106,388	36,000	36,000	100,000	177.8 %
Nursing Home Reimbursement	686,812	704,020	704,020	704,020	—
Other Charges/Fees	520	0	0	442,560	—
Other Fines/Forfeitures	2,000	1,650	1,650	1,650	—
Other Intergovernmental	3,525,501	1,800,240	2,241,290	2,635,360	46.4 %
Other Licenses/Permits	53,004	45,820	53,040	53,230	16.2 %
County General Fund Revenues	**28,648,328**	**28,529,570**	**31,127,080**	**30,257,867**	**6.1 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	33,305,214	34,174,165	34,174,165	34,724,026	1.6 %
Employee Benefits	11,740,657	11,488,724	11,488,724	11,745,301	2.2 %
Grant Fund - MCG Personnel Costs	**45,045,871**	**45,662,889**	**45,662,889**	**46,469,327**	**1.8 %**
Operating Expenses	38,251,821	32,943,426	32,943,426	32,407,229	-1.6 %
Grant Fund - MCG Expenditures	**83,297,692**	**78,606,315**	**78,606,315**	**78,876,556**	**0.3 %**
PERSONNEL					
Full-Time	544	552	552	557	0.9 %
Part-Time	35	37	37	36	-2.7 %
FTEs	424.96	433.46	433.46	436.97	0.8 %
REVENUES					
Federal Grants	25,353,709	16,070,765	17,070,446	17,110,729	6.5 %
HB669 Social Services State Reimbursement	35,941,184	36,176,980	37,461,250	37,548,400	3.8 %
Medicaid/Medicare Reimbursement	3,200,226	0	0	0	—
Miscellaneous Revenues	182,999	0	0	0	—
Other Charges/Fees	129,068	0	0	0	—
Other Intergovernmental	90,101	0	0	0	—
State Grants	20,934,966	26,358,570	24,074,619	24,217,430	-8.1 %
Grant Fund - MCG Revenues	**85,832,253**	**78,606,315**	**78,606,315**	**78,876,559**	**0.3 %**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
DEPARTMENT TOTALS					
Total Expenditures	**288,615,592**	**299,047,357**	**297,674,677**	**312,961,396**	**4.7 %**
Total Full-Time Positions	**1,359**	**1,386**	**1,386**	**1,409**	**1.7 %**
Total Part-Time Positions	**327**	**330**	**330**	**345**	**4.5 %**
Total FTEs	**1,593.66**	**1,619.38**	**1,619.38**	**1,648.71**	**1.8 %**
Total Revenues	**114,480,581**	**107,135,885**	**109,733,395**	**109,134,426**	**1.9 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**220,441,042**	**1,185.92**
Changes (with service impacts)		
Enhance: Expand Ten Head Start Classrooms to Full Day Programs [Office of Community Affairs]	2,186,180	0.00
Enhance: Increase the Number of Working Parents Assistance Program Subsidies for Children 0-5 Years Old and Associated Administrative Costs [Child Care Subsidies]	2,079,616	1.00
Add: Implement Safe Space Program at Four Sites [Positive Youth Development]	474,238	5.00
Add: Establish a Monitored Exchange and Supervised Visitation Center (28 Hours per Week) [Trauma Services]	382,288	0.00
Enhance: Pre-Kindergarten Services for 40 Children (3-5 years old) Delivered by Centro Nia [Positive Youth Development]	342,000	0.00
Add: Stop, Triage, Engage, Educate, and Rehabilitate (STEER) Program [Forensic Services - Adult]	300,000	0.00
Add: School Health Staffing for Two Schools [School Health Services]	262,368	3.12
Add: East County Opportunity Zone [Office of the Director]	250,000	0.00
Enhance: Adult Protective Services Investigation Unit [Assessment & Continuing Case Management Services]	213,094	2.00
Enhance: Expand Cold Meal Program to Five Days per Week and by Four Weeks [Senior Nutrition Program]	185,286	0.00
Add: Dental Clinic Director [Dental Services]	161,906	1.00
Enhance: Adult Foster Care Subsidy [Assisted Living Services]	153,180	0.00
Enhance: Expand Weekend Food Program for Elementary School Children [Office of Community Affairs]	150,000	0.00
Enhance: Care For Kids Medical and Dental Services [Health Care for the Uninsured]	100,719	0.00
Add: Food Security Plan - Ongoing Implementation [Office of the Director]	80,000	0.00
Enhance: Care For Kids Behavioral Health Services [Health Care for the Uninsured]	78,983	0.00
Enhance: Capacity for Montgomery Cares Program [Health Care for the Uninsured]	76,893	0.00
Enhance: Health Care for the Homeless - Additional Capacity for the Mobile Dental Program [Health Care for the Uninsured]	76,700	0.00
Enhance: Health Care for the Homeless Nurse Case Manager [Health Care for the Uninsured]	76,588	1.00
Add: Higher Education Scholarships for Child Care Providers [Early Childhood Services]	50,000	0.00
Enhance: Security for the Men's Shelter [Shelter Services]	50,000	0.00
Add: Part-time Staff for Senior Nutrition Program [Senior Nutrition Program]	34,409	0.50

FY18 APPROVED CHANGES

	Expenditures	FTEs
Add: One-time Support for The Senior Connection of Montgomery County, Inc. - Escorted Transportation Program [Senior Community Services]	30,000	0.00
Enhance: Public Information to Aid in the Selection of Senior Caregivers [Senior Community Services]	5,140	0.00
Eliminate: Occupational Therapy Home Assessments and Modifications [Home Care Services]	(100,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	2,575,084	0.00
Increase Cost: Two Percent Inflationary Increase to Non-Profit Service Provider Contracts	1,157,128	0.00
Increase Cost: Supplemental Funding to Developmental Disabilities Providers to Pay Direct Service Professionals at 124% of the County Minimum Wage (on average) [Community Support Network for People with Disabilities]	929,491	0.00
Increase Cost: Annualization of FY17 Compensation Increases	688,354	0.00
Increase Cost: Youth At Risk of Gang Violence Supplemental [Positive Youth Development]	305,403	0.00
Increase Cost: Risk Management Adjustment	291,533	0.00
Increase Cost: Retirement Adjustment	232,687	0.00
Increase Cost: Annualization of FY17 Lapsed Positions	220,064	0.00
Increase Cost: Mental Health Court Supplemental [Forensic Services - Adult]	202,742	2.00
Increase Cost: Annualization of FY17 Personnel Costs	170,272	0.00
Increase Cost: Montgomery Cares - Increase Reimbursement Rate $2 per Visit [Health Care for the Uninsured]	147,560	0.00
Increase Cost: Minority Health Initiative Contractual Conversions [Office of Community Affairs]	122,582	9.00
Increase Cost: Disproportionate Minority Contact Reduction Coordinator for the Collaboration Council [Chief Behavioral Health & Crisis Services]	100,000	0.00
Increase Cost: Add Staff for Contract Monitoring Unit [Office of the Chief Operating Officer]	78,783	1.00
Increase Cost: One-time Support for Montgomery Cares Quality Assurance Reviews [Health Care for the Uninsured]	70,395	0.00
Increase Cost: High School Wellness Center (P640902)	18,630	0.20
Restore: Neighborhood Opportunity Network [Office of Eligibility and Support Services]	0	4.00
Decrease Cost: Realign Funding for Medication at Each School Based Health Wellness Center to Reflect Historical Trends [School Health Services]	(26,000)	0.00
Decrease Cost: Montgomery Cares - IT Support [Health Care for the Uninsured]	(40,000)	0.00
Decrease Cost: Administrative Support at School Based Health Centers [School Health Services]	(45,000)	0.00
Decrease Cost: Printing and Mail	(66,947)	0.00
Decrease Cost: Motor Pool Adjustment	(92,794)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY17	(292,957)	(4.00)
Decrease Cost: Consultant Costs [Office of the Chief Operating Officer]	(302,800)	0.00
Decrease Cost: Realign Funding for Emergency Housing Assistance to Reflect Historical Trends [Housing Stabilization Services]	(500,000)	0.00
FY18 APPROVED	**234,084,840**	**1,211.74**

GRANT FUND - MCG

FY17 ORIGINAL APPROPRIATION	**78,606,315**	**433.46**

FY18 APPROVED CHANGES

	Expenditures	FTEs
Federal/State Programs		
Enhance: Overdose Misuse Prevention Program (P20A2444)	88,680	0.00
Add: State Emergency Solutions Grant	72,000	0.00
Enhance: Substance Abuse Treatment Outcomes (P2002699)	50,810	0.00
Add: Continuum of Care Program Grant	44,250	0.00
Eliminate: Aging and Disabilities Single Point of Entry Grant (F61804A)	(170,570)	0.00
Eliminate: Refugee Resettlement Grant (F62071A)	(383,515)	(3.50)
Reduce: Connector Entity Program Grant Funding	(2,414,946)	0.00
Other Adjustments (with no service impacts)		
Restore: Ryan White B, Consortia Grant (F62077A) [STD/HIV Prevention & Treatment Program]	4,203,177	7.49
Increase Cost: House Bill 669 Funding	1,371,420	1.00
Increase Cost: Infants and Toddlers - Consolidated Local Implementation Grant (Medicaid) (F64169A) [Infants & Toddlers]	985,420	0.00
Increase Cost: Pregnant Women and Children/Maryland Kids Count (F62053A) [Office of Eligibility and Support Services]	522,680	3.00
Increase Cost: Maryland Infants & Toddlers Grant (F61507A) [Infants & Toddlers]	273,560	0.00
Shift: Administrative Treatment Grant (P2002703) [Treatment Services - Admin]	257,200	2.00
Shift: Infants and Toddlers - Consolidated Local Implementation Grant (Part B 619) (F64168A) [Infants & Toddlers]	222,630	0.00
Shift: Temporary Cash Assistance Grant (P2002704) [Access To Behavioral Health Services]	211,550	2.30
Shift: Community Mental Health Services Grant (PF60032A) [Mental Health Services Seniors & Persons with Disabilities]	201,439	1.00
Shift: Senior Outreach Grant (F60004A) [Mental Health Services Seniors & Persons with Disabilities]	(201,430)	(1.00)
Shift: Infant & Toddlers State Grant (F64095A) [Infants & Toddlers]	(241,110)	0.00
Shift: Alcohol and Drug Abuse Treatment Grant - Federal (P200A773) [Treatment Services - Admin]	(800,170)	(3.00)
Technical Adj: Miscellaneous Adjustments	(1,108,230)	3.01
Shift: Alcohol and Drug Abuse Block Grant (F64044A) [Treatment Services - Admin]	(1,454,803)	(1.30)
Technical Adj: AIDS Case Management Grant [STD/HIV Prevention & Treatment Program]	(1,459,801)	(7.49)
FY18 APPROVED	**78,876,556**	**436.97**

FUNCTION SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Aging and Disability Services	45,899,431	168.59	47,408,184	170.09
Behavioral Health and Crisis Services	44,001,434	214.45	43,165,219	216.45
Children, Youth and Family Services	82,214,832	534.73	86,678,402	543.73
Public Health Services	71,722,644	493.61	75,964,225	498.88
Special Needs Housing	21,258,828	64.50	21,162,100	65.50
Administration and Support	33,950,188	143.50	38,583,266	154.06

FUNCTION SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Total	**299,047,357**	**1,619.38**	**312,961,396**	**1,648.71**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**234,085**	**234,085**	**234,085**	**234,085**	**234,085**	**234,085**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY18	**0**	**241**	**241**	**241**	**241**	**241**
New positions in the FY18 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Approved in FY18	**0**	**(312)**	**(312)**	**(312)**	**(312)**	**(312)**
Items recommended for one-time funding in FY18, including Monitored Exchange and Supervised Visitation Program capital costs, Safe Space Program start-up costs, and one-time support for the Senior Connection Escorted Transportation Program and Montgomery Cares Quality Assurance Review will be eliminated from the base in the out years.						
Secured Monitor Exchange Program Annualization	**0**	**68**	**68**	**68**	**68**	**68**
Labor Contracts	**0**	**986**	**986**	**986**	**986**	**986**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
High School Wellness Center (P640902)	**0**	**0**	**803**	**812**	**812**	**812**
These figures represent the impacts on the Operating Budget of projects included in the FY17-22 Approved Capital Improvements Program.						
Progress Place Relocation and Personal Living Quarters (P601401)	**0**	**0**	**65**	**65**	**65**	**65**
These figures represent the impacts on the Operating Budget of projects included in the FY17-22 Approved Capital Improvements Program.						
School Based Health & Linkages to Learning Centers (P640400)	**0**	**23**	**23**	**23**	**23**	**23**
These figures represent the impacts on the Operating Budget of projects included in the FY17-22 Approved Capital Improvements Program.						
Subtotal Expenditures	**234,085**	**235,091**	**235,959**	**235,968**	**235,968**	**235,968**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY18 Approved		FY19 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Safe Space Program - Enhancement	192,910	3.00	257,213	3.00

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY18 Approved		FY19 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Part-time Staff for Senior Nutrition Program	30,667	0.50	40,889	0.50
Dental Clinic Director	157,344	1.00	209,792	1.00
Health Care for the Homeless Nurse Case Manager	72,026	1.00	96,035	1.00
Add Staff for Contract Monitoring Unit	75,041	1.00	100,054	1.00
Additional Administrative Costs - Working Parents Assistance Program	72,538	1.00	96,718	1.00
Safe Space Program - Recommended	121,928	2.00	162,570	2.00
Total	**722,454**	**9.50**	**963,271**	**9.50**

Aging and Disability Services

Approved FY18 Budget	Full Time Equivalents
$47,408,184	170.09

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 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

Chief Aging & Disability Services

This program area provides leadership and direction for administration of Aging and Disability Services.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**474,982**	**3.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(11,594)	0.00
FY18 Approved	**463,388**	**3.00**

Aging & 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of callers to the Aging and Disability Resource Unit that received the referrals/information they need [1]	N/A	96	95	95	95

[1] *The State implemented a mandated survey tool in FY16. The survey asked questions about client satisfaction with referrals and information received from the Aging and Disability Resource Unit. The program feels the State's survey question adequately reflects this measure.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**934,787**	**9.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	65,985	0.00
FY18 Approved	**1,000,772**	**9.00**

Home & Community Based MA Waiver Services

This program area administers and operates Maryland's 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,760,751**	**13.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,501	(2.00)
FY18 Approved	**2,762,252**	**11.00**

Assessment & 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of seniors and adults with disabilities that avoid institutional placement while receiving case management services [1]	96	86	86	86	86
Number on Social Services to Adults (SSTA) waiting list [2]	173	184	200	200	200

[1] *The methodology for calculating this measure has been modified due to changes in the Medicaid Waiver Program. The data for 2016 is not comparable to prior years.*

[2] *During FY15, SSTA was fully staffed, allowing the program to reduce the number of individuals on the wait list.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**8,775,776**	**64.55**
Enhance: Adult Protective Services Investigation Unit	213,094	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.	55,252	1.00
FY18 Approved	**9,044,122**	**67.55**

Community Support Network for People with Disabilities

Community Support Network for People with Disabilities (CSN) provides services that enable individuals to remain in their home or in the least restrictive environment and provides general support, guidance, and assistance to clients with developmental

disabilities and their families. This program area coordinates and monitors services and supports (including crisis management, intervention, and school-to-work transition assistance) to clients with developmental disabilities eligible to receive services through the State Developmental Disabilities Administration (Coordination of Community Services Program); provides service coordination to eligible young people funded under the Maryland Home and Community Based Services Waiver for Children with Autism Spectrum Disorder (Autism Waiver Program); and provides financial assistance to State-funded providers who serve adults with developmental disabilities. The My Turn program provides summer camp placements, support, and programmatic/financial assistance to families with children with developmental disabilities ages three to 13 years old. The Customized Employment Public Intern program provides supported employment for adults with developmental disabilities. CSN also conducts site visits to group homes that serve developmentally disabled clients in the County and monitors contracts that provide services to people with various disabilities including visual and hearing impairments.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of adults with developmental disabilities provided case management services that remain at the same level of independence after receiving supportive services in the Coordination of Community Services Program [1]	100	99	99	99	99

[1] *This program was restored in the FY16 budget. The program started out with 40 clients in July 2015 and reached 500 clients (the capped amount) in June 2016.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**18,696,351**	**36.75**
Increase Cost: Supplemental Funding to Developmental Disabilities Providers to Pay Direct Service Professionals at 124% of the County Minimum Wage (on average)	929,491	0.00
Eliminate: Aging and Disabilities Single Point of Entry Grant (F61804A)	(170,570)	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.	(130,658)	0.00
FY18 Approved	**19,324,614**	**36.75**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Assisted Living Services - Percentage of clients remaining in community placement (i.e., not entering institutional setting) [1]	100	93	93	93	93

[1] *Assisted Living Services derives referrals from Adult Protective Services, which is constantly receiving new cases. The percentage of clients served is projected to remain at 93% from FY17-FY19.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,204,934**	**7.57**
Enhance: Adult Foster Care Subsidy	153,180	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	22,826	0.00
FY18 Approved	**2,380,940**	**7.57**

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. Home Care 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, and escorted transportation.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Home Care Services - Number of clients served annually [1]	447	357	357	357	357
Home Care Services - Percentage of clients with no unmet personal care needs	97	92	92	92	92

[1] *Similar to FY16, the budget for Home Care Services is $100,000 less than FY15.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,335,043**	**15.00**
Eliminate: Occupational Therapy Home Assessments and Modifications	(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.	155,432	0.00
FY18 Approved	**4,390,475**	**15.00**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Ombudsman Services - Percentage of complaints resolved and partially resolved	91	93	92	92	92

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**795,208**	**6.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(15,851)	0.00
FY18 Approved	**779,357**	**6.50**

Respite Care

This program area provides temporary, occasional care of frail seniors, adults and children with disabilities, and children with severe behavioral and/or medical issues to give relief to families and other primary caregivers.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,204,526**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	22,361	0.00
FY18 Approved	**1,226,887**	**0.00**

Senior Community Services

This program area provides funds for services that help seniors remain independent in the community including: providing technical assistance to community "villages", services for caregivers, legal services, representative payee services, health insurance counseling, "visitor" services, grocery shopping, transportation and mobility management, subsidized employment, and other services.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of Representative Payee clients who report that the volunteer money management service has enabled them to have adequate funds for shelter, food, medical care, and clothes	95	98	95	95	95

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,904,096**	**10.22**
Add: One-time Support for The Senior Connection of Montgomery County, Inc. - Escorted Transportation Program	30,000	0.00
Enhance: Public Information to Aid in the Selection of Senior Caregivers	5,140	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.	52,124	0.00
FY18 Approved	**2,991,360**	**10.22**

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 non-profit organizations.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of unduplicated customers served in the Senior Nutrition Program [1]	6,384	5,219	5,452	5,452	5,452

[1] *The decrease in customers served from FY15 to FY16 by the Senior Nutrition Program is largely the result of a change in how the program distributes shelf-stable meals.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,812,977**	**3.00**
Enhance: Expand Cold Meal Program to Five Days per Week and by Four Weeks	185,286	0.00
Add: Part-time Staff for Senior Nutrition Program	34,409	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.	11,345	0.00
FY18 Approved	**3,044,017**	**3.50**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Aging & Disability Resource Unit	934,787	9.00	1,000,772	9.00
Assessment & Continuing Case Management Services	8,775,776	64.55	9,044,122	67.55
Chief Aging & Disability Services	474,982	3.00	463,388	3.00

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Home & Community Based MA Waiver Services	2,760,751	13.00	2,762,252	11.00
Community Support Network for People with Disabilities	18,696,351	36.75	19,324,614	36.75
Assisted Living Services	2,204,934	7.57	2,380,940	7.57
Home Care Services	4,335,043	15.00	4,390,475	15.00
Ombudsman Services	795,208	6.50	779,357	6.50
Respite Care	1,204,526	0.00	1,226,887	0.00
Senior Community Services	2,904,096	10.22	2,991,360	10.22
Senior Nutrition Program	2,812,977	3.00	3,044,017	3.50
Total	**45,899,431**	**168.59**	**47,408,184**	**170.09**

Behavioral Health and Crisis Services

Approved FY18 Budget	Full Time Equivalents
$43,165,219	216.45

FUNCTION

The mission of Behavioral Health and Crisis Services (BHCS) is to promote the behavioral health and well-being of Montgomery County residents. BHCS works to promote mental wellness, prevent substance abuse and suicide, and to ensure access to a comprehensive treatment and recovery system of effective services and support for children, youth and families, adults, and seniors in crisis or with behavioral health needs. BHCS is committed to ensuring culturally and linguistically competent care and the use of evidence-based or best practices along a continuum of care. BHCS works with the State's 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 240.777.1058 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

Chief Behavioral Health & Crisis Services

This program provides leadership, oversight, and guidance for the administration of Behavioral Health and Crisis Services.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**564,069**	**3.50**
Increase Cost: Disproportionate Minority Contact Reduction Coordinator for the Collaboration Council	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.	(107,856)	0.00
FY18 Approved	**556,213**	**3.50**

Behavioral Health Planning & Management

As the State mandated local mental health authority, this program is responsible for planning, management, and monitoring of Public Behavioral Health Services for children with serious, social, emotional and behavioral health challenges, adults with a serious and persistent mental illness, and seniors living with behavioral health needs. 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
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	95.2	94.2	96.0	96.0	96.0
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	77.8	76.7	77.0	77.0	77.0

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**8,695,157**	**17.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	566,802	1.00
FY18 Approved	**9,261,959**	**18.50**

24-Hours 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of students identified by schools to be at risk that are stabilized utilizing community resources without hospital intervention	95.0	96.0	95.5	95.5	95.5

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,072,214**	**36.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	131,812	0.00
FY18 Approved	**5,204,026**	**36.90**

Mental Health Services Seniors & Persons with Disabilities

This program provides mental health outreach 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 to providers of services for seniors. This program also provides mental health services to persons who are deaf or hearing impaired.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of surveyed homebound seniors reporting an improvement in their quality of life as measured by Mental Health Statistics Improvement Program Consumer Survey Scale [1]	94	78	86	86	86

[1] *The clients evaluated are limited to those who were able to complete the instrument. The FY16 outcome was lower than FY15 due to the vacant psychiatrist position and the inability of homebound clients accessing medication evaluation services.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**798,307**	**1.00**
Shift: Community Mental Health Services Grant (PF60032A)	201,439	1.00
Shift: Senior Outreach Grant (F60004A)	(201,430)	(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.	(19,990)	0.00
FY18 Approved	**778,326**	**1.00**

Treatment Services - Admin

Provides overall management of the Federal and State Behavioral Health Administration grant and Medicaid funded community-based programs, and oversees operations of the addiction continuum of private providers.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of decrease in substance abuse for patients completing treatment (Level 1 Outpatient Treatment) [1]	83	75	74	74	74

[1] *Percent decrease in substance abuse goal is set at 75% by the State of Maryland.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**6,520,615**	**3.00**
Shift: Administrative Treatment Grant (P2002703)	257,200	2.00
Shift: Alcohol and Drug Abuse Treatment Grant - Federal (P200A773)	(800,170)	(3.00)
Shift: Alcohol and Drug Abuse Block Grant (F64044A)	(1,454,803)	(1.30)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	109,109	2.30
FY18 Approved	**4,631,951**	**3.00**

Access To Behavioral Health Services

Access to Behavioral Health Services connects uninsured and low-income consumers with mental health and/or substance abuse problems to the appropriate community services. Staff provide information and referral, and behavioral health screenings and assessments. To provide effective engagement in needed services, program staff also provide short-term case management and psychiatric services to vulnerable clients such as those recently discharged from a psychiatric hospital or jail until they can be linked to a community outpatient mental health program. More intensive social work services are provided 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 program offers services at a central office and is collocated

with HHS Income Supports offices and the Department of Correction and Rehabilitation Pre-trial Services. The Federal/State Projects for Assistance in Transition from Homelessness funds some services to target the re-entry needs of mentally-ill individuals in the criminal justice system. The Urine Monitoring Program serves clients referred by the courts, social service agencies, or behavioral health providers, and others required to submit to breathalyzer and urine surveillance or who require or request such screening and testing to support recovery from substance abuse.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,711,501**	**33.00**
Shift: Temporary Cash Assistance Grant (P2002704)	211,550	2.30
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(261,654)	(3.30)
FY18 Approved	**3,661,397**	**32.00**

Forensic Services - Adult

Adult Forensic Services is composed of three programs: Clinical Assessment and Transition Services (CATS); Jail Addiction Services (JAS), and the Mental Health Court Team. 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. The Mental Health Court Team provides the clinical assessment, care planning recommendations and care-coordination components to the Mental Health Court Collaborative.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of successful Jail Addiction Services clients that were not reincarcerated in the Montgomery County Correctional Facility within the next fiscal year following program completion	79	75	78	78	78

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,201,365**	**19.00**
Add: Stop, Triage, Engage, Educate, and Rehabilitate (STEER) Program	300,000	0.00
Increase Cost: Mental Health Court Supplemental	202,742	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.	(23,635)	0.00
FY18 Approved	**2,680,472**	**21.00**

Outpatient Behavioral Health Services - Adult

Adult Outpatient Behavioral Health Services provides comprehensive addiction, mental health 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 programs including assessment and diagnostic evaluation, group and

individual treatment, psychotropic medication evaluation and monitoring, family support, and case management services. Services are individualized with the adult being a partner in all treatment decisions. 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of clients who reported decreased emotional distress and improvement in depressive symptoms [1]	N/A	72	75	77	78
Percentage of clients that completed treatment plan upon discharge (% is based on discharged clients) [2]	38	29	40	40	40

[1] *This measure has been revised from previous years to better measure and report outcomes.*

[2] *Due to systemic change at the State level, as of July 7, 2015, DHHS Substance Use Disorder (SUD) programs transitioned from the SMART system to a new Electronic Health Record (EHR) system.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,311,490**	**20.25**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(321,398)	0.00
FY18 Approved	**2,990,092**	**20.25**

Outpatient Behavioral Health Services - Child

Child and Adolescent Outpatient Behavioral Health Services offers comprehensive substance use prevention, substance use and mental health screenings, mental health treatment, and care coordination services for Montgomery County youth and their families, including for the most vulnerable. Services are individualized, child-focused, family-driven, culturally and linguistically appropriate, and accessible via office, school, and community-based settings. The program strives to serve the behavioral health needs of youth and families along a continuum of care from prevention to treatment. There are two outpatient behavioral health clinics that provide assessment, psychiatric treatment, and individual and family therapy for children and adolescents with emotional and behavioral issues. The Home Based Treatment Team provides mobile treatment specifically for children and families involved with Child Welfare Services. There are also programs dedicated to serving youth and families involved with the Department of Juvenile Services (Violence Prevention Initiative/Family Intervention Services), and to preventing substance use and promoting healthy behaviors and lifestyles (Prevention Program). In addition, the Screening and Assessment Services for Children and Adolescents (SASCA) program provides substance use and mental health screening and referral for Montgomery County youth, and collaborates with the State Attorney's Office and the Montgomery County Police Department to provide youth who have received citations with an alternative to involvement with Department of Juvenile Services.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of offenders under age 18 that 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 [1]	94	91	90	90	90
Percentage of clients who showed symptom reduction at posttest or upon discharge [2]	N/A	79	81	81	81

[1] *This measure is by definition a 12-month follow-up of clients, so actual FY16 data reports recidivism rate for clients who completed substance abuse education and /or behavioral health treatment programs in FY15.*

[2] *This measure has been revised from previous years to measure outcomes based on a standardized assessment tool which has been included in our electronic health record data management system.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,625,369**	**29.25**

FY18 Approved Changes	Expenditures	FTEs
Enhance: Overdose Misuse Prevention Program (P20A2444)	88,680	0.00
Enhance: Substance Abuse Treatment Outcomes (P2002699)	50,810	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.	62,011	0.00
FY18 Approved	**5,826,870**	**29.25**

Trauma Services

Trauma Services is comprised of two programs: The Abused Persons Program (APP) for partner violence and The Victim Assistance and Sexual Assault Program (VASAP) for sexual assaults and general/violent crimes, including services to surviving family members of homicide and tragic/traumatic deaths. Trauma Services provides comprehensive, individualized and culturally appropriate clinical and victim assistance services to domestic violence victims and offenders, sexual assault victims, and victims of general crime of all ages. All victims may be assessed and receive counseling, victim advocacy, and psychiatric care, as well as a variety of specialty services geared to their particular need. Programming for domestic violence, sexual violence, and human trafficking victims also includes information and referral, lethality assessments, crisis intervention, safety planning, and placement in emergency shelters. Services are provided on-site at the Family Justice Center, at 1301 Piccard Drive, and at 8818 Georgia Avenue. Programs for victims of sexual assault include 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, crisis intervention and linkage to counseling.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of adult victims of sexual assault and general crime that show a decrease in symptoms (as measured by Post-Traumatic Stress Disorder Checklist - Civilian clinical scales) [1]	83	84	82	82	82
Percentage of child victims of sexual assault and general crime that show a decrease in symptoms (as measured by the Child's Reaction to Traumatic Events Scale clinical scales) [2]	73	86	83	83	83
Percentage of clients receiving therapy that demonstrate improvement on a domestic violence rating scale [3]	89	90	80	80	80

[1] *Post Traumatic Stress Disorder Check List- Civilian (PCL-C) was developed by Weathers, Litz, Huska, & Keene National Center for PTSD-Behavioral Science Division.*

[2] *Child's Reaction to Traumatic Events Scale (CRTES) Scale was developed by Russell T. Jones, Ph.D, Stress and Coping Lab, Department of Psychology, Virginia Tech University.*

[3] *Rating scale developed by Jacqueline Dienemann and Jacquelyn Campbell, Johns Hopkins University, School of Nursing, March 1999.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,988,174**	**29.55**
Add: Establish a Monitored Exchange and Supervised Visitation Center (28 Hours per Week)	382,288	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.	(59,922)	0.00
FY18 Approved	**5,310,540**	**29.55**

Specialty Behavioral Health Services

Specialty Behavioral Health Services is comprised of the Adult Drug Court Program and the Medication Assisted Treatment

Program (MAT). The Adult Drug Court program is a collaborative effort between the Department of Health and Human Services, Circuit Court, Office of the Public Defender, State Attorney's Office, Department of Corrections and Rehabilitation, Adult Probation and Parole, Montgomery County Police Department, and the Montgomery County Sheriff's Office. It provides intensive outpatient treatment services to chronic substance abusing offenders who are before the Circuit Court for violation of probation and /or new criminal offenses. The MAT program serves adult residents of Montgomery County who are diagnosed with substance use disorders. Individuals served in MAT have a history of opioid dependence, are uninsured or on Medical Assistance, and have not been able to succeed in other treatment settings. The MAT program is a comprehensive opioid treatment program and methadone maintenance. Both MAT and the Adult Drug Court Treatment Program provide psychiatric treatment services for those with co-occurring mental health disorders. Treatment services include individual, group, and family therapy; drug testing; case management; crisis services; discharge planning; and, pharmacotherapy.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,513,173**	**21.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(249,800)	0.00
FY18 Approved	**2,263,373**	**21.50**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
24-Hours Crisis Center	5,072,214	36.90	5,204,026	36.90
Behavioral Health Planning & Management	8,695,157	17.50	9,261,959	18.50
Chief Behavioral Health & Crisis Services	564,069	3.50	556,213	3.50
Mental Health Services Seniors & Persons with Disabilities	798,307	1.00	778,326	1.00
Treatment Services - Admin	6,520,615	3.00	4,631,951	3.00
Access To Behavioral Health Services	3,711,501	33.00	3,661,397	32.00
Forensic Services - Adult	2,201,365	19.00	2,680,472	21.00
Outpatient Behavioral Health Services - Adult	3,311,490	20.25	2,990,092	20.25
Outpatient Behavioral Health Services - Child	5,625,369	29.25	5,826,870	29.25
Trauma Services	4,988,174	29.55	5,310,540	29.55
Specialty Behavioral Health Services	2,513,173	21.50	2,263,373	21.50
Total	**44,001,434**	**214.45**	**43,165,219**	**216.45**

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Children, Youth and Family Services

Approved FY18 Budget	Full Time Equivalents
$86,678,402	543.73

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 educational, support, and financial assistance for parents, caretakers, and individuals. These services work to build on the strengths of both the individual and the community in addressing issues of child development, abuse, neglect, health, and economic security.

Program Contacts

Contact JoAnn Barnes of the HHS - Children, Youth and Family Services at 240.777.1223 or Joshua Watters of the Office of Management and Budget at 240.777.2768 for more information regarding this department's operating budget.

Program Descriptions

Chief Children, Youth & Families

This program provides leadership and direction for the administration of Children, Youth, and Family Services.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**731,399**	**3.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	71,942	1.00
FY18 Approved	**803,341**	**4.50**

Child & Adolescent School & 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. The Kennedy and Watkins Mill Cluster Project helps families in crisis through a multi-agency approach, connecting them to resources for homelessness, mental health, food stamps and other social services to reduce barriers to school engagement and supporting improved school achievement.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,532,574**	**6.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(107,413)	0.00
FY18 Approved	**3,425,161**	**6.50**

Infants & Toddlers

This program provides evaluation, assessment, family support, and early intervention services to families with children from birth up to four years of age (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 Montgomery County Public Schools, HHS, and private community service providers.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of children served	5,057	5,127	4,600	4,600	5,000
Percentage of families that understand their child's special needs	97.0	93.9	90.0	90.0	90.0

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,904,031**	**24.03**
Increase Cost: Infants and Toddlers - Consolidated Local Implementation Grant (Medicaid) (F64169A)	985,420	0.00
Increase Cost: Maryland Infants & Toddlers Grant (F61507A)	273,560	0.00
Shift: Infants and Toddlers - Consolidated Local Implementation Grant (Part B 619) (F64168A)	222,630	0.00
Shift: Infant & Toddlers State Grant (F64095A)	(241,110)	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.	(324,204)	0.00
FY18 Approved	**6,820,327**	**24.03**

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 FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of families receiving in-home services that do not have a child protective service investigation with an abuse or neglect finding within one year after receiving services	96	97	97	97	97

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**24,219,950**	**204.80**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(110,974)	0.00

FY18 Approved Changes	Expenditures	FTEs
FY18 Approved	**24,108,976**	**204.80**

Linkages To Learning

Linkages to Learning is a community school partnership with an integrated focus on health, social services, and community development and engagement to support student learning, stronger families, and healthier communities. Linkages to Learning services include comprehensive behavioral health or social wraparound services to mitigate the effects of poverty and reduce non-academic barriers to learning. 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. Services are provided in elementary and middle school communities with high indicators of poverty.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of clients receiving mental health services that demonstrated maintained or improved behavior at termination of treatment, regardless of reason for termination	73	71	72	72	72
Percentage of clients satisfied with services	100	99	99	99	99

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**6,313,054**	**5.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	132,008	0.00
FY18 Approved	**6,445,062**	**5.00**

Positive Youth Development

This program focuses on providing culturally-based and trauma-informed positive youth development services, including violence prevention; gang prevention; and intervention for those youth who are at-risk of gang involvement and those already involved in gang activity; and youth and their families who may have been involved in 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, four 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,409,475**	**13.00**
Add: Implement Safe Space Program at Four Sites	474,238	5.00
Enhance: Pre-Kindergarten Services for 40 Children (3-5 years old) Delivered by Centro Nia	342,000	0.00
Increase Cost: Youth At Risk of Gang Violence Supplemental	305,403	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.	51,478	0.00
FY18 Approved	**6,582,594**	**18.00**

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 child care providers. Family Support Services' focus is 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 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 FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of Head Start, licensed child care centers, non-public nursery, and family based child care students that demonstrate 'full readiness' upon entering kindergarten [1]	60	TBD	N/A	N/A	N/A
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 [2]	100	100	100	100	100

[1] *FY16 data will be released by MSDE in the Spring of 2017.*

[2] *The data represents only 6 months. A full year of data is not available.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,668,078**	**13.00**
Add: Higher Education Scholarships for Child Care Providers	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.	45,254	0.00
FY18 Approved	**3,763,332**	**13.00**

Child Care Subsidies

The Child Care Subsidies program and its functions have been merged into the Office of Eligibility and Support Services.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of families authorized to receive a subsidy [1]	613	850	750	750	750

[1] *Includes the number of families authorized to receive a subsidy for the WPA Program and families with children 2-5 on the State Child Care Subsidy Program that were issued a supplemental voucher from Montgomery County.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,768,943**	**6.50**
Enhance: Increase the Number of Working Parents Assistance Program Subsidies for Children 0-5 Years Old and Associated Administrative Costs	2,079,616	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.	16,986	0.00
FY18 Approved	**6,865,545**	**7.50**

Office of Eligibility and Support Services

The Office of Eligibility and Support Services (OESS) serves low-income families and individuals facing significant challenges in meeting basic needs, including food, medical coverage, and shelter. OESS determines eligibility for Temporary Cash Assistance

(TCA); Temporary Disability Assistance Program (TDAP); Refugee Cash Assistance; Supplemental Nutrition Assistance Program (SNAP); Public Assistance to Adults (PAA); and various categories of Medicaid including Long-Term Care and the Affordable Care Act. The Maryland State Child Care Subsidy Program (SCCSP), formerly the Purchase of Care Program (POC), is now centralized through the Maryland State Department of Education (MSDE) with the exception of Priority One cases for TCA recipients, which are processed at the local level. Additionally, OESS administers the County's Working Parents Assistance (WPA) Program that provides child care subsidies for County residents who are over the income eligibility for SCCSP.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Twelve month work participation rate for work-eligible Temporary Cash Assistance (TCA) recipients in federally defined work activities [1]	58	39	45	45	45
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)	229	230	237	237	237

[1] *The work participation rate declined by 19 percentage points due to a change in the State definition. Previous calculation of this measure only included Temporary Cash Assistance Clients defined as "Tier I" (Job Ready) and "Tier II" (Clients with Short Term Barriers). In FY 2016, the Department of Human Resources expanded the calculation to include "Tier III" (Significant Barriers to Work) clients, though these clients were intentionally left out of the calculation in previous years. The WORKS current caseload report ran in August 2016 indicated that this could increase the population base by 48%, thus lowering the actual participation rate.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**27,667,328**	**258.40**
Increase Cost: Pregnant Women and Children/Maryland Kids Count (F62053A)	522,680	3.00
Restore: Neighborhood Opportunity Network	0	4.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(325,944)	(5.00)
FY18 Approved	**27,864,064**	**260.40**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Chief Children, Youth & Families	731,399	3.50	803,341	4.50
Child & Adolescent School & Community Based Services	3,532,574	6.50	3,425,161	6.50
Infants & Toddlers	5,904,031	24.03	6,820,327	24.03
Child Welfare Services	24,219,950	204.80	24,108,976	204.80
Linkages To Learning	6,313,054	5.00	6,445,062	5.00
Positive Youth Development	5,409,475	13.00	6,582,594	18.00
Early Childhood Services	3,668,078	13.00	3,763,332	13.00
Child Care Subsidies	4,768,943	6.50	6,865,545	7.50
Office of Eligibility and Support Services	27,667,328	258.40	27,864,064	260.40
Total	**82,214,832**	**534.73**	**86,678,402**	**543.73**

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Public Health Services

Approved FY18 Budget	Full Time Equivalents
$75,964,225	498.88

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 Victoria Buckland of the HHS - Public Health Services at 240.777.1211 or Joshua Watters of the Office of Management and Budget at 240.777.2768 for more information regarding this department's operating budget.

Program Descriptions

Communicable Disease & 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 Zika, 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 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 records administration and birth/death certificate issuance. Immunizations, outreach, and education are available to residents, private medical providers, schools, childcare providers, and other community groups.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of investigations on reportable communicable diseases that follow appropriate protocols to limit further spread of the disease [1]	100	100	100	100	100

[1] *The data reported are for the calendar year (CY) and represent year to date (YTD) as of the date of the report.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,153,809**	**17.10**
Eliminate: Refugee Resettlement Grant (F62071A)	(383,515)	(3.50)

FY18 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	77,924	3.50
FY18 Approved	**1,848,218**	**17.10**

Tuberculosis Program

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. The Migrant Health Program is also provided in compliance with Federal laws governing migrant laborers.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of clients with active infectious tuberculosis that receive and are scheduled to complete Directly Observed Therapy and successfully complete the treatment regimen	88	91	91	91	91

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,877,255**	**17.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	41,099	0.00
FY18 Approved	**1,918,354**	**17.00**

STD/HIV Prevention & Treatment Program

The Sexually Transmitted Diseases (STD)/Human Immunodeficiency Virus (HIV) 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, and 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. This program also includes an HIV Dental Program, which provides comprehensive oral health services to HIV-positive clients.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**7,619,838**	**41.90**
Restore: Ryan White B, Consortia Grant (F62077A)	4,203,177	7.49
Technical Adj: AIDS Case Management Grant	(1,459,801)	(7.49)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(481,696)	0.00
FY18 Approved	**9,881,518**	**41.90**

Public Health Emergency Preparedness & Response Program

This program is responsible for the planning, readiness, and response activities of a public health emergency or bio-terrorism threat. Planning efforts are made in collaboration with the County Emergency Management Group; the Office of Emergency Management and Homeland Security; the Department of Fire and Rescue Service; the 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of Public Health Services (PHS) programs with Continuity of Operations (COOP) plans that have been reviewed and updated within the past 12 months	100	100	100	100	100

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,109,961**	**9.30**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(106,671)	0.00
FY18 Approved	**1,003,290**	**9.30**

Health Care & Group Residential Services

This program inspects and licenses nursing homes, domiciliary homes (large assisted living facilities with less intensive care than nursing homes), and group homes serving children, elderly, and mentally ill 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of nursing homes with actual harm deficiencies	12	23	10	10	10

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,622,350**	**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.	(32,528)	0.00
FY18 Approved	**1,589,822**	**12.00**

Cancer & Tobacco Prevention

The Tobacco Use Prevention and Cessation Program and the Cancer Prevention, Education, Screening and Treatment Program are two programs funded through the State Cigarette Restitution Fund. State funding supports coordination activities among community groups for outreach, screenings, education, and treatment. Each program has established coalitions consisting of public health partners, community-based organizations, hospitals, and other existing resources that work collaboratively to implement either tobacco-control programs or the statewide goal of early detection and elimination of cancer disparities.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,249,749**	**3.00**

FY18 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(7,520)	0.00
FY18 Approved	**1,242,229**	**3.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,598,654**	**21.65**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	136,086	0.00
FY18 Approved	**2,734,740**	**21.65**

Chief Public Health

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 (Healthy Montgomery) and Special Projects, as well as oversight for medical clinical volunteers, the Commission on Health, contracts, grants, and partnership development.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,889,725**	**11.85**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(113,945)	0.15
FY18 Approved	**1,775,780**	**12.00**

Health Care for the Uninsured

This program area includes the Montgomery Cares, Care for Kids, Maternity Partnership, and Health Care for the Homeless 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of vulnerable populations that have a primary care visit - Children [1]	41	53	41	41	41
Percent of vulnerable populations that have a primary care visit - Adults [2]	24	22	26	26	26

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of healthy birth weight babies (greater than or equal to 2,500 grams) born to pregnant women in the Maternity Partnership Program	97	97	97	97	97

[1] *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.*

[2] *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.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**14,365,089**	**8.00**
Increase Cost: Montgomery Cares - Increase Reimbursement Rate $2 per Visit	147,560	0.00
Enhance: Care For Kids Medical and Dental Services	100,719	0.00
Enhance: Care For Kids Behavioral Health Services	78,983	0.00
Enhance: Capacity for Montgomery Cares Program	76,893	0.00
Enhance: Health Care for the Homeless - Additional Capacity for the Mobile Dental Program	76,700	0.00
Enhance: Health Care for the Homeless Nurse Case Manager	76,588	1.00
Increase Cost: One-time Support for Montgomery Cares Quality Assurance Reviews	70,395	0.00
Decrease Cost: Montgomery Cares - IT Support	(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.	190,550	0.00
FY18 Approved	**15,143,477**	**9.00**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
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

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,712,356**	**43.80**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	180,292	(0.20)
FY18 Approved	**4,892,648**	**43.60**

Dental Services

This program provides dental services to promote oral health in five 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.

Program Performance Measures	Actual	Actual	Estimated	Target	Target

	FY15	FY16	FY17	FY18	FY19
Dental Services - Percentage of children that complete their dental treatment plan	53	55	53	53	53

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,680,274**	**16.00**
Add: Dental Clinic Director	161,906	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.	(11,804)	0.00
FY18 Approved	**2,830,376**	**17.00**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of swimming pools found to be in compliance upon regular inspection	90	96	90	90	90

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,528,059**	**30.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(88,735)	0.00
FY18 Approved	**3,439,324**	**30.00**

School Health Services

This program provides health services to students in Montgomery County Public Schools (MCPS). These services include: first aid and emergency care; health appraisal; medication and treatment administration; health counseling, consultation, and education; referral for medical, psychological, and behavioral problems; case management for students with acute and chronic health conditions, and pregnant and parenting teens; and hearing, vision, and Lead Certification screenings. Immunizations and tuberculosis screenings are administered at School Health Services 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 FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of students that return to class and are ready to learn after a health room visit	87	88	87	87	87

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**26,315,525**	**262.01**
Add: School Health Staffing for Two Schools	262,368	3.12
Decrease Cost: Realign Funding for Medication at Each School Based Health Wellness Center to Reflect Historical Trends	(26,000)	0.00
Decrease Cost: Administrative Support at School Based Health Centers	(45,000)	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.	1,157,556	0.20
FY18 Approved	**27,664,449**	**265.33**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Cancer & Tobacco Prevention	1,249,749	3.00	1,242,229	3.00
Chief Public Health	1,889,725	11.85	1,775,780	12.00
Communicable Disease & Epidemiology	2,153,809	17.10	1,848,218	17.10
Health Care & Group Residential Services	1,622,350	12.00	1,589,822	12.00
Public Health Emergency Preparedness & Response Program	1,109,961	9.30	1,003,290	9.30
STD/HIV Prevention & Treatment Program	7,619,838	41.90	9,881,518	41.90
Tuberculosis Program	1,877,255	17.00	1,918,354	17.00
Women's Health Services	2,598,654	21.65	2,734,740	21.65
Health Care for the Uninsured	14,365,089	8.00	15,143,477	9.00
Community Health Services	4,712,356	43.80	4,892,648	43.60
Dental Services	2,680,274	16.00	2,830,376	17.00
Environmental Health Regulatory Services	3,528,059	30.00	3,439,324	30.00
School Health Services	26,315,525	262.01	27,664,449	265.33
Total	**71,722,644**	**493.61**	**75,964,225**	**498.88**

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Special Needs Housing

Approved FY18 Budget	Full Time Equivalents
$21,162,100	65.50

FUNCTION

The vision of the staff of Special Needs Housing (SNH) is a community where all persons have access to safe, affordable housing and the opportunity to achieve a higher quality of life. The mission of SNH is to make homelessness a rare, brief, and non-recurring event by operating from a Housing First philosophy. Housing First recognizes that people are most successful when they have choice in housing and seeks to eliminate barriers such as sobriety requirements or treatment compliance. SNH provides a full continuum of services including housing stabilization, homeless diversion, and permanent housing; and employs evidence-based and promising practices. The mission cannot be achieved without collaborating with public and private partners through the Interagency Commission on Homelessness. Special needs populations include veterans, individuals and families, persons with behavioral health challenges, individuals with developmental disabilities, and transitioning youth and seniors with disabilities experiencing or at risk of homelessness.

Program Contacts

Contact Amanda Harris 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 department's operating budget.

Program Descriptions

Chief Special Needs Housing

This program provides leadership and direction for the administration of Special Needs Housing, and advises the Interagency Commission on Homelessness (ICH) and Montgomery County Continuum of Care (CoC).

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**419,213**	**3.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(12,383)	0.00
FY18 Approved	**406,830**	**3.00**

Permanent Supportive Housing

Permanent Supportive Housing provides permanent housing and long-term support services to single adults and families. The single adult or head of household must have a documented disability. Flexible and individualized case management services are

provided to support clients in maintaining housing and fostering independence.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of households remaining housed at least 12 months after placement in permanent supportive housing	95	96	95	95	95

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,774,080**	**9.90**
Add: Continuum of Care Program Grant	44,250	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.	214,558	0.00
FY18 Approved	**3,032,888**	**9.90**

Rental & Energy Assistance Program

The Maryland Energy Assistance Program and Electric Universal Service Program provide financial assistance to 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, persons with disabilities, and families with dependent children.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Average number of households receiving a rental subsidy each month	1,731	1,668	1,720	1,720	1,720

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,849,163**	**14.00**
Add: State Emergency Solutions Grant	72,000	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.	(205,463)	1.00
FY18 Approved	**4,715,700**	**15.00**

Shelter Services

Homeless Services provides emergency and transitional shelter to homeless families and single adults. Services include street outreach and engagement, comprehensive needs assessments, and case management to link persons experiencing homelessness to housing, behavioral health, financial, and legal programs. The goal is to place single adults and families in stable and permanent housing as quickly as possible.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Average length of stay in days by homeless families in emergency shelter	98	91	90	89	89
Number of families placed in emergency shelters	119	129	132	132	132

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**7,391,138**	**3.00**

FY18 Approved Changes	Expenditures	FTEs
Enhance: Security for the Men's Shelter	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.	368,088	0.00
FY18 Approved	**7,809,226**	**3.00**

Housing Stabilization Services

Housing Stabilization Services provides intake and assessment for County households that 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 income support programs such as Temporary Cash Assistance. Case Management services are provided to help at-risk households develop and implement plans to prevent a future housing crisis.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,825,234**	**34.60**
Decrease Cost: Realign Funding for Emergency Housing Assistance to Reflect Historical Trends	(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.	(127,778)	0.00
FY18 Approved	**5,197,456**	**34.60**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Chief Special Needs Housing	419,213	3.00	406,830	3.00
Permanent Supportive Housing	2,774,080	9.90	3,032,888	9.90
Rental & Energy Assistance Program	4,849,163	14.00	4,715,700	15.00
Shelter Services	7,391,138	3.00	7,809,226	3.00
Housing Stabilization Services	5,825,234	34.60	5,197,456	34.60
Total	**21,258,828**	**64.50**	**21,162,100**	**65.50**

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Administration and Support

Approved FY18 Budget	Full Time Equivalents
$38,583,266	154.06

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 ensure effective management and delivery of services.

Program Contacts

Contact Victoria Buckland of the HHS - Administration and Support at 240.777.1211 or Joshua Watters of the Office of Management and Budget at 240.777.2768 for more information regarding this department'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 ensures compliance with relevant laws and regulations including the Americans with Disabilities Act (ADA) and the Health Insurance Portability and Accountability Act (HIPAA).

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,249,567**	**28.25**
Add: East County Opportunity Zone	250,000	0.00
Add: Food Security Plan - Ongoing Implementation	80,000	0.00
Reduce: Connector Entity Program Grant Funding	(2,414,946)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,852,354	(0.20)
FY18 Approved	**5,016,975**	**28.05**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**19,716,390**	**90.75**
Increase Cost: Add Staff for Contract Monitoring Unit	78,783	1.00
Decrease Cost: Consultant Costs	(302,800)	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.	2,465,155	0.76
FY18 Approved	**21,957,528**	**92.51**

Office of Community Affairs

This Office supports the Department's vision of building a healthy, safe, and strong community. Its mission is to promote health equity, improve quality of services, and increase individual and family self-sufficiency, especially among racial and ethnic minorities and low-income communities. The Office accomplishes its mission by fostering strong partnerships to provide education, outreach, system navigation, effective referrals, language assistance, and policy advocacy. It consists of the Community Action Agency, Head Start, Takoma-East Silver Spring (TESS) Center, the Leadership Institute of Equity and Elimination of Disparities, the African American Health Program, the Latino Health Initiative, and the Asian American Health Initiative.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of African Americans who demonstrate an increase in knowledge after taking diabetes education classes [1]	82	81	N/A	N/A	N/A

[1] *This data will no longer be available beginning in FY17 due to service format changes. HHS will identify a replacement measure in FY17.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**8,984,231**	**24.50**
Enhance: Expand Ten Head Start Classrooms to Full Day Programs	2,186,180	0.00
Enhance: Expand Weekend Food Program for Elementary School Children	150,000	0.00
Increase Cost: Minority Health Initiative Contractual Conversions	122,582	9.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	165,770	0.00
FY18 Approved	**11,608,763**	**33.50**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Office of the Director	5,249,567	28.25	5,016,975	28.05
Office of the Chief Operating Officer	19,716,390	90.75	21,957,528	92.51
Office of Community Affairs	8,984,231	24.50	11,608,763	33.50
Total	**33,950,188**	**143.50**	**38,583,266**	**154.06**

Community Use of Public Facilities

Approved FY18 Budget	Full Time Equivalents
$11,691,144	30.07

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 approved FY18 Operating Budget for the Office of Community Use of Public Facilities is $11,691,144, an increase of $26,767 or 0.23 percent from the FY17 Approved Budget of $11,664,377. Personnel Costs comprise 27.13 percent of the budget for 29 full-time position(s) and one part-time position(s), and a total of 30.07 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 72.87 percent of the FY18 budget.

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**
- **A Responsive, Accountable County Government**

Department Performance Measures

Performance measures for this department are included below (where applicable). The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Program Measures					
Percentage of available time in school auditoriums, gyms, all purpose rooms/cafeterias used by the community [1]	45	45	45	45	45
Percentage of available use time in County buildings used by the community	45	50	50	50	50
Percentage of Interagency Coordinating Board (ICB) members satisfied with CUPF's support of ICB	100	91	98	98	98
Percentage of School Childcare Selection Committee members who felt the selection process resulted in placement of a highly-qualified provider	81	85	85	85	85

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Hours of paid school use	548,136	540,379	540,500	540,500	540,500
Hours of paid school field use [2]	58,720	65,203	64,500	64,500	64,500
Hours of paid community use on Maryland National Capital Park and Planning Commission (M-NCPPC) fields [3]	91,398	102,383	100,000	100,000	100,000
Hours of use for government buildings	13,404	12,329	12,500	12,500	12,500
Hours of paid community use in Silver Spring Civic Building at Veterans Plaza [4]	8,846	9,063	9,100	9,100	9,100
Percentage of school, field, and government building users satisfied with the reservation process	86	80	85	85	85
Percentage of government building free use [5]	59	91	75	75	75

[1] *Availability is based on estimates.*

[2] *Use of school ball fields is dependent on customer demand and weather conditions. Fewer inclement weather closings occurred during FY16 than FY15.*

[3] *Use of Park fields is dependent on customer demand and weather conditions. Fewer inclement weather closings occurred during FY16 than FY15.*

[4] *The Silver Spring Civic Building continues to be a popular venue for a multitude of events and activities.*

[5] *Following the migration to ActiveMONTGOMERY, administrative hours related to government free use by staff at libraries, Regional Service Centers, Gilchrist Center, and the Council Office Building increased by 45% when they were given access in the new system to reserve space for their own programs, which resulted in a significant increase in these departments recording use in the database.*

Initiatives

- Using the Enterprise Fund balance surplus as part of a multi-year plan, Community Use of Public Facilities will enhance service quality by funding additional renovations of ball fields and county buildings with high community use, as well as funding the Community Access Program (CAP) and the Facility Use Subsidy Program (FUSP).
- Enhance accessibility for organizations serving vulnerable youth and low-income residents via outreach, technical assistance, and reduced or waived fees; in FY17, subsidies for reduced or free use of public facilities were increased from $25,000 to $75,000.
- Enhance accident prevention efforts and public safety in schools in collaboration with MCPS with development of a shared policy to align school closing policies due to inclement weather, frequent inspections of the premises (particularly during inclement weather), notification to the CUPF evening/weekend supervisor of potential hazards that may warrant closing a site or relocating a group, and comprehensive reporting to both County and MCPS Risk Management units. More decision making responsibilities related to closure of particular sites due to safety risks are being assigned to evening/weekend supervisors.
- Improve customer service, reduce maintenance costs, and increase availability of audio visual equipment in the Silver Spring Civic Building Great Hall with the FY18 replacement of an outdated analog projection system with a digital system.

Accomplishments

- ☑ Completed the migration from a server-based facility reservation system to ActiveMONTGOMERY, a cloud-based system, as of September 1, 2016. ActiveMONTGOMERY is a single online port available to the public to register for activities, purchase memberships, reserve Montgomery Park facilities or to request reservations for fields, schools, and County facilities. Facility availability and estimated costs can be checked online before an application is submitted.
- ☑ Administered a before and after school selection bid in collaboration with MCPS, as required by Executive Regulation 14-15AMV, Before and AfterSchool Childcare in Public Schools at 9 sites in FY15 and 22 sites in FY16.

- ☑ Assisted a total of 61 groups with Community Access Program (CAP) subsidy awards for use of the Silver Spring Civic Building in FY16, of which 25 were new users. This represents a 3.9% increase in first time CAP users over FY15. Another ten groups were awarded subsidies for use of schools and libraries under the Facility Use Subsidy Program (FUSP), initiated in FY16.

Innovations and Productivity Improvements

- Increased affordability of the Silver Spring Civic Building with the elimination of a premium fee on Friday evenings and a 30% facility fee reduction for non profit organization fundraising events. Hours of use increased 2.45% in FY16.
- Reduced the amount of time to process customer reservations during peak seasons in schools and other public buildings from four weeks to one week through ActiveMONTGOMERY, reallocation of staff resources, and new application processing procedures.
- Improved customer service, and increased availability of audio visual equipment in the Silver Spring Civic Building activity rooms with replacement of monitors, cable replacements and installation of lecterns.
- Customer accountability was enhanced by integrating the Facility Use License Agreement and conditions of use with every new online application via ActiveMONTGOMERY.

Collaboration and Partnerships

ActiveMONTGOMERY

Community Use of Public Facilities, Montgomery County Department of Recreation, and M-NCPPC Montgomery Parks share the same cloud-based software solution for activity registration and facility reservation. Each contributes to the salary of a Senior Information Technology Specialist who serves as the System Administrator and liaison with the vendor. Representatives from each department participate on various committees to make decisions that impact the operations of the other partners including system configuration, marketing/communications, and finance.

Partners

Department of Recreation, Maryland-National Capital Park and Planning Commission

Program Contacts

Contact Elizabeth Habermann of the Office of Community Use of Public Facilities at 240.777.2713 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

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, M-NCPPC 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: 1.) general management and staff support to the Interagency Coordinating Board (ICB), which is CUPF's policy-making authority, and its Citizens' Advisory Committee; and 2.) 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 FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COMMUNITY USE OF PUBLIC FACILITIES					
EXPENDITURES					
Salaries and Wages	2,273,523	2,334,110	2,242,452	2,374,240	1.7 %
Employee Benefits	737,946	798,488	747,539	797,118	-0.2 %
Community Use of Public Facilities Personnel Costs	**3,011,469**	**3,132,598**	**2,989,991**	**3,171,358**	**1.2 %**
Operating Expenses	7,487,398	8,531,779	8,506,686	8,519,786	-0.1 %
Community Use of Public Facilities Expenditures	**10,498,867**	**11,664,377**	**11,496,677**	**11,691,144**	**0.2 %**
PERSONNEL					
Full-Time	27	28	28	29	3.6 %
Part-Time	1	1	1	1	—
FTEs	27.74	29.07	29.07	30.07	3.4 %
REVENUES					
Facility Rental Fees	11,302,101	10,939,718	10,939,718	11,003,765	0.6 %
Investment Income	41,065	47,910	43,845	72,364	51.0 %
Community Use of Public Facilities Revenues	**11,343,166**	**10,987,628**	**10,983,563**	**11,076,129**	**0.8 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COMMUNITY USE OF PUBLIC FACILITIES		
FY17 ORIGINAL APPROPRIATION	**11,664,377**	**29.07**
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	67,675	0.00
Increase Cost: Increase in Other MCPS Reimbursable Costs	54,446	0.00
Increase Cost: Increase ActiveMONTGOMERY Transaction Fees	53,593	0.00
Increase Cost: Office Lease	24,053	0.00
Increase Cost: Retiree Health Insurance Pre-Funding	6,680	0.00
Increase Cost: Retirement Adjustment	5,586	0.00
Increase Cost: Rent SUV During Winter Months	4,400	0.00
Decrease Cost: Motor Pool Adjustment	(620)	0.00
Decrease Cost: Printing and Mail	(1,352)	0.00
Decrease Cost: Before and After School Childcare Support Efficiencies	(16,924)	1.00
Decrease Cost: Utility Reimbursements to MCPS	(25,790)	0.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
Decrease Cost: Eliminate Credit Card Charges from old CLASS system	(26,743)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(118,237)	0.00
FY18 APPROVED	**11,691,144**	**30.07**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COMMUNITY USE OF PUBLIC FACILITIES						
EXPENDITURES						
FY18 Approved	**11,691**	**11,691**	**11,691**	**11,691**	**11,691**	**11,691**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY18	**0**	**(74)**	**(74)**	**(74)**	**(74)**	**(74)**
Items recommended for one-time funding in FY18, including ActiveMontgomery Fiscal Assistant term position, will be eliminated from the base in the outyears.						
Provide special maintenance at Silver Spring Civic Building and other highly used government buildings	**0**	**(400)**	**(400)**	**(400)**	**(400)**	**(400)**
Eliminates expenses for the initiative that provides special maintenance at the Silver Spring Civic Building and other highly used government buildings.						
ActiveMONTGOMERY Transaction Fees	**0**	**6**	**31**	**37**	**44**	**44**
Athletic Fields Maintained by M-NCPPC	**0**	**(250)**	**(250)**	**(250)**	**(250)**	**(250)**
Eliminates expenses for the initiative to renovate athletic fields maintained by M-NCPPC Montgomery Parks.						
Increase in Other MCPS Reimbursable Costs	**0**	**11**	**23**	**35**	**47**	**47**
Reimbursements to MCPS for staff, maintenance, and supplies are periodically adjusted to reflect increases in those costs.						
Office Lease	**0**	**8**	**8**	**0**	**0**	**0**
These costs assume the current lease remains in effect through the middle of FY20, when CUPF expects to move to the Wheaton Redevelopment facility.						
Retiree Health Insurance Pre-funding	**0**	**1**	**2**	**3**	**3**	**3**
Utility Reimbursements to MCPS	**0**	**38**	**77**	**117**	**157**	**157**
These amounts reflect the projected future cost of reimbursing MCPS for utilities.						
Labor Contracts	**0**	**24**	**24**	**24**	**24**	**24**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Wheaton Redevelopment	**0**	**0**	**(58)**	**197**	**190**	**180**
Expenses at the Wheaton facility include utilities, maintenance, parking, and debt service net against savings from the current 255 Rockville Pike office lease. Timing of the move to Wheaton Redevelopment and the financing schedule for the project have not yet been finalized.						
Subtotal Expenditures	**11,691**	**11,055**	**11,074**	**11,380**	**11,432**	**11,422**

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Public Libraries

Approved FY18 Budget	Full Time Equivalents
$42,725,153	395.26

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 approved FY18 Operating Budget for the Department of Public Libraries is $42,725,153, an increase of $1,066,249 or 2.56 percent from the FY17 Approved Budget of $41,658,904. Personnel Costs comprise 80.34 percent of the budget for 222 full-time position(s) and 212 part-time position(s), and a total of 395.26 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 19.66 percent of the FY18 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:

- **Children Prepared to Live and Learn**
- **Healthy and Sustainable Neighborhoods**
- **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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based

on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Multi-Program Measures					
Total use of library services (number of services provided) [1]	24,787,100	24,931,234	24,459,941	30,691,043	32,363,371
Average annual use of library services for children, for each child under 5 in the County [2]	36	41	42	46	49
Total use of library adult learning programs, services, and events [3]	118,436	151,688	196,052	256,204	307,445
Average cost per total library usage [4]	$1.54	$1.63	$1.70	$1.39	$1.32

[1] *Total use of library services includes circulation, visits, program and event attendance, information questions answered, and use of technology, among a range of services available in MCPL branches and online. This measure takes into account the impact of temporary branch closings for refresh projects and recommended additional hours at three locations. The significant increase in FY18 reflects the addition of Wi-Fi sessions (as defined by state and national guidelines). Access to regular, ongoing Wi-Fi use data became available in Q4 FY16. Preliminary data suggests that Wi-Fi sessions will significantly increase total use of library services.*

[2] *Average use of library services for each child under age 5 includes the circulation of picture books and other early literacy material, use of Go! Kits, attendance at story times and other programs designed for pre-school age children. Increase in FY16 is due in part to the expansion of AWE Early Learning Computers to all MCPL branches.*

[3] *This new measure shows the total use of services for adult learning such as English conversation clubs, business counseling, book groups, on-line courses, and bilingual programs. Projections are based upon observed increases in use, strategic use of programming resources, and MCPL's Strategic Plan Goal to increase workforce development materials and programs through the work of a targeted position to promote workforce development programming.*

[4] *This new measure shows the total use of library services in relation to MCPL's budget. Budget information for FY18 and FY19 is based on the FY18 recommended budget. Coupled with the increase in total use of library services as projected from Wi-Fi session data being included in future years, the cost per use is expected to drop in FY18.*

Initiatives

- Will expand FY18 Public Service Hours at three branches: Kensington Park, Little Falls, and Twinbrook.
- Beginning June 10, 2017, Montgomery County Public Libraries will roll out its Children's Fines and Fees Pilot. As part of this one year pilot project aimed at connecting children to library resources and removing barriers to service, children's materials will no longer accrue overdue fines. Additionally, holds fees on children's materials will no longer be assessed.
- Developing Library of Things which will provide items for checkout such as musical instruments, equipment, and small tools in support of lifelong learning, creativity, and shared access to products.
- Aspen Hill, Davis, and Little Falls libraries are currently undergoing facility refresh upgrades.
- Launched Career Online High School Diploma and Workforce and Business Development program.
- Expand Library Link to all middle and high schools.
- Expanded Go!Kits 2.0 to 21 branches and introduced new topics.
- Created the Jan Jablonski Early Literacy Training Center at the Noyes Library for Young Children.
- Launched a podcast titled Library Matters. Each episode will explore the world of books, libraries, technology, and learning.
- Developed makerspace at Rockville Memorial Library, a collaborative area where people can come together to make, learn, explore, and share ideas using equipment, such as 3D printers, art supplies, and electronics. The makerspace fosters hands-on learning and 21st century skills in fields such as science, technology, engineering, math, art, and business.

Accomplishments

- ☑ Hosted the County Executive's Library of the Future Summit.
- ☑ Developed FY2017-2020 Strategic Plan.
- ☑ Awarded Urban Libraries Council (ULC) award for Library Refresh Program.
- ☑ Awarded National Association of Counties (NACO) awards for three projects: 1.) Library Refresh Program-Supporting Community Needs; 2.) Interact, Explore, Discover at Your Own Pace: STEM (Science, Technology, Engineering, and Mathematics) Stations for Young Children; and 3.) Learn, Engage & Create Together: Programs and Services for Active Seniors.
- ☑ Partnered with Montgomery County Public Schools to implement Library Link, which will provide library cards to all students.
- ☑ Established Deposit Collections - collections for use in area barbershops, selected Housing Opportunities Commission senior housing units, and selected offices of the Department of Health and Human Services.
- ☑ Installed new technology - 3D printers, charging stations, loaner laptops.
- ☑ Completed the facility refresh projects at the Kensington Park and Twinbrook libraries.
- ☑ Opened the Wheaton Interim Library.

Innovations and Productivity Improvements

- Implemented new delivery routes, drop shipping, branch reorder, and redevelopment processes to get new material to customers faster.
- Installed digital signage at all branches.

Collaboration and Partnerships

Educational Literacy

Educational classes such as English as a Second Language (ESL), Citizenship classes, English Conversation clubs, and tutoring spaces are offered to residents at libraries. Language learning materials are provided in a variety of formats and languages enabling communities to learn more about different cultures while sharing information. Residents are offered informative programs that cultivate an appreciation of individual and collective histories and inter-generational awareness.

Partners

Community Engagement Cluster, Montgomery College, Non-Profits

Connected Communities

Ensure that all students have the opportunity to have a library card. Engage children and families with informative programs, library tours, and events that cultivate an appreciation of libraries and volunteer opportunities.

Partners

Montgomery County Public Schools, Non-Profits

Strong and Vibrant Montgomery

Workforce development programs targeting job seekers to include workshops on job search strategies, resume writing, applying for jobs with Montgomery County, and career resources for skilled immigrants; Classes in English and Spanish for entrepreneurs and small business owners on starting a business, business finance basics, social media for small businesses, and building a website for small business.

Partners

Office of Human Resources, Non-Profits

Technology and Programming

Media labs engage youths and older adults in using digital media, music, and multimedia production as a form of expression and developing their programming skills in libraries. Technology training classes for older adults in English and Spanish at several libraries. Residents are provided with programs that inspire and foster innovative thinking, technology, makerspace, and Science, Technology, Engineering, Art, and Mathematics (STEAM) programming.

Partners

Department of Technology Services, Non-Profits

Program Contacts

Contact Lennadene Bailey of the Department of Public Libraries at 240.777.0045 or Deborah Lambert of the Office of Management and Budget at 240.777.2794 for more information regarding this department's operating budget.

Program Descriptions

Library Services to the Public

The Montgomery County Public Libraries (MCPL) consists of 22 library sites including the Noyes Library for Young Children, the Montgomery County Correctional Facility Library, plus the MCPL Express@Mid-County Recreational Center kiosk, and the Materials Management Center.

Library services are available to all County residents, Maryland residents, and those working in Montgomery County, free of charge. Library customers use MCPL services in over 24 million ways to include information services for children and adults delivered in person, over the telephone, by chat, in the stacks, and outside the walls; a Public Access Catalog for access to indices and full text materials; automated phone renewal and online catalog and customer account access (24 hours, 7 days a week); programming for children, teens, seniors, and adults; technologies such as 3D printers, digital labs, makerspaces, Science, Technology, Engineering, and Mathematics (STEM) kits, loanable laptops and eReaders, meeting rooms, and collaboration spaces for public use.

The Public Services Administration (PSA) team oversees and supports the day-to-day operations of the library's branches.

- The PSA for IT Infrastructure, Digital Strategies and Emerging Technologies oversees seven branches, Technology Management, Virtual Services, website, social media, digital media labs, and special projects.
- The PSA for Space Management, Americans with Disabilities Act (ADA), and Collection Management oversees eight

branches, the Collection Management Division, ADA and Refresh Project coordination, facilities maintenance, Capital Improvement Program (CIP), Continuity of Operations (COOP), safety and security, and liaison to the Department of General Services.

- The PSA for Community Engagement, Programming, and Learning oversees seven branches, workforce development, early literacy, marketing and branding, outreach, policies and procedures, all programs including after school, Summer Read and Learn, special events, partnership programs, and program funding.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of items checked out (circulation) and materials used in a library [1]	9,943,874	11,305,357	11,944,845	12,031,563	12,507,433
Number of library visits [2]	4,648,012	4,888,572	4,446,495	4,582,957	5,297,631
Information questions answered [3]	2,213,442	1,511,664	1,526,781	1,542,048	1,557,469
Total hours of rooms booked [4]	94,959	148,271	152,601	157,060	160,201

[1] *This measure includes physical items and e-books / e-audiobooks checked out, and items used in a branch (combining two separately listed measures in prior publications). Projected measures account for MCPL's Library Link partnership with MCPS, recommended increases in public service hours at three branches, and the net estimated effects of library closures for Refresh and Renovation, including use of nearby branches and interim facilities.*

[2] *Projected measures account for the net estimated effects of library closures for Refresh and Renovation, including use of nearby branches and interim facilities, as well as anticipated increased use after refresh projects and recommended increases in public service hours at three branches.*

[3] *The decrease in FY16 information questions answered reflects both new and ongoing methodological challenges in gathering on-line, real time statistics on information transactions.*

[4] *Increase between FY15 and FY16 reflects the introduction of ActiveMontgomery software by CUPF to book meeting rooms.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**27,632,207**	**333.21**
Enhance: Expand Library Public Service Hours at three branches - Kensington Park, Little Falls, and Twinbrook	394,100	6.50
Add: Deaf Culture Digital Library Launched in 2016	232,672	2.20
Increase Cost: Interjurisdictional Grant	2,615	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.	503,580	(2.00)
FY18 Approved	**28,765,174**	**339.91**

Administration, Outreach, and Support Services

The Office of the Director has the responsibility for the overall management and leadership of the department. The Director's Office also oversees strategic planning and evaluation of services, public relations with the community, marketing the department's services, partnerships, Memoranda of Understanding (MOUs), and the Library Board. The Director's Office directly manages the Human Resources and Accountability Unit, the Business Office, and three Public Services Administrators.

- The Human Resources and Accountability Management unit oversees human resources, staff development and training, Sunday and Substitute Services, planning and evaluation, data and statistics, customer accounts, circulation services, workplace competency, Equal Employment Opportunity (EEO) issues, recruitment and training, staff recognition, and labor/management relations.

- The Business Office oversees preparation and management of the Department's budget, contracts and procurement, fiscal administration including Materials Management's Fiscal Unit (Drivers, Acquisition), revenue, grants, equipment

management, and Council liaison.

Through interviews, focus groups, and meetings with community representatives, a strategic plan was developed which identified ways in creating vital, thriving communities to support County residents and the County Executive's core values. MCPL's strategic plan positions MCPL as a resource to build Literate, Connected, Strong and Vibrant, and Delighted communities.

- Literate Montgomery - MCPL will provide opportunities to encourage language and life-skills literacies and lifelong learning through Early Literacy, English Language Literacy, Health Literacy, Financial Literacy, Digital Literacy, Environmental Literacy, and Lifelong Learning.
- Connected Montgomery - MCPL will provide opportunities to encourage inclusive and engaging communities through diversity programs, civic engagement, customer reach, and collaborative spaces.
- Strong and Vibrant Montgomery - MCPL will provide opportunities to develop, increase, and hone workforce skills that will enhance skills for gainful employment, job seekers, and business support.
- Delighted Montgomery - MCPL will provide exceptional customer experience by supporting and training staff, and reinforcing our infrastructure through enhanced programming, inviting spaces, responsive materials processes, effective information service, 21st century technology, effective partnerships, enhancing staff skills and support, and engagement with the community.

Montgomery County Public Libraries is committed to providing state-of-the art library facilities and new models of service to encourage lifelong learning and to meet the needs of a diverse population whose needs are changing rapidly.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Attendance at library programs [1]	218,957	237,247	244,951	247,401	262,245
Number of visits to the library's website [2]	3,367,280	3,795,142	4,136,705	4,509,008	4,914,819

[1] *Projected measures account for the County Executive's increase to MCPL programming resources in FY17, and the net estimated effects of library closures for Refresh and renovation, including use of nearby branches and interim facilities.*

[2] *A flat 9% increase per year is projected, as more residents have access to technologies that allow them to interact with MCPL's robust web presence. The website improvements include greater accessibility, automatic adjustment to device screen size, improved content and more user-friendly navigation.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,188,251**	**25.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(77,023)	2.00
FY18 Approved	**4,111,228**	**27.00**

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 and inclusion of new formats and the evaluation of collections in relation to community information needs. Collections are purchased for English learners, as well as collections in 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 inter-library loan service provides opportunities for Montgomery County cardholders to use materials from public library systems throughout Maryland, from out-of-state public libraries, and from academic and special libraries throughout the world.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Library electronic database usage [1]	825,934	893,090	884,761	915,728	947,778
eBooks and eAudioBooks borrowed [2]	988,456	1,156,149	1,270,283	1,503,737	1,563,886

[1] *While most databases have seen increased use, some databases have experienced decreased use in FY16. FY17 is projected to dip slightly in light of this, but the overall trend for database use is increasing, and the projections for FY18 and FY19 assume increased use of in-demand databases. Our Collection Development staff continually evaluates database subscriptions and makes changes in response to use and user needs.*

[2] *E-book and E-audiobook use is expected to increase as (1) more customers acquire the devices and skills to download materials, (2) possible customer behavior changes in response to branch refresh temporary closures, and (3) more titles are made available in digital formats.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**9,838,446**	**28.35**
Increase Cost: Annual Maintenance Contract for MCPL's Integrated Library System (SirsiDynix)	5,560	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,745	0.00
FY18 Approved	**9,848,751**	**28.35**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	21,784,217	23,231,715	22,652,801	23,888,404	2.8 %
Employee Benefits	9,613,950	10,051,420	9,575,902	10,224,666	1.7 %
County General Fund Personnel Costs	**31,398,167**	**33,283,135**	**32,228,703**	**34,113,070**	**2.5 %**
Operating Expenses	7,783,838	8,323,479	8,323,479	8,324,506	—
County General Fund Expenditures	**39,182,005**	**41,606,614**	**40,552,182**	**42,437,576**	**2.0 %**
PERSONNEL					
Full-Time	215	215	215	220	2.3 %
Part-Time	219	209	209	212	1.4 %
FTEs	387.56	385.56	385.56	392.06	1.7 %
REVENUES					
Facility Rental Fees	0	14,000	14,000	0	-100.0 %
Library Fees	24,634	20,000	20,000	20,000	—

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Library Fines	1,051,716	1,000,000	1,000,000	1,000,000	—
Miscellaneous Revenues	254,100	240,000	240,000	240,000	—
Other Fines/Forfeitures	0	10,000	10,000	10,000	—
Other Intergovernmental	0	20,000	20,000	20,000	—
State Reimbursement: Library Operations	2,901,596	2,997,000	2,997,000	3,120,000	4.1 %
State Reimbursement: Library Staff Retirement	3,028,947	2,845,000	2,845,000	3,132,000	10.1 %
County General Fund Revenues	**7,260,993**	**7,146,000**	**7,146,000**	**7,542,000**	**5.5 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	33,335	37,427	37,427	169,671	353.3 %
Employee Benefits	13,887	2,863	2,863	41,393	1345.8 %
Grant Fund - MCG Personnel Costs	**47,222**	**40,290**	**40,290**	**211,064**	**423.9 %**
Operating Expenses	34,408	12,000	12,000	76,513	537.6 %
Grant Fund - MCG Expenditures	**81,630**	**52,290**	**52,290**	**287,577**	**450.0 %**
PERSONNEL					
Full-Time	0	0	0	2	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	3.20	220.0 %
REVENUES					
Federal Grants	29,408	0	0	0	—
State Grants	52,849	52,290	52,290	287,577	450.0 %
Grant Fund - MCG Revenues	**82,257**	**52,290**	**52,290**	**287,577**	**450.0 %**

DEPARTMENT TOTALS

Total Expenditures	**39,263,635**	**41,658,904**	**40,604,472**	**42,725,153**	**2.6 %**
Total Full-Time Positions	**215**	**215**	**215**	**222**	**3.3 %**
Total Part-Time Positions	**219**	**209**	**209**	**212**	**1.4 %**
Total FTEs	**388.56**	**386.56**	**386.56**	**395.26**	**2.3 %**
Total Revenues	**7,343,250**	**7,198,290**	**7,198,290**	**7,829,577**	**8.8 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**41,606,614**	**385.56**
Changes (with service impacts)		
Enhance: Expand Library Public Service Hours at three branches - Kensington Park, Little Falls, and Twinbrook [Library Services to the Public]	394,100	6.50

FY18 APPROVED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	794,913	0.00
Increase Cost: Retirement Adjustment	140,739	0.00
Increase Cost: Motor Pool Adjustment	5,852	0.00
Increase Cost: Annual Maintenance Contract for MCPL's Integrated Library System (SirsiDynix) [Collection Management]	5,560	0.00
Decrease Cost: Printing and Mail	(10,385)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(499,817)	0.00
FY18 APPROVED	**42,437,576**	**392.06**

GRANT FUND - MCG

FY17 ORIGINAL APPROPRIATION	**52,290**	**1.00**
Federal/State Programs		
Add: Deaf Culture Digital Library Launched in 2016	232,672	2.20
Other Adjustments (with no service impacts)		
Increase Cost: Interjurisdictional Grant [Library Services to the Public]	2,615	0.00
FY18 APPROVED	**287,577**	**3.20**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Library Services to the Public	27,632,207	333.21	28,765,174	339.91
Administration, Outreach, and Support Services	4,188,251	25.00	4,111,228	27.00
Collection Management	9,838,446	28.35	9,848,751	28.35
Total	**41,658,904**	**386.56**	**42,725,153**	**395.26**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
Correction and Rehabilitation	General Fund	155,764	1.70	169,325	1.70

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

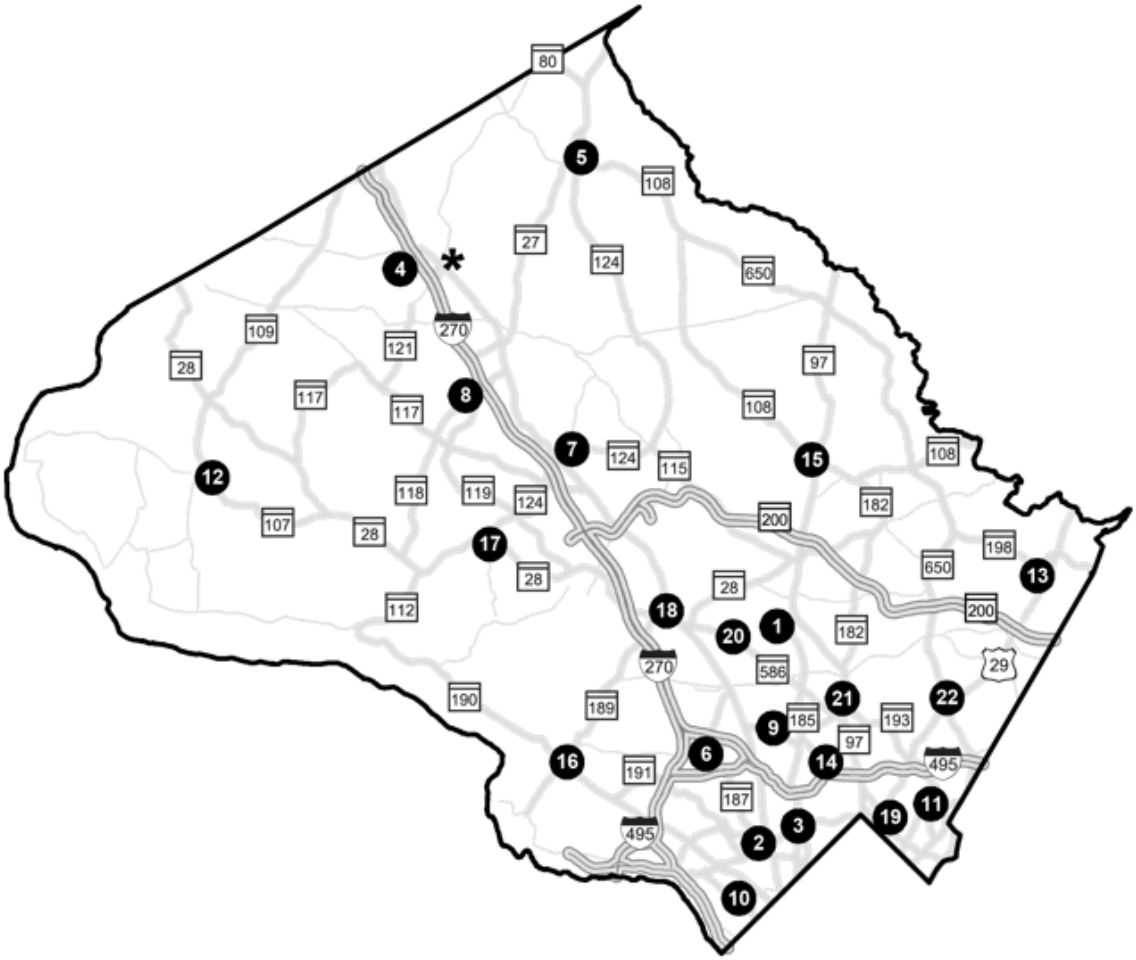
Title	FY18	FY19	FY20	FY21	FY22	FY23
EXPENDITURES						
FY18 Approved	**42,438**	**42,438**	**42,438**	**42,438**	**42,438**	**42,438**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY18	**0**	**131**	**131**	**131**	**131**	**131**
New positions in the FY18 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization in the outyears of positions added in FY18 to increase Public Service Hours in three branches.						
SIRSI Contract	**0**	**6**	**11**	**17**	**23**	**29**
Annual maintenance contract increase for MCPL's Integrated Library System (SirsiDynix) per the contract agreement.						
Labor Contracts	**0**	**301**	**301**	**301**	**301**	**301**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**42,438**	**42,876**	**42,881**	**42,887**	**42,893**	**42,899**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY18 Approved		FY19 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Expand Library Public Service Hours at three branches - Kensington Park, Little Falls, and Twinbrook	394,100	6.50	525,467	6.50
Total	**394,100**	**6.50**	**525,467**	**6.50**

Montgomery County, Maryland

Public Libraries



1 Aspen Hill ❖
2 Bethesda ❖
3 Chevy Chase
4 Correctional Facility
5 Damascus ❖
6 Davis
7 Gaithersburg ❖
8 Germantown ❖
9 Kensington Park
10 Little Falls
11 Long Branch ❖
12 Maggie Nightingale
13 Marilyn J Praisner ❖
14 Noyes Library for Young Children
15 Olney ❖
16 Potomac
17 Quince Orchard ❖
18 Rockville Memorial ❖
19 Silver Spring ❖
20 Twinbrook
21 Wheaton Interim ❖
22 White Oak ❖
* Clarksburg (Proposed)

❖ Open on Sundays

MCPL Express @ Mid-County Recreation Center will provide materials for checkout, a book return, and holds service.

See http://www.montgomerycountymd.gov/library for a full listing of Library Hours and Holidays, Services, and Policies.

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Recreation

Approved FY18 Budget	Full Time Equivalents
$37,769,874	464.79

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 approved FY18 Operating Budget for the Department of Recreation is $37,769,874, an increase of $3,481,975 or 10.16 percent from the FY17 Approved Budget of $34,287,899. Personnel Costs comprise 64.31 percent of the budget for 139 full-time position(s) and ten part-time position(s), and a total of 464.79 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 35.69 percent of the FY18 budget.

The increase in FY18 funding is from the addition of several positive youth development initiatives, one senior initiative, and staffing changes.

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 $11,003,380 is required to cover general obligation bond and long-term lease costs. Additionally, it should be noted that the Department manages an estimated $8,635,521 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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Measure	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Multi-Program Measures					
Total percent of County residents registered through the Department of Recreation	7.5	8.2	8.5	8.5	8.5
Percent of customers who report that they are satisfied based on the Recreation customer survey results (median percent that meet or exceed expectations)	95.7	96	96	96	96
Percentage of Recreation Registrants using ActiveMontgomery	N/A	60	75	75	75

Initiatives

- Expand Food, Fun, and Fitness/TeenWorks summer program.
- Increase County funding for the Collaboration Council Excel Beyond the Bell program due to the changing priorities of the Governor's Office for Children.
- Provide County funding to add a full time staff person to support the Maryland Senior Olympics.
- Add funding for a contractor to develop an East County Sports League.
- Add a Senior Fellow to develop a Montgomery County Sports Hall of Fame at the South County Regional Recreation and Aquatic Center.
- In partnership with the Department of Technology Services, provide a wide variety of Information Technology opportunities to Recreation's after school programs such as Excel Beyond the Bell, Rec Extra, and Rec Zone, to provide coding training, game and web design, and other technology classes and workshop opportunities.
- Expand the Excel Beyond the Bell (EBB) Elementary School program (formerly Dream Academy) to two additional elementary school locations for five days a week: Harmony Hills and JoAnn Leleck at Broad Acres. Additionally, expand from four to five days a week at South Lakes' Excel Beyond the Bell (EBB) Elementary School program. These programs provide comprehensive enrichment programs, including family engagement opportunities.
- Work with the Summer Leadership Challenge to introduce aquatic opportunities to diverse groups of teenagers. This program connects youth to job opportunities and ensures the development of lifetime skills for wellness and safety.
- Leverage federal funds to add a Senior Nutrition Program to the Nancy H. Dacek North Potomac Community Recreation Center.
- Engage High School and Middle School students with the County Executive at the 2Changealife Youth Forum.
- Extended the successful FUTSAL youth indoor soccer program to year-round programming to build stronger relationships with community non-profits and work closely with schools in anti-gang efforts.
- Provide stimulating and engaging programs such as Fashion Boot Camp, Tech Connect, and the Chill Program.
- Engage youth in a well-planned learning environment after school. The monthly Club Adventure program is located in nine recreation facilities for youth in grades kindergarten through grade five from 4 pm to 6 pm. The program provides participants with the opportunity to have fun while learning and participating in a variety of recreational activities such as sports, crafts, and dance.
- Implement a recognition program for summer volunteers with the Therapeutic Recreation Summer Camps.
- Expand HerTime2Shine, a Girls and Women in Sports Day Expo, to an annual event taking place each Spring.

Accomplishments

- The Aquatics team has maintained a perfect safety record. Aquatics also continues to host and/or assist in management of the METRO Swim Meet (where current and potential Olympic swim athletes compete), Montgomery Dive Club, and the Landmark College Division swim meet.
- The Senior TechConnect program, a partnership between the Jewish Council for Aging (JCA), Montgomery County Public Schools (MCPS), and Recreation staff, matches seniors with local high school students to provide a variety of one-on-one computer and technology programs and trainings. This program has been nominated for several awards.
- The successful Grand Opening of the Nancy H. Dacek North Potomac Community Recreation Center was held on October 22, 2016. As part of the Grand Opening, the Department hosted crafts, exercise, and basketball and weight room demonstrations.
- The Grand Reopening of the Ross Boddy Neighborhood Recreation Center was held on October 29, 2016 with the addition of a new gymnasium, expanded social hall, and many new upgrades. The community participated in various activities such as cooking, pottery, and exercise classes.
- In 2015, the department hosted and coordinated the state-wide Maryland Senior Olympics (MSO) for individuals 50 years of age and older. In 2016, over 1,500 individuals registered and participated in over 20 events.
- Senior Programs staff established new programs/initiatives with other departments/agencies in the County to provide senior programs including: Elder Abuse, Home Safety & Awareness, Financial Exploitation, Dental Care for the Uninsured, "Coffee with a Cop," several community technology fairs, flu shots, and a Heartwell Nurse program.
- The Senior Team opened its sixth senior center in late October 2016, at the Nancy H. Dacek North Potomac Community Recreation Center. Community interest has been very high.
- All Community Centers expanded the hours of operation for the Senior Sneaker Program to include all hours that the facilities are open.
- Added and expanded Therapeutic Recreation camps in summer 2016 to minimize wait lists and realign programs to better meet participant needs.
- Successfully launched and implemented ActiveMONTGOMERY single sign-on registration portal in partnership with Community Use of Public Facilities (CUPF) and Montgomery Parks.
- Implemented new functionality in ActiveMONTGOMERY including on-line sports team registration, gift cards, a streamlined reservation approval process, and multiple discount incentives to customers. New chip credit card devices, compliant with the latest PCI standards, were installed and configured at each Recreation facility.

Innovations and Productivity Improvements

- Aquatics has implemented the use of an on-line application that provides real time information to supervisors when seasonal staff request schedule changes. This process helps to insure facility coverage in a safe and effective manner.
- Department staff uses Healthy Eating and Physical Activity Standards (HEPA) from the Alliance for A Healthier Generation to guide food purchases and improve program quality. In its youth programs, the department rarely purchases and serves full calorie caffeinated beverages.
- The department centralized transportation requests and mini-trip coordination.

Collaboration and Partnerships

- Excel Beyond the Bell

In partnership with Montgomery County Public Schools (MCPS) and the Collaboration Council, the Excel Beyond the Bell program serves over 1,700 youth and is continuously growing to help close the achievement gap among MCPS students.

Partners

Montgomery County Public Schools, Non-Profits

TeenWorks Program

- Partners with the Maryland Park Service, Conservation Jobs Corps (CJC) and the Maryland-National Capital Park and Planning Commission (M-NCPPC) to prepare young people for jobs in an increasingly green economy through conservation and environmental stewardship. The program provides participants ages 14-17 with opportunities for skill development and personal growth through a supportive, team-based environment, emphasizing the satisfaction of completing projects that benefit our County and the State's natural resources.
- Partners with Transcend, Maryland's Promise, and National Center for Children and Families to ensure vulnerable youth receive priority referrals for youth employment opportunities.
- A partnership which employs youth through the TeenWorks program to provide computer literacy training to seniors.
- Established a formal partnership with the Hispanic Business Foundation to provide employability skills and financial literacy skills to undocumented youth who earn a stipend for participation.
- Collaborate with Worksource Montgomery to provide referrals for disconnected youth (young adults not in school or working) to employment and training opportunities.

Partners

Department of Technology Services, Maryland-National Capital Park and Planning Commission, Montgomery County Public Schools, Non-Profits

MD Senior Olympics

The Senior Programs Team continues to work with MD Senior Olympics, Inc., other county Recreation Departments, Maryland-National Capital Park and Planning Commission, and a number of senior sports organizations to program over 20 Senior Olympic events throughout the county and state on an annual basis.

Partners

Maryland-National Capital Park and Planning Commission, Non-Profits

Senior Transportation

The Senior Programs Team works closely with the Department of Transportation and Health and Human Services Aging & Disability Services, to provide coordinated and efficient transportation services to seniors living in the county. This includes transportation to five senior centers and three Active Adult Program locations.

Partners

Department of Health and Human Services, Department of Transportation

Partner with Montgomery County Police

Partner with Montgomery County Police as a proactive prevention strategy to strengthen the relationship between youth and law enforcement, enhance trust and understanding within communities, discuss neighborhood issues, and deter youth from engaging in risky behavior. Police are participating in an arts-based initiative through the Excel Beyond the Bell program in partnership with Imagination Stage.

Partners

Department of Police

Truancy Prevention Program Partnership

Partnering with the States Attorney's Office Truancy Prevention Program (TPP) to establish a referral process for students with chronic absences to Excel Beyond the Bell. Additionally, partnering with TPP to collaboratively offer homework help and tutoring services within Excel Beyond the Bell.

Partners

Office of the State's Attorney

Youth Soccer Partnerships

Montgomery County Department of Recreation's expanded soccer program targets vulnerable youth with Identity, the City of Gaithersburg, and Health and Human Services' Street Outreach Network to provide instruction, coaching, transportation, enrichment, and other program supports to ensure youth are healthy, connected, and productive during out-of-school time. The partners work to remove barriers by building program schedules conducive to working youth, address language barriers which often prevent students from participating in school based programs, and remove economic and transportation barriers.

Partners

Department of Health and Human Services, Non-Profits

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 and four indoor aquatics facilities. The Piney Branch Elementary School Pool is operated through a contract with Adventist Community Services.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**6,175,490**	**120.62**
Increase Cost: Existing Contractual Services	60,000	0.00
Increase Cost: Aquatics Slide Inspections One-Time Expenses	35,000	0.00
Increase Cost: Funding for Adventist Community Services for Piney Branch Elementary School Pool	5,000	0.00
Reduce: Temporary Closure of Olney Swim Center for Energy Efficiency Improvements (ESCO)	(104,139)	(0.47)

FY18 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	323,996	0.00
FY18 Approved	**6,495,347**	**120.15**

Countywide Programs

The Countywide Programs team offers recreation and skill development opportunities for all ages in leisure areas such as classes in arts, dance, music, exercise and fitness; sports leagues, clinics, and tournaments; Therapeutic Recreation programs and Inclusion Services; Summer Camps, Clinics, and Fun Centers; Trips and Tours; and Special Events. Classes, programs, and leagues are scheduled across the entire County in Recreation Centers, MCPS schools, Parks, and other public and private facilities. Countywide program listings and registration details can be found in the Montgomery County Guide to Recreation and Parks Programs, which is published four seasons each year, or online at www.ActiveMontgomery.Org.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of people with disabilities served by Therapeutic Recreation Programs	3,817	4,116	4,120	4,120	4,120

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,554,539**	**77.84**
Increase Cost: Parks Fee Increases	66,300	0.00
Increase Cost: Existing Contracts	8,000	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.	335,514	1.00
FY18 Approved	**5,964,353**	**78.84**

Recreation Regions and Community Centers

The Department has 22 community recreation centers, located throughout the County. Two centers are currently under construction: Good Hope Neighborhood Recreation Center and Wheaton Library and Community Recreation Center. 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. Designated sites offer after school programs for children and youth, such as Club Adventure and Club Friday, at affordable prices.

The section 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Utilization rate of Recreation Department Financial Assistance Program (Dollars used) [1]	0.95	0.71	0.8	0.8	0.95

[1] *Dollars used vs dollars allocated*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,738,442**	**99.86**
Increase Cost: FY18 Position Conversions	390,392	6.15
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	384,817	(1.00)
FY18 Approved	**6,513,651**	**105.01**

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 and those who are very active. Senior programs are offered in 13 community centers, inclusive of classes, special events, and Senior Sneakers Program.

Senior Centers: The department-operated senior centers 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 to five senior centers Monday to Friday. 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 active senior 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. It is also the organizer, promoter, and registrar for the Maryland Senior Olympics.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,053,923**	**26.20**
Add: Add Full-Time Staff to Support Maryland Senior Olympics	37,971	1.00
Decrease Cost: Reduce Senior JCA Contract to Level of Participation	(45,000)	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.	143,328	0.00
FY18 Approved	**2,190,222**	**27.20**

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 the department's larger events are the Fourth of July Celebrations, Pike's Peek 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 and contracts include the Arts and Humanities Council, Public Arts Trust, BlackRock Center for the Arts, and the YMCA.

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 to 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**506,146**	**5.92**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,473	0.00
FY18 Approved	**511,619**	**5.92**

Management Services

This team includes the department's infrastructure support group primarily engaged in furnishing 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 department's website, fliers, brochures, 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 could not otherwise afford.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,801,283**	**20.55**
Increase Cost: One Manager III	93,762	1.00
Increase Cost: CrossMatch One-Time Purchase of Equipment to Perform Employee Fingerprinting for Background Checks	20,000	0.00
Increase Cost: Miscellaneous Operating Expenses	3,000	0.00
Decrease Cost: Reduction to ActiveNet Transaction Fees to Level of Spending	(84,038)	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.	101,784	0.00
FY18 Approved	**2,935,791**	**21.55**

Planned Lifecycle Asset Replacement

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**873,483**	**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.	3,789	0.00
FY18 Approved	**877,272**	**0.50**

Fixed Costs

Fixed Costs include costs associated with utilities, property insurance, Workers' Compensation insurance, and grants to the City of Takoma Park.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,048,918**	**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.	91,280	0.00
FY18 Approved	**4,140,198**	**0.00**

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, including the development of new facilities and the renovation and modernization of existing recreation facilities.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,973,030**	**14.33**
Increase Cost: One Manager II	106,313	1.00
Shift: Maker Programming Funds from Finance to Recreation	100,000	0.00
Add: Senior Fellow to Implement Montgomery County Sports Hall of Fame	17,500	0.29
Enhance: Contractor to Develop an East County Sports League	11,700	0.00
Increase Cost: Elder Grant Adjustment	2,362	(0.70)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(298,194)	0.00

FY18 Approved Changes	Expenditures	FTEs
FY18 Approved	**1,912,711**	**14.92**

Youth Development

In support of the County Executive's Positive Youth Development Initiative, Montgomery County Department of Recreation's Youth Development Team is generating an enhanced and vibrant approach to service delivery, which focuses on equity, reaching out to all young people while targeting vulnerable youth. Program staff work to change the landscape of communities by tackling pressing and diverse issues, reducing barriers to participation, and improving access to high quality out-of-school time opportunities through programs such as Rec Zone, Excel Beyond the Bell, Rec Extra, TeenWorks, Dream Academy (Child First), Soccer for Change, and a wide variety of other events and activities.

The Youth Development Team uses recreation to ensure young people are healthy, connected, and productive during out-of-school time. The positive youth development strategies work to meet youth where they are and include opportunities, programs, and services which emphasize active and healthy living, youth leadership and social equity, engagement in learning, workforce readiness, and connection to caring adult role models. Programs take place in elementary schools, middle schools, high schools, community centers, public spaces, and neighborhoods across the Country.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percentage of youth registered in positive youth development programs who report program participation benefits	91.8	92.1	92	92	92
Percent of Excel Beyond the Bell youth participating multiple years	70	72	75	75	75
Percent of Excel Beyond the Bell youth reporting making positive life choices	84	87	89	89	89

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,562,645**	**74.95**
Enhance: Expand the Excel Beyond the Bell (EBB) Elementary School Program (Dream Academy) to Two Additional Elementary Schools for Five Days a Week: Harmony Hills and JoAnn Leleck at Broad Acres	614,764	11.20
Increase Cost: Annualization of Operating Expenses for Additional FY17 Excel Beyond the Bell Site and Two Dream Academy (Child First) Sites	157,128	0.00
Enhance: Food, Fun, and Fitness/TeenWorks Expansion	150,000	3.19
Shift: UltraMontgomery Youth Coding Initiative from Department of Technology Services	150,000	0.00
Increase Cost: Increase County Funding for Collaboration Council for Excel Beyond the Bell due to Changing Priorities of Governor's Office for Children	100,000	0.00
Enhance: Add a Fifth Program Day per Week at Existing South Lake Excel Beyond the Bell (EBB) Elementary School Program (Dream Academy) for a Full Year	97,898	0.86
Enhance: UltraMontgomery Youth Coding Initiative - Includes Staffing to Administer Expanded Program	50,000	0.50
Decrease Cost: Incorporate Teen Leadership/Youth Advisory Committee Components into Other Youth Programs	(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.	366,275	0.00
FY18 Approved	**6,228,710**	**90.70**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
RECREATION					
EXPENDITURES					
Salaries and Wages	15,422,542	17,496,136	17,285,347	19,522,389	11.6 %
Employee Benefits	3,822,963	4,181,532	4,076,673	4,684,962	12.0 %
Recreation Personnel Costs	**19,245,505**	**21,677,668**	**21,362,020**	**24,207,351**	**11.7 %**
Operating Expenses	11,365,151	12,530,030	12,530,030	13,479,960	7.6 %
Capital Outlay	70,356	0	0	0	—
Recreation Expenditures	**30,681,012**	**34,207,698**	**33,892,050**	**37,687,311**	**10.2 %**
PERSONNEL					
Full-Time	112	129	129	139	7.8 %
Part-Time	0	6	6	10	66.7 %
FTEs	413.78	436.95	436.95	461.67	5.7 %
REVENUES					
Facility Rental Fees	714,755	794,600	794,600	794,600	—
Investment Income	18,277	26,150	35,970	35,970	37.6 %
Miscellaneous Revenues	149,014	84,365	84,365	84,365	—
Miscellaneous Revenues - Parks ActiveNet	0	45,232	45,232	45,232	—
Property Tax	35,966,711	37,432,378	37,227,612	40,622,929	8.5 %
Recreation Fee Subsidy	0	(1,000,000)	(1,000,000)	(1,000,000)	—
Recreation Fees	9,770,607	10,965,942	10,965,942	10,785,942	-1.6 %
Recreation Revenues	**46,619,364**	**48,348,667**	**48,153,721**	**51,369,038**	**6.2 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	76,362	74,502	74,502	76,696	2.9 %
Employee Benefits	8,276	5,699	5,699	5,867	3.0 %
Grant Fund - MCG Personnel Costs	**84,638**	**80,201**	**80,201**	**82,563**	**2.9 %**
Operating Expenses	3,199	0	0	0	—
Grant Fund - MCG Expenditures	**87,837**	**80,201**	**80,201**	**82,563**	**2.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	3.51	3.82	3.82	3.12	-18.3 %
REVENUES					
Federal Grants	0	80,201	80,201	82,563	2.9 %
Miscellaneous Revenues	5,000	0	0	0	—
Grant Fund - MCG Revenues	**5,000**	**80,201**	**80,201**	**82,563**	**2.9 %**
DEPARTMENT TOTALS					
Total Expenditures	**30,768,849**	**34,287,899**	**33,972,251**	**37,769,874**	**10.2 %**

Total Full-Time Positions	**112**	**129**	**129**	**139**	**7.8 %**
Total Part-Time Positions	**0**	**6**	**6**	**10**	**66.7 %**
Total FTEs	**417.29**	**440.77**	**440.77**	**464.79**	**5.4 %**
Total Revenues	**46,624,364**	**48,428,868**	**48,233,922**	**51,451,601**	**6.2 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
RECREATION		
FY17 ORIGINAL APPROPRIATION	**34,207,698**	**436.95**
Changes (with service impacts)		
Enhance: Expand the Excel Beyond the Bell (EBB) Elementary School Program (Dream Academy) to Two Additional Elementary Schools for Five Days a Week: Harmony Hills and JoAnn Leleck at Broad Acres [Youth Development]	614,764	11.20
Enhance: Food, Fun, and Fitness/TeenWorks Expansion [Youth Development]	150,000	3.19
Enhance: Add a Fifth Program Day per Week at Existing South Lake Excel Beyond the Bell (EBB) Elementary School Program (Dream Academy) for a Full Year [Youth Development]	97,898	0.86
Enhance: UltraMontgomery Youth Coding Initiative - Includes Staffing to Administer Expanded Program [Youth Development]	50,000	0.50
Add: Add Full-Time Staff to Support Maryland Senior Olympics [Senior Adult Programs]	37,971	1.00
Add: Senior Fellow to Implement Montgomery County Sports Hall of Fame [Administration/Policy Management]	17,500	0.29
Enhance: Contractor to Develop an East County Sports League [Administration/Policy Management]	11,700	0.00
Reduce: Temporary Closure of Olney Swim Center for Energy Efficiency Improvements (ESCO) [Aquatics]	(104,139)	(0.47)
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY17 Personnel Costs	845,141	0.00
Increase Cost: FY18 Compensation Adjustment	612,286	0.00
Increase Cost: FY18 Position Conversions [Recreation Regions and Community Centers]	390,392	6.15
Increase Cost: Annualization of Operating Expenses for Additional FY17 Excel Beyond the Bell Site and Two Dream Academy (Child First) Sites [Youth Development]	157,128	0.00
Shift: UltraMontgomery Youth Coding Initiative from Department of Technology Services [Youth Development]	150,000	0.00
Increase Cost: One Manager II [Administration/Policy Management]	106,313	1.00
Shift: Maker Programming Funds from Finance to Recreation [Administration/Policy Management]	100,000	0.00
Increase Cost: Increase County Funding for Collaboration Council for Excel Beyond the Bell due to Changing Priorities of Governor's Office for Children [Youth Development]	100,000	0.00
Increase Cost: One Manager III [Management Services]	93,762	1.00
Increase Cost: Risk Management Adjustment	91,280	0.00
Increase Cost: Parks Fee Increases [Countywide Programs]	66,300	0.00
Increase Cost: Existing Contractual Services [Aquatics]	60,000	0.00
Increase Cost: Retirement Adjustment	59,175	0.00
Increase Cost: Aquatics Slide Inspections One-Time Expenses [Aquatics]	35,000	0.00
Increase Cost: CrossMatch One-Time Purchase of Equipment to Perform Employee Fingerprinting for Background Checks [Management Services]	20,000	0.00
Increase Cost: Existing Contracts [Countywide Programs]	8,000	0.00
Increase Cost: Funding for Adventist Community Services for Piney Branch Elementary School Pool [Aquatics]	5,000	0.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Miscellaneous Operating Expenses [Management Services]	3,000	0.00
Decrease Cost: Printing and Mail	(6,231)	0.00
Decrease Cost: Incorporate Teen Leadership/Youth Advisory Committee Components into Other Youth Programs [Youth Development]	(20,000)	0.00
Decrease Cost: Reduce Senior JCA Contract to Level of Participation [Senior Adult Programs]	(45,000)	0.00
Decrease Cost: Motor Pool Adjustment	(60,362)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY17	(83,227)	0.00
Decrease Cost: Reduction to ActiveNet Transaction Fees to Level of Spending [Management Services]	(84,038)	0.00
FY18 APPROVED	**37,687,311**	**461.67**

GRANT FUND - MCG

FY17 ORIGINAL APPROPRIATION	**80,201**	**3.82**
Other Adjustments (with no service impacts)		
Increase Cost: Elder Grant Adjustment [Administration/Policy Management]	2,362	(0.70)
FY18 APPROVED	**82,563**	**3.12**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Aquatics	6,175,490	120.62	6,495,347	120.15
Countywide Programs	5,554,539	77.84	5,964,353	78.84
Recreation Regions and Community Centers	5,738,442	99.86	6,513,651	105.01
Senior Adult Programs	2,053,923	26.20	2,190,222	27.20
Recreation Outreach Services	506,146	5.92	511,619	5.92
Management Services	2,801,283	20.55	2,935,791	21.55
Planned Lifecycle Asset Replacement	873,483	0.50	877,272	0.50
Fixed Costs	4,048,918	0.00	4,140,198	0.00
Administration/Policy Management	1,973,030	14.33	1,912,711	14.92
Youth Development	4,562,645	74.95	6,228,710	90.70
Total	**34,287,899**	**440.77**	**37,769,874**	**464.79**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
RECREATION					
Urban Districts	Silver Spring Urban District	151,479	0.90	150,199	0.90
CIP	Capital Fund	62,501	0.50	64,787	0.50

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
	Total	**213,980**	**1.40**	**214,986**	**1.40**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
RECREATION						
EXPENDITURES						
FY18 Approved	**37,687**	**37,687**	**37,687**	**37,687**	**37,687**	**37,687**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY18	**0**	**353**	**353**	**353**	**353**	**353**
New positions in the FY18 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect the annualization of one position added in FY18 to support Maryland Senior Olympics, the annualization of positions and seasonal staff for two additional Excel Beyond the Bell (EBB) Elementary School sites (Dream Academy), the annualization of seasonal positions for one additional program day per week at three out of four Excel Beyond the Bell (EBB) Elementary School sites (Dream Academy), and the annualization of two Manager positions.						
Elimination of One-Time Items Approved in FY18	**0**	**(81)**	**(81)**	**(81)**	**(81)**	**(81)**
Items recommended for one-time funding in FY18 will be eliminated from the base in the out years. This includes one-time operating expenses for staff positions supporting Maryland Senior Olympics, additional Excel Beyond the Bell Elementary School (Dream Academy) sites, two additional Manager positions, one-time operating expenses for aquatics slide inspections, and one-time expenses to purchase CrossMatch equipment to perform employee fingerprinting for background checks.						
activeMontgomery Expenses	**0**	**15**	**31**	**48**	**66**	**66**
Reflects an increase in ActiveMontgomery transaction fees over time.						
Annualization of Operating Expenses for Excel Beyond the Bell (EBB) Elementary School Program Expansion	**0**	**369**	**369**	**369**	**369**	**369**
This annualizes operating expenses associated with the implementation of two Excel Beyond the Bell (EBB) Elementary School sites (Dream Academy) for five days a week: JoAnn Leleck at Broad Acres and Harmony Hills.						
Contractual Services Increase Aquatics	**0**	**1**	**2**	**4**	**5**	**5**
Estimated increase based on existing pool cleaning costs as submitted via updated bid process. Current cleaning contract has ended and new contract is required.						
Eliminate FY18 Senior Fellow Position to Implement Montgomery County Sports Hall of Fame	**0**	**(18)**	**(18)**	**(18)**	**(18)**	**(18)**
Eliminates FY18 one-time expense for a temporary Senior Fellow position to implement a Montgomery County Sports Hall of Fame at the South County Regional Recreation and Aquatic Center.						
Increase County Funding of Collaboration Council for Excel Beyond the Bell	**0**	**171**	**171**	**171**	**171**	**171**
Increases County funding for Collaboration Council for Excel Beyond the Bell due to changing priorities of the Governor's Office for Children.						
Olney Swim Center Energy Efficiency Renovations	**0**	**72**	**104**	**104**	**104**	**104**
Reflects the impact of the Olney Swim Center renovations planned for May through September 2018 on the out years. Adjustment needed to resume full year operations after the FY18 and FY19 partial year closure of the center.						
Labor Contracts	**0**	**108**	**108**	**108**	**108**	**108**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Good Hope Neighborhood Recreation Center (P720918)	**0**	**149**	**149**	**149**	**149**	**149**
Reflects the planned re-opening of this facility in FY19.						
South County Regional Recreation and Aquatic Center (P721701)	**0**	**0**	**2,225**	**2,532**	**2,995**	**2,995**
Reflects the phased opening of this facility in FY20 and FY22.						
Wheaton Library and Recreation Center (P361202)	**0**	**985**	**945**	**945**	**945**	**945**
Reflects the planned re-opening of this facility in FY19.						
Wheaton Redevelopment	**0**	**0**	**288**	**288**	**293**	**293**
Department of Recreation's move to the Wheaton Redevelopment facility is assumed to be in mid-FY20. Expenses at the Wheaton facility include utilities, maintenance, and parking. Timing of the move to Wheaton Redevelopment has not been finalized.						
Subtotal Expenditures	**37,687**	**39,811**	**42,333**	**42,659**	**43,146**	**43,146**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

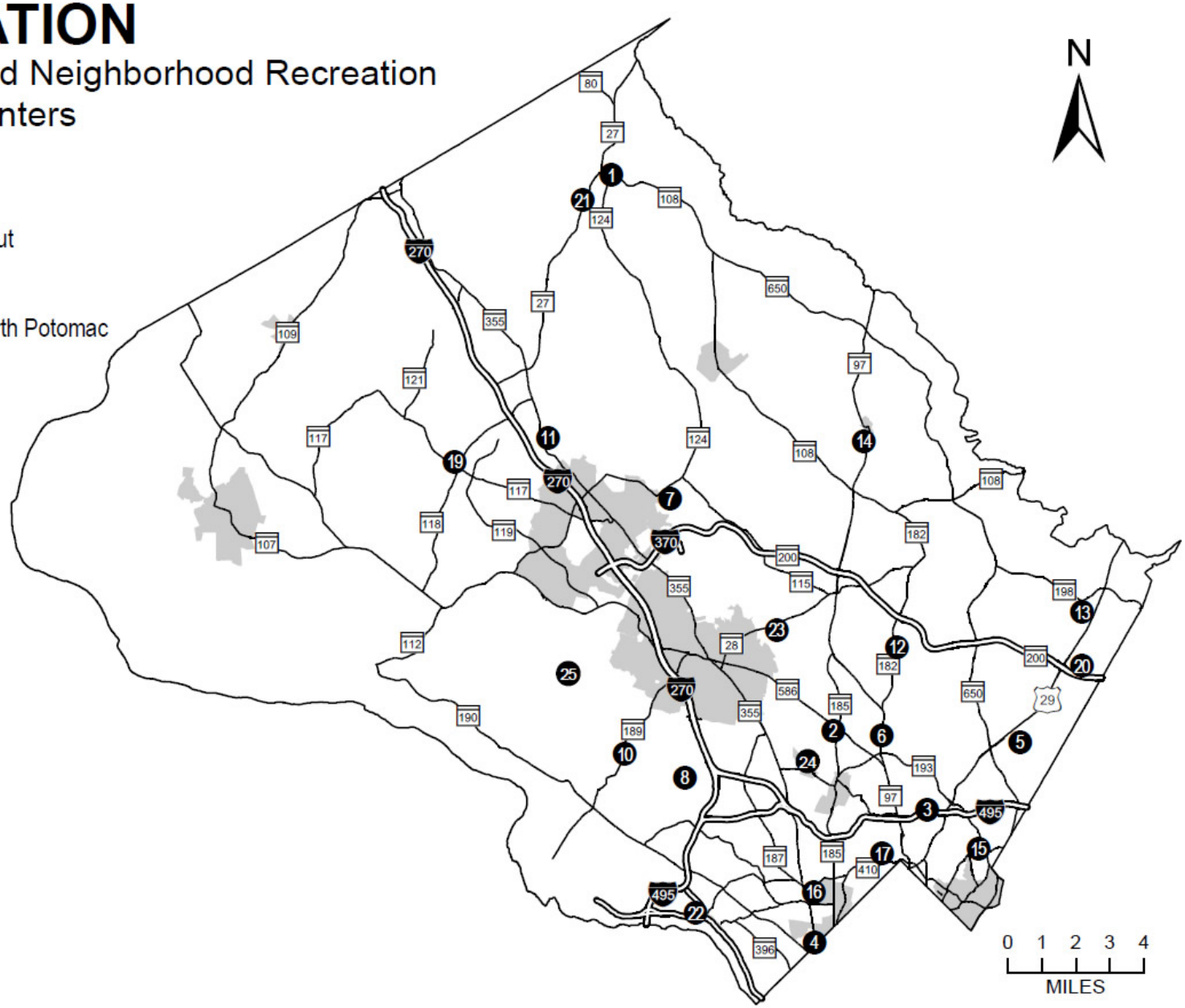
	FY18 Approved		FY19 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Add Full-Time Staff to Support Maryland Senior Olympics	30,035	1.00	63,667	1.00
Child First - Expand to One More Elementary School	59,388	2.07	107,064	2.07
One Manager II	97,817	1.00	136,923	1.00
One Manager III	85,266	1.00	119,271	1.00
UltraMontgomery Youth Coding Initiative - Includes Staffing to Administer Expanded Program	15,389	0.50	30,779	0.50
Dream Academy - Add an Additional Site at Four Days per Week and Administrative Infrastructure to Support Expansion of the Program	146,292	5.74	291,739	5.74
Add an Additional Program Day Per Week at Highest Need Dream Academy School - Broad Acres - for 1/2 Year	14,792	0.86	27,420	0.86
Add an Additional Program Day Per Week at Second Highest Need Dream Academy School - Harmony Hills - for 1/2 Year	14,792	0.86	27,420	0.86
Add a Fifth Program Day per Week at Existing South Lake Excel Beyond the Bell (EBB) Elementary School Program (Dream Academy) for a Full Year	27,420	0.86	40,048	0.86
Total	**491,191**	**13.89**	**844,331**	**13.89**

RECREATION

Community and Neighborhood Recreation and Senior Centers

Senior Centers
1. Damascus
2. Holiday Park
3. Margaret Schweinhaut
5. White Oak
15. Long Branch
25. Nancy H. Dacek North Potomac

Recreation Centers
4. Wisconsin Place
5. White Oak
6. Wheaton
7. Upper County
8. Scotland
9. Ross Boddy
10. Potomac
11. Plum Gar
12. Mid-County
13. Marilyn Praisner
14. Longwood
15. Long Branch
16. Jane Lawton
17. Gwendolyn Coffield
18. Good Hope
19. Germantown
20. East County
21. Damascus
22. Clara Barton
23. Bauer Drive
24. Ken Gar
25. Nancy H. Dacek North Potomac

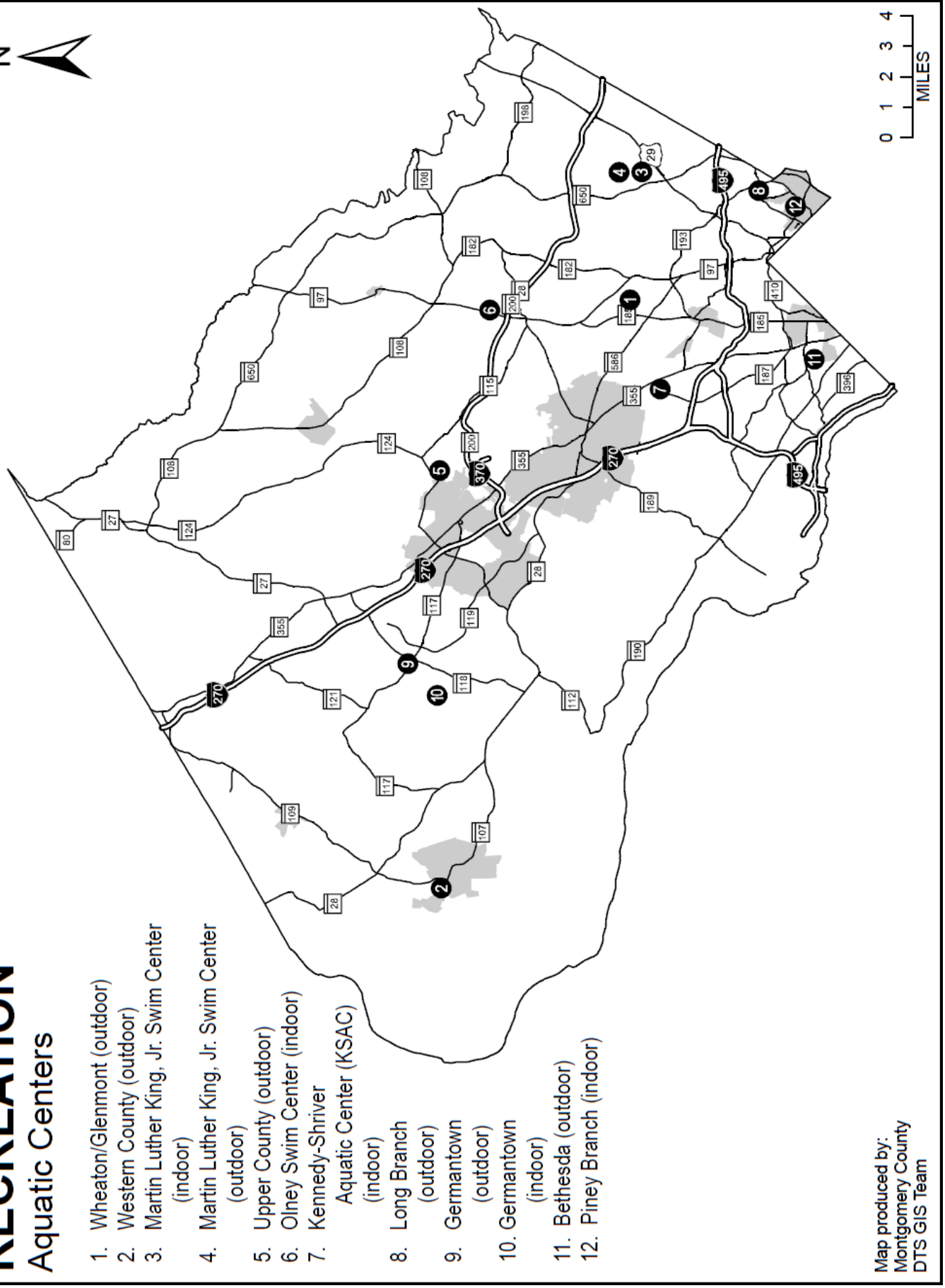


Map produced by: Montgomery County DTS GIS Team, Mar. 2017

RECREATION

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)



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Montgomery County
DTS GIS Team

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Agriculture

Approved FY18 Budget	Full Time Equivalents
$989,195	4.15

Mission Statement

The Office of Agriculture (OAG) was created in July 2016 and exists to promote agriculture as a viable component of the County's economic sector, as well as to preserve farmland as a resource for future agricultural production. The goal of the OAG is to promote Montgomery County as a leader the agricultural industry by providing support to our farm community and working to educate our residents.

Budget Overview

The total approved FY18 Operating Budget for the Office of Agriculture is $989,195, a decrease of $20,299 or 2.01 percent from the FY17 Approved Budget of $1,009,494. Personnel Costs comprise 65.05 percent of the budget for eight full-time position(s) and one part-time position(s), and a total of 4.15 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 34.95 percent of the FY18 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**
- **Vital Living for All of Our Residents**

Initiatives

- The OAG is working with the Department of Technology Services to re-design its website to make it more user friendly and interactive for both its internal and external clients. The website is a vital tool in achieving the OAG mission of promoting agriculture as a viable component of the County's economic sector, as well as the preservation of farmland as a resource for future agricultural production.
- Continue agricultural marketing and educational outreach by forming partnerships with various media and using social media to work in conjunction with the newly designed website (once completed).
- Continue expanding the New Farmer Project , a program that includes new and small farmer training workshops, farm equipment sharing, and connecting new and small farmers with landowners for the production of fruits and vegetables - table food.

Accomplishments

- ☑ The OAG, along with its Agriculture agency partners, shared an exhibit tent at the Montgomery County Fair and was awarded a "Champion" blue ribbon for best Agricultural exhibitor booth.
- ☑ In October 2016, approximately 4,000 fourth grade students visited the Agricultural History Farm Park to participate in the Close Encounters With Agriculture (CEWA) program. This multi-phased program consists of three educational tracks (The Environment, Nutrition, Diet & Health) that are conducted with staff assistance from the Office of Agriculture and all of its agency partners. The program has been successful and there are currently 41 elementary schools on the waiting list for next year.
- ☑ The OAG completed work to transition pdf formatted informational documents into interactive data sets for publication on Data Montgomery. The data sets include: Montgomery County Farm Directory, Agricultural Land Easement acquisitions, and mapping of County Farmer's Markets and 2016 Farm Tour.

Innovations and Productivity Improvements

- Migrated from antiquated phone (analog) and internet (T1 line) systems to high speed internet and VOIP with Comcast Business Services.

Collaboration and Partnerships

Mobile Science Laboratory

OAG is continuing its partnership with the Maryland Agricultural Education Foundation (MAEF) and Montgomery County Public Schools (MCPS) to promote agriculture in the classroom for the County's elementary students. This program involves the MAEF mobile laboratory visiting MCPS schools each week throughout the year to provide students with the opportunity to perform hands on science projects focused on the topic of Food, Fiber and You.

Partners

Montgomery County Public Schools, Non-Profits

Sugarland Road Pilot

OAG is continuing its collaborative partnership with Comcast and the County's Department of Technology to conduct the Sugarland Road Pilot program to determine the feasibility of expanding access to high speed broadband to the Agricultural Reserve and other areas of the County where high speed internet is currently not accessible.

Partners

Department of Technology Services

Smart Agriculture Pilot

OAG will continue its collaboration with the County's Office of Innovation and Microsoft on the Smart Agriculture Test Bed Project, which is a pilot program consisting of four farmers that have volunteered to test connected devices for monitoring weather, soil conditions, pollen, and pests.

Partners

Office of the County Executive

Montgomery County Food Council

OAG will continue its collaboration with the Montgomery County Food Council to promote a local food economy and

expand agriculture in both the rural and urban areas.

Partners

Non-Profits

Program Contacts

Contact Jeremy Criss of the Office of Agriculture at 240-590-2830 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

Agricultural Services

OAG is responsible for the coordination of programs offered by its partner agencies, which are all co-located at the Agricultural History Farm Park in Derwood. These Federal, State, and local partners include University of Maryland-Extension, the Montgomery Soil Conservation District, the Natural Resource Conservation Service, and the Farm Service Agency. In addition to program coordination, the OAG serves in a variety of capacities to provide the following services: implement agricultural policies and programs; technical assistance to farmers; manage Agricultural Education programs; financial and staff support to our partner agencies; serve as a liaison between the Executive Branch and the agricultural community via the Agricultural Advisory, Agricultural Preservation, and Montgomery County Farm Bureau Boards; oversee the various land preservation programs; co-sponsor farmers' markets, an annual farm tour, and other activities that promote agricultural businesses and products; and provide mentoring and specialized business training programs.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Acres of land under easements inspected by Agricultural Services	2,314	6,137	6,000	6,000	6,000
Number of farm businesses assisted	160	170	170	170	170

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**653,835**	**2.25**
Decrease Cost: Printing and Mail	(386)	0.00
Decrease Cost: Motor Pool Adjustment	(7,059)	0.00
Decrease Cost: Agriculture Services	(9,455)	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.	3,437	0.00
FY18 Approved	**640,372**	**2.25**

Soil Conservation

The Montgomery Soil Conservation District (MSCD) is a political subdivision of the State staffed by County, State, and Federal employees that assist farmers and landowners with Soil Conservation and Water Quality Plans designed to help protect local waterways and the Chesapeake Bay, as well as achieve State mandated nutrient reduction goals for farmland. They also provide technical assistance for conservation practices, and administer a variety of Federal and State cost-share programs that help fund

projects to prevent soil erosion and improve water quality. The MSCD receives funding from the Department of Environmental Protection (DEP) through the Water Quality Protection Charge that is used to implement conservation practices required to meet Montgomery County's Watershed Implementation Plan (WIP), which is the rural equivalent to the County's MS4 Permit for the urban area.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**214,383**	**1.90**
Reduce: Soil Conservation General Fund Operating	(6,680)	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.	3,899	0.00
FY18 Approved	**211,602**	**1.90**

University of Maryland-Extension (UMD-Extention)

The Montgomery County Cooperative Extension Office serves as the agricultural outreach and 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, and consumer education, with a focus on promoting positive parenting skills and healthy lifestyles, leadership development, and traditional 4-H youth development programs. The Extension Office's professional staff has an extensive network of volunteers to assist them in program delivery. Extension Office staff 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, television, and print media.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**141,276**	**0.00**
Decrease Cost: University of Maryland-Extension	(4,055)	0.00
FY18 Approved	**137,221**	**0.00**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	476,441	455,986	477,819	0.3 %
Employee Benefits	0	159,656	158,835	165,614	3.7 %
County General Fund Personnel Costs	**0**	**636,097**	**614,821**	**643,433**	**1.2 %**
Operating Expenses	0	373,397	398,935	345,762	-7.4 %
County General Fund Expenditures	**0**	**1,009,494**	**1,013,756**	**989,195**	**-2.0 %**
PERSONNEL					
Full-Time	0	8	8	8	—
Part-Time	0	1	1	1	—
FTEs	0.00	4.15	4.15	4.15	—

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
REVENUES					
Miscellaneous Revenues	76,200	0	0	0	—
Other Intergovernmental	0	56,255	56,255	56,255	—
County General Fund Revenues	**76,200**	**56,255**	**56,255**	**56,255**	**—**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**1,009,494**	**4.15**
Changes (with service impacts)		
Reduce: Soil Conservation General Fund Operating [Soil Conservation]	(6,680)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	10,118	0.00
Increase Cost: Annualization of FY17 Personnel Costs	6,043	0.00
Increase Cost: Retirement Adjustment	4,219	0.00
Decrease Cost: Printing and Mail [Agricultural Services]	(386)	0.00
Decrease Cost: University of Maryland-Extension [University of Maryland-Extension (UMD-Extention)]	(4,055)	0.00
Decrease Cost: Motor Pool Adjustment [Agricultural Services]	(7,059)	0.00
Decrease Cost: Agriculture Services [Agricultural Services]	(9,455)	0.00
Decrease Cost: Annualization of FY17 Compensation Increases	(13,044)	0.00
FY18 APPROVED	**989,195**	**4.15**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Agricultural Services	653,835	2.25	640,372	2.25
Soil Conservation	214,383	1.90	211,602	1.90
University of Maryland-Extension (UMD-Extention)	141,276	0.00	137,221	0.00
Total	**1,009,494**	**4.15**	**989,195**	**4.15**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
Environmental Protection	Water Quality Protection	323,051	2.10	324,683	2.10

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund		FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
CIP	Capital Fund		250,066	2.25	261,072	2.25
		Total	**573,117**	**4.35**	**585,755**	**4.35**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**989**	**989**	**989**	**989**	**989**	**989**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**2**	**2**	**2**	**2**	**2**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**989**	**991**	**991**	**991**	**991**	**991**

Economic Development Fund

Approved FY18 Budget	Full Time Equivalents
$4,110,738	1.00

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 the prospective applicants are identified by the Montgomery County Economic Development Corporation, a nonprofit economic development organization created by the County in 2015.

Budget Overview

The total approved FY18 Operating Budget for the Economic Development Fund is $4,110,738, an increase of $1,532,958 or 59.47 percent from the FY17 Approved Budget of $2,577,780. Personnel Costs comprise 3.50 percent of the budget for no full-time position(s) and no part-time position(s), and a total of 1.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 96.50 percent of the FY18 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**

Initiatives

- Add funds to disburse grant payment for retention and expansion of the U.S. Department of Health and Human Services, HMS Host Corporation, and Abt Associates, Inc.
- Enhance the MOVE Program to provide additional leasing incentives for companies to locate in targeted County areas.
- Partner with Bethesda Green, Inc. to create an Incubator Fund that will serve a wider geographical area and assist the County to become more competitive in attracting, growing, and retaining the best innovative green technology companies in the region.
- Add funds in the Wheaton Redevelopment Capital Improvement Project for a full-time position to administer the Small Business Assistance Program and allocate resources in the Economic Development Fund to provide financial assistance for eligible businesses adversely impacted by the redevelopment project.

Accomplishments

- ☑ Facilitated the retention and expansion of Abt Associates, Inc., a government contractor with international development focus, to create 55 new jobs in the next four years.
- ☑ Facilitated the retention and expansion of Wedding Wire, Inc., an online wedding market place provider, to create more than 200 new jobs in the next five years.
- ☑ Facilitated the attraction and expansion of Tracx US, Inc. to establish its U.S. Headquarters in Bethesda and create 200 new jobs in the next five years.
- ☑ Facilitated the attraction of Donohoe Corporation Inc. to relocate 230 jobs from Washington, D.C. to Montgomery County and create 30 new jobs in the next three years.
- ☑ Facilitated the retention and expansion of RainKing Software Inc. to create 66 new jobs in the next three years.

Program Contacts

Contact Sarah Gomez of the Department of Finance at 240.777.8885 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this fund.

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 Finance through its Fiscal Management Division. Finance identifies and develops prospects that meet the criteria for a grant or loan from the Economic Development Fund (EDF) and then develops an assistance package. Frequently, Finance 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,577,780**	**1.00**
Increase Cost: U.S. Department of Health and Human Services	1,300,000	0.00
Increase Cost: Abt Associates, Inc.	250,000	0.00
Increase Cost: HMS Host	100,000	0.00
Increase Cost: FY18 Compensation Adjustments	29,655	0.00
Decrease Cost: Decrease Operating Expenses to Offset Personnel Costs	(24,092)	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.	(372,605)	0.00
FY18 Approved	**2,860,738**	**1.00**

Notes: *In FY18, $200,000 is allocated as the seed funding for the Small Business Assistance Program to provide financial assistance for eligible businesses adversely impacted by the Wheaton Redevelopment project.*

MOVE Program

The MOVE Program, part of the Economic Development Fund, is designed to accelerate business attraction, thereby reducing

vacant office spaces in the County. It also provides an additional benefit for leasing vacant office space and renovation of aging commercial buildings in targeted areas of the County.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**500,000**	**0.00**
Enhance: One-time Leasing Incentive for Targeted County Areas	250,000	0.00
FY18 Approved	**750,000**	**0.00**

Biotech Credit Supplement

The Biotech Credit Supplement Program authorizes the County to provide a local supplement to the State of Maryland's Biotechnology Investment Tax Credit Program. Applicants that have received final tax credits under the State program and have invested in a company that has located its headquarters and base operations in Montgomery County are eligible for a 'piggyback' grant payment from the County of up to 50 percent of the State tax credit, with the final amount dependent and subject to the annual appropriations by the County Council.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**500,000**	**0.00**
FY18 Approved	**500,000**	**0.00**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
ECONOMIC DEVELOPMENT FUND					
EXPENDITURES					
Salaries and Wages	102,656	90,866	73,380	120,184	32.3 %
Employee Benefits	26,184	23,312	18,575	23,649	1.5 %
Economic Development Fund Personnel Costs	**128,840**	**114,178**	**91,955**	**143,833**	**26.0 %**
Operating Expenses	2,329,391	2,463,602	5,187,405	3,966,905	61.0 %
Economic Development Fund Expenditures	**2,458,231**	**2,577,780**	**5,279,360**	**4,110,738**	**59.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
Investment Income	34,081	33,253	33,253	38,917	17.0 %
Loan Payments	203,350	94,970	94,970	134,438	41.6 %
Miscellaneous Revenues	26,000	0	0	0	—
Economic Development Fund Revenues	**263,431**	**128,223**	**128,223**	**173,355**	**35.2 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs

FY18 APPROVED CHANGES

	Expenditures	FTEs
ECONOMIC DEVELOPMENT FUND		
FY17 ORIGINAL APPROPRIATION	**2,577,780**	**1.00**
Changes (with service impacts)		
Enhance: One-time Leasing Incentive for Targeted County Areas [MOVE Program]	250,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: U.S. Department of Health and Human Services [Economic Development Grant and Loan Program]	1,300,000	0.00
Increase Cost: Abt Associates, Inc. [Economic Development Grant and Loan Program]	250,000	0.00
Increase Cost: HMS Host [Economic Development Grant and Loan Program]	100,000	0.00
Increase Cost: FY18 Compensation Adjustments [Economic Development Grant and Loan Program]	29,655	0.00
Decrease Cost: Decrease Operating Expenses to Offset Personnel Costs [Economic Development Grant and Loan Program]	(24,092)	0.00
Decrease Cost: Fund Balance for the Cybersecurity Supplement Program [Cybersecurity Tax Credit Supplement]	(372,605)	0.00
FY18 APPROVED	**4,110,738**	**1.00**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Economic Development Grant and Loan Program	1,577,780	1.00	2,860,738	1.00
MOVE Program	500,000	0.00	750,000	0.00
Biotech Credit Supplement	500,000	0.00	500,000	0.00
Total	**2,577,780**	**1.00**	**4,110,738**	**1.00**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
ECONOMIC DEVELOPMENT FUND					
CIP	Capital Fund	0	0.00	120,000	1.00

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
ECONOMIC DEVELOPMENT FUND						
EXPENDITURES						
FY18 Approved	**4,111**	**4,111**	**4,111**	**4,111**	**4,111**	**4,111**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY18	**0**	**(250)**	**(250)**	**(250)**	**(250)**	**(250)**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
Items recommended for one-time funding in FY18, including the MOVE Program Incentive Area Leasing Bonus, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**3**	**3**	**3**	**3**	**3**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**4,111**	**3,864**	**3,864**	**3,864**	**3,864**	**3,864**

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Housing and Community Affairs

Approved FY18 Budget	Full Time Equivalents
$52,336,996	96.95

Mission Statement

The mission of the Department of Housing and Community Affairs (DHCA) 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 approved FY18 Operating Budget for the Department of Housing and Community Affairs is $52,336,996, an increase of $3,635,676 or 7.47 percent from the FY17 Approved Budget of $48,701,320. Personnel Costs comprise 19.89 percent of the budget for 101 full-time position(s) and three part-time position(s), and a total of 96.95 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 80.11 percent of the FY18 budget.

DHCA expects the total signed agreements for affordable housing projects through the PILOT program to abate $16.2 million in taxes in FY18.

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:

- **Affordable Housing in an Inclusive Community**
- **Healthy and Sustainable Neighborhoods**
- **A Responsive, Accountable County Government**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Initiatives

- Invest over $53 million in affordable housing including the Montgomery Housing Initiative (MHI) Fund and utilize $17 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, $902 million has been invested in support of affordable housing, leveraging $987 million in non-County funding.
- Add funds to implement Bill 19-15 to achieve goals of enhancing landlord-tenant outreach, tenant protections, and housing code enforcement through the addition of program staff, funding for information technology improvements, translation of the standard lease and other housing-related information, and greater education and outreach.
- Allocate funding to provide up to 50 permanent supportive housing units and services for the Inside (not Outside) Initiative to end chronic homelessness in Montgomery County.
- Continue the County's commitment to affordable senior housing by providing a letter of commitment for the Mt. Jezereel senior housing project. This proposed 75-unit, newly-constructed, mixed-income senior rental property will be located at 420 University Blvd in Silver Spring and will contain a 67 units affordable to seniors at or below 60 percent of the Area Median Income (AMI).
- Introduce the Montgomery Homeownership Program, a partnership between the Maryland Mortgage Program and Montgomery County, to support eligible homebuyers purchasing in Montgomery County with up to $40,000 in down payment assistance. This financial incentive aims to help working families and first-time home buyers achieve affordable homeownership in the County. Eligible homebuyers can take advantage of this assistance by purchasing their home through the Maryland Mortgage Program, which has helped thousands of families achieve homeownership and comes with the security that only the State's flagship homeownership program can provide.
- Continue to use resources from the MHI fund to support rental assistance programs in DHCA, Health and Human Services (HHS), and the Housing Opportunities Commission (HOC). Over 2,150 households were assisted in FY17 and over 2,150 are projected to be assisted in FY18.
- Introduce the Moderately Priced Dwelling Units (MPDU) Preservation Initiative, which preserves MPDU affordability at expiring properties. Over 700 units will expire over the next 10 years. The first MPDU Preservation Initiative project preserved the affordability of 50 of 63 MPDU units.
- Continue to receive funding from Federal grants (i.e., Community Development Block Grant - CDBG, the HOME Investment Partnership Grant, and the Emergency Solutions Grant), which provide funding for affordable housing, housing rehabilitation, commercial revitalization, focused neighborhood assistance, public services, and preventing homelessness.
- Enhance the COC Program to include funding for physical assessments, capital needs studies, financial advisory services, and legal/management consulting for condominium associations experiencing non-performance issues such as a high incidences of foreclosures and condo fee delinquencies.
- Expand neighborhood revitalization activities into the Ridgeline community, study other possible neighborhoods in Montgomery Village in need of revitalization activities, and continue revitalization projects in the McKendree Community, Kimberly Place, and Grand Bel II.
- Provide an enhanced weatherization program aimed at reducing the energy-related expenses of limited-income consumers. This program augments existing weatherization funding to provide deeper, more extensive improvements to limited-income residents. This may include more comprehensive remediation of the building envelope, electrical system and space conditioning systems.

Accomplishments

- ☑ Completed renovations at Progress Place (a collaboration among Department of General Services (DGS), HHS, and DHCA), which includes the relocation of several Montgomery County supportive housing service providers to a new, consolidated location in Silver Spring. The relocation furnishes providers with a new and improved space while integrating 21 units of supportive, transitional housing within the facility.
- ☑ Continued the County's commitment to inclusive transit-oriented development by completing Fenwick Lane Condos, a project that consists of the acquisition, rehabilitation, and conversion of a 79,462 square foot eight-story office building into 102 market-rate, for-sale condominiums located in downtown Silver Spring that will be available as affordable workforce housing.
- ☑ Worked with Montgomery Housing Partnership to acquire three separate multifamily properties including Forest Glen Apartments, Hillbrooke Towers and Hillwood Manor. A total of 222 units were acquired, of which a minimum of 50 percent of the units are affordable to households at or below 60 percent of the AMI.
- ☑ Received two National Association of Counties (NACo) awards for the development of two separate case management systems (MPDU and Code Enforcement).
- ☑ Continue commercial facade easement programs in the Colesville/New Hampshire and Burtonsville areas, including the completion of two properties in Burtonsville.
- ☑ Conducted over 25,000 housing code inspections, including inspections of approximately 6,000 multifamily rental units in the County and approximately 2,000 housing units in Takoma Park; set-up 8,400 property case files resulting in civil citations for 342 property owners (96 percent of violations were corrected without the issuance of a citation).
- ☑ Mediated nearly 700 landlord-tenant disputes, responded to over 6,600 landlord-tenant service requests, and held five landlord-tenant informational seminars including one regarding health care for seniors to share information regarding seniors aging in-place and programs available to them for reasonable or no cost.

Innovations and Productivity Improvements

- Performed a review of all Departmental data repositories, establishing a data quality improvement plan in order to more effectively support internal business processes, decision making and business intelligence, and application integration.
- Continue the Department's IT modernization initiative which replaces all legacy core business systems with modern browser-based applications providing an effective service-oriented application infrastructure. This multi-year initiative supports the efficient delivery of new applications, the maintenance of existing ones, and the effective integration between data repositories and case management systems.
- Continue to refine the Annual Rent Survey to increase adherence to the voluntary rent guideline and introduce rental market transparency by capturing countywide rent data on a per-unit basis allowing for rent analysis. This information is published on montgomerycountymd.gov/open.

Program Contacts

Contact Tim Goetzinger of the Department of Housing and Community Affairs at 240.777.3728 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

Multi-Family Housing Programs

This program creates and preserves affordable multi-family housing units. Loans are made to the HOC, 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; and

• 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Total affordable housing units preserved [1]	2,646	3,644	3,314	3,248	3,228
Total affordable housing units produced	983	1,271	1,243	722	647
Cost per unit of affordable housing units produced [2]	64,317	27,202	35,781	23,718	24,584
Cost per unit of affordable housing units preserved	3,346	3,558	8,670	8,484	10,328

[1] *Preservation increases projected in FY14-18 due to increases in MHI rental assistance funding.*

[2] *DHCA projects a few well-leveraged housing developments to come on-line in FY17 and FY18. These projects effectively reduce the projected cost per-unit in those fiscal years. The reverse is true for FY15 and projected FY16. The average cost per-unit in this category during those fiscal years is approximately $65,000.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**34,688,499**	**8.40**
Enhance: Rental Assistance Program (Estimated Increase in Recordation Tax Premium Revenue)	789,838	0.00
Increase Cost: Montgomery County Coalition for the Homeless (MCCH) Partnership for Permanent Housing	115,326	0.00
Enhance: Affordable Housing Loans	107,004	0.00
Enhance: Rebuilding Together	100,000	0.00
Shift: MCCH Partnership for Permanent Housing from Community Grants to Department of Housing and Community Affairs	55,000	0.00
Decrease Cost: Debt Service Other	(2,260)	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.	(177,794)	(1.50)
FY18 Approved	**35,675,613**	**6.90**

Notes: *In FY18, one-time funding of $200,000 is allocated to Neighborhoods to Call Home to increase funding for A Wider Circle. Additionally, resources are allocated to support up to 50 permanent supportive housing units and a Critical Time Specialist for the Inside (not Outside) Permanent Supportive Housing Initiative to address chronic homelessness.*

Affordable 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 and rehabilitate single-family housing units, and rehabilitate group homes (GH) for the special needs population. In addition, this program is responsible for the Work Force Housing Program.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of housing units improved/rehabilitated [1]	50	86	120	115	115

[1] *Projections for FY16 and FY17 are based on the County benefiting from non-departmentally administered, State-sponsored, weatherization assistance. DHCA directly administered a State-sponsored EmPOWER Maryland grant, which expired in FY15; however, DHCA decided not to renew the program as the grant's administrative allowance was not sufficient to cover administrative costs.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**838,961**	**9.50**
Eliminate: Term Weatherization Senior Program Specialist	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.	29,474	0.00
FY18 Approved	**868,435**	**8.50**

Housing Code Enforcement

This program enforces Chapter 26 of the County Code, "Housing Maintenance", by inspecting rental condominiums, multi-family apartments, and single-family housing to ensure safe and sanitary conditions; Chapter 48, "Solid Wastes"; and Chapter 58, "Weeds", the County's residential weeds and rubbish codes. Approximately 80 percent of the single-family inspections result from tenant and/or neighbor complaints; other inspections are the result of concentrated code enforcement efforts in specific areas. The multi-family inspections are based on a requirement for triennial inspections and in response to tenant and/or neighbor complaints. This program is supported by the collection of single-family and apartment/condominium licensing fees.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of cases that achieve voluntary compliance in code enforcement cases before a citation is written	93	96	95	95	95
Number of housing code enforcement repeat offenses: More than 2 cases in a 2 year period	69	70	70	70	70

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,606,489**	**24.50**
Add: Bill 19-15 Implementation: Code Enforcement	1,007,492	11.00
Increase Cost: Takoma Park / HOC Code Enforcement	13,992	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.	57,080	0.00
FY18 Approved	**3,685,053**	**35.50**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of contracts awarded and monitored	34	37	35	35	35

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,053,896**	**5.70**
Add: Community Development Block Grant: Asian Pacific American Legal Resource Center, Inc. - Legal Services for Asian Immigrants	45,000	0.00
Add: Community Development Block Grant: Babys Bounty MC, Inc. - Health, Safety, & Wellness Newborn Bundles	45,000	0.00
Add: Community Development Block Grant: Everymind, Inc. (Previously Mental Health Association) - Clinical Mental Health Services for Individuals with Medicaid	45,000	0.00
Add: Community Development Block Grant: Latino Economic Development Corporation of Washington, DC - Economic Advancement through Credit Building Financial Products	45,000	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - 21st Century GATOR Program	45,000	0.00
Add: Community Development Block Grant: Child Center and Adult Services, Inc. (dba Aspire Counseling) - Mental Health Services to Meet the Needs of Our County's Low Income	44,846	0.00
Add: Community Development Block Grant: CASA de Maryland, Inc. - Bilingual Volunteer Income Tax Assistance Program	44,093	0.00
Add: Community Development Block Grant: Bethesda Cares, Inc. - Outreach to Chronically Homeless (Critical Time Intervention)	40,000	0.00
Add: Community Development Block Grant: Boys & Girls Clubs of Greater Washington, Inc. - STEM Program for Montgomery County Youth	40,000	0.00
Add: Community Development Block Grant: The National Center for Children and Families, Inc. - Respite for Undocumented Male Youth (RUMY)	33,000	0.00
Add: Community Development Block Grant: Community Ministries of Rockville, Inc. - Mansfield Kaseman Health Clinic: Removing Barriers to Healthcare	32,000	0.00
Add: Community Development Block Grant: Home Care Partners - Light Care Program	30,000	0.00
Add: Community Development Block Grant: Young Men's Christian Association of Metropolitan Washington - YMCA Nob Hill Community Center	30,000	0.00
Add: Community Development Block Grant: Housing Opportunities Community Partners, Inc. - Kid's STEM Program	20,000	0.00
Decrease Cost: Adjustment for Individual Grants	(538,939)	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.	(55,764)	0.00
FY18 Approved	**4,998,132**	**5.70**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of landlord/tenant cases mediated successfully (not referred to the Commission)	97	97	97	97	97
Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord Tenant Commission: Single-family disputes (workdays)	52.5	38	38	38	38
Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord Tenant Commission: Multi-family disputes (workdays)	45.8	48	44	44	44

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,072,496**	**7.50**
Eliminate: One-Time Tenant Access Survey Contract	(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.	45,268	0.00
FY18 Approved	**1,047,764**	**7.50**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,701,955**	**7.60**
Shift: Community Development Block Grant CIP Fund Balance to the Operating Budget	850,000	0.00
Add: Bill 19-15 Implementation: Neighborhood Revitalization	94,200	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.	(16,506)	0.00
FY18 Approved	**2,629,649**	**8.60**

Licensing and Registration

This program issues licenses to all rental housing (apartments, condominiums, single-family) and registers all housing units within common ownership communities.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of rental licenses issued	99,003	100379	103000	104900	107000

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**365,475**	**2.40**
Add: Bill 19-15 Implementation: Licensing	87,067	1.00

FY18 Approved Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(38,738)	0.00
FY18 Approved	**413,804**	**3.40**

Notes: *Expenses in the Licensing and Registration program related to Common Ownership Communities (COC) activities have been shifted to the COC program.*

Housing Administration

This program provides management and oversight to support activities within the housing division including single and multi-family housing programs, and landlord tenant mediation. This program was formerly included as part of Housing Development and Loan Programs.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**415,442**	**3.75**
Add: Bill 17-17 Implementation: Tenant Advocacy and Outreach	210,000	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.	11,776	0.00
FY18 Approved	**637,218**	**3.75**

Administration

This program provides overall direction, administration, and managerial support to the Department. Activities include budgeting, financial management, asset management, personnel management and administration, program oversight, training, automated systems management, and policy/program development and implementation.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,406,464**	**11.00**
Add: Bill 19-15 Implementation: Administration	84,688	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.	261,493	1.50
FY18 Approved	**1,752,645**	**13.50**

Common Ownership Community Program

This program ensures fair and equitable relations between the governing bodies of homeowner associations, condominium associations, and cooperatives, and the individuals living within these common ownership communities, and encourages the maintenance and improvement of housing. Activities include mediating and arbitrating disputes; providing information and technical assistance to all parties; and taking legal action as necessary, including referring unresolved complaints to the Montgomery County Commission on Common Ownership Communities.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of Commission on Common Ownership Communities (CCOC) cases resolved	68%	79%	80%	85%	85%

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
prior to a hearing [1]					

[1] *CCOC moved from the Office of Consumer Protection to the Department of Housing and Community Affairs in FY17.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**551,643**	**3.60**
Enhance: Financial, Legal, and Management Consulting Services	70,000	0.00
Enhance: Information Technology Support	25,000	0.00
Increase Cost: Operating Expenses	5,000	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.	(22,960)	0.00
FY18 Approved	**628,683**	**3.60**

Notes: *Expenses in the Licensing and Registration program related to Common Ownership Communities (COC) activities have been shifted to the COC program.*

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,235,095	3,608,603	3,562,553	4,642,062	28.6 %
Employee Benefits	1,247,324	1,373,200	1,349,549	1,689,958	23.1 %
County General Fund Personnel Costs	**4,482,419**	**4,981,803**	**4,912,102**	**6,332,020**	**27.1 %**
Operating Expenses	851,546	971,874	994,665	1,206,598	24.2 %
Capital Outlay	46,853	24,900	0	0	-100.0 %
County General Fund Expenditures	**5,380,818**	**5,978,577**	**5,906,767**	**7,538,618**	**26.1 %**
PERSONNEL					
Full-Time	85	88	88	101	14.8 %
Part-Time	3	3	3	3	—
FTEs	41.60	45.25	45.25	59.25	30.9 %
REVENUES					
Board of Appeals Fees	8,983	8,750	8,750	8,750	—
Common Ownership Community Fees	0	675,000	675,000	685,125	1.5 %
Landlord-Tennant Fees	5,551,923	5,635,073	5,635,073	6,404,595	13.7 %
Miscellaneous Revenues	6,984	20,000	20,000	20,000	—
Other Charges/Fees	10,366	24,379	24,379	103,802	325.8 %
Other Fines/Forfeitures	25,595	40,000	40,000	40,000	—
County General Fund Revenues	**5,603,851**	**6,403,202**	**6,403,202**	**7,262,272**	**13.4 %**
MONTGOMERY HOUSING INITIATIVE					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Salaries and Wages	1,374,034	1,375,110	1,412,218	1,415,646	3.0 %
Employee Benefits	484,546	469,722	463,406	481,124	2.4 %
Montgomery Housing Initiative Personnel Costs	**1,858,580**	**1,844,832**	**1,875,624**	**1,896,770**	**2.8 %**
Operating Expenses	22,604,781	33,438,295	37,013,304	34,659,280	3.7 %
Debt Service Other	63,480	61,280	61,280	0	-100.0 %
Montgomery Housing Initiative Expenditures	**24,526,841**	**35,344,407**	**38,950,208**	**36,556,050**	**3.4 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	14.70	14.70	14.70	14.70	—
REVENUES					
Asset Management Fee	0	50,000	50,000	70,200	40.4 %
Commitment Fee	0	200,000	200,000	200,000	—
Investment Income	2,086,730	2,125,040	2,125,040	1,851,460	-12.9 %
Loan Payments	560,717	1,975,000	1,975,000	2,175,000	10.1 %
MHI Transfer Tax	73,280	225,000	225,000	225,000	—
Miscellaneous Revenues	888	75,006	75,006	75,006	—
MPDU Revenues	2,946,427	1,250,000	1,250,000	1,250,000	—
Other Charges and Fees	90	0	0	0	—
Other Financing Sources	63,480	61,280	61,280	59,020	-3.7 %
Recordation Tax	9,579,217	14,071,500	15,324,947	14,861,338	5.6 %
Montgomery Housing Initiative Revenues	**15,310,829**	**20,032,826**	**21,286,273**	**20,767,024**	**3.7 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	1,461,650	1,564,832	1,564,832	1,632,189	4.3 %
Employee Benefits	503,090	530,176	530,176	550,268	3.8 %
Grant Fund - MCG Personnel Costs	**1,964,740**	**2,095,008**	**2,095,008**	**2,182,457**	**4.2 %**
Operating Expenses	4,983,230	5,283,328	5,283,328	6,059,871	14.7 %
Grant Fund - MCG Expenditures	**6,947,970**	**7,378,336**	**7,378,336**	**8,242,328**	**11.7 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	24.00	24.00	24.00	23.00	-4.2 %
REVENUES					
Federal Grants	5,977,409	5,783,128	5,783,128	6,633,128	14.7 %
Investment Income	127,079	0	0	0	—
Loan Payments	645,152	1,000,000	1,000,000	1,000,000	—
Other Charges/Fees	540	295,208	295,208	0	-100.0 %

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Other Intergovernmental	433,237	0	0	309,200	—
State Grants	5,400	300,000	300,000	300,000	—
Grant Fund - MCG Revenues	**7,188,817**	**7,378,336**	**7,378,336**	**8,242,328**	**11.7 %**

DEPARTMENT TOTALS

Total Expenditures	**36,855,629**	**48,701,320**	**52,235,311**	**52,336,996**	**7.5 %**
Total Full-Time Positions	**85**	**88**	**88**	**101**	**14.8 %**
Total Part-Time Positions	**3**	**3**	**3**	**3**	**—**
Total FTEs	**80.30**	**83.95**	**83.95**	**96.95**	**15.5 %**
Total Revenues	**28,103,497**	**33,814,364**	**35,067,811**	**36,271,624**	**7.3 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**5,978,577**	**45.25**
Changes (with service impacts)		
Add: Bill 19-15 Implementation: Code Enforcement [Housing Code Enforcement]	1,007,492	11.00
Add: Bill 17-17 Implementation: Tenant Advocacy and Outreach [Housing Administration]	210,000	0.00
Add: Bill 19-15 Implementation: Neighborhood Revitalization [Neighborhood Revitalization]	94,200	1.00
Add: Bill 19-15 Implementation: Licensing [Licensing and Registration]	87,067	1.00
Add: Bill 19-15 Implementation: Administration [Administration]	84,688	1.00
Enhance: Financial, Legal, and Management Consulting Services [Common Ownership Community Program]	70,000	0.00
Enhance: Information Technology Support [Common Ownership Community Program]	25,000	0.00
Reduce: Miscellaneous Operating Expenses	(10,000)	0.00
Reduce: Temporary Services	(35,158)	0.00
Eliminate: One-Time Tenant Access Survey Contract [Landlord-Tenant Mediation]	(70,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustments	167,540	0.00
Increase Cost: Retirement Adjustment	28,914	0.00
Increase Cost: Operating Expenses [Common Ownership Community Program]	5,000	0.00
Decrease Cost: Motor Pool Adjustment	(1,258)	0.00
Decrease Cost: Printing and Mail	(4,251)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY17	(99,193)	0.00
FY18 APPROVED	**7,538,618**	**59.25**
MONTGOMERY HOUSING INITIATIVE		
FY17 ORIGINAL APPROPRIATION	**35,344,407**	**14.70**

FY18 APPROVED CHANGES

	Expenditures	FTEs
Changes (with service impacts)		
Enhance: Rental Assistance Program (Estimated Increase in Recordation Tax Premium Revenue) [Multi-Family Housing Programs]	789,838	0.00
Enhance: Affordable Housing Loans [Multi-Family Housing Programs]	107,004	0.00
Enhance: Rebuilding Together [Multi-Family Housing Programs]	100,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Montgomery County Coalition for the Homeless (MCCH) Partnership for Permanent Housing [Multi-Family Housing Programs]	115,326	0.00
Shift: MCCH Partnership for Permanent Housing from Community Grants to Department of Housing and Community Affairs [Multi-Family Housing Programs]	55,000	0.00
Increase Cost: FY18 Compensation Adjustment	36,107	0.00
Increase Cost: Annualization of FY17 Compensation Increases	6,151	0.00
Increase Cost: Annualization of FY17 Personnel Costs	5,203	0.00
Increase Cost: Retirement Adjustment	4,477	0.00
Decrease Cost: Debt Service Other [Multi-Family Housing Programs]	(2,260)	0.00
Decrease Cost: Operating Expenses to Offset Personel Costs	(5,203)	0.00
FY18 APPROVED	**36,556,050**	**14.70**

GRANT FUND - MCG

FY17 ORIGINAL APPROPRIATION	**7,378,336**	**24.00**
Federal/State Programs		
Add: Community Development Block Grant: Everymind, Inc. (Previously Mental Health Association) - Clinical Mental Health Services for Individuals with Medicaid	45,000	0.00
Add: Community Development Block Grant: Asian Pacific American Legal Resource Center, Inc. - Legal Services for Asian Immigrants	45,000	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - 21st Century GATOR Program	45,000	0.00
Add: Community Development Block Grant: Latino Economic Development Corporation of Washington, DC - Economic Advancement through Credit Building Financial Products	45,000	0.00
Add: Community Development Block Grant: Babys Bounty MC, Inc. - Health, Safety, & Wellness Newborn Bundles	45,000	0.00
Add: Community Development Block Grant: Child Center and Adult Services, Inc. (dba Aspire Counseling) - Mental Health Services to Meet the Needs of Our County's Low Income	44,846	0.00
Add: Community Development Block Grant: CASA de Maryland, Inc. - Bilingual Volunteer Income Tax Assistance Program	44,093	0.00
Add: Community Development Block Grant: Boys & Girls Clubs of Greater Washington, Inc. - STEM Program for Montgomery County Youth	40,000	0.00
Add: Community Development Block Grant: Bethesda Cares, Inc. - Outreach to Chronically Homeless (Critical Time Intervention)	40,000	0.00
Add: Community Development Block Grant: The National Center for Children and Families, Inc. - Respite for Undocumented Male Youth (RUMY)	33,000	0.00
Add: Community Development Block Grant: Community Ministries of Rockville, Inc. - Mansfield Kaseman Health Clinic: Removing Barriers to Healthcare	32,000	0.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
Add: Community Development Block Grant: Young Men's Christian Association of Metropolitan Washington - YMCA Nob Hill Community Center	30,000	0.00
Add: Community Development Block Grant: Home Care Partners - Light Care Program	30,000	0.00
Add: Community Development Block Grant: Housing Opportunities Community Partners, Inc. - Kid's STEM Program	20,000	0.00
Eliminate: Term Weatherization Senior Program Specialist	0	(1.00)
Other Adjustments (with no service impacts)		
Shift: Community Development Block Grant CIP Fund Balance to the Operating Budget [Neighborhood Revitalization]	850,000	0.00
Increase Cost: Takoma Park / HOC Code Enforcement [Housing Code Enforcement]	13,992	0.00
Decrease Cost: Adjustment for Individual Grants [Grants Administration - Federal Programs]	(538,939)	0.00
FY18 APPROVED	**8,242,328**	**23.00**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Multi-Family Housing Programs	34,688,499	8.40	35,675,613	6.90
Affordable Housing Programs	838,961	9.50	868,435	8.50
Housing Code Enforcement	2,606,489	24.50	3,685,053	35.50
Grants Administration - Federal Programs	5,053,896	5.70	4,998,132	5.70
Landlord-Tenant Mediation	1,072,496	7.50	1,047,764	7.50
Neighborhood Revitalization	1,701,955	7.60	2,629,649	8.60
Licensing and Registration	365,475	2.40	413,804	3.40
Housing Administration	415,442	3.75	637,218	3.75
Administration	1,406,464	11.00	1,752,645	13.50
Common Ownership Community Program	551,643	3.60	628,683	3.60
Total	**48,701,320**	**83.95**	**52,336,996**	**96.95**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
COUNTY GENERAL FUND					
Permitting Services	Permitting Services	120,308	1.00	121,796	1.00
Solid Waste Services	Solid Waste Disposal	755,303	5.50	798,196	5.50
CIP	Capital Fund	189,409	1.70	196,479	1.70
	Total	**1,065,020**	**8.20**	**1,116,471**	**8.20**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**7,539**	**7,539**	**7,539**	**7,539**	**7,539**	**7,539**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY18	**0**	**(9)**	**(9)**	**(9)**	**(9)**	**(9)**
Items recommended for one-time funding in FY18, including tablets and mobile phones costs, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**25**	**25**	**25**	**25**	**25**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**7,539**	**7,555**	**7,555**	**7,555**	**7,555**	**7,555**
MONTGOMERY HOUSING INITIATIVE						
EXPENDITURES						
FY18 Approved	**36,556**	**36,556**	**36,556**	**36,556**	**36,556**	**36,556**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY18	**0**	**(200)**	**(200)**	**(200)**	**(200)**	**(200)**
Items recommended for one-time funding in FY18, including A Wider Circle Contract, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**12**	**12**	**12**	**12**	**12**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**36,556**	**36,368**	**36,368**	**36,368**	**36,368**	**36,368**

Permitting Services

Approved FY18 Budget	Full Time Equivalents
$38,874,829	243.75

Mission Statement

The Department of Permitting Services' (DPS) primary mission is to promote the health, safety and welfare and economic well-being of residents, businesses and communities of Montgomery County with timely, professional, transparent and consistent review and processing of plans and permits and through inspections of structures, rights-of-way and development. DPS protects the public through application and enforcement of national, state and local codes for fire and life safety, electrical, mechanical, energy, accessibility, building and other public safety and zoning codes. DPS protects the environment through application and enforcement of national, state and local environmental protection codes protecting our natural resources. DPS protects residential and business communities and users of public rights-of-way through inspections of work within public rights-of-way and inspections to assure adherence to approved site plans and special exceptions. DPS strives to promote economic well-being and customer service through ongoing process improvements, timely response and service while ensuring that structures are safe for occupants and visitors, sustainable for future generations and that development is consistent with requirements to protect the environment.

Budget Overview

The total approved FY18 Operating Budget for the Department of Permitting Services is $38,874,829, an increase of $1,130,237 or 2.99 percent from the FY17 Approved Budget of $37,744,592. Personnel Costs comprise 75.07 percent of the budget for 236 full-time position(s) and two part-time position(s), and a total of 243.75 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 24.93 percent of the FY18 budget.

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**
- **A Responsive, Accountable County Government**
- **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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based

on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

The department combines department and applicant time components when measuring "total time to issue a permit." These times may be impacted by satisfaction of related preconditions such as sediment control submissions and approvals and outside agency approvals.

Initiatives

- Improve customer service by: (1) expanding eServices, (2) updating homeowner's electrical exams, (3) updating the land development permit applications, (4) automating electrical license renewals and insurance committals, and (5) identifying Fire Prevention and Code Compliance permits, approvals, and inspections that can be combined.
- Improve customer access to information by: (1) redeveloping the DPS website, (2) developing a fee estimator for customers, (3) establishing a Places of Worship open house, and (4) developing a cross-agency Frequently Asked Questions (FAQ).
- Implement the (1) International Green Construction Code (IGCC), (2) the County's Subdivision Staging Plan, (3) impact tax rates and policy areas, (4) permits for private road closures, and (5) permits for ownership units.
- Continue migration to eServices for mechanical, signs, use and occupancy, and mandate the use of ePermits and ePlans for commercial permits, fences, fire protection systems, and residential rooftop solar.
- Reduce sediment control plan review processing times to 20 days.

Accomplishments

- ☑ Implemented eServices for sediment control, stormwater concept plans, special protection area, additional right-of-way services, and demolition; and mandated the use of eServices for utilities, fire alarms, and electrical. The department processed more than 7,111 plans electronically in FY16, resulting in increased time savings and reduced environmental impacts;
- ☑ Performed a comprehensive study and restructuring of all fees in FY16. The revised residential fees eliminated a regressive rate system, reduced permit fees for smaller houses, and provided a reduced rate for Moderately Priced Dwelling Units (MPDU) in multifamily structures;
- ☑ Processed unprecedented FY16 work volumes including: 60,543 permits and licenses, 5,182 information requests, 4,858 service requests,128,439 customer counter visits, 16,418 MC311service requests, and special projects including Clarksburg Outlets, United Therapeutics and Suburban Hospital;
- ☑ Launched a Design For Life website, brochure, and bus advertisement;
- ☑ Developed life safety solutions for the County's subdivision regulations rewrite;
- ☑ Received Maryland Department of the Environment (MDE) renewal of delegation for stormwater.

Innovations and Productivity Improvements

- Launched an expedited processing program for solar permits;
- Developed a shared address database with Maryland-National Capital Park and Planning Commission (M-NCPPC);
- Successfully implemented the County Executive's 30 Day Plan Review initiative.

Collaboration and Partnerships

Artisan Manufacturing Zone

Department of Permitting Services collaborated with the County Council to implement the new artisan manufacturing zone to craft distilleries, increasing opportunities for small businesses and improving the night-time economy of the County.

Coordinated Sign Sweeps

Department of Permitting Services has coordinated "sign sweeps" with Department of Transportation and Department of Housing and Community Affairs to collect illegal signs in right-of-ways.

Recipes for Success Program

Department of Permitting Services provides free pre-design consultations and welcome packets for restaurant owners starting a business in Montgomery County. Pre-design consultations streamline the County's licensing and permitting processes by bringing all the involved agencies (Department of Liquor Control, Health and Human Services, Economic Development, Washington Suburban Sanitary Commission, and others) together.

Stormwarter Managment and Water Quality Efficiencies

DPS supports stormwater management efforts by securing rights of entry to inspect stormwater facilities and developing Memorandum of Understandings (MOU) with the Department of Environmental Protection to streamline permits for water quality projects.

2016 Subdivision Staging Policy

Department of Permitting Services is collaborating with the Department of Transportation, Maryland-National Capital Park and Planning Commission (M-NCPPC), and County Council staff to implement the Subdivision Staging Policy through the development of electronic processes for assessing and collecting impact taxes and trip mitigation payments.

Program Contacts

Contact Barbara Suter of the Department of Permitting Services at 240.777.6244 or Jennifer Nordin of the Office of Management and Budget at 240.777.2779 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, roadside tree protection, tree canopy enhancement, record plat approval, fire department access, and compliance and work in the public right-of-way.

Program Performance Measures	Actual	Actual	Estimated	Target	Target

	FY15	FY16	FY17	FY18	FY19
Right-of-way Permits -- DPS average review time (In days)	5.7	5.1	5	5	5
Sediment Control Permits - DPS average review time (In days)	37.35	29.9	30	30	30
Septic Permits -- DPS average review time (In days)	15.26	18.2	12	12	12
Well Permits -- DPS average review time (In days)	11.6	16.8	12	10	10
Record Plats -- DPS average review time (In days)	9.71	2.98	9	9	9
Sediment Control Enforcement -- Percentage of Inspections in compliance with code/law	95.2	95.7	95	95	95
Successful Maryland Department of the Environment (MDE) Delegation of Review of Sediment Control and Storm-Water Management	N/A	Yes	N/A	Yes	N/A

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**7,864,314**	**63.25**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	454,698	1.00
FY18 Approved	**8,319,012**	**64.25**

Residential Building Construction & Intake

The Residential Building and Intake program is responsible for ensuring public safety through the effective enforcement of residential building construction codes and standards. This is accomplished through engineering plan review and construction inspection related to the administration and enforcement of building, structural, electrical, mechanical, fire-safety, and energy conservation codes and standards. This program processes all building permit applications, issues permits, maintains related records, and seeks correction of building code violations through a complaints program.This program is also responsible for conducting damage assessments during natural and other disasters and incidents and provides assistance in disaster recovery efforts.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Residential (home) Permits -- Additions -- Average total time (In days)	19	21.9	17	17	17
Residential (home) Permits -- Additions -- DPS average review time (In days)	7	7.1	6	6	6
Residential (home) Permits -- New Construction -- Average total time (In days)	73.23	68.3	60	60	60
Residential (home) Permits -- New Construction -- DPS average review time (In days)	18.7	22.8	16	16	16
Residential (home) Fast Track -- Percentage of permits serviced within 2.5 hours	95	90.7	95	95	95
Mechanical Permits -- Percentage of walk-in service permit within 2 hours	98.14	98.2	98	98	98
Electrical Permits -- Percentage of walk-in service permit within 2 hours	97.7	98.8	98	98	98

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,885,974**	**42.80**
Technical Adj: Public Information Office (MC311) Chargeback	0	0.10
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	108,765	0.00
FY18 Approved	**4,994,739**	**42.90**

Commercial Building Construction

The Commercial Construction program is responsible for ensuring public safety through the effective enforcement of commercial building construction codes and standards. This is accomplished through engineering plan review and construction inspection related to the administration and enforcement of building, structural, electrical, mechanical, fire-safety, and energy conservation codes and standards. This program processes building, mechanical and electrical permit applications, issues permits, and maintains related records. The program also seeks correction of unpermitted building, electrical, and mechanical code violations through a complaints program. This program is also responsible for conducting damage assessments during natural and other disasters and incidents and provides assistance in disaster recovery efforts.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Commercial Permits -- Additions -- Average total time (In days)	100.1	122	90	90	90
Commercial Permits -- Additions -- DPS average review time (In days)	37	32.7	35	35	35
Commercial Permits -- New Construction -- Average total time (In days)	151.10	85.5	90	90	90
Commercial Permits -- New Construction -- DPS average review time (In days)	49.9	34.5	45	45	45
Commercial Fast Track -- Percentage of permits serviced within 2.5 hours	74.58	74.18	80	80	80
Building Construction Inspections -- Percentage occurring on scheduled day	96.9	97.2	98	98	98

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,833,481**	**40.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	267,009	1.00
FY18 Approved	**5,100,490**	**41.50**

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, revenue collection (fees and development taxes and charges), reporting and management, automation, human resources, fleet management, training, safety, quality assurance, legislative coordination, space management, historic files maintenance, and management services. This program provides outreach, customer service satisfaction and case management, which coordinates DPS disciplines engaged in plan reviews on complex projects or projects needing a higher level of assistance such as "green tape" projects (i.e., affordable housing and areas such as the Silver Spring, Wheaton, and Long Branch enterprise zones, strategic economic development projects, strategic redevelopment areas such as White Flint, and faith based institutions). This program receives complaints, processes information requests, maintains the DPS web site, publishes the DPS newsletter, and coordinates outreach events and seminars for residents, civic organizations, and professionals.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Complaint resolution -- Average number of days from complaint filing to final resolution	14.83	11.62	12	12	12
Complaint response -- Average number of days from the complaint being filed to first inspection contact with customer	3.38	2.23	3	3	3
MPIA responses - Percentage of information requests responded to within 30 days after receipt by DPS	97	98.3	100	100	100

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**11,906,940**	**27.10**
Increase Cost: Office Rent	176,389	0.00

FY18 Approved Changes	Expenditures	FTEs
Increase Cost: Risk Management Adjustment	128,236	0.00
Decrease Cost: IT Replacement Plan	(157,461)	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.	108,774	2.00
FY18 Approved	**12,162,878**	**29.10**

Zoning and Site Plan Enforcement

The Zoning and Site Plan Enforcement program protects the quality of life in Montgomery County and the public heath, safety, welfare, and comfort 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,059,679**	**32.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	175,588	0.00
FY18 Approved	**4,235,267**	**32.00**

Fire Prevention and Code Compliance

The Fire Prevention and Fire Code Compliance program is responsible for ensuring public safety through enforcement of the National Fire Codes and Standards, the Montgomery County Fire Code, and Maryland State Fire Prevention Codes. This is accomplished through plans review, permit issuance and inspections of fire protection systems, and fire alarm systems for new construction. The program is also responsible for preventive inspections for existing occupied facilities within Montgomery County. This program issues Fire Code Compliance permits and operational permits for all businesses, schools, multi-family buildings, healthcare facilities, places of worship, and all other commercial buildings or occupancies. This program also responds to and investigates code violations through a complaints program.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Fire Protection (Sprinkler Permits) -- Average total time (In days)	15	14.7	15	15	15
Fire Protection (Sprinkler Permits) -- DPS average review time (in days)	11.6	5.3	12	12	12

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,194,204**	**38.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(131,761)	(4.00)
FY18 Approved	**4,062,443**	**34.00**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
PERMITTING SERVICES					
EXPENDITURES					
Salaries and Wages	18,182,882	20,866,345	21,011,152	21,694,489	4.0 %
Employee Benefits	6,758,565	7,408,950	7,433,535	7,488,656	1.1 %
Permitting Services Personnel Costs	**24,941,447**	**28,275,295**	**28,444,687**	**29,183,145**	**3.2 %**
Operating Expenses	8,004,169	9,469,297	8,579,146	9,691,684	2.4 %
Capital Outlay	80,145	0	0	0	—
Permitting Services Expenditures	**33,025,761**	**37,744,592**	**37,023,833**	**38,874,829**	**3.0 %**
PERSONNEL					
Full-Time	207	236	236	236	—
Part-Time	1	2	2	2	—
FTEs	212.50	243.65	243.65	243.75	—
REVENUES					
Automation Enhancement Fee	2,086,129	0	284,907	120,000	—
Building Permits	22,771,835	25,665,265	20,293,916	21,889,612	-14.7 %
Electrical Permits and Licenses	4,446,376	3,997,312	6,199,212	6,199,212	55.1 %
Fire Code Enforcement Permits	2,010,942	2,847,610	3,458,467	2,501,787	-12.1 %
Grading/Storm Drains/Paving/Driveway Permits	5,529,353	5,811,013	3,472,106	3,663,418	-37.0 %
Investment Income	148,253	211,960	56,419	153,700	-27.5 %
Mechanical Construction Permit	1,545,158	1,185,045	1,594,515	1,654,421	39.6 %
Miscellaneous Revenues	7,997	0	0	0	—
Occupancy Permits	671,574	885,252	544,515	457,678	-48.3 %
Other Charges/Fees	110,933	104,484	4,912	687,311	557.8 %
Other Fines/Forfeitures	119,547	147,464	133,506	140,485	-4.7 %
Other Licenses/Permits	309,272	880,061	594,672	737,366	-16.2 %
Sediment Control Permits	3,271,965	3,306,018	3,085,222	3,181,283	-3.8 %
Sign Permits	153,765	140,650	210,458	184,808	31.4 %
Special Exception Fee	207,063	322,149	175,530	212,405	-34.1 %
Stormwater Mgmt and Water Quality Plan Fee	305,333	281,443	257,878	266,777	-5.2 %
Utility Permits	0	1,034,616	0	0	-100.0 %
Well and Septic	335,447	299,412	279,140	57,641	-80.7 %
Permitting Services Revenues	**44,030,942**	**47,119,754**	**40,645,375**	**42,107,904**	**-10.6 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
PERMITTING SERVICES		
FY17 ORIGINAL APPROPRIATION	**37,744,592**	**243.65**

FY18 APPROVED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	623,297	0.00
Increase Cost: Office Rent [Administration]	176,389	0.00
Increase Cost: Retiree Health Insurance Pre-Funding	157,910	0.00
Increase Cost: Annualization of FY17 Compensation Increases	143,795	0.00
Increase Cost: Risk Management Adjustment [Administration]	128,236	0.00
Increase Cost: Motor Pool Adjustment	98,712	0.00
Increase Cost: Retirement Adjustment	94,625	0.00
Increase Cost: Annualization of FY17 Lapsed Positions	79,098	0.00
Technical Adj: Public Information Office (MC311) Chargeback [Residential Building Construction & Intake]	0	0.10
Decrease Cost: Printing and Mail	(11,399)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(32,965)	0.00
Decrease Cost: IT Replacement Plan [Administration]	(157,461)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY17	(170,000)	0.00
FY18 APPROVED	**38,874,829**	**243.75**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Land Development	7,864,314	63.25	8,319,012	64.25
Residential Building Construction & Intake	4,885,974	42.80	4,994,739	42.90
Commercial Building Construction	4,833,481	40.50	5,100,490	41.50
Administration	11,906,940	27.10	12,162,878	29.10
Zoning and Site Plan Enforcement	4,059,679	32.00	4,235,267	32.00
Fire Prevention and Code Compliance	4,194,204	38.00	4,062,443	34.00
Total	**37,744,592**	**243.65**	**38,874,829**	**243.75**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
PERMITTING SERVICES						
EXPENDITURES						
FY18 Approved	**38,875**	**38,875**	**38,875**	**38,875**	**38,875**	**38,875**
No inflation or compensation change is included in outyear projections.						
IT Maintenance Costs	**0**	**127**	**52**	**10**	**2**	**55**
Represents additional maintenance costs for the system upgrades and post-warranty maintenance for servers, scanners, and printers.						
IT Replacement Plan	**0**	**319**	**169**	**(282)**	**(282)**	**319**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
Key components of Permitting Service's technology replacement plan include: FY19 Printers $60,000, Servers $600,000; FY20 Permit DB Servers - Hardware & Software $450,000; FY23 Printers $60,000, Servers $600,000						
Office Rent	**0**	**141**	**0**	**0**	**0**	**0**
Represents projected rent increase.						
Retiree Health Insurance Pre-funding	**0**	**5**	**18**	**22**	**27**	**27**
Labor Contracts	**0**	**211**	**211**	**211**	**211**	**211**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Operating Budget Impacts	**0**	**0**	**199**	**(1,363)**	**(1,439)**	**(1,533)**
Operating budget impacts from the new Wheaton headquarters include lease savings, debt service, maintenance, energy, and parking.						
Subtotal Expenditures	**38,875**	**39,678**	**39,524**	**37,473**	**37,394**	**37,954**

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Environmental Protection

Approved FY18 Budget	Full Time Equivalents
$30,271,992	107.97

Mission Statement

The mission of the Department of Environmental Protection (DEP) is to enhance the quality of life in our community by protecting and improving Montgomery County's air, water and land in a sustainable way while fostering smart growth, a thriving economy and healthy communities.

Budget Overview

The total approved FY18 Operating Budget for the Department of Environmental Protection is $30,271,992, an increase of $2,259,842 or 8.07 percent from the FY17 Approved Budget of $28,012,150. Personnel Costs comprise 36.92 percent of the budget for 99 full-time position(s) and no part-time position(s), and a total of 107.97 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 63.08 percent of the FY18 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 $6,146,000 for Water Quality Protection bonds is required in FY18.

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:

- **Healthy and Sustainable Neighborhoods**
- **A Responsive, Accountable County Government**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Accomplishments

- ☑ Prepared and submitted the draft 2017 Montgomery County Comprehensive Water Supply and Sewerage Systems Plan to the Maryland Department of the Environment.

- ☑ Updated the Water Quality Protection Charge (WQPC) legislation to more directly align with stormwater management permitting requirements, address issues raised by property owners regarding the volume of stormwater runoff treated, and allow up to a 100 percent credit of the WQPC.
- ☑ Provided extensive outreach and education to support building owners in complying with the County's Commercial Energy Benchmarking Law. Supported, in partnership with the Department of Finance, the construction of the first Commercial Pace (C-PACE) project in the County. The Shady Grove Professional Building and Comfort Inn Shady Grove project includes energy efficiency, weatherization, and lighting upgrades.
- ☑ Launched Phase II of the Bag Disposal Fee Outreach Campaign distributing 50,000 reusable bags to the public.
- ☑ Hosted the 2nd annual Montgomery County GreenFest with more than 1,250 attendees, more than 100 vendors and exhibitors, environmental films, and a keynote speech by the EPA Administrator.

Innovations and Productivity Improvements

- The budget includes enhancements to the department's billing and invoicing functions in the growing program area of stormwater managment capital projects by providing an additional Office Services Coordinator (OSC).
- The budget includes two new positions to address requirements in State law in the area of inspection and maintenance of Environmental Site Design (ESD) installations on public and private property as part of the County's stormwater management program.
- Established the Residential Energy program to assist residents, including low-income residents, reduce their energy costs and greenhouse gas emissions through implementation of energy efficiency and renewable energy measures.
- Automated the application processes for the Water Quality Protection Charge credits, RainScapes Rebates, and Tree Montgomery programs.
- Improved approval process for the Water Quality Protection Charge credit program for residential properties with permitted Environmental Site Design (ESD). This positions the department to more efficiently take treatment credit under the Municipal Separate Storm Sewer System (MS4) permit and allows for a seamless application process for the homeowner.

Program Contacts

Contact Patty Bubar of the Department of Environmental Protection at 240.777.7786 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 for more information regarding this department's operating budget.

Program Descriptions

Watershed Management Operations

The Watershed Management Operations Division manages, inspects, and ensures the operational effectiveness of over 11,000 stormwater management facilities, and is also responsible for the structural maintenance of over 3,700 of these facilities.

The Watershed Management Operations Division supports watershed-based monitoring, planning, policy development, and reporting to achieve County stream protection goals (Montgomery County Code Chapter 19, Article IV) and comply with the federal Clean Water Act NPDES Municipal Separate Storm Sewer System (MS-4) permit. Program staff conducts 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 designated "Special Protection Areas."

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of the nitrogen pollution reduction goal met	15.22	17.74	20.90	23.95	27.80
Percent of the phosphorous pollution reduction goal met	38.59	47.13	54.79	65.12	75.44
Percent of the impervious acreage control goal met	45.7	50.9	57.77	68.74	79.71
County watershed stream quality Index of Biological Integrity (IBI) score	59.9	61.0	61.8	62.6	63.3
Stormwater facility maintenance compliance rate	92	88	89	89	89

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**25,113,963**	**87.76**
Enhance: Maryland-National Capital Park and Planning Commission (M-NCPPC) Stormwater Management program	277,628	0.00
Shift: Staff realignment from Solid Waste Services to Water Quality Protection Fund for environmental planning work (i.e. Countywide Water and Sewer Plan, Ten Year Environmental Plan)	113,502	0.71
Increase Cost: Charges from the Department of Transportation	33,198	0.00
Increase Cost: Operating Expenses for new Office Services Coordinator - watershed management division billing and administrative support	1,442	0.00
Technical Adj: County staff to oversee program to inspect and maintain Environmental Site Design (ESD) facilities on public and private properties as required by current State stormwater management law	0	2.00
Decrease Cost: Charges from the Department of Finance	(15,139)	0.00
Decrease Cost: United States Geological Survey (USGS) Water Quality Monitoring contract	(73,830)	0.00
Decrease Cost: Align stream restoration and maintenance program costs with prior year actuals	(108,651)	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.	1,955,837	1.00
FY18 Approved	**27,297,950**	**91.47**

Environmental Policy and Compliance

The Division of Environmental Policy and Compliance develops and implements integrated programs which protect and enhance the County's environmental resources and promote sustainable practices by residents, businesses, and the County government. The division analyzes, develops and implements programs related to air quality, energy conservation and renewable energy, forest and tree resources, and other sustainability issues. The division also helps formulate and enforce County laws and regulations related to air and water pollution, illegal dumping, noise control, pesticides and other environmental issues. Finally, the division is 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Average number of days to resolve incoming complaints	28	27	28	28	28

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of customers who rated themselves as satisfied with DEP response to environmental complaints [1]	77.6	N/A	75.0	75.0	75.0
Non-residential building energy use (Million British Thermal Units) (000s) [2]	33,316	31,672	31,457	31,431	31,330
Residential building energy use (Million British Thermal Units) (000s) [3]	39,731	34,097	33,274	33,307	32,730

[1] *FY16 numbers are not fully available due to a system malfunction that failed to send out electronic email customer surveys. The system malfunction has been corrected.*

[2] *Projections are made based on the average annual change in consumption over the previous five years.*

[3] *Projections are made based on the average annual change in consumption over the previous five years.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,079,624**	**12.44**
Enhance: Public Outreach Funding for Bill 52-14 (Pesticides Prohibition)	125,000	0.00
Decrease Cost: Operating Expense Reductions	(8,341)	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.	(79,448)	(1.00)
FY18 Approved	**2,116,835**	**11.44**

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, as well as development of the State-required Montgomery County Comprehensive Water Supply and Sewerage System Plan, in order to ensure that the County's management of water and wastewater protects public health and the environment. The Director's Office generates the Water Quality Protection Charge revenue and rate and manages integration of the Water Quality Protection Charge funds, bond issuance funds, and other County funds with program and permit requirements. The Director's office provides IT, including geographical information systems and services, procurement, budget, human resources, and other management services to implement capital and non-capital programs.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**818,563**	**5.06**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	38,644	0.00
FY18 Approved	**857,207**	**5.06**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,196,965	1,422,015	1,280,947	1,485,476	4.5 %
Employee Benefits	417,232	469,294	420,080	500,671	6.7 %

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
County General Fund Personnel Costs	**1,614,197**	**1,891,309**	**1,701,027**	**1,986,147**	**5.0 %**
Operating Expenses	823,768	845,965	869,845	921,196	8.9 %
Capital Outlay	5,831	0	0	0	—
County General Fund Expenditures	**2,443,796**	**2,737,274**	**2,570,872**	**2,907,343**	**6.2 %**
PERSONNEL					
Full-Time	43	46	46	46	—
Part-Time	2	0	0	0	—
FTEs	15.09	16.50	16.50	16.50	—
REVENUES					
Other Charges/Fees	74,617	62,550	35,550	47,000	-24.9 %
Other Fines/Forfeitures	7,025	10,000	10,000	10,000	—
Other Licenses/Permits	9,700	6,000	6,000	8,000	33.3 %
Tree Canopy	676,525	500,000	500,000	500,000	—
County General Fund Revenues	**767,867**	**578,550**	**551,550**	**565,000**	**-2.3 %**

WATER QUALITY PROTECTION FUND

EXPENDITURES					
Salaries and Wages	5,718,254	6,450,122	6,389,460	6,908,379	7.1 %
Employee Benefits	1,879,632	2,163,220	1,964,324	2,281,450	5.5 %
Water Quality Protection Fund Personnel Costs	**7,597,886**	**8,613,342**	**8,353,784**	**9,189,829**	**6.7 %**
Operating Expenses	14,887,987	16,661,534	16,718,315	18,174,820	9.1 %
Capital Outlay	29,826	0	0	0	—
Water Quality Protection Fund Expenditures	**22,515,699**	**25,274,876**	**25,072,099**	**27,364,649**	**8.3 %**
PERSONNEL					
Full-Time	50	50	50	53	6.0 %
Part-Time	0	0	0	0	—
FTEs	86.69	88.76	88.76	91.47	3.1 %
REVENUES					
Bag Tax	2,471,921	2,280,000	2,471,921	2,471,921	8.4 %
Investment Income	69,878	91,130	137,520	235,750	158.7 %
Other Charges/Fees	106,288	200,000	1,090,000	565,000	182.5 %
Water Quality Protection Charge	30,806,226	34,530,616	34,548,261	37,501,846	8.6 %
Water Quality Protection Fund Revenues	**33,454,313**	**37,101,746**	**38,247,702**	**40,774,517**	**9.9 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Operating Expenses	128,552	0	0	0	—
Grant Fund - MCG Expenditures	**128,552**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Other Intergovernmental	40,000	0	0	0	—
State Grants	88,252	0	0	0	—
Grant Fund - MCG Revenues	**128,252**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**25,088,047**	**28,012,150**	**27,642,971**	**30,271,992**	**8.1 %**
Total Full-Time Positions	**93**	**96**	**96**	**99**	**3.1 %**
Total Part-Time Positions	**2**	**0**	**0**	**0**	**—**
Total FTEs	**101.78**	**105.26**	**105.26**	**107.97**	**2.6 %**
Total Revenues	**34,350,432**	**37,680,296**	**38,799,252**	**41,339,517**	**9.7 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**2,737,274**	**16.50**
Changes (with service impacts)		
Enhance: Public Outreach Funding for Bill 52-14 (Pesticides Prohibition) [Environmental Policy and Compliance]	125,000	0.00
Enhance: Annualization of FY17 Lapsed Positions	90,619	0.00
Reduce: Lapse adjustment	(54,746)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Motor Pool Adjustment	65,954	0.00
Increase Cost: FY18 Compensation Adjustment	34,796	0.00
Increase Cost: Annualization of FY17 Personnel Costs	13,473	0.00
Increase Cost: Retirement Adjustment	7,606	0.00
Increase Cost: Annualization of FY17 Compensation Increases	3,090	0.00
Decrease Cost: Printing and Mail	(2,222)	0.00
Decrease Cost: Operating Expense Reductions [Environmental Policy and Compliance]	(8,341)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY17	(105,160)	0.00
FY18 APPROVED	**2,907,343**	**16.50**

FY18 APPROVED CHANGES

	Expenditures	FTEs
WATER QUALITY PROTECTION FUND		
FY17 ORIGINAL APPROPRIATION	**25,274,876**	**88.76**
Changes (with service impacts)		
Enhance: Inspections of New Stormwater Management Facilities	450,000	0.00
Enhance: Maryland-National Capital Park and Planning Commission (M-NCPPC) Stormwater Management program [Watershed Management Operations]	277,628	0.00
Enhance: Growth in Rainscapes Rebates for Property Owners	110,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Operating Budget Impacts of CIP Projects	1,124,000	0.00
Increase Cost: FY18 Compensation Adjustment	127,407	0.00
Shift: Staff realignment from Solid Waste Services to Water Quality Protection Fund for environmental planning work (i.e. Countywide Water and Sewer Plan, Ten Year Environmental Plan) [Watershed Management Operations]	113,502	0.71
Increase Cost: Annualization of FY17 Personnel Costs	103,692	0.00
Increase Cost: Increase in Stream Monitoring costs	87,500	0.00
Increase Cost: Building Rent Escalation	35,180	0.00
Increase Cost: Charges from the Department of Transportation [Watershed Management Operations]	33,198	0.00
Increase Cost: Annualization of FY17 Compensation Increases	27,274	0.00
Increase Cost: Retirement Adjustment	13,084	0.00
Increase Cost: Operating Expenses for new Office Services Coordinator - watershed management division billing and administrative support [Watershed Management Operations]	1,442	0.00
Technical Adj: County staff to oversee program to inspect and maintain Environmental Site Design (ESD) facilities on public and private properties as required by current State stormwater management law [Watershed Management Operations]	0	2.00
Decrease Cost: Printing and Mail	(2,415)	0.00
Decrease Cost: Charges from the Department of Finance [Watershed Management Operations]	(15,139)	0.00
Decrease Cost: United States Geological Survey (USGS) Water Quality Monitoring contract [Watershed Management Operations]	(73,830)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY17	(98,880)	0.00
Decrease Cost: Align stream restoration and maintenance program costs with prior year actuals [Watershed Management Operations]	(108,651)	0.00
Decrease Cost: Motor Pool Adjustment	(115,219)	0.00
FY18 APPROVED	**27,364,649**	**91.47**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Watershed Management Operations	25,113,963	87.76	27,297,950	91.47
Environmental Policy and Compliance	2,079,624	12.44	2,116,835	11.44
Administration	818,563	5.06	857,207	5.06

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Total	**28,012,150**	**105.26**	**30,271,992**	**107.97**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
WATER QUALITY PROTECTION FUND					
CIP	Capital Fund	3,059,512	26.20	3,302,853	27.20

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**2,907**	**2,907**	**2,907**	**2,907**	**2,907**	**2,907**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY18	**0**	**(70)**	**(70)**	**(70)**	**(70)**	**(70)**
Items recommended for one-time funding in FY18, including one-time general program reductions in FY18 and outreach and education funds related to Bill 52-14, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**6**	**6**	**6**	**6**	**6**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**2,907**	**2,843**	**2,843**	**2,843**	**2,843**	**2,843**
WATER QUALITY PROTECTION FUND						
EXPENDITURES						
FY18 Approved	**27,365**	**27,365**	**27,365**	**27,365**	**27,365**	**27,365**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Approved in FY18	**0**	**55**	**55**	**55**	**55**	**55**
New positions in the FY18 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Approved in FY18	**0**	**(4)**	**(4)**	**(4)**	**(4)**	**(4)**
Items recommended for one-time funding in FY18, including first year operating expenses associated with new positions, will be eliminated from the base in the outyears.						
Building Rent Escalation	**0**	**72**	**150**	**0**	**0**	**0**
Increase in lease costs for DEP offices.						
Operating Budget Impacts of CIP Projects	**0**	**0**	**0**	**935**	**706**	**706**
These figures represent the Operating Budget Impacts of Stormwater Management projects in the FY17-22 CIP.						

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
Program Growth	**0**	**0**	**500**	**750**	**1,500**	**2,500**
These figures represent the anticipated increase of personnel and operating expenses related to an increase in Water Quality Protection initiatives, including the MS4 program.						
Wheaton Redevelopment Project Operating Budget Impacts	**0**	**0**	**348**	**1,975**	**1,959**	**1,935**
These figures represent the total impact (debt service, operating expenses net of lease savings) of the Wheaton Redevelopment project on the Water Quality Protection Fund.						
Labor Contracts	**0**	**40**	**40**	**40**	**40**	**40**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**27,365**	**27,528**	**28,454**	**31,116**	**31,621**	**32,597**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY18 Approved		FY19 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Program Manager II - Inspections of privately owned Environmental Site Design (ESD) facilities	75,041	1.00	102,764	1.00
Program Manager II - Inspections of publically owned Environmental Site Design (ESD) facilities	75,041	1.00	102,764	1.00
Total	**150,082**	**2.00**	**205,528**	**2.00**

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Solid Waste Services

Approved FY18 Budget	Full Time Equivalents
$96,543,375	105.14

Mission Statement

The mission of the Department of Environmental Protection (DEP) is to enhance the quality of life in our community by protecting and improving Montgomery County's air, water, and land in a sustainable way while fostering smart growth, a thriving economy, and healthy communities.

Budget Overview

The total approved FY18 Operating Budget for the Division of Solid Waste Services is $96,543,375, an increase of $4,332,785 or 4.70 percent from the FY17 Approved Budget of $92,210,590. Personnel Costs comprise 12.46 percent of the budget for 79 full-time position(s) and two part-time position(s), and a total of 105.14 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 87.54 percent of the FY18 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**
- **A Responsive, Accountable County Government**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Initiatives

- DEP initiated several campaigns to improve safety and the overall environment at the transfer station in FY17 including developing site evacuation procedures, completing noise reduction measures for surrounding properties, and improving the security of cash and check handling.

- The Division continued to increase training to staff and the customers they serve with the goal of improving recycling outcomes. This training included contractor training at the Recycling Center to reduce contamination of the recycling stream and performing a door-to-door outreach campaign to improve recycling participation in low-compliance areas and improve neighborhood aesthetics on collection day.

Accomplishments

- ☑ Initiated construction of the infrastructure for processing mixed paper at the Recycling Center, with an approximate cost savings of $4,000,000.
- ☑ Maintained high level of service quality despite an overall increase in service requests, particularly requests for recycling containers. Delivered all within the Service Level Agreement (SLA). The number of requests for recycling containers in FY16 was 95,702, an SLA Compliance rate of 97%.
- ☑ The Division's Information Technology team refined the existing Solid Waste Customer Billing Database to improve reporting and accuracy of Solid Waste information to customers by improving accuracy of customer bills, electronic messaging to residential customers in real time (i.e. holiday collection, road closures), and the ability of the county to host GIS and test environments through the use of virtual servers.
- ☑ Montgomery County maintains the first yard trim composting facility in the nation to become independently certified as compliant with the new International Organization for Standardization (ISO) 14001 Environmental Management System (EMS) standard.

Innovations and Productivity Improvements

- The approved budget includes $100,000 of contractual support to develop options for a food waste collection program in the County. This support will also be used to assist in the development of the Strategic Plan called for in Bill 28-16.
- DEP has improved transfer station waste bypass operations during FY17 by developing more efficient approaches if future needs for waste bypass arise due to peak waste periods or unanticipated maintenance issues at the RRF or the railroad. In FY17 the Division implemented a mandate that all transportation equipment be compatible with compactors at the Transfer Station causing minimum disruption to operations and reducing waiting times, associated fees, and personnel hours required for loading.

Program Contacts

Contact Patty Bubar of the Division of Solid Waste Services at 240.777.7786 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 for more information regarding this department's operating budget.

Program Descriptions

Administration and Support

This program supports the Department's operations, programs, and mission through professional services such as: budget and financial management, program evaluation analysis, contract management, and administrative support. This also includes managing the enterprise fund in a financially sound manner; implementing solid waste policy initiatives; performing financial analysis, revenue forecasting, and solid waste rate settings; processing hauler invoices, tracking and reporting on tonnage and statistical waste generation data; compiling data and reporting for Headline Performance Measures and County Stat and maintaining computer/automation equipment, and related technologies in a cost effective and efficient manner.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Single-family solid waste charge: System benefit charge, covers the portion of the	214	205.11	205.11	205.11	198.11

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
County costs of providing basic solid waste services for single-family waste not covered by disposal and tipping fees (Dollars per household)					

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,620,291**	**20.02**
Increase Cost: SWD Administration	59,127	0.00
Increase Cost: Capital Equipment Replacement Schedule - Information Technology and Automation	36,388	0.00
Increase Cost: Information Technology and Automation - server maintenance contractual increase	9,694	0.00
Increase Cost: Charges from the Department of Finance - Disposal Fund	5,566	0.00
Increase Cost: Charges from the Department of Finance - Collection Fund	2,098	0.00
Increase Cost: Program Information Technology and Automation	1,203	0.00
Increase Cost: Administration	471	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.	141,950	0.00
FY18 Approved	**3,876,788**	**20.02**

Commercial Recycling

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 also apply to not-for-profit organizations, as well as federal, state, and local government facilities.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Non-residential recycling (tonnages) [1]	316,455	322,589	334,867	347,759	359,033
Number of site visits to provide recycling assistance to businesses [2]	10,362	9,812	12,000	12,000	12,000

[1] *This reporting is performed on a calendar year basis. CY16 data is estimated.*

[2] *Staffing vacancies impacted FY16 performance.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,930,017**	**11.00**
Increase Cost: Commercial Recycling	117,853	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	46,026	0.00
FY18 Approved	**2,093,896**	**11.00**

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 or 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).

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,229,322**	**9.93**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	61,706	0.00
FY18 Approved	**1,291,028**	**9.93**

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 is included 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 which is sold wholesale as LeafGro in bulk and bagged forms. The budget is net of wholesale receipts.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,472,079**	**1.15**
Increase Cost: Capital Equipment Replacement Schedule - Compost Facility	2,304,114	0.00
Increase Cost: Compost Facility - contractually mandated increases	217,395	0.00
Decrease Cost: Interdepartmental charges to Environmental Protection - Dickerson Compost Facility	(16,056)	(0.06)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,420,203)	0.06
FY18 Approved	**6,557,329**	**1.15**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**99,368**	**0.57**
Increase Cost: Dickerson Master Plan - environmental monitoring requirements of master plan	183,796	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(14,695)	(0.06)
FY18 Approved	**268,469**	**0.51**

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 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,367,930**	**1.31**
Decrease Cost: Interdepartmental charges to Environmental Protection - Gude Landfill	(101,244)	(0.31)
Decrease Cost: Gude Landfill - reduction in planning costs related to Gude Landfill	(578,015)	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.	6,698	0.00
FY18 Approved	**695,369**	**1.00**

Household & Small Quantity Hazardous Waste Management

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,029,241**	**0.00**
Increase Cost: Household Hazardous Waste - contractually mandated increases	89,543	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(50,000)	0.00
FY18 Approved	**1,068,784**	**0.00**

Multi-Family Recycling

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Multi-family recycling (tonnages) [1]	27,810	28,631	29,167	29,897	30,607

[1] *This reporting is performed on a calendar year basis. CY16 data is estimated.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**865,175**	**4.00**
Increase Cost: Multi-Family Recycling - contractually mandated increases	72,652	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.	19,171	0.00
FY18 Approved	**956,998**	**4.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,747,566**	**1.52**
Increase Cost: Oaks Landfill - contractually madated increases	105,229	0.00
Increase Cost: Capital Equipment Replacement Schedule - Oaks Landfill	30,000	0.00
Decrease Cost: Interdepartmental charges to Environmental Protection - Oaks Landfill	(92,987)	(0.29)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(49,720)	0.00
FY18 Approved	**1,740,088**	**1.23**

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 the Old Dominion Landfill, a contracted landfill 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 Old Dominion Landfill and other modern landfill facilities. 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, rubble landfills, or other contracted landfills.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**11,718,610**	**1.00**
Increase Cost: Out-of-County Haul - increased tonnage of hauled material	563,548	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	14,594	0.00
FY18 Approved	**12,296,752**	**1.00**

Recycling Outreach And Education

This program provides for broadly educating everyone living and working in the County about recycling, reuse, buying recycled products, composting, grasscycling, and waste reduction, 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 progress to achieve the County's recycling goal.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of total municipal solid waste recycled [1]	61	61	62	63	64
Total recycling (tonnage)	625,408	635,749	654,848	672,816	689,755
Single-family recycling (tonnages)	281,143	284,529	290,815	295,160	300,114

[1] *This reporting is performed on a calendar year basis and CY16 data is estimated.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**551,118**	**2.00**
Increase Cost: Recycling Outreach and Education Program - cost increases related to commercial outreach program and the educational program at the recycling center	103,145	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.	8,951	0.00
FY18 Approved	**663,214**	**2.00**

Satellite Sites

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 Derwood.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**233,999**	**1.70**
Increase Cost: Satellite Sites	892	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.	3,960	0.00
FY18 Approved	**238,851**	**1.70**

Transfer Station

The purpose of this program is to provide a receiving, processing, and shipping facility for municipal solid waste generated within the County. In addition to regular trash, 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Number of customers dropping off household hazardous waste at the Transfer Station	78,500	92,052	79,000	79,100	79,400

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,942,952**	**16.00**
Increase Cost: Transfer Station - contractually mandated increases	500,636	0.00
Increase Cost: Capital Equipment Replacement Schedule - Transfer Station	410,000	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.	(530,410)	(2.00)
FY18 Approved	**5,323,178**	**14.00**

Yard Trim Reduction

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**81,799**	**0.00**
Increase Cost: Yard Trim Reduction - CPI increases on associated contracts	1,881	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
FY18 Approved	**83,681**	**0.00**

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 some materials from municipalities and multi-family properties and non-residential properties which have established recycling programs. The materials are then sorted and shipped to markets for recycling. This program also provides for the management of the County's residential and some non-residential mixed paper. A new fiber sorting line is being added in FY16, to improve separation and marketing of commodities. Mixed paper includes newspaper, corrugated containers, kraft paper bags, magazines, telephone directories, and unwanted mail.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**6,218,040**	**2.50**
Increase Cost: Recycling Center - contractually mandated increases	1,050,894	0.00
Increase Cost: Capital Equipment Replacement Schedule - Recycling Center	713,000	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.	(992,708)	2.00
FY18 Approved	**6,989,226**	**4.50**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Single-family solid waste charge: Refuse collection fee, charged for once per week curbside collection including on-call bulk pickups (Dollars per household)	66	70	70	70	77
Average number of recycling collections missed per week, not picked up within 24 hours	6.8	5.8	12.1	10.0	5.0
Average number of refuse collections missed per week, not picked up within 24 hours	4.5	10.3	18.3	15.0	9.0

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**27,315,469**	**28.60**
Increase Cost: Residential Refuse Collection - CPI increase for associated contracts and increase in homes served	103,884	0.00
Increase Cost: Residential Recycling Collection - CPI increases on contracts and an increase of homes served	50,408	0.00
Increase Cost: Charges from the Public Information Office - Disposal Fund	11,346	0.20
Increase Cost: Charges from the Public Information Office - Collection Fund	5,585	0.10
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	134,449	0.00
FY18 Approved	**27,621,141**	**28.90**

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. Beginning in FY18, this program will also include the recycling of ash residue remaining after solid waste is processed through the RRF.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Percent of total municipal solid waste sent to landfill [1]	13.2	12.8	12.7	12.6	12.4

[1] *FY16 data is a projection.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**22,962,210**	**1.25**
Increase Cost: Resource Recovery Facility (RRF) - contractually mandated increases	940,354	0.00
Decrease Cost: Interdepartmental charges to Environmental Protection - RRF activities	(7,324)	(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.	3,333	0.00
FY18 Approved	**23,898,573**	**1.20**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**111,938**	**0.40**
Increase Cost: Site 2 Landfill - pond upkeep and other maintenance	51,968	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.	825	0.00
FY18 Approved	**164,731**	**0.40**

Support for Recycling Volunteers

The mission of this program is to recruit and retain volunteers to augment available staff resources to educate the general public and thereby improve participation in waste reduction, reuse, 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**138,812**	**0.00**
Increase Cost: Support for Recycling Volunteers - CPI increases on associated contracts	2,572	0.00
FY18 Approved	**141,384**	**0.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**574,654**	**2.60**
Enhance: Contract support to develop food waste collection program and strategic plan	100,000	0.00
Decrease Cost: Waste System Planning - decrease in associated consulting contract	(112,038)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	11,279	0.00
FY18 Approved	**573,895**	**2.60**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
SOLID WASTE DISPOSAL					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Salaries and Wages	7,306,868	7,632,771	7,526,977	7,795,900	2.1 %
Employee Benefits	2,524,900	2,701,788	2,655,011	2,721,876	0.7 %
Solid Waste Disposal Personnel Costs	**9,831,768**	**10,334,559**	**10,181,988**	**10,517,776**	**1.8 %**
Operating Expenses	86,851,320	72,086,778	70,946,778	75,689,450	5.0 %
Capital Outlay	3,720,177	3,085,826	3,085,826	3,493,502	13.2 %
Solid Waste Disposal Expenditures	**100,403,265**	**85,507,163**	**84,214,592**	**89,700,728**	**4.9 %**
PERSONNEL					
Full-Time	75	75	75	75	—
Part-Time	1	2	2	2	—
FTEs	91.92	94.19	94.19	93.68	-0.5 %
REVENUES					
Investment Income	90,147	180,500	177,410	304,130	68.5 %
Miscellaneous Revenues	450,481	9,119,411	10,559,494	12,641,030	38.6 %
Other Charges/Fees	202,107	238,628	241,800	241,800	1.3 %
Other Fines/Forfeitures	57,788	56,934	48,345	48,345	-15.1 %
Other Licenses/Permits	14,390	13,145	13,145	13,145	—
Property Rentals	21,716	39,719	35,726	35,526	-10.6 %
Sale of Recycled Materials	2,225,932	5,232,584	5,072,979	6,994,213	33.7 %
Solid Waste Disposal Fees/Operating Revenues	24,645,895	28,658,109	25,212,076	25,642,838	-10.5 %
Systems Benefit Charge	66,334,899	56,176,598	56,195,807	55,181,673	-1.8 %
Solid Waste Disposal Revenues	**94,043,355**	**99,715,628**	**97,556,782**	**101,102,700**	**1.4 %**

SOLID WASTE COLLECTION

EXPENDITURES					
Salaries and Wages	1,010,549	1,093,823	1,074,520	1,133,632	3.6 %
Employee Benefits	312,465	365,227	358,356	374,442	2.5 %
Solid Waste Collection Personnel Costs	**1,323,014**	**1,459,050**	**1,432,876**	**1,508,074**	**3.4 %**
Operating Expenses	4,698,446	5,244,377	5,099,377	5,334,573	1.7 %
Solid Waste Collection Expenditures	**6,021,460**	**6,703,427**	**6,532,253**	**6,842,647**	**2.1 %**
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	11.09	11.36	11.36	11.46	0.9 %
REVENUES					
Investment Income	9,673	14,930	19,040	32,640	118.6 %
Other Charges/Fees	11,742	0	0	0	—
Systems Benefit Charge	6,394,499	6,427,259	6,420,845	6,440,210	0.2 %
Solid Waste Collection Revenues	**6,415,914**	**6,442,189**	**6,439,885**	**6,472,850**	**0.5 %**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
DEPARTMENT TOTALS					
Total Expenditures	**106,424,725**	**92,210,590**	**90,746,845**	**96,543,375**	**4.7 %**
Total Full-Time Positions	**79**	**79**	**79**	**79**	**—**
Total Part-Time Positions	**1**	**2**	**2**	**2**	**—**
Total FTEs	**103.01**	**105.55**	**105.55**	**105.14**	**-0.4 %**
Total Revenues	**100,459,269**	**106,157,817**	**103,996,667**	**107,575,550**	**1.3 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
SOLID WASTE DISPOSAL		
FY17 ORIGINAL APPROPRIATION	**85,507,163**	**94.19**
Changes (with service impacts)		
Enhance: Contract support to develop food waste collection program and strategic plan [Waste System Planning]	100,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Capital Equipment Replacement Schedule - Compost Facility [Dickerson Compost Facility]	2,304,114	0.00
Increase Cost: Recycling Center - contractually mandated increases [Recycling Center]	1,050,894	0.00
Increase Cost: Resource Recovery Facility (RRF) - contractually mandated increases [Resource Recovery Facility & Related Waste Transfer]	940,354	0.00
Increase Cost: Capital Equipment Replacement Schedule - Recycling Center [Recycling Center]	713,000	0.00
Increase Cost: Out-of-County Haul - increased tonnage of hauled material [Out Of County Refuse Disposal]	563,548	0.00
Increase Cost: Transfer Station - contractually mandated increases [Transfer Station]	500,636	0.00
Increase Cost: Capital Equipment Replacement Schedule - Transfer Station [Transfer Station]	410,000	0.00
Increase Cost: Compost Facility - contractually mandated increases [Dickerson Compost Facility]	217,395	0.00
Increase Cost: FY18 Compensation Adjustment	210,069	0.00
Increase Cost: Dickerson Master Plan - environmental monitoring requirements of master plan [Dickerson Master Plan Implementation]	183,796	0.00
Increase Cost: Risk Management Adjustment	139,222	0.00
Increase Cost: Commercial Recycling [Commercial Recycling]	117,853	0.00
Increase Cost: Oaks Landfill - contractually madated increases [Oaks Landfill]	105,229	0.00
Increase Cost: Recycling Outreach and Education Program - cost increases related to commercial outreach program and the educational program at the recycling center [Recycling Outreach And Education]	103,145	0.00
Increase Cost: Household Hazardous Waste - contractually mandated increases [Household & Small Quantity Hazardous Waste Management]	89,543	0.00
Increase Cost: Multi-Family Recycling - contractually mandated increases [Multi-Family Recycling]	72,652	0.00
Increase Cost: SWD Administration [Administration and Support]	59,127	0.00
Increase Cost: Site 2 Landfill - pond upkeep and other maintenance [Site 2]	51,968	0.00
Increase Cost: Residential Recycling Collection - CPI increases on contracts and an increase of homes served [Residential Collection]	50,408	0.00
Increase Cost: Motor Pool Adjustment	46,084	0.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
Increase Cost: Capital Equipment Replacement Schedule - Information Technology and Automation [Administration and Support]	36,388	0.00
Increase Cost: Annualization of FY17 Compensation Increases	34,746	0.00
Increase Cost: Capital Equipment Replacement Schedule - Oaks Landfill [Oaks Landfill]	30,000	0.00
Increase Cost: Retirement Adjustment	26,873	0.00
Increase Cost: Charges from the Public Information Office - Disposal Fund [Residential Collection]	11,346	0.20
Increase Cost: Information Technology and Automation - server maintenance contractual increase [Administration and Support]	9,694	0.00
Increase Cost: Charges from the Department of Finance - Disposal Fund [Administration and Support]	5,566	0.00
Increase Cost: Support for Recycling Volunteers - CPI increases on associated contracts [Support for Recycling Volunteers]	2,572	0.00
Increase Cost: Annualization of FY17 Personnel Costs	2,353	0.00
Increase Cost: Yard Trim Reduction - CPI increases on associated contracts [Yard Trim Reduction]	1,881	0.00
Increase Cost: Satellite Sites [Satellite Sites]	892	0.00
Increase Cost: Other Information Technology related cost increases	840	0.00
Decrease Cost: Printing and Mail	(193)	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding	(4,940)	0.00
Decrease Cost: Interdepartmental charges to Environmental Protection - RRF activities [Resource Recovery Facility & Related Waste Transfer]	(7,324)	(0.05)
Decrease Cost: Interdepartmental charges to Environmental Protection - Dickerson Compost Facility [Dickerson Compost Facility]	(16,056)	(0.06)
Decrease Cost: Interdepartmental charges to Environmental Protection - Oaks Landfill [Oaks Landfill]	(92,987)	(0.29)
Decrease Cost: Interdepartmental charges to Environmental Protection - Gude Landfill [Gude Landfill]	(101,244)	(0.31)
Decrease Cost: Waste System Planning - decrease in associated consulting contract [Waste System Planning]	(112,038)	0.00
Decrease Cost: Gude Landfill - reduction in planning costs related to Gude Landfill [Gude Landfill]	(578,015)	0.00
Decrease Cost: Elimination of FY 17 Capital Equipment Replacement Schedule	(3,085,826)	0.00
FY18 APPROVED	**89,700,728**	**93.68**

SOLID WASTE COLLECTION

FY17 ORIGINAL APPROPRIATION	**6,703,427**	**11.36**
Other Adjustments (with no service impacts)		
Increase Cost: Residential Refuse Collection - CPI increase for associated contracts and increase in homes served [Residential Collection]	103,884	0.00
Increase Cost: FY18 Compensation Adjustment	26,612	0.00
Increase Cost: Charges from the Public Information Office - Collection Fund [Residential Collection]	5,585	0.10
Increase Cost: Annualization of FY17 Compensation Increases	3,745	0.00
Increase Cost: Charges from the Department of Finance - Collection Fund [Administration and Support]	2,098	0.00
Increase Cost: Retirement Adjustment	1,837	0.00
Increase Cost: Program Information Technology and Automation [Administration and Support]	1,203	0.00
Increase Cost: Administration [Administration and Support]	471	0.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
Decrease Cost: Retiree Health Insurance Pre-Funding	(530)	0.00
Decrease Cost: Annualization of FY17 Personnel Costs	(2,062)	0.00
Decrease Cost: Printing and Mail	(3,623)	0.00
FY18 APPROVED	**6,842,647**	**11.46**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Administration and Support	3,620,291	20.02	3,876,788	20.02
Commercial Recycling	1,930,017	11.00	2,093,896	11.00
Enforcement	1,229,322	9.93	1,291,028	9.93
Dickerson Compost Facility	5,472,079	1.15	6,557,329	1.15
Dickerson Master Plan Implementation	99,368	0.57	268,469	0.51
Gude Landfill	1,367,930	1.31	695,369	1.00
Household & Small Quantity Hazardous Waste Management	1,029,241	0.00	1,068,784	0.00
Multi-Family Recycling	865,175	4.00	956,998	4.00
Oaks Landfill	1,747,566	1.52	1,740,088	1.23
Out Of County Refuse Disposal	11,718,610	1.00	12,296,752	1.00
Recycling Outreach And Education	551,118	2.00	663,214	2.00
Satellite Sites	233,999	1.70	238,851	1.70
Transfer Station	4,942,952	16.00	5,323,178	14.00
Yard Trim Reduction	81,799	0.00	83,681	0.00
Recycling Center	6,218,040	2.50	6,989,226	4.50
Residential Collection	27,315,469	28.60	27,621,141	28.90
Resource Recovery Facility & Related Waste Transfer	22,962,210	1.25	23,898,573	1.20
Site 2	111,938	0.40	164,731	0.40
Support for Recycling Volunteers	138,812	0.00	141,384	0.00
Waste System Planning	574,654	2.60	573,895	2.60
Total	**92,210,590**	**105.55**	**96,543,375**	**105.14**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
SOLID WASTE DISPOSAL					
General Services	General Fund	258,500	0.00	251,749	0.00
Parking District Services	Bethesda Parking	69,600	0.00	69,558	0.00
Parking District Services	Silver Spring Parking	132,700	0.00	134,768	0.00

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY17 Total$	FY17 FTES	FY18 Total$	FY18 FTES
Parking District Services	Montgomery Hills Parking	2,200	0.00	0	0.00
Parking District Services	Wheaton Parking	13,100	0.00	13,042	0.00
Liquor Control	Liquor	19,700	0.00	19,649	0.00
	Total	**495,800**	**0.00**	**488,766**	**0.00**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
SOLID WASTE DISPOSAL						
EXPENDITURES						
FY18 Approved	**89,701**	**89,701**	**89,701**	**89,701**	**89,701**	**89,701**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**2**	**6**	**7**	**9**	**9**
These figures represent the estimated cost of pre-funding retiree health insurance costs for the County's workforce.						
Labor Contracts	**0**	**74**	**74**	**74**	**74**	**74**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**89,701**	**89,777**	**89,781**	**89,782**	**89,784**	**89,784**
SOLID WASTE COLLECTION						
EXPENDITURES						
FY18 Approved	**6,843**	**6,843**	**6,843**	**6,843**	**6,843**	**6,843**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-Funding	**0**	**0**	**0**	**0**	**0**	**0**
Labor Contracts	**0**	**9**	**9**	**9**	**9**	**9**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**6,843**	**6,852**	**6,852**	**6,852**	**6,852**	**6,852**

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Cable Television Communications Plan

Approved FY18 Budget	Full Time Equivalents
$16,071,604	32.50

Mission Statement

The mission of the Cable Television 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 FY18, the Cable Communications Plan consists of three elements: the Cable & Broadband Office appropriation ($16,071,604), transfers to the County General Fund ($10,251,189), and transfers to the County Capital Improvements Program ($4,570,000) for a total use of fund resources of $30,892,793. Within the Cable Office appropriation of $16,071,604, Personnel Costs comprise 26 percent of the budget for 14 full-time positions. A total of 32.5 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 74 percent of the FY18 budget.

In FY18, 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 FY18, total transfers to MC are $1,683,725, representing an increase of $62,993 (or 3.9%) over the FY17 transfer of $1,620,732.

Montgomery County Public Schools (MCPS): Funds are transferred from the Cable Fund to the General Fund, and then to MCPS. In FY18, total transfers to MCPS are $1,697,504 representing a decrease of $45,287 (or 2.6%) over the FY17 transfer of $1,742,791.

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 ($729,960), a one-time transfer to the Maryland-National Capital Park and Planning Commission ($100,000), and other contributions ($6,040,000).

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**
- **An Effective and Efficient Transportation Network**
- **Healthy and Sustainable Neighborhoods**
- **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 (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Initiatives

- In FY17, *County Report This Week*, the award winning weekly half hour program produced collaboratively by members of the PEG Governance Board, continued to highlight decisions and programs that impact County residents including the FY18 Operating Budget recommendations, discussions and approval; 2016 local election information including polling places, voter registration, early voting and results coverage; recent legislation, recreational opportunities, transportation, economic issues and public safety concerns; and news and information concerning Montgomery County Public Schools and Montgomery College, the cities of Rockville and Takoma Park. This show airs on six public, education and government access channels, is available on demand, via mobile devices as well on YouTube in English and Spanish. This program is also produced in Spanish - *Capsula Informativa delCondado de Montgomery*.
- In FY18, a permanent manager position for the FiberNet Network Operating Center (NOC) will be funded by the Cable Plan (replacing a contractor resource).
- In FY18, additional resources will be assigned to review an increase in Tower Facilities applications the County has received.

Accomplishments

- In FY17, the Media Services Team continued to increase the use of social media to provide residents access to the meetings of the Executive and Legislative branches. In September, in order to reach youth, the Montgomery County Council's Youth Town Hall Meeting was live on Facebook. During October, the monthly meeting of the Commission on Human Rights was aired live on Facebook.
- In FY17, *PEG Bytes*, the bi-weekly e-newsletter produced by the PEG Governance Board, highlighted the innovative content produced by the individual PEG channels. Each edition is distributed to a growing list of 853 people and includes an average of eight stories generated exclusively by the PEG organizations.
- The PEG channels received the following awards during FY16 and FY17: six Hometown Awards from the Alliance for Community Media (ACM); eleven Government Programming Awards from the National Association of Telecommunications Officers and Advisors (NATOA); three Telly Awards honoring outstanding content for TV and Cable, Digital and Streaming

and non-broadcast distribution and six Communicator Awards judged by the Academy of Interactive and Visual Arts.

Innovations and Productivity Improvements

- In FY17, the Office of Cable and Broadband Services managed and oversaw the launch of our first high definition PEG channels for Comcast and RCN subscribers: County Cable Montgomery; ED TV- Montgomery College and Montgomery County Public Schools; Montgomery Community Media; and Municipal Broadcast Network - Montgomery Municipal Cable, Rockville and Takoma Park. A fifth HD PEG channel will launch on Comcast in 2018. These signals, along with standard definition, are monitored in the County's Technical Operations Center.
- In FY17, the Cable Office created a GIS web-based map that residents can utilize to show locations where new telecommunication antennas and towers will be placed in the County.

Program Contacts

Contact Phil Roter of the Cable and Broadband Office at 240.777.2886 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

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 telecommunications 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Transmission facilities application process - Average number of days to process applications for siting wireless towers	29	27	30	30	30
Number of transmission facility applications processed [1]	175	165	500	500	500
Percent of customers satisfied with Cable Office complaint handling	97	94	95	95	95

[1] *Large projected increase associated with new small cell technology being deployed for 5G wireless networks.*

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,589,093**	**8.90**
Increase Cost: TFCG Application Review Contracts	30,000	0.00
Increase Cost: Engineering & Inspection Services	10,000	0.00
Reduce: Legal and Professional Services	(18,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	151,846	0.00
FY18 Approved	**1,762,939**	**8.90**

Community Access to Cable

The Cable & Broadband Office administers a contract with Montgomery Community Television, doing business as Montgomery Community Media (MCM), through which it 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 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 FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Hours of first run locally produced, block, and acquired Montgomery Community Media (MCM) programming	6,918	7,170	7,185	7,190	7,195
Hours of Montgomery Community Media (MCM) volunteer effort in creating public access programming	17,000	17,911	17,500	17,500	17,500

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,604,200**	**0.00**
Increase Cost: Community Access Facility Rent	8,468	0.00
Increase Cost: Community Access Facility Utilities	5,496	0.00
Reduce: Operating Expense - MCM	(2,000)	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.	(8,000)	0.00
FY18 Approved	**2,608,164**	**0.00**

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 available via web-streaming from the County's website.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Hours of first run locally produced, block, and acquired County Cable Montgomery (CCM) programming	2,950	2,933	2,942	2,967	2,992

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,633,331**	**16.90**
Reduce: Operating Expenses - PIO	(1,000)	0.00
Reduce: Operating Expenses - Council	(2,000)	0.00
Reduce: CCM Contracts - TV Production	(10,000)	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.	32,140	0.00
FY18 Approved	**2,652,471**	**16.90**

Cable Programming for Public Schools

Montgomery County Public Schools Television (MCPS-TV) is a full-service television and multimedia facility that produces TV programs for students, staff, parents, and the general community; many of which are produced in multiple languages to reach the district's growing multicultural community. MCPS-TV regular programming includes Board of Education meetings, Homework HotlineLive!, 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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Hours of first run locally produced, block, and acquired Montgomery County Public Schools (MCPS) ITV programming	392	453	461	469	477

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**0**	**0.00**
FY18 Approved	**0**	**0.00**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Hours of first run locally produced and acquired Montgomery College MC-ITV programming	248	206	210	210	210
Hours of Montgomery College student-assisted original programming	142	144	145	145	145

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**0**	**0.00**
FY18 Approved	**0**	**0.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,848,745**	**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.	(29,745)	0.00
FY18 Approved	**3,819,000**	**0.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,343,207**	**0.00**
Reduce: Technical Operations Center	(1,000)	0.00
Reduce: Mobile Production Vehicle	(19,000)	0.00
Reduce: Operating Expenses - PEG	(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.	(20,313)	0.00
FY18 Approved	**1,282,894**	**0.00**

FiberNet

Funding from the Cable Special Revenue Fund is 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, Montgomery County Public Schools (MCPS), 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 FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
New sites added to FiberNet	20	45	25	15	15

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,784,340**	**5.70**
Increase Cost: FiberNet Operating and Maintenance	150,000	0.00
Increase Cost: Miss Utility	102,640	0.00
Increase Cost: Additional Increase for Miss Utility	38,360	0.00
Add: FiberNet NOC Manager Position	0	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(129,204)	0.00
FY18 Approved	**3,946,136**	**6.70**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
CABLE TELEVISION					
EXPENDITURES					
Salaries and Wages	2,805,218	3,009,388	2,780,190	3,182,098	5.7 %
Employee Benefits	946,151	1,024,694	952,013	986,724	-3.7 %
Cable Television Personnel Costs	**3,751,369**	**4,034,082**	**3,732,203**	**4,168,822**	**3.3 %**
Operating Expenses	11,684,700	11,768,834	12,051,703	11,902,782	1.1 %
Cable Television Expenditures	**15,436,069**	**15,802,916**	**15,783,906**	**16,071,604**	**1.7 %**
PERSONNEL					
Full-Time	13	13	13	14	7.7 %
Part-Time	0	0	0	0	—
FTEs	30.50	31.50	31.50	32.50	3.2 %
REVENUES					
Franchise Fees	17,791,990	17,661,404	17,876,942	17,986,502	1.8 %
Gaithersburg PEG Contribution	173,866	169,513	170,867	168,304	-0.7 %
I-Net Operating Revenue	1,354,419	0	0	0	—

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Investment Income	22,327	26,990	43,940	75,330	179.1 %
Miscellaneous Revenues	213,179	0	0	0	—
PEG Capital Revenue	5,734,119	6,516,834	6,543,000	6,673,805	2.4 %
PEG Operating Revenue	1,721,805	4,119,609	4,223,000	4,157,696	0.9 %
Tower Application Fees	326,500	150,000	404,000	250,000	66.7 %
Cable Television Revenues	**27,338,205**	**28,644,350**	**29,261,749**	**29,311,637**	**2.3 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
CABLE TELEVISION		
FY17 ORIGINAL APPROPRIATION	**15,802,916**	**31.50**
Changes (with service impacts)		
Add: FiberNet NOC Manager Position [FiberNet]	0	1.00
Reduce: Operating Expenses - PIO [County Cable Montgomery]	(1,000)	0.00
Reduce: Technical Operations Center [Public Education Government Access (PEG) Operations]	(1,000)	0.00
Reduce: Operating Expenses - Council [County Cable Montgomery]	(2,000)	0.00
Reduce: Operating Expense - MCM [Community Access to Cable]	(2,000)	0.00
Reduce: Transfer to Montgomery College	(3,000)	0.00
Reduce: CCM Contracts - TV Production [County Cable Montgomery]	(10,000)	0.00
Reduce: Legal and Professional Services [Cable Franchise Administration]	(18,000)	0.00
Reduce: Mobile Production Vehicle [Public Education Government Access (PEG) Operations]	(19,000)	0.00
Reduce: Operating Expenses - PEG [Public Education Government Access (PEG) Operations]	(20,000)	0.00
Reduce: Transfer to Montgomery County Public Schools	(114,330)	0.00
Reduce: PEG Capital - Equipment [Other Cable Activities]	(120,058)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FiberNet Operating and Maintenance [FiberNet]	150,000	0.00
Increase Cost: Miss Utility [FiberNet]	102,640	0.00
Increase Cost: HD Equipment [Other Cable Activities]	100,000	0.00
Increase Cost: FY18 Compensation Adjustment	85,670	0.00
Increase Cost: Additional Increase for Miss Utility [FiberNet]	38,360	0.00
Increase Cost: TFCG Application Review Contracts [Cable Franchise Administration]	30,000	0.00
Increase Cost: Annualization of FY17 Personnel Costs	19,805	0.00
Increase Cost: Annualization of FY17 Compensation Increases	19,237	0.00
Increase Cost: Retirement Adjustment	10,028	0.00
Increase Cost: Engineering & Inspection Services [Cable Franchise Administration]	10,000	0.00
Increase Cost: Community Access Facility Rent [Community Access to Cable]	8,468	0.00
Increase Cost: Community Access Facility Utilities [Community Access to Cable]	5,496	0.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
Decrease Cost: Printing and Mail	(628)	0.00
FY18 APPROVED	**16,071,604**	**32.50**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Cable Franchise Administration	1,589,093	8.90	1,762,939	8.90
Community Access to Cable	2,604,200	0.00	2,608,164	0.00
County Cable Montgomery	2,633,331	16.90	2,652,471	16.90
Cable Programming for Public Schools	0	0.00	0	0.00
Cable Programming for Montgomery College	0	0.00	0	0.00
Municipal Support	3,848,745	0.00	3,819,000	0.00
Public Education Government Access (PEG) Operations	1,343,207	0.00	1,282,894	0.00
FiberNet	3,784,340	5.70	3,946,136	6.70
Total	**15,802,916**	**31.50**	**16,071,604**	**32.50**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
CABLE TELEVISION						
EXPENDITURES						
FY18 Approved	**16,072**	**16,072**	**16,072**	**16,072**	**16,072**	**16,072**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**29**	**29**	**29**	**29**	**29**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**16,072**	**16,101**	**16,101**	**16,101**	**16,101**	**16,101**

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Liquor Control

Approved FY18 Budget	Full Time Equivalents
$65,161,319	438.20

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. The Department strives to provide its customers with the added benefits inherent with the oversight provided by the Montgomery County Government.

Budget Overview

The total approved FY18 Operating Budget for the Department of Liquor Control is $65,161,319, an increase of $2,044,058 or 3.24 percent from the FY17 Approved Budget of $63,117,261. Personnel Costs comprise 53.65 percent of the budget for 305 full-time position(s) and 143 part-time position(s), and a total of 438.20 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 46.35 percent of the FY18 budget.

The Department of Liquor Control began an organization-wide improvement effort in 2015 focused on customer service, retail, delivery, and warehouse operations. The approved FY18 budget reflects a continued commitment to creating a customer focused and efficient operation.

In FY18, the Department of Liquor Control will transfer $22.7 million to the General Fund and make $10.9 million in debt service payments on Liquor Control Revenue Bonds for a total contribution of $33.6 million.

The above projections and 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:

- **Healthy and Sustainable Neighborhoods**
- **A Responsive, Accountable County Government**
- **Safe Streets and Secure Neighborhoods**

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY17 estimates reflect funding based on the FY17 approved budget. The FY18 and FY19 figures are performance targets based on the FY18 approved budget and funding for comparable service levels in FY19.

Initiatives

- In FY18, DLC will transfer $22.7 million to the General Fund and make $10.9 million in debt service payments on Liquor Control Revenue Bonds for a total contribution of $33.6 million.
- Rebrand DLC with a customer service focus
- Establish additional customer service and product knowledge classes for retail staff
- Improve marketing and pricing strategies

Accomplishments

- Net sales for FY16 were $292.5 million. This represents growth over the previous year of $15.8 million or 5.71 percent
- Hired a Director with private sector experience, a pricing team to improve accuracy and competitiveness, and an administrative team to improve oversight and analysis
- Developed a Strategic Plan for Retail Operations
- Developed a long-range plan for the replacement of delivery vehicles to reduce maintenance costs and improve delivery operations
- Implemented a Communication Center in FY16 to centralize customer service inquiries and issues
- Decreased overtime expenditures for the first two quarters of FY17 by 31 percent when compared to the same period in FY16.
- Opened three new retail stores in FY17 featuring upscale designs to enhance the shopping experience and increase access to retail locations
- Received two National Association of Counties (NACo) awards in FY17 for the Drunk Driving Prevention Program and the Mystery Shopping Incentive Program

Innovations and Productivity Improvements

- Streamlined case movement and improved inventory management through new warehouse racking systems
- Established a 24-hour order-to-delivery standard, replacing the previous 48-hour cycle, enabling licensees to receive merchandise more quickly
- Implemented rigorous cycle counts to improve inventory control

Collaboration and Partnerships

DLC Action Plan and DLCStat

DLC worked with the County Executive's Office, CountyStat, Internal Audit, Technology Services, Finance, Office of Management and Budget, and General Services to implement an action plan for service improvement. DLCStat meetings are held every other month to review performance data and implementation updates.

Communication Center

DLC and the Office of Public Information developed a Communication Center to respond to and track customer questions, comments and complaints.

Centralized Accounts Payable and Accounts Receivable

DLC and Department of Finance centralized Accounts Payable and Accounts Receivable functions and related reporting requirements via a shared services model.

Mystery Shopping Program

Partnered with the Responsible Retailing Forum to conduct a Mystery Shopping Program in the Bethesda area to ensure servers and sellers check IDs for all young buyers. Those who successfully checked IDs were rewarded with a small cash award paid from a National Alcohol Beverage Control Association grant.

Program Contacts

Contact Courtney Orsini of the Department of Liquor Control at 240.777.1921 or Jennifer Nordin of the Office of Management and Budget at 240.777.2779 for more information regarding this department's operating budget.

Program Descriptions

Administration

This program provides accounting, financial, and information technology services for the department. Finance and accounting staff perform special analyses, reporting, and 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**16,494,753**	**25.20**
Decrease Cost: IT Cost Savings	(28,354)	0.00
Decrease Cost: Finance Chargeback for Accounts Receivable Shared Services	(58,180)	(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.	(433,084)	1.00
FY18 Approved	**15,975,135**	**25.70**

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.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Inventory as a percent of Cost of Goods Sold (COGS)	15.9	14.6	14.5	14.5	14.5
Inventory as a Percent of DLC Sales	11.5	10.7	10.7	10.7	10.7

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**8,757,031**	**73.69**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,062,645	5.54
FY18 Approved	**9,819,676**	**79.23**

Delivery Operations

This program includes the distribution of distilled spirits, wine, and beer to licensed establishments and County retail stores.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**7,854,364**	**87.80**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	483,346	5.20
FY18 Approved	**8,337,710**	**93.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**27,140,295**	**230.34**
Decrease Cost: Point of Sale System (POS)	(32,719)	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.	1,271,493	(2.46)
FY18 Approved	**28,379,069**	**227.88**

Licensure, Regulation and Education

This program includes issuance of beverage alcohol licenses, inspecting, and investigating licensed facilities to ensure compliance with all applicable laws, rules, regulations, and serving as support staff and providing expert testimony at hearings for issuance, fining, suspension, or revocation of licenses. This program also encompasses community partnerships by defining issues and strategies, and monitoring efforts with various agencies, departments, civic organizations, businesses, and individuals to provide and coordinate innovative programs and measures to ensure safe and vibrant communities relative to the service and consumption

of beverage alcohol.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Annual alcohol compliance checks to minors (under 21)	400	400	400	400	400
Rating of licensees satisfied with ALERT Training (Average Score on a 1-5 Scale)	4.92	4.7	5	5	5
Rating of licensees satisfied with Licensing Application Process (Average score on a 1-5 scale)	4.82	4.7	5	5	5

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,010,489**	**12.39**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(70,626)	(3.00)
FY18 Approved	**1,939,863**	**9.39**

Office of the Director

This program provides the overall direction for the Department.

Program Performance Measures	Actual FY15	Actual FY16	Estimated FY17	Target FY18	Target FY19
Annual growth in DLC retail and wholesale sales (percent)	3.78	5.6	5	5	5
Gross profit margin of DLC retail and wholesale operations (percent)	27.9	26.9	26	26	26

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**860,329**	**3.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(150,463)	0.00
FY18 Approved	**709,866**	**3.00**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
LIQUOR CONTROL					
EXPENDITURES					
Salaries and Wages	24,447,496	24,144,280	24,742,734	25,601,349	6.0 %
Employee Benefits	8,765,210	9,384,535	8,905,252	9,358,163	-0.3 %
Liquor Control Personnel Costs	**33,212,706**	**33,528,815**	**33,647,986**	**34,959,512**	**4.3 %**
Operating Expenses	18,140,953	18,494,065	21,712,321	18,470,926	-0.1 %
Capital Outlay	2,006,733	161,481	161,481	738,281	357.2 %
Debt Service Other	10,718,470	10,932,900	10,932,900	10,992,600	0.6 %
Liquor Control Expenditures	**64,078,862**	**63,117,261**	**66,454,688**	**65,161,319**	**3.2 %**
PERSONNEL					
Full-Time	294	296	296	305	3.0 %
Part-Time	160	160	160	143	-10.6 %

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
FTEs	426.72	432.42	432.42	438.20	1.3 %
REVENUES					
Bag Tax	8,027	0	0	0	—
Investment Income	27,920	76,670	16,750	28,710	-62.6 %
Liquor Licenses	1,805,302	1,570,197	1,570,197	1,570,197	—
Liquor Sales	80,949,860	84,542,843	82,532,427	86,212,495	2.0 %
Miscellaneous Revenues	46,183	0	0	0	—
Other Charges/Fees	19,220	8,740	8,740	8,740	—
Other Fines/Forfeitures	194,402	220,560	220,560	220,560	—
Other Licenses/Permits	88,220	156,000	156,000	156,000	—
Liquor Control Revenues	**83,139,134**	**86,575,010**	**84,504,674**	**88,196,702**	**1.9 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	13,561	0	0	0	—
Employee Benefits	1,373	0	0	0	—
Grant Fund - MCG Personnel Costs	**14,934**	**0**	**0**	**0**	**—**
Operating Expenses	5,000	0	0	0	—
Grant Fund - MCG Expenditures	**19,934**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	(337)	0	0	0	—
State Grants	5,000	0	0	0	—
Grant Fund - MCG Revenues	**4,663**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**64,098,796**	**63,117,261**	**66,454,688**	**65,161,319**	**3.2 %**
Total Full-Time Positions	**294**	**296**	**296**	**305**	**3.0 %**
Total Part-Time Positions	**160**	**160**	**160**	**143**	**-10.6 %**
Total FTEs	**426.72**	**432.42**	**432.42**	**438.20**	**1.3 %**
Total Revenues	**83,143,797**	**86,575,010**	**84,504,674**	**88,196,702**	**1.9 %**

FY18 APPROVED CHANGES

	Expenditures	FTEs
LIQUOR CONTROL		

FY18 APPROVED CHANGES

	Expenditures	FTEs
FY17 ORIGINAL APPROPRIATION	**63,117,261**	**432.42**
Changes (with service impacts)		
Add: Operational Enhancements	1,906,460	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY18 Compensation Adjustment	816,506	0.00
Increase Cost: Annualization of FY17 Compensation Increases	315,804	0.00
Increase Cost: Annualization of FY17 Personnel Costs	189,716	0.00
Increase Cost: Retiree Health Insurance Pre-Funding	181,650	0.00
Increase Cost: Risk Management Adjustment	131,203	0.00
Increase Cost: Mid-Year Personnel Changes	128,081	6.28
Increase Cost: Motor Pool Adjustment	84,010	0.00
Increase Cost: Debt Service	60,000	0.00
Increase Cost: Retirement Adjustment	38,770	0.00
Decrease Cost: Printing and Mail	(14,297)	0.00
Decrease Cost: IT Cost Savings [Administration]	(28,354)	0.00
Decrease Cost: Point of Sale System (POS) [Retail Sales Operations]	(32,719)	0.00
Decrease Cost: Finance Chargeback for Accounts Receivable Shared Services [Administration]	(58,180)	(0.50)
Decrease Cost: FY18 Operational Savings	(1,674,592)	0.00
FY18 APPROVED	**65,161,319**	**438.20**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Administration	16,494,753	25.20	15,975,135	25.70
Warehouse Operations	8,757,031	73.69	9,819,676	79.23
Delivery Operations	7,854,364	87.80	8,337,710	93.00
Retail Sales Operations	27,140,295	230.34	28,379,069	227.88
Licensure, Regulation and Education	2,010,489	12.39	1,939,863	9.39
Office of the Director	860,329	3.00	709,866	3.00
Total	**63,117,261**	**432.42**	**65,161,319**	**438.20**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
LIQUOR CONTROL						
EXPENDITURES						

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
FY18 Approved	**65,161**	**65,161**	**65,161**	**65,161**	**65,161**	**65,161**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY18	**0**	**(1,330)**	**(1,330)**	**(1,330)**	**(1,330)**	**(1,330)**
Items recommended for one-time funding in FY18, including operational enhancements, will be eliminated from the base in the outyears.						
Debt Service	**0**	**3**	**(32)**	**(290)**	**(512)**	**(512)**
Debt service estimates include Liquor Control Revenue Bonds, Master Lease Agreements for Forklifts, Delivery Trucks, and ERP system.						
Retail Store Leases	**0**	**153**	**309**	**469**	**631**	**631**
The leases for retail stores based on CPI assumptions (2.0%).						
Retiree Health Insurance Pre-funding	**0**	**9**	**34**	**41**	**52**	**52**
Labor Contracts	**0**	**354**	**354**	**354**	**354**	**354**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**65,161**	**64,350**	**64,496**	**64,405**	**64,356**	**64,356**

Non-Departmental Accounts

Approved FY18 Budget	Full Time Equivalents
$324,914,298	4.21

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 FY18, 45 NDAs were funded. Two NDAs were not funded: Inauguration & Transition and Montgomery County Employee Retirement Plans.

Budget Overview

The total approved FY18 Operating Budget for the Non-Departmental Accounts is $324,914,298, an increase of $6,773,523 or 2.13 percent from the FY17 Approved Budget of $318,140,775. Personnel Costs comprise 0.83 percent of the budget for 17 full-time position(s) and no part-time position(s), and a total of 4.21 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 99.17 percent of the FY18 budget.

Program Contacts

Contact Felicia Zhang of the Office of Management and Budget at 240.777.2788 for more information regarding the operating budget for the Non-Departmental Accounts.

Program Descriptions

Arts and Humanities Council

This NDA provides funding for the Arts and Humanities Council of Montgomery County (AHCMC), the County's designated local arts and humanities agency. Taxpayer support of the AHCMC includes general operating grants to arts and humanities organizations; program grants to arts and humanities organizations not receiving general operating support; project grants to individuals, scholars, groups, or small organizations; technical assistance and other support services for individuals and other organizations in the County; matching funds for awardees designated to match private donations, 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, in partnership with the community, cultivates and supports excellence in the arts and humanities, expands access to cultural expression, and contributes to economic vitality in the region. AHCMC provides leadership that sustains arts and humanities organizations, artists and scholars, and inspires participation in our County's cultural assets. Through its programs and services, AHCMC provides the infrastructure and support necessary to maintain a robust creative community that includes over 500 cultural organizations and 2,000 artists and

scholars. AHCMC annually distributes grants to organizations and individuals to help fund enriching cultural activities in our County (www.creativemoco.com/grants/grants-awarded).

AHCMC is headquartered in Silver Spring, 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 Capital Improvements Program (CIP) project.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,306,943**	**0.00**
Enhance: Arts and Humanities Council of Montgomery County Grants Funding	100,000	0.00
Enhance: Funding for large organization operating support grants, grant and programs support to mid-sized organizations, advancement grants, administration, and Wheaton cultural project grants	100,000	0.00
FY18 Approved	**5,506,943**	**0.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**22,950**	**0.00**
FY18 Approved	**22,950**	**0.00**

Charter Review Commission

Section 509 of the County Charter requires that a Charter Review Commission be appointed by the County Council every four years, within six months 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**150**	**0.00**
Increase Cost: Charter Review Commission - Biennial Workload Adjustment	1,000	0.00
FY18 Approved	**1,150**	**0.00**

Children's Opportunity Fund

The Children's Opportunity Fund (COF) was established at the Montgomery County Community Foundation in May 2016. COF provides funding to support policy priorities that address the social determinants that impact the achievement gap for vulnerable children and the barriers faced by their families.

The Fund is supported by a Policy Leadership Group made up of the County Executive, the Montgomery County Public School (MCPS) Superintendent, a member of the Board of Education, and a member of the County Council. This Policy Leadership

Group is staffed by the Executive Director/Consultant of COF, and will advise the Fund's Steering Committee as to the policy priorities relating to children at risk of not succeeding in school, for the purpose of advising and guiding the Steering Committee in making recommendations for the Fund. The Steering Committee will make the award decisions.

The Steering Committee is comprised of the Director of the Department of Recreation, the Director of the Department of Health and Human Services, the MCPS Chief Academic Officer, the Executive Director of the Collaboration Council, the Executive Director of the Montgomery County Community Foundation, and the Director/Consultant to the Fund who was hired by the Montgomery County Community Foundation and serves as an ex-officio member. Evaluation and data driven decision-making is critical to the work of the Fund. The Fund will direct resources to County inter-agency and cross system collaborations, promote public-private partnerships, and identify new funding sources in collaboration with the Community Foundation to aggressively close the achievement gap in Montgomery County and impact the social-economic determinants that affect outcomes for children and their families. The COF Steering Committee received approval from the Policy Leadership Group to identify and pursue investments in care coordination services for children, career preparation and internships for at risk youth, and enrolled with Annie E Casey Foundation for the Grade Level Reading national initiative. In addition, the BELL Initiative continues into its second year of implementation.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**375,000**	**0.00**
FY18 Approved	**375,000**	**0.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,109,724**	**0.00**
Add: Community Grant: Adventist Community Services of Greater Washington, Inc. (Provide November and December holiday meals to economically vulnerable community members as part of the ACSGW Thrive Initiative.)	9,000	0.00
Add: Community Grant: Asian Indians for Community Service. Inc. (Provide ethnic friendly resources to seniors; and develop capacity, provide assistance, and outreach to adult mental health victims of minority communities.)	15,000	0.00
Add: Community Grant: Asian Pacific American Legal Resource Center (Provide immigration legal services to the low-income Asian Pacific Islander community in Montgomery County.)	10,000	0.00
Add: Community Grant: Audubon Naturalist Society of the Central Atlantic States. Inc. (Provide "Unplug and Play-in-Nature" out-of-school-time programs for students in five MCPS Title I elementary schools for the 2017-18 school year.)	13,000	0.00
Add: Community Grant: Baby's Bounty MC, Inc. (Provide for staffing to enable provision of health and wellness essentials for newborns born into poverty, homelessness, and other disadvantaged situations.)	20,000	0.00
Add: Community Grant: Bethesda Cares, Inc. (Provide funding for grants to assist low-income county residents, who would otherwise live without working utilities or be evicted/become homeless.)	30,000	0.00
Add: Community Grant: Bethesda Green (Provide funding for the Be Green Hub: Support to Mentorship Program Build-Up.)	29,708	0.00
Add: Community Grant: Bethesda Help, Inc. (Provide emergency assistance for rent, utilities and prescriptions to eligible residents of Southern Montgomery County in Bethesda Help's service area.)	6,000	0.00

FY18 Approved Changes	Expenditures	FTEs
Add: Community Grant: Boys & Girls Clubs of Greater Washington, Inc. (Provide comprehensive after-school academic enrichment program to raise academic proficiency of underserved youth through homework assistance, tutoring, and reading time.)	44,277	0.00
Add: Community Grant: Boys & Girls Clubs of Greater Washington, Inc. (Provide nutrition, fitness, healthy lifestyle, and positive relationship education to Germantown/Up-county youth, ages 5-18.)	5,000	0.00
Add: Community Grant: Capital Area Asset Building Corporation (Provide financial education and coaching to Latinos of Montgomery County to increase liquid assets, mainstream banking and participation in EITC.)	12,000	0.00
Add: Community Grant: Capital Area Food Bank (Provide funding for Family Markets; an enhanced school pantry, client choice program serving 40 pounds of food per month for enrolled families.)	35,000	0.00
Add: Community Grant: Care for Your Health, Inc. (Provide care coordination to patients at high risk to end up in the hospital or death.)	41,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide for the Immigration Legal Assistance Program Services.)	50,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide comprehensive case management services that address barriers to maintaining long-term housing and achieving self-sufficiency.)	25,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide pro-bono legal immigration services for survivors of violence and abuse.)	54,679	0.00
Add: Community Grant: CentroNia (Provide high-quality, full-day early childhood education to underserved children in Takoma Park, Maryland.)	40,000	0.00
Add: Community Grant: Child Center and Adult Services (Provide for the Healthy Mothers Healthy Babies (HMHB) for low-income and uninsured women with perinatal depression.)	45,000	0.00
Add: Community Grant: Chinese Culture and Community Services, Inc. (Provide essential health services to Chinese Americans with mental health concerns.)	20,000	0.00
Add: Community Grant: CollegeTracks, Inc. (Help 500 low-income, first-generation-to-college students to enroll, persist, and graduate from college or technical school.)	30,000	0.00
Add: Community Grant: Collegiate Directions, Inc. (Funding to provide six years of comprehensive support for low-income students in Montgomery County to access and complete college.)	55,000	0.00
Add: Community Grant: Community Bridges Incorporated (Provide mentoring, college and career planning and mentoring support for low-income girls and families.)	25,000	0.00
Add: Community Grant: Community Clinic Inc. (Hire a bilingual Community Outreach Specialist to offer culturally and linguistically competent health-related outreach and education to medically underserved residents.)	25,000	0.00
Add: Community Grant: Community Health and Empowerment through Education and Research (Connect vulnerable Long Branch and Takoma Park residents to health and wellness resources)	10,000	0.00
Add: Community Grant: Community Ministries of Rockville (Enhance healthcare access through patient navigation, specialty referrals, and health education: pledging 80% colorectal cancer screening by 2018.)	63,785	0.00
Add: Community Grant: Community Ministries of Rockville (Establish after-school program which mentors and assists underserved youth and their families toward pursuit and successful entry into higher education.)	14,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provide for the Naturalization Program, childcare/tutoring for the children of English language education adult students, and Language Outreach Program staff training.)	5,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provide for the Rockville Emergency Assistance Program (REAP).)	12,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provide in-home client services, home repairs, and case management to enable low-income elderly to age in place.)	12,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provide permanent supportive housing for formerly homeless individuals at the Jefferson House Personal Living Quarters (men) and the Rockland House (women).)	20,000	0.00

FY18 Approved Changes	Expenditures	FTEs
Add: Community Grant: Community Services Foundation (Implement academic intervention (reading/math/computers) and health-wellness training at the Rock Creek Terrace Community Center, which serves first-generation immigrant youth.)	20,000	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County (Provide conflict resolution services in Montgomery County schools, serving youth, families and school staff.)	16,800	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County (Provide conflict resolution services to assist seniors and their families in Montgomery County.)	6,700	0.00
Add: Community Grant: Crossroads Community Food Network (Support for farmers market nutrition incentive program and complementary healthy eating education program.)	58,000	0.00
Add: Community Grant: DC Diaper Bank (Capacity building for low-income families and the community organizations that serve them by regularly supplying diapers, formula, and hygiene products.)	5,000	0.00
Add: Community Grant: Easter Seals Greater Washington-Baltimore Region, Inc. (Provide support for individuals with disabilities displaced by a center closing to attend the Easter Seals Adult Day Program.)	30,226	0.00
Add: Community Grant: Eastern Montgomery Emergency Assistance Network, Inc. (Provide emergency assistance for rent and utilities.)	12,000	0.00
Add: Community Grant: Elite Soccer Youth Development Academy, Inc. (Funding to increase the number of children participating in a soccer program designed to reduce obesity and encourage alternative healthy behaviors.)	20,000	0.00
Add: Community Grant: Equipment Connections for Children (Support Equipment Donation Program which connects costly adaptive equipment from children with disabilities who outgrow the equipment to children who need it.)	5,000	0.00
Add: Community Grant: Family Learning Solutions, Inc. (Operating support for the SHOUT program at Gaithersburg High School)	7,500	0.00
Add: Community Grant: Family Services, Inc. (Provide support for the Thriving Germantown Community HUB to create a care coordination entity addressing social determinants of health, wellness, and educational success)	57,000	0.00
Add: Community Grant: Fenton Village, Inc. (Brand, promote and preserve 200 small local businesses in Fenton Village.)	5,000	0.00
Add: Community Grant: Florence Crittenton Services of Greater Washington (Deliver positive youth development program for at-risk teen girls to strengthen life skills, reduce risky behavior, and promote academic success)	55,000	0.00
Add: Community Grant: Future Link, Inc. (Provide internship work experiences for at-risk County youth keeping them motivated, persisting with their education, and on-track towards self-sufficiency.)	27,300	0.00
Add: Community Grant: Gandhi Brigade, Inc. (Provide for youth leadership development and employment potential through media training, community engagement, and community service.)	25,000	0.00
Add: Community Grant: Generation Hope (Provide teen parents with tuition support, mentoring, academic/life/professional skills, tutoring, and case management to make college a reality.)	5,000	0.00
Add: Community Grant: Great and Small (Operating support for equine-assisted programs serving individuals with special needs.)	9,000	0.00
Add: Community Grant: Habitat for Humanity Metro Maryland, Inc. (Repair homes of low-income seniors, focusing on the incorporation of design for life features, allowing seniors to age in place.)	25,000	0.00
Add: Community Grant: Home Care Partners Inc. (Provide home aide services to help low-income seniors and adults with disabilities to remain at home.)	20,000	0.00
Add: Community Grant: Hope Connections for Cancer Support, Inc. (Provide licensed clinical facilitators to keep up with demand increase for Montgomery County support groups for people with cancer.)	10,000	0.00
Add: Community Grant: Hope Restored (Provide funding to reduce the recidivism rate in Montgomery County.)	10,000	0.00
Add: Community Grant: Horizons Greater Washington Inc (Funding for out-of-school time program for low-income students.)	10,000	0.00

FY18 Approved Changes	Expenditures	FTEs
Add: Community Grant: Hospice Caring (Provide funds to deliver effective end-of-life and bereavement services to the County's increasingly diverse population by removing cultural and language barriers)	5,000	0.00
Add: Community Grant: House of Divine Guidance, Inc. (Provide support for winter overflow shelter.)	10,000	0.00
Add: Community Grant: House of Ruth Maryland (Sustain full-time family/child therapist presence at the Montgomery County Family Justice Center serving victims of intimate partner violence.)	20,000	0.00
Add: Community Grant: Housing Opportunities Community Partners, Inc. (Provide a three-week summer STEM robotics day camp to 100 low-income at-risk youth grades 1-8.)	37,000	0.00
Add: Community Grant: Housing Unlimited Inc (Expand the organization's permanent affordable housing for persons who are homeless and have psychiatric disabilities.)	50,000	0.00
Add: Community Grant: Identity, Inc. (Funding for Saving Lives through Soccer program.)	30,000	0.00
Add: Community Grant: Identity, Inc. (Provide for case management services to connect Latino youth and families with resources for food, clothing, shelter and other safety net services.)	49,510	0.00
Add: Community Grant: Imagination Library of Montgomery County, Maryland, Inc (Provide for mailing free, age-appropriate books to children from birth to age five.)	3,000	0.00
Add: Community Grant: Impact Silver Spring (Provide for the support of out-of-school athletic program for youth in Long Branch.)	10,000	0.00
Add: Community Grant: Interfaith Works (Provide for Emergency Support program.)	5,000	0.00
Add: Community Grant: Interfaith Works (Provide support for the Interfaith Clothing Center.)	45,000	0.00
Add: Community Grant: Interfaith Works (The Vocational Services Program seeks to enhance staffing so participants can access job readiness and support services for long-term stability.)	30,000	0.00
Add: Community Grant: Inwood House Development Corporation (Provide heavy chore cleaning of apartments and clutter management for adults who are disabled and extremely low-income at Inwood House)	13,000	0.00
Add: Community Grant: Japanese Americans' Care Fund (Provide rent/internet services for a new MD branch.)	25,100	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc (Provide for the Intergenerational Bridges program.)	25,000	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provide support for an Employment Specialist)	12,500	0.00
Add: Community Grant: Kids in Need of Defense (KIND) (Provide pro-bono legal services for unaccompanied immigrant and refugee minors.)	40,000	0.00
Add: Community Grant: Kids in Need of Distributors, Inc. (Provide funds to purchase food to be distributed to MCPS (K-8) Free and Reduced Meal eligible children)	10,000	0.00
Add: Community Grant: Korean Community Service Center of Greater Washington (Provide social services, counseling, and continuing education for low-income senior Asian American and immigrant residents of Eastern Montgomery County.)	10,000	0.00
Add: Community Grant: Latin American Youth Center (Provide 30 youth, ages 16-24, out-of-school time activities including internships, job readiness activities, industry-specific training, and job placement services.)	40,000	0.00
Add: Community Grant: Leadership Montgomery (Promote corporate volunteerism, identify community needs, link corporate volunteer programs with nonprofits and recognize outstanding corporate participation in volunteerism)	5,000	0.00
Add: Community Grant: League of Women Voters of Montgomery County, MD, Inc. Citizen Education Fund (Print/mail the 2018 Primary Election voters' Guide to the household of every new voter registered since the 2016 election.)	8,000	0.00
Add: Community Grant: Liberty's Promise Inc (Provide for an after-school civic engagement program and internships program for low-income immigrant youth in Montgomery County.)	70,000	0.00
Add: Community Grant: Life Asset, Inc. (Provide funding for "microloan and training program", helping low-income entrepreneurs start/expand businesses in Montgomery County creating jobs and financial self-sufficiency.)	14,500	0.00

FY18 Approved Changes	Expenditures	FTEs
Add: Community Grant: Low Vision Center, Inc. of Montgomery County, MD (Develop a comprehensive Low Vision Course to present to seniors and families throughout Montgomery County utilizing County Senior Center facilities.)	9,994	0.00
Add: Community Grant: Lutheran Social Services of the National Capital Area (Provide funds for emergency rental/utility assistance and safety net services for refugee families.)	30,000	0.00
Add: Community Grant: Manna Food Center (Provide for the Smart Sacks program for elementary school students)	14,000	0.00
Add: Community Grant: Manna Food Center (Provide fresh produce to people experiencing hunger and rescuing produce from farmers markets that may otherwise be composted or discarded.)	12,000	0.00
Add: Community Grant: Manna Food Center (Provide support for a mobile kitchen.)	10,000	0.00
Add: Community Grant: Meals on Wheels of Central Maryland, Inc. (Provide salary & fringe for a part-time site coordinator to oversee meal delivery and services to homebound elderly and disabled residents.)	13,000	0.00
Add: Community Grant: Mercy Health Clinic (Provide support for the on-site pharmacy program providing medications to low-income, uninsured adult residents of Montgomery County.)	35,000	0.00
Add: Community Grant: Mid County United Ministries (Provide funds to help low income residents who are disconnected or have a pending disconnection for a utility.)	26,000	0.00
Add: Community Grant: Ministries United Silver Spring Takoma Park, Inc. (Provide funds to help clients with eviction, utilities, prescriptions, food and other types of assistance.)	30,000	0.00
Add: Community Grant: Mobile Medical Care, Inc. (Provide for expanded access to primary care at MobileMed's clinic in East Montgomery County)	20,832	0.00
Add: Community Grant: MoCoKidsCo, Inc. (Provide low-income youth access to high-quality STEM programming that helps narrow the achievement gap and supports positive youth development.)	52,500	0.00
Add: Community Grant: Montgomery Countryside Alliance (Provide operating support.)	15,000	0.00
Add: Community Grant: Montgomery County Maryland Bar Foundation, Inc. (Provide legal services for Pro Bono case referrals and brief advice at legal advice clinics to low income residents.)	40,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation (Support food program to assist needy residents.)	10,000	0.00
Add: Community Grant: Montgomery Hospice, Inc. (Provide compassionate, specialized medical and emotional care for children with life-limiting illnesses, keeping children in their homes surrounded by family.)	15,000	0.00
Add: Community Grant: Montgomery Housing Partnership (Provide Play & Learn programs (for ages 3-5) and Homework Clubs (ages 5-12) at affordable housing properties.)	75,000	0.00
Add: Community Grant: NAMI Montgomery County (Provide educational classes, support groups and outreach presentations for caregivers of and individuals living with mental illness in Montgomery County.)	5,000	0.00
Add: Community Grant: NAMI Montgomery County (Provide mental health education and support for teachers and youth through presentations and an evidence based suicide prevention program.)	5,000	0.00
Add: Community Grant: Nueva Vida, Inc. (Deliver Physical and Behavioral Health Education Workshops and Feria de Salud for Disadvantaged Latino Families)	41,388	0.00
Add: Community Grant: Olney Help, Inc. (Provide emergency food and financial assistance for rent, utilities and prescriptions to avoid evictions, utility shut-off, or lapse in medication)	9,000	0.00
Add: Community Grant: Passion for Learning, Inc. (Provide college readiness skills and preparations for economically disadvantaged middle school youth.)	23,000	0.00
Add: Community Grant: Per Scholas (Funding for technology education, access, training and job placement services for out-of-school youth who are under- or unemployed.)	40,000	0.00
Add: Community Grant: Potomac Community Resources, Inc. (Provide respite care programs for Montgomery County teens and adults with profound to moderate intellectual and/or developmental disabilities.)	50,000	0.00
Add: Community Grant: Pride Youth Services, Inc. (Provide for African American youth to develop resiliency and self-efficacy skills necessary to live productive lives.)	5,000	0.00

FY18 Approved Changes	Expenditures	FTEs
Add: Community Grant: Proyecto Salud Clinic (Provide care management for vulnerable individuals with chronic conditions.)	50,000	0.00
Add: Community Grant: Proyecto Salud Clinic (Provide patient navigation and facilitation of cancer screenings.)	37,870	0.00
Add: Community Grant: Rainbow Community Development Center (Provide emergency assistance for rent, utilities and temporary homelessness)	2,800	0.00
Add: Community Grant: Rainbow Place Shelter for Homeless Women (Provide overnight winter shelter and whatever support is needed to transition from homelessness for adult homeless women.)	40,000	0.00
Add: Community Grant: Rebuilding Together Montgomery County (Provide critical home repairs for low-income homeowners in Montgomery County.)	30,000	0.00
Add: Community Grant: Red Wiggler Foundation, Inc. (Provide opportunities for youth and adults with and without developmental disabilities to work, learn, and grow healthy food.)	30,000	0.00
Add: Community Grant: Rockville Economic Development, Inc. (REDI) (Provide business counseling, training, and technical assistance to start-up and existing women-owned businesses and entrepreneurs)	20,000	0.00
Add: Community Grant: Rockville Help Incorporated (Provide emergency financial assistance for rent, security deposits, utilities, and prescriptions to families in need in Rockville MD.)	9,000	0.00
Add: Community Grant: Rockville Science Center, Inc. (Provide funding to increase hours of operations and activities offered by the Maker Space in the Rockville Memorial Library.)	7,500	0.00
Add: Community Grant: Sports Plus Group, Inc. (Provide increased social, pre-employment and sports programs for children and teens with autism)	2,500	0.00
Add: Community Grant: St. Camillus Catholic Church Food Pantry (Provide for nutritionally adequate, culturally appropriate food to be distributed to families in need.)	5,000	0.00
Add: Community Grant: Stepping Stones Shelter (Provide employment counseling to homeless and formerly homeless families to enable them to find jobs and increase their income.)	60,000	0.00
Add: Community Grant: Sunflower Bakery, Inc. (Expand Sunflower's engagement with businesses to secure employment for graduates, provide 16 weeks in-house internship, employee development and job matching.)	21,140	0.00
Add: Community Grant: The Arc Montgomery County, Inc. (Provide a proven model of classroom-, practice- and internship-based employment supports for young adults with intellectual and developmental disabilities.)	42,000	0.00
Add: Community Grant: The Arc Montgomery County, Inc. (Provide medical child care tuition waivers for families experiencing temporary financial crises.)	12,500	0.00
Add: Community Grant: The Arc Montgomery County, Inc. (Replace existing window blinds with new products that meet Federal safety guidelines for a child care environment.)	7,400	0.00
Add: Community Grant: The CareerCatchers, Inc. (Provide individualized, and sustained employment counseling and vocational services to survivors of domestic abuse.)	19,000	0.00
Add: Community Grant: The Community Foundation for the National Capital Region (Montgomery County Food Council) (Provide for operating support)	10,000	0.00
Add: Community Grant: The Community Foundation for the National Capital Region (Montgomery County Food Council) (Provide salaries for Food Council staff to facilitate the implementation of the Montgomery County Food Security and Food Action Plans)	20,000	0.00
Add: Community Grant: The First Tee of Greater Washington, DC (Provide social, fun, healthy, and life enhancing opportunities for girls to keep them engaged and enjoying golf in Montgomery County)	10,000	0.00
Add: Community Grant: The Greater Washington Jewish Coalition against Domestic Violence (Facilitate dating abuse prevention workshops in Montgomery County Public Schools and provide critical counseling services to participants in need.)	12,500	0.00
Add: Community Grant: The Montgomery County Coalition for the Homeless Inc. (Provide 24/7 emergency shelter including cased management and supportive services for men experiencing homelessness.)	30,000	0.00

FY18 Approved Changes	Expenditures	FTEs
Add: Community Grant: The Montgomery County Coalition for the Homeless Inc. (Provide case management for formerly homeless adults in CHIP to help decrease recidivism and costly unnecessary usage of public systems.)	62,130	0.00
Add: Community Grant: The Montgomery County Coalition for the Homeless Inc. (Provide case management services to single adults with severe mental illness and/or co-occurring disorders who are experiencing homelessness)	30,000	0.00
Add: Community Grant: The Muslim Community Center Inc. (Provide clinical case management for Medicare, Medicaid and uninsured Montgomery County residents.)	21,000	0.00
Add: Community Grant: The Muslim Community Center Inc. (Provide secure and reliable information technology infrastructure that would protect over 15,000 patient health information records.)	11,000	0.00
Add: Community Grant: The National Center for Children and Families (Provide for the FutureBound Transitional Housing Program for young adults who are homeless)	20,000	0.00
Add: Community Grant: The Nonprofit Village Center, Inc. (Provide shared space, back office services, equipment and training for 30 organization members of the Nonprofit Village.)	10,000	0.00
Add: Community Grant: The Reading Connection, Incorporated (Provide books, literacy experiences and associated activities for at-risk children and families living in emergency shelters and transitional/affordable housing.)	23,562	0.00
Add: Community Grant: Thor Teams Inc. (Provide tutoring to fifteen needy Middle and High School youth in Damascus, Maryland.)	15,000	0.00
Add: Community Grant: Unity Christian Fellowship (Provide for the Educational and Life Skills Program activities to help Montgomery County youth excel academically and socially.)	8,000	0.00
Add: Community Grant: Upcounty Community Resources (Provide for a Weekend Enrichment/Respite program for individuals with developmental and intellectual disabilities)	5,000	0.00
Add: Community Grant: Upper Montgomery Assistance Network (Provide emergency financial assistance to families facing homelessness or loss of vital utility services)	40,000	0.00
Add: Community Grant: Upwardly Global (Funds to help skilled refugees and immigrants overcome the acculturation and workforce barriers keeping them from professional employment and economic stability.)	10,000	0.00
Add: Community Grant: Vietnamese Americans Services, Inc. (Provide improvement to health care accessibility of the Vietnamese community in Montgomery County.)	7,000	0.00
Add: Community Grant: Vietnamese Americans Services, Inc. (Provide outreach services to better assist disadvantaged and hard-to-reach target groups among the Vietnamese population.)	12,500	0.00
Add: Community Grant: Washington Regional Association of Grantmakers (Provide support for Montgomery Moving Forward.)	10,000	0.00
Add: Community Grant: YMCA of Metropolitan Washington (Provide at-risk youth with trauma-informed, academic-focused, out-of-school-time enrichment services, intensive homework help and mentoring, and other services for adults)	71,000	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY17	(3,109,724)	0.00
FY18 Approved	**3,205,701**	**0.00**

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. FY18 Community Grants are $7,870,180;

• Community Services Grants: one-time grants for capital purchases that support health and human service activities. FY18 Community Services Grants are $60,716.

Approved for Community Grants, but included as part of the Capital Budget within the Cost Sharing: MCG Project (CIP#720601) for a total of $1,236,900 are listed as follows: A Wider Circle, Inc.: $50,000; Cornerstone Montgomery, Inc.: $350,000; Friends House, Inc.: $50,000; Graceful Growing Together, Inc.: $100,000; Identity, Inc.: $61,900; Jewish Council for the Aging of Greater Washington, Inc.: $50,000; Jewish Foundation for Group Homes:$100,000; Jewish Social Service Agency: $250,000; Potomac Community Resources,Inc.: $50,000; Warrior Canine Connection, Inc.: $50,000; YMCA of Metropolitan Washington, Inc.: $125,000.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**7,000,436**	**0.00**
Add: Community Grant: A Wider Circle, Inc. (Provides for the Professional Development Center)	45,000	0.00
Add: Community Grant: Adventist Community Services of Greater Washington, Inc. (Provide a free summer camp for culturally, economically and geographically disadvantaged youth of East Montgomery County)	50,000	0.00
Add: Community Grant: African Immigrant and Refugee Foundation, Inc. (Provide for transition of African immigrant youth to American society through after school tutoring support and cultural immersion)	10,400	0.00
Add: Community Grant: African Women Council Inc. (Provides for leased space at the Nonprofit Village)	11,000	0.00
Add: Community Grant: Am Kolel, Inc. (Provide for the Visitors Project for People with Dementia to provide regular friendly visits to lonely, low-income nursing home residents)	12,500	0.00
Add: Community Grant: American Muslim Senior Society, Inc (Provides for operating support)	35,000	0.00
Add: Community Grant: Asbury Foundation, Inc. (Provide for the Gaithersburg Beloved Community Initiative)	12,000	0.00
Add: Community Grant: Asian American LEAD (Provides for programs for low-income/underserved Asian Pacific American youth)	60,000	0.00
Add: Community Grant: Asian Indians for Community Service, Inc. (Provide Diabetes Self-Management Training to Diabetic and Pre-Diabetic residents of the County through Workshops using the Stanford model)	15,000	0.00
Add: Community Grant: Asian Pacific American Legal Resource Center (Provide legal assistance to low-income Asian immigrants seeking immigration relief.)	30,000	0.00
Add: Community Grant: Asian-American Homeownership Counseling, Inc. (Provides for foreclosure/eviction prevention services, homeownership and financial education)	57,018	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)	25,000	0.00
Add: Community Grant: Bender JCC of Greater Washington (Provides for the Selma Sweetbaum Satellite Program to support at-risk senior adults)	40,000	0.00
Add: Community Grant: Bender JCC of Greater Washington (Provides transportation for the Camp JCC Inclusion Program for children and young adults with disabilities)	25,000	0.00
Add: Community Grant: Bethesda Green (Provides for Sustainability Impact Management (Be Impact) Campaign)	10,000	0.00
Add: Community Grant: Bethesda Help, Inc. (Provide emergency food assistance)	4,000	0.00
Add: Community Grant: Bethesda Metro Area Village (Provides for operating support)	15,000	0.00
Add: Community Grant: Big Brothers Big Sisters of the National Capital Area (Provides for Hermanos y Hermanas Mayores Latino Outreach Inititiative)	34,340	0.00
Add: Community Grant: Bradley Hills Village, Inc. (Provides for operating support)	10,000	0.00
Add: Community Grant: C&O Canal Trust, Inc. (Provides for operating support)	30,000	0.00

FY18 Approved Changes	Expenditures	FTEs
Add: Community Grant: Capital Area Food Bank (Provide low-income seniors with monthly grocery bags including shelf-stable items, fresh produce, and nutrition and health resources)	30,000	0.00
Add: Community Grant: Carribean Help Center, Inc. (Provides for operating support)	20,000	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 Immigration Legal Assistance Program)	100,000	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 outreach and education on the naturalization process, application assistance, and wraparound financial services)	30,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provides vocational training for low-income immigrant workers at the Rockville Welcome Center)	45,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide employment referral services and job readiness workshops to Latino and new-immigrant residents)	52,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide pro-bono legal immigration services for survivors of violence and abuse)	15,000	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)	48,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Lt. Joseph P. Kennedy Insitute) (Provides for the Community Companions program)	125,170	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Lt. Joseph P. Kennedy Institute) (Provide therapeutic services to children and youth with developmental disabilities)	45,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide therapeutic services and community integration opportunities for adults with multiple disabilities.)	30,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provides emergency assistance, case management, information and referral services, and employment and education services to the low-income, largely immigrant community (McCarrick Family Support Services))	55,000	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)	55,000	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)	45,496	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Spanish Catholic Center) (Provide Spanish literacy education for non-literate, Spanish speaking Montgomery County immigrant residents. (Gaithersburg Spanish Literacy Program))	11,408	0.00
Add: Community Grant: Catholic Charities of Washington, Inc. (Provides for connecting low-income immigrants to medical, dental, health education, and social services)	39,000	0.00
Add: Community Grant: Center for Adoption Support and Education, Inc. (Provides for the Live, Learn, Lead Academy for youth transitioning from foster care to independence)	37,000	0.00
Add: Community Grant: Child Center and Adult Services (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. (Provide essential health services to Chinese Americans with mental health concerns)	25,000	0.00

FY18 Approved Changes	Expenditures	FTEs
Add: Community Grant: Chinese Culture and Community Service, Inc. (Provides for the STOP B program)	105,000	0.00
Add: Community Grant: Circle of Rights, Inc. (Provide stroke symptom awareness and prevention alternatives for a healthier lifestyle in multiple languages)	15,000	0.00
Add: Community Grant: CollegeTracks, Inc. (Help low-income, first generation to college high school students get admitted to college or technical school with enough financial aid to attend)	200,000	0.00
Add: Community Grant: CollegeTracks, Inc. (Provides program for low-income, first-generation-to-college students to enroll, persist, and graduate from college or technical school)	100,000	0.00
Add: Community Grant: Columbia Lighthouse for the Blind (Provides for the Deaf/Blind program)	25,000	0.00
Add: Community Grant: Comfort Cases Inc. (Provide new essential and comfort items to children entering foster care and other vulnerable children)	10,000	0.00
Add: Community Grant: Community Bridges Incorporated (Provide mentoring, college and career planning and mentoring support for low income girls and families)	45,000	0.00
Add: Community Grant: Community Health and Empowerment through Education and Research (Provides for connecting vulnerable Long Branch and Takoma Park residents to health and wellness resources)	25,000	0.00
Add: Community Grant: Community Health and Empowerment through Education and Research (Provides for the Lunch & Learn program for low-income youth)	20,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provide for the Naturalization Program, child care/tutoring for LOP adult students' children, and the Family Educational Success Program for Youth)	5,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provide in-home client services, home repairs, and case management to enable low income frail elderly age in place)	35,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provide support for the Rockville Emergency Assistance Program (REAP))	15,000	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County (Provides for conflict resolution services in Montgomery County schools, serving youth, families and school staff)	20,000	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County (Provides for conflict resolution services to assist seniors and their families in Montgomery County)	10,000	0.00
Add: Community Grant: Conservation Montgomery, Inc. (Provide Home Tree Care 101 classes to teach homeowners how to maintain trees on their private property.)	10,000	0.00
Add: Community Grant: Court Watch Montgomery Inc. (Provides recommendations for strengthening court protection for domestic violence victims and their children)	20,000	0.00
Add: Community Grant: Cultural & Diversity Enrichment Services-USA,Inc (CADES-USA) (Provides programming for immigrant youth)	34,000	0.00
Add: Community Grant: DC Diaper Bank (Provide free and reliable source of diapers and hygiene essentials for children)	10,000	0.00
Add: Community Grant: Devenio, Inc. (Provides for a dance program for teens and adults with cognitive/developmental disabilities)	10,000	0.00
Add: Community Grant: Diaspora Resources for Ethiopian American Movement (Provides for the DREAM center for seniors)	30,000	0.00
Add: Community Grant: DVS Legal Services, Inc. (Provide legal services for families impacted by domestic violence for protective orders and family law cases.)	20,000	0.00
Add: Community Grant: Easter Seals Serving DC|MD|VA (Provides operating support for the Adult Day Program)	25,000	0.00
Add: Community Grant: Eastern Montgomery Emergency Assistance Network, Inc. (Provide emergency assistance for rent and utilities to low-income residents of eastern Montgomery County)	15,000	0.00
Add: Community Grant: EduCare Support Services, Inc. (Provide supplemental food assistance to low income families, seniors, persons with disabilities or chronic illness, and other emergency situations)	50,000	0.00

FY18 Approved Changes	Expenditures	FTEs
Add: Community Grant: Elite Soccer Youth Development Academy, Inc. (Provides for a soccer program for youth)	12,000	0.00
Add: Community Grant: Empowered Women International, Inc (Provide entrepreneurship and workforce training and support services to promote self-sufficiency of immigrant, refugee and low-income women)	25,000	0.00
Add: Community Grant: Equipment Connections for Children (Provides support for storage rental facility, equipment repairs, insurance, and staff wages)	10,000	0.00
Add: Community Grant: Ethiopian Community Center in Maryland (Provides for the Preventative Health Care Project)	25,000	0.00
Add: Community Grant: EveryMind Inc. (Provide Mental Health First Aid (MHFA) training on how to respond to mental health crises)	35,000	0.00
Add: Community Grant: EveryMind Inc. (Provides for the Serving Together program providing coordinated community resources for veterans and their families)	150,000	0.00
Add: Community Grant: Family Learning Solutions, Inc. (Provides for the "I Am College Ready" program)	45,000	0.00
Add: Community Grant: Family Services, Inc. (Provide academic, social and emotional supports 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)	25,000	0.00
Add: Community Grant: Family Services, Inc. (Provides for the Neighborhood Opportunity Network)	75,000	0.00
Add: Community Grant: First African Methodist Episcopal Church of Gaithersburg, Inc (Provides for the SHARE food program for low-income families)	7,410	0.00
Add: Community Grant: Florence Crittenton Services of Greater Washington dba Crittenton Services of Greater Washington (Provide program for at-risk teen girls to strengthen life skills, reduce risky behavior, and promote academic success)	35,000	0.00
Add: Community Grant: Future Link, Inc. (Provides for an extensive outreach program providing individualized academic and career supports for at-risk youth)	30,000	0.00
Add: Community Grant: Gaithersburg HELP, Inc. (Provide the basic needs of food, diapers, and formula for low-income residents in Gaithersburg/Montgomery Village area.)	35,000	0.00
Add: Community Grant: Gandhi Brigade Inc (Provides for youth leadership development and employment potential through media training, community engagement, and community service)	45,000	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, MD (Provides program scholarships and shoes to underserved girls)	15,000	0.00
Add: Community Grant: Graceful Growing Together, Inc. (Provides operating support for implementation of the new Bethesda community center.)	35,000	0.00
Add: Community Grant: Great and Small (Provides operating support for equine-assisted programs serving individuals with special needs)	10,000	0.00
Add: Community Grant: Greater Stonegate Village (Provides for operating support)	10,000	0.00
Add: Community Grant: growingSOUL Inc (Provide operating support forzero-waste solution for food production, recovery, processing, preservation, distribution and compost apprenticeship-training programs)	20,000	0.00
Add: Community Grant: Habitat for Humanity Metro Maryland, Inc. (Provide necessary health and safety home repairs to low-income homeowners)	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

FY18 Approved Changes	Expenditures	FTEs
Add: Community Grant: Hispanic Business Foundation of Maryland (Provides Youth Development Services including after school paid internships to underserved high school students and tutoring and mentorship services.)	30,000	0.00
Add: Community Grant: Hispanic Business Foundation of Maryland, Inc. (Provides for rental of space in the Wheaton area)	22,000	0.00
Add: Community Grant: Home Care Partners, Inc. (Provides home aide services to help low-income seniors and adults with disabilities remain at home)	5,000	0.00
Add: Community Grant: Hope Restored, Inc (Provide funding to reduce the recidivism rate in Montgomery County)	25,000	0.00
Add: Community Grant: Hospice Caring, Inc. (Provides for reducing the recidivism rate in Montgomery County through strategic partnerships with public and private partnerships)	10,000	0.00
Add: Community Grant: Housing Unlimited Inc (Provides for operating support)	30,000	0.00
Add: Community Grant: Identity Inc. (Provides for Saving Lives Through Soccer: Conflict Resolution and Social Integration for At-Risk Latino Youth)	130,000	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)	80,000	0.00
Add: Community Grant: Imagination Library Of Montgomery County, Maryland Inc (Provides for mailing free, age-appropriate books to children from birth to age five)	10,000	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 Inc (Provides for the Neighborhood Opportunity Network Initiative)	222,640	0.00
Add: Community Grant: Interfaith Works (Provide job training, one-on-one counseling, and long-term placement services for homeless and very low-income members of our community.)	33,000	0.00
Add: Community Grant: Interfaith Works (Provide support for the Interfaith Clothing Center)	10,000	0.00
Add: Community Grant: Interfaith Works (Provides for the Emergency Support program)	20,000	0.00
Add: Community Grant: Interfaith Works (Provides support for Project Inform)	20,000	0.00
Add: Community Grant: Interfaith Works (Provides support to assist faith communities in meeting community needs)	80,000	0.00
Add: Community Grant: interPLAY Orchestra (Provides for a transportation program for adults with disabilities to participate in a music-based recreational therapy program)	5,000	0.00
Add: Community Grant: Japanese Americans' Care Fund (Provides for Keiai-no-tsudoi, an annual gathering for Japanese American seniors)	2,510	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc (Provides for the Career Gateway program for Montgomery County residents age 50 and over)	36,760	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc (Provides for the Intergenerational Bridges Program)	25,000	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 support to increase the intergenerational volunteer corps)	35,000	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (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
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provides for a social worker specializing in Early Childhood, serving children under 12 and members of their circle of care)	55,000	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provides for a social worker specializing in treatment of children and adolescents providing individual, group and family therapy)	35,000	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provides for an Employment Specialist)	30,000	0.00

FY18 Approved Changes	Expenditures	FTEs
Add: Community Grant: Junior Achievement of Greater Washington (Provide funding for Economics for Success as well as piloting a Finance Park in Montgomery County.)	20,000	0.00
Add: Community Grant: KEEN Greater DC LLC (Provide free exercise/fitness program to youth with significant disabilities)	10,000	0.00
Add: Community Grant: Kids in Need of Defense (KIND) (Provide pro bono legal services for unaccompanied immigrant and refugee youth)	10,000	0.00
Add: Community Grant: Korean Community Service Center of Greater Washington (Provide social services, counseling, and continuing education for low-income senior Asian American and immigrant residents of Eastern Montgomery County)	10,000	0.00
Add: Community Grant: Korean Community Service Center Of Greater Washington (Provides for Strengthening Asian Families through Empowerment and Services (SAFES) program)	55,000	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: Korean Community Service Center of Greater Washington (Prvoides emergency financial assistance and wraparound social services to low-income Asian American and immigrant residents)	20,000	0.00
Add: Community Grant: Latin American Youth Center (Provides for a mentoring program for middle school boys of color)	35,000	0.00
Add: Community Grant: Latino Child Care Association of Maryland, Inc. (Provides for operating support)	6,489	0.00
Add: Community Grant: LEAD4LIFE, Inc. (Provide services to disconnected youth with a concentration on the African American population through a Positive Youth Development approach)	20,000	0.00
Add: Community Grant: Leadership Montgomery (Provides for the Corporate Volunteer Council program)	15,000	0.00
Add: Community Grant: Legal Aid Bureau, Inc. (Provide enhanced access to healthcare insurance for low-income underserved children in Montgomery County with direct advocacy, outreach and education.)	40,000	0.00
Add: Community Grant: Leveling the Playing Field, Inc. (Provides for operating support)	20,000	0.00
Add: Community Grant: Leveling the Playing Field, Inc. (Provides support for a Resource Director)	20,000	0.00
Add: Community Grant: Libertys Promise Inc (Provides for an after-school civic engagement program and internship program for low-income, immigrant youth)	65,000	0.00
Add: Community Grant: Little Falls Village (Provides for operating support)	10,000	0.00
Add: Community Grant: Lutheran Social Services of the National Capital Area (Provides emergency rental/utility assistance and safety net services for refugee families)	30,000	0.00
Add: Community Grant: Madison House Autism Foundation (Provides for the Jobs Program)	25,000	0.00
Add: Community Grant: Madison House Autism Foundation (Provides support for an Agricultural Education Coordinator)	25,000	0.00
Add: Community Grant: Manna Food Center (Provide fresh produce to people experiencing hunger and rescuing produce from farmers markets that may otherwise be composted or discarded)	23,000	0.00
Add: Community Grant: Manna Food Center (Provides for the Smart Sacks program for elementary school students)	40,000	0.00
Add: Community Grant: Manna Food Center (Prvoides support for a mobile kitchen)	25,000	0.00
Add: Community Grant: Mary's Center for Maternal Health and Childcare (Provide health education and social services for un/under-insured residents)	20,000	0.00
Add: Community Grant: Maryland Senior Olympics Commission LTD (Provides for operating support)	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: MdBio Foundation, Inc. (Provide summer education and career exploration for rising seventh and eighth grade minority and female students in STEM)	6,020	0.00

FY18 Approved Changes	Expenditures	FTEs
Add: Community Grant: Mercy Health Clinic (Provides for medical staff to provide primary care for low-income, uninsured patients and patients who have Medicaid)	50,000	0.00
Add: Community Grant: Mininstries United Silver Spring Takoma Park, Inc. (Provides for eviction, first month's rent, utility, prescription and other emergency assistance programs)	15,000	0.00
Add: Community Grant: Mobile Medical Care, Inc. (Provides for expanded access to primary care at Mobile Med's East County clinic)	30,000	0.00
Add: Community Grant: Moco Kidsco, Inc. (Provides for operating support)	40,000	0.00
Add: Community Grant: Montgomery Countryside Alliance (Provides for operating support)	10,000	0.00
Add: Community Grant: Montgomery County Collaboration Council for Children, Youth and Families (Provides for a Disproportionate Minority Contact Reduction Coordinator)	50,000	0.00
Add: Community Grant: Montgomery County Family Justice Cente (Provide for emergency services and the security and sustained well-being for families affected by domestic violence)	30,000	0.00
Add: Community Grant: Montgomery County Food Council (Provides for operating support)	25,000	0.00
Add: Community Grant: Montgomery County Maryland Bar Foundation, Inc (Provide access to pro bono/low fee legal advice and services to self represented litigants within the Family Court)	10,000	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)	100,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation (Provides for the Senior and Social and Transportation program)	65,000	0.00
Add: Community Grant: Montgomery County Partners for Animal Well-Being, Inc. (Provide veterinary care assistance to adopters who adopt a pet that has a pre-existing medical condition)	5,000	0.00
Add: Community Grant: Montgomery County Sister Cities, Inc. (Provides for operating support)	20,400	0.00
Add: Community Grant: Montgomery Hospice, Inc. (Provide professional grief support to individuals and manage volunteer services to support patients and their families)	39,953	0.00
Add: Community Grant: MoverMoms, Inc (Provides for operating support)	30,000	0.00
Add: Community Grant: NAMI Montgomery County (Provide educational classes, support groups and outreach presentations for family members of and individuals living with mental illness)	15,000	0.00
Add: Community Grant: NAMI Montgomery County (Provide mental health education and support for teachers and youth through presentations and an evidence based suicide prevention program)	15,000	0.00
Add: Community Grant: Nourish Now Inc. (Provides for operating support for the food recovery program)	20,000	0.00
Add: Community Grant: Nourish Now Inc. (Provides for the Family Food Distribution Program, which provides direct food assistance to families and individuals)	25,000	0.00
Add: Community Grant: Olney Help, Inc. (Provide emergency food and financial assistance for rent, utilities and prescriptions to avoid eviction, utility shut-off, or lapse in medication)	10,000	0.00
Add: Community Grant: Olney Home For Life Inc. (Provide free transportation and Friendly Daily Calls and Weekly Visits to seniors in Olney and surrounding areas)	12,500	0.00
Add: Community Grant: Our Voices Matter - Maryland, Inc. (Provides support for the African American Student Achievement Action Group)	24,440	0.00
Add: Community Grant: Parent Encouragement Program, Inc. (Provide for a parent education program for low-income Latino parents)	20,000	0.00
Add: Community Grant: Passion for Learning, Inc. (Provide digital technology and high school -college readiness skills for low income middle school students)	25,000	0.00
Add: Community Grant: Poolesville Area Senior Center, Inc (Prvoides for operating support)	20,800	0.00
Add: Community Grant: Poolesville Green, Inc. (Provides for environmental education and outreach program and to support the Poolesville Community Garden and PHS Green projects)	5,000	0.00
Add: Community Grant: Potomac Community Resources, Inc. (Provides for operating support)	30,000	0.00
Add: Community Grant: Pride Youth Services, Inc (Provides for African American youth to develop resiliency and self-efficacy skills necessary to live productive lives)	15,000	0.00

FY18 Approved Changes	Expenditures	FTEs
Add: Community Grant: Primary Care Coalition of Montgomery County, Maryland, Inc. (Provides for a coordinated referral system for specialty dental care)	22,650	0.00
Add: Community Grant: Rebuilding Together Montgomery County (Provide critical home repairs, energy efficiency upgrades, and accessibility modifications to low-income homeowners)	31,000	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: Rockville Economic Development, Inc. (Provide business counseling, training, and technical assistance to start-up and existing women-owned businesses and entrepreneurs)	40,000	0.00
Add: Community Grant: Rosaria Communities Foundation, Inc. (Provides professional staff to oversee and grow the operations to ensure housing for people with physical and intellectual disabilities)	20,000	0.00
Add: Community Grant: Scotland Storm Community Development Inc. (Provide fee academic and sports programs for underserved youth from the historic Scotland community)	20,000	0.00
Add: Community Grant: Silver Spring Green for One Montgomery Green; the successor organization of the merger between GreenWheaton and Silver Spring Green (Provides for operating support following merger with Green Wheaton)	55,000	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 operating support to build and sustain Village activities to help older residents live independently)	30,000	0.00
Add: Community Grant: Spanish-Speaking Community of Maryland, Inc. (Provides consultations with case workers to address needs of low-income families and immigrants)	10,000	0.00
Add: Community Grant: Spirit Club Foundation, Inc (Provides for greater access to health-related opportunities for low-income people with disabilities to promote health and independence)	10,000	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 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)	15,000	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 Alliance for Workplace Excellence, Inc. (Provides education, awareness, and recognition to employers for excellent workplace practices)	25,000	0.00
Add: Community Grant: The Arc Montgomery County, Inc. (Provides for fully-inclusive after-school social, educational and recreational opportunities for youth with intellectual and developmental disabilities)	20,000	0.00
Add: Community Grant: The CareerCatchers, Inc. (Provide individualized employment counseling and vocational services to survivors of domestic violence)	30,000	0.00
Add: Community Grant: The Friendship Heights Neighbors Network Corporation (Provides for operating support)	10,000	0.00
Add: Community Grant: The George B. Thomas, Sr. Learning Academy (Provides for operating support for expansion of Saturday School in the Clarksburg community)	25,000	0.00
Add: Community Grant: The Greater Washington Jewish Coalition Against Domestic Abuse (Provide critical crisis services to victims of domestic abuse and their children)	55,000	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)	55,000	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 Ivymount School, Inc (Provides for the Project SEARCH program)	40,000	0.00

FY18 Approved Changes	Expenditures	FTEs
Add: Community Grant: The Montgomery County Coalition for the Homeless Inc. (Provides additional support for the Partnership for Permanent Housing (PPH) program)	55,000	0.00
Add: Community Grant: The 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: The Muslim Community Center Inc (Provide clinical case management for Medicare, Medicaid and uninsured Montgomery County Residents)	15,000	0.00
Add: Community Grant: The Muslim Community Center Inc (Provide handicap access shuttle van transportation services for patients from major public transportation hubs in the area to the Clinic)	40,000	0.00
Add: Community Grant: The Muslim Community Center Inc. (Provides for the domestic violence program)	25,000	0.00
Add: Community Grant: The Muslim Community Center, Inc DBA MCC Medical Clinic (Provides for implementation of quality measures consistent with the standard of care for controlling diabetes and other chronic diseases)	30,000	0.00
Add: Community Grant: The National Capital Bnai Brith Assisted Housing Corporation (dba the Edwards Building). (Provide for Medication Administration and Overnight Security along for at-risk elders)	25,500	0.00
Add: Community Grant: The National Center for Children and Families (Provides for critical transitional housing services for families residing in the Greentree Shelter)	275,000	0.00
Add: Community Grant: The National Center for Children and Families (Provides for the FutureBound Transitional Housing Program for young adults who are homeless)	35,000	0.00
Add: Community Grant: The Nonprofit Village Center, Inc. (Provides for operating support)	75,000	0.00
Add: Community Grant: The Reginald S. Lourie Center for Infants and Young Children (Provides for mental health crisis intervention services for youth)	35,000	0.00
Add: Community Grant: The Reginald S. Lourie Center for Infants and Young Children (Provides for operating support)	64,431	0.00
Add: Community Grant: Unity Christian Fellowship Incorporated (Provides for the Educational and Life Skills Program for youth to excel academically and socially)	27,220	0.00
Add: Community Grant: Unity Christian Fellowship Incorporated (Provides for the Game Changer Conference for Young Males)	10,919	0.00
Add: Community Grant: Upcounty Community Resources, Inc. (Provides for a Weekend Enrichment/Respite program for individuals with intellectual and developmental disabilities)	10,000	0.00
Add: Community Grant: Upcounty Community Resources, Inc. (Provides support for expansion of activities for adults with developmental disabilities)	35,000	0.00
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: Vietnamese Americans Services, Inc (Provide outreach services to better assist disadvantaged and hard-to-reach target groups among the Vietnamese population)	35,000	0.00
Add: Community Grant: Vietnamese Americans Services, Inc (Provides for a health care program for the Vietnamese community)	25,000	0.00
Add: Community Grant: Village of Takoma Park Inc. (Provides for operating support)	4,000	0.00
Add: Community Grant: Villages of Kensington, Inc. (Prvoides for operating support)	10,000	0.00
Add: Community Grant: Washington Regional Association Of Grantmakers - Nonprofit Montgomery (Provide training for county nonprofits in program evaluation (MORE Program))	35,000	0.00
Add: Community Grant: Washington Regional Association Of Grantmakers - Nonprofit Montgomery (Provides for the Moving Montgomery Forward program)	10,000	0.00
Add: Community Grant: Washington Youth Foundation Inc. (Provides for educational and academic support for low-income immigrant students)	50,000	0.00
Add: Community Grant: Winter Growth, Inc (Provide supportive services to seniors to help them maintain memory and maintain strength and balance)	17,500	0.00

FY18 Approved Changes	Expenditures	FTEs
Add: Community Grant: Women Who Care Ministries (Provides for the childrens' weekend backpack program and Montgomery Village Food Center)	145,000	0.00
Add: Community Grant: YMCA of Metropolitan Washington, Inc. (Provide case management and training for volunteers in an intensive one-on-one mentoring program for court-involved male youth of color)	10,000	0.00
Add: Community Services Grant: African Immigrant and Refugee Foundation (Provides for electronics equipment to create a resource center)	4,467	0.00
Add: Community Services Grant: Aspire Counseling (Provides for computer equipment)	8,787	0.00
Add: Community Services Grant: Community Ministries of Rockville (Provides for educational and outreach equipment)	3,418	0.00
Add: Community Services Grant: Identity, Inc. (Provides for a server)	5,972	0.00
Add: Community Services Grant: Interfaith Works (Provides for an automatic ice maker)	2,495	0.00
Add: Community Services Grant: Jewish Social Service Agency (Provides for equipment for full wireless access)	6,345	0.00
Add: Community Services Grant: Legal Aid Bureau, Inc. (Provides for computer equipment)	2,097	0.00
Add: Community Services Grant: Mary's Center (Provides for t-dap vaccines)	5,000	0.00
Add: Community Services Grant: National Center for Children and Families (Provides for catering supplies and equipment)	6,000	0.00
Add: Community Services Grant: Red Wiggler Foundation, Inc/dba Red Wiggler Community Farm (Provides for a refrigerator, drinking fountain, and storage shed)	8,635	0.00
Add: Community Services Grant: Vietnamese Americans Services, Inc (Provides for computer equipment)	7,500	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY17	(7,000,436)	0.00
Shift: Collaboration Council Grant for Disproportionate Minority Contact to DHHS base budget	(50,000)	0.00
Shift: The Montgomery County Coalition for the Homeless: Partnership for Permanent Housing to Housing Initiative Fund	(55,000)	0.00
FY18 Approved	**7,870,180**	**0.00**

Compensation and Employee Benefit 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 FY18.

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**2,533,740**	**1.18**
Increase Cost: MLS Pay for Performance - Tax Supported	350,697	0.00
Increase Cost: Annualization of FY17 Personnel Costs	6,663	0.03
Increase Cost: MLS Pay for Performance - Non-Tax Supported	6,138	0.00
Decrease Cost: Unemployment Insurance	(135,760)	0.00
FY18 Approved	**2,761,478**	**1.21**

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 Finance. Funding is based on seven percent of the total hotel/motel tax revenues.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,444,615**	**0.00**
Increase Cost: Allocation Based on Hotel/Motel Tax Estimate	91,046	0.00
FY18 Approved	**1,535,661**	**0.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**582,769**	**1.00**
Increase Cost: Management Audit	50,000	0.00
FY18 Approved	**632,769**	**1.00**

Consolidated Retiree Health Benefit Trust - MCPS

This NDA provides consolidated funding for Montgomery County Public Schools' contribution to the Retiree Health Benefits Trust.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**63,055,000**	**0.00**
Increase Cost: County Contribution Based on Actuarial Valuation	11,137,000	0.00
FY18 Approved	**74,192,000**	**0.00**

Consolidated Retiree Health Benefit Trust - College

This NDA provides consolidated funding for Montgomery College's contribution to the Retiree Health Benefits Trust.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,524,000**	**0.00**
Increase Cost: County Contribution Based on Actuarial Valuation	1,028,000	0.00
FY18 Approved	**2,552,000**	**0.00**

County Associations

This NDA funds Montgomery County membership dues to the National Association of Counties (NACo) and the Maryland Association of Counties (MACo).

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**74,728**	**0.00**
FY18 Approved	**74,728**	**0.00**

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.

FY18 Approved Changes	Expenditures	FTEs

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**6,550,200**	**0.00**
Shift: Shift Office 365 G1 cost from DTS to DCM NDA	990,000	0.00
Increase Cost: Additional Office 365 G3 Licenses	220,000	0.00
Increase Cost: Additional PC Replacements for Homework Gap	100,000	0.00
Increase Cost: Homework Gap PC Replacement	26,000	0.00
FY18 Approved	**7,886,200**	**0.00**

Future Federal/State/Other Grants

This NDA enables the County to implement new grant-funded programs up to $200,000 each and provides funds for grant continuations and enhancements without having to process individual supplemental appropriations through the County Council. Upon approval by the County Executive, funds in this program are transferred to the receiving department's grant account.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**20,000,000**	**0.00**
FY18 Approved	**20,000,000**	**0.00**

Grants To Municipalities in Lieu Of Shares Tax

This NDA funds payments required in accordance with State law. The 1968 Session of the General Assembly revised the tax structure to include a County income tax. As part of this restructuring, the shared tax on banks and financial institutions was eliminated, and a provision was adopted which requires counties to pay annually to municipalities the amount ($28,020) which had been received by the municipalities in FY68.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**28,020**	**0.00**
FY18 Approved	**28,020**	**0.00**

Group Insurance Retirees

Group insurance is provided to an estimated 7,002 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**52,300,000**	**0.00**
Reduce: Adjustment for Trust funding	(9,000,000)	0.00
FY18 Approved	**43,300,000**	**0.00**

Historical Activities

This NDA contains a General Fund appropriation 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**77,250**	**0.00**
Increase Cost: Operating Expenses	32,750	0.00
FY18 Approved	**110,000**	**0.00**

Homeowners' Association Road Maintenance Reimburse

This NDA provides a partial reimbursement to homeowners' associations (HOAs) for their maintenance of certain privately-owned roadways. The payment is currently restricted to through roadways, accessible to the public, which are one-quarter mile or longer and which provide vehicular access to more than four dwelling units. In FY97, an Executive Regulation was enacted allowing homeowners' associations to request that their roadways be deemed "private maintenance roads." This designation qualifies the HOAs for State reimbursement of their roadway maintenance costs. The County annually submits to the State its estimate of reimbursable miles, including those accepted as private maintenance roads. The State then reimburses the County and, subsequently, the County forwards the funds to HOAs.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**61,370**	**0.00**
Reduce: Highway User Revenue	(319)	0.00
FY18 Approved	**61,051**	**0.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**6,513,040**	**0.00**
Increase Cost: Annualization of Personnel Costs	154,110	0.00
Decrease Cost: Operating Expenses	(130,261)	0.00
FY18 Approved	**6,536,889**	**0.00**

Inauguration and Transition

The Montgomery County Charter provides for the quadrennial election of a County Executive and County Council. This NDA provides for a ceremony and smooth transition of the County Executive and County Council every four years.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**0**	**0.00**
FY18 Approved	**0**	**0.00**

Independent Audit

Section 315 of the County Charter requires the County Council to contract with a Certified Public Accountant for an independent post audit of all financial records and actions of the County government, its officials, and employees. By County Resolution, the Office of Legislative Oversight is the designated administrator for this contract, which also includes an independent audit of the basic financial statement of the Employee Retirement Plans; an independent audit of the basic financial statements of the Montgomery County Union Employees Deferred Compensation Plan; and additional services related to reviews, tests, and certifications.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**420,820**	**0.00**
FY18 Approved	**420,820**	**0.00**

Interagency Technolicy, Policy, and Coordination Commission

This NDA supports the operation of the Interagency Technology Policy and Coordination Committee (ITPCC). The ITPCC was chartered by the Montgomery County Council to promote strategic planning and coordination in the use of information technology 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,850**	**0.00**
FY18 Approved	**5,850**	**0.00**

Leases

This NDA provides the funds necessary to lease privately owned real estate to accommodate County programs. Real property leased by the County includes office, warehouse, and retail space; 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 69 leased facilities. The inventory of leases is constantly shifting as new leases are added and existing leases are terminated.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**20,559,481**	**0.00**
Increase Cost: Leases added in FY18	905,455	0.00
Increase Cost: Scheduled Lease Escalation Costs	619,417	0.00
Decrease Cost: Move 451 Hungerford Drive programs to County-owned space	(106,795)	0.00
Decrease Cost: Maintenance Costs and Other Leasing Costs	(309,179)	0.00
Decrease Cost: Chargebacks to Departments for Lease Cost	(546,943)	0.00
Decrease Cost: Terminations and Relocations	(787,042)	0.00
FY18 Approved	**20,334,394**	**0.00**

Legislative Branch Communications Outreach

This NDA provides funds to strengthen the capacity of five Legislative Branch offices (the Council Office, the Office of Legislative Oversight, the Board of Appeals, the Office of Zoning and Administrative Hearings, and the Office of the Inspector General) to inform constituent communities of issues that directly affect them and to ensure that these communities' concerns are effectively taken into account. Communications efforts supported by this NDA include expanded outreach in Spanish and other languages, greater use of web and social media resources, Open Government initiatives, and improved management of constituent requests.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**540,000**	**2.00**
FY18 Approved	**540,000**	**2.00**

MEDCO Grant - Incubator Network

This NDA provides debt service and facility lease payments for the County's Business Innovation Network (BIN-business incubator) facilities, program funding for the Business Incubator Without Wall Program (for Wheaton and Down County area), and the debt service payment for the National CyberSecurity Center of Excellence (NCCoE). Maryland Economic Development Corporation (MEDCO) is the County's program partner and the agent responsible for managing these facilities and programs. The BIN network consists of three physical locations: the Silver Spring Innovation Center (SSIC) on Georgia Avenue owned by the County, the Rockville Innovation Center (RIC) in Rockville Town Square owned by MEDCO, and the Germantown Innovation Center (GIC) on the campus of Montgomery College that the County leases from the College Foundation until 2036. The NCCoE, located at 9700 Great Seneca Highway, Rockville, is a partnership between the National Institute of Standard and Technology (NIST), the State of Maryland, and Montgomery County. MEDCO provides facility management but the MITRE Corporation selected by the NIST is in charge of day-to-day operations.

FY18 Approved Changes	Expenditures	FTEs

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,416,621**	**0.00**
Enhance: BHI Contract Services for Bio Innovation and Entrepreneurship	250,000	0.00
Shift: Funding for Latino Economic Development Corporation from Finance	125,000	0.00
Shift: Funding for Small Business Development Center from Finance	30,000	0.00
Eliminate: Funding for Consulting Contract in Life Sciences Initiative due to Programming Shift to MCEDC	(48,750)	0.00
Eliminate: Funding for Consulting Contract in Data Analytics Initiative due to Programming Shift to MCEDC	(72,900)	0.00
Shift: Funding for Marketing and Programming in Data Analytics Initiative to NDA-MCEDC	(100,000)	0.00
Shift: Funding for Programming and Grants in Life Sciences Initiative to NDA-MCEDC	(200,000)	0.00
FY18 Approved	**3,399,971**	**0.00**

Metro Washington Council of Governments

The Metropolitan Washington Council of Governments (COG) is a voluntary association of major local governments in the Washington Metropolitan Area. COG seeks to provide regional answers to, and coordination of, area-wide issues such as air and water pollution, 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**855,179**	**0.00**
Increase Cost: Membership Dues	21,531	0.00
FY18 Approved	**876,710**	**0.00**

Montgomery Coalition for Adult English Literacy

This NDA provides funding for the Montgomery Coalition for Adult English Literacy (MCAEL). MCAEL's mission is to strengthen 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 18 community organizations that provide adult English literacy classes. Additionally, MCAEL receives operating funding to provide technical assistance, training, and networking opportunities to approximately 60 community organizations that improve program quality and coordination and provide critical information for the community to educate and engage them about the need for and benefits from adult English literacy classes. The County's contribution is implemented by a contract between the Department of Public Libraries and MCAEL.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,457,058**	**0.00**
Enhance: MCAEL Grants and Operating Support	100,000	0.00
Enhance: Adult ESOL in Workplace Programs	50,000	0.00

FY18 Approved Changes	Expenditures	FTEs
Enhance: Adult ESOL Programming in Title I Schools With Linkages to Learning Programs	50,000	0.00
FY18 Approved	**1,657,058**	**0.00**

Montgomery County Economic Development Corporation

This is the private non-profit corporation established by Council Bill 25-15 that serves as Montgomery County's lead economic development organization. The Economic Development Corporation is responsible for implementing the County's economic development strategic plan and related programs that include marketing, business retention and attraction, entrepreneurship, and promoting the development of the County's economic base.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**4,180,750**	**0.00**
Enhance: Marketing Activities	750,000	0.00
Shift: Funding for Impact Grants and MIT Mentorship Program in Life Sciences Initiative from NDA-MEDCO Grant	200,000	0.00
Shift: Funding for Marketing and Programming in Data Analytics Initiative from NDA-MEDCO Grant	100,000	0.00
Shift: Funding for Rockville Economic Development, Inc. Contract from Finance	40,000	0.00
Shift: Funding for Bethesda Green Contract from Finance	25,000	0.00
Shift: Funding for EMSI Licenses from Finance	12,000	0.00
Shift: Funding to the Office of the County Executive for Creation of Business Solutions Group	(300,000)	0.00
FY18 Approved	**5,007,750**	**0.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**0**	**0.00**
FY18 Approved	**0**	**0.00**

Motor Pool Fund Contribution

This NDA funds the acquisition of new, additional Motor Pool fleet vehicles, as opposed to replacement vehicles, which are financed through an established chargeback mechanism.

FY18 Approved Changes	Expenditures	FTEs

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**0**	**0.00**
Add: Vehicles to Support New Police Positions	609,198	0.00
Add: Vehicles for New Housing Code Inspectors to Implement Bill 19-15	364,060	0.00
FY18 Approved	**973,258**	**0.00**

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 were 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.

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.

MUNICIPAL TAX DUPLICATION - FY18 COUNTY EXECUTIVE RECOMMENDED			
Municipality	FY18 Property Tax Duplication	Additional County Grant	FY18 Total*
Brookeville	$6,883	$1,184	$8,067
Chevy Chase, Sec. III	$27,323	$4,190	$31,513
Chevy Chase View	$35,139	$6,136	$41,275
Chevy Chase Village	$84,585	$15,940	$100,524
Town of Chevy Chase	$102,524	$29,145	$131,669
Drummond	$3,927	$686	$4,613
Friendship Heights	$89,554	$5,691	$95,245
Gaithersburg	$1,050,161	$156,406	$1,206,567
Garrett Park	$41,268	$7,099	$48,367
Glen Echo	$17,673	$3,089	$20,762
Kensington	$130,639	$26,170	$156,809
Laytonsville	$12,195	$2,098	$14,293
Martin's Additions	$22,841	$3,992	$26,832
North Chevy Chase	$21,497	$3,698	$25,195
Oakmont	$2,790	$487	$3,278
Poolesville	$205,668	$23,268	$228,936
Rockville	$2,200,864	$208,885	$2,409,750
Somerset	$45,478	$10,695	$56,173
Takoma Park	$916,640	$2,597,003	$3,513,643
Washington Grove	$38,240	$6,682	$44,922
TOTAL	$5,055,890	$3,112,545	$8,168,435

*This does not include the estimated Municipalities' Speed Camera Allocation of $236,808.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**8,437,365**	**0.00**
Decrease Cost: Speed Camera Payment to Municipalities	(32,122)	0.00
FY18 Approved	**8,405,243**	**0.00**

Prisoner Medical Services

This NDA provides reimbursements to physicians and hospitals for medical care provided to individuals in the custody of any Montgomery County law enforcement agency, with the following exceptions:

• Offenders committed to the custody of the Department of Correction and Rehabilitation (DOCR) and receiving medical treatment paid for by the budget of that department,
• Medical treatment expenses covered by Workers' Compensation,
• Medical treatment expenses covered by personal medical insurance,
• Medical treatment expenses covered by the Federal Government,
• 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**20,000**	**0.00**
FY18 Approved	**20,000**	**0.00**

Public Elections Fund

Article IV of Chapter 16 of the County Code requires the Director of Finance to create a Public Election Fund to provide public campaign financing for qualified candidates for County Executive or County Council. The law is intended to encourage more candidates who do not have access to large contributions from interest groups or individuals to run for County elective offices. This NDA provides for the distribution of public contributions to qualified candidates in a contested election.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,160,000**	**0.00**
Increase Cost: Public Elections Fund	1,000,000	0.00
Decrease Cost: Public Elections Fund Administrative Costs	(65,000)	0.00
Decrease Cost: Public Elections Fund Matching Fund	(1,000,000)	0.00
FY18 Approved	**5,095,000**	**0.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**20,000**	**0.00**
FY18 Approved	**20,000**	**0.00**

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. In FY11, the County Council enacted Bill 17-11 which established the Consolidated Retiree Health Benefits Trust. The bill amended existing law and provided a funding mechanism to pay for other

post employment benefits for employees of Montgomery County Public Schools and Montgomery County College. 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 County achieved full pre-funding in FY15, consistent with Council resolution No. 16-555. In FY17, these contributions were $43.5 million (County General Fund), $63.1 million (MCPS Consolidated Trust), and $1.5 million (Montgomery College Consolidated Trust).

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**43,513,550**	**0.00**
Decrease Cost: County Contribution Based on Actuarial Valuation	(115,230)	0.00
FY18 Approved	**43,398,320**	**0.00**

Risk Management (General Fund)

This NDA funds the General Fund contribution to the Liability and Property Coverage Self-Insurance Fund. The Self-Insurance Fund, managed by the Division of Risk Management in the Department of Finance, provides comprehensive insurance coverage to contributing agencies. Contribution levels are based on the results of an annual actuarial study. Special and Enterprise Funds, as well as outside agencies and other jurisdictions, contribute to the Self-Insurance Fund directly. A listing of these member agencies and the amounts contributed can be found in the Department of Finance, Risk Management Budget Summary.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**15,276,943**	**0.00**
Increase Cost: Risk Management Adjustment	1,539,484	0.00
FY18 Approved	**16,816,427**	**0.00**

Rockville Parking District

This NDA provides funding towards the redevelopment of the City of Rockville Town Center and the establishment of a parking district. The funding reflects a payment from the County to the City of Rockville for County buildings in the Town Center development and is based on the commercial square footage of County buildings.

Also included are funds for the cost of library employee parking and the County's capital cost contribution for the garage facility as agreed in the General Development Agreement.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**425,500**	**0.00**
Decrease Cost: Rockville Parking District	(13,300)	0.00
FY18 Approved	**412,200**	**0.00**

Snow Removal and Storm Cleanup

This NDA funds the snow removal and storm cleanup 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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,884,990**	**0.00**
Decrease Cost: Snow Removal and Storm Cleanup	(3,000,000)	0.00
FY18 Approved	**2,884,990**	**0.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**60,756**	**0.00**
FY18 Approved	**60,756**	**0.00**

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).

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**3,778,679**	**0.00**
Increase Cost: Renters' Property Tax Relief Supplement	16,300	0.00
Decrease Cost: Property Tax Services	(229,364)	0.00
FY18 Approved	**3,565,615**	**0.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**1,379,507**	**0.00**
Increase Cost: State Retirement Contribution	68,788	0.00
FY18 Approved	**1,448,295**	**0.00**

Takoma Park Library Annual Payments

The annual amount provided in this NDA is a function of County expenditures for the Montgomery County Public Libraries (as a share of property tax-funded spending) and the City of Takoma Park's assessable base. The payment is authorized by Section 2-53 of the Montgomery County Code.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**158,225**	**0.00**
Decrease Cost: Payment Based on Formula	(4,182)	0.00
FY18 Approved	**154,043**	**0.00**

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.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**986,340**	**0.00**
Increase Cost: Payment Based on Formula	26,548	0.00
FY18 Approved	**1,012,888**	**0.00**

Telecommunications

This NDA provides the operating expenses appropriations for telecommunication charges incurred by departments, including land-line charges and PBX maintenance and support charges. Prior to FY17, the Department of Technology Services charged individual departments and funds for expenses incurred; beginning in FY17, funds are specifically provided for in this NDA.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**5,786,382**	**0.00**
Reduce: Maintenance Savings	(430,000)	0.00
FY18 Approved	**5,356,382**	**0.00**

Vision Zero

This NDA provides for the planning and implementation of educational, enforcement and engineering efforts to reduce the number of traffic related fatalities to zero. This could include activities such as targeted enforcement of distracted and aggressive driving; educational campaigns to increase driver awareness of pedestrians and bicyclists; or designing roadways to reduce conflicts and enhance safety.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**0**	**0.00**
Add: Educational, enforcement and engineering efforts to reduce the number of traffic related fatalities to zero	100,000	0.00
FY18 Approved	**100,000**	**0.00**

Working Families Income Supplement

This NDA provides funds to supplement the State's Refundable Earned Income Tax Credit (EITC). The intent of the Working Families Income Supplement is to provide financial assistance to low-income working families in Montgomery County. The County, through the NDA, reimburses the State for the cost of the refund and related administrative expenses.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**24,274,500**	**0.00**
Increase Cost: Revised Baseline Cost Estimate at 100% Match	1,912,700	0.00
Decrease Cost: Working Families Income Supplement	(1,548,936)	0.00
FY18 Approved	**24,638,264**	**0.00**

WorkSource Montgomery, Inc

This is the private non-profit corporation authorized by Council Resolution 18-295 as the County's designated workforce development corporation. WorkSource Montgomery, Inc. has been designated to implement the County's workforce development policies established by the Workforce Development Board to promote job growth and talent attraction.

FY18 Approved Changes	Expenditures	FTEs
FY17 Approved	**982,344**	**0.00**
Enhance: Pepco/Excelon Merger Fund for Workforce Development	425,000	0.00
Enhance: Operating Expenses	250,000	0.00
FY18 Approved	**1,657,344**	**0.00**

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	506,131	1,593,766	530,178	1,953,812	22.6 %
Employee Benefits	104,356	100,800	113,351	108,740	7.9 %
County General Fund Personnel Costs	**610,487**	**1,694,566**	**643,529**	**2,062,552**	**21.7 %**
Operating Expenses	248,441,541	295,832,459	287,333,806	301,867,798	2.0 %
Capital Outlay	0	0	0	364,060	—
County General Fund Expenditures	**249,052,028**	**297,527,025**	**287,977,335**	**304,294,410**	**2.3 %**
PERSONNEL					
Full-Time	17	17	17	17	—
Part-Time	0	0	0	0	—
FTEs	4.23	4.18	4.18	4.21	0.7 %
REVENUES					
Conference Center - Net Proceeds	1,715,358	900,000	1,100,000	1,100,000	22.2 %
Conference Center - Rental Income	319,100	319,100	319,100	319,100	—
Miscellaneous Revenues	0	51,908	51,908	51,908	—

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
Other Charges and Fees	(988)	0	0	0	—
Property Rentals	3,356,421	3,850,000	3,850,000	3,850,000	—
County General Fund Revenues	**5,389,891**	**5,121,008**	**5,321,008**	**5,321,008**	**3.9 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	0	613,750	613,750	619,888	1.0 %
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**613,750**	**613,750**	**619,888**	**1.0 %**
Operating Expenses	0	20,000,000	20,000,000	20,000,000	—
Grant Fund - MCG Expenditures	**0**	**20,613,750**	**20,613,750**	**20,619,888**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
State Grants	0	20,000,000	20,000,000	20,000,000	—
Grant Fund - MCG Revenues	**0**	**20,000,000**	**20,000,000**	**20,000,000**	**—**

DEPARTMENT TOTALS

Total Expenditures	**249,052,028**	**318,140,775**	**308,591,085**	**324,914,298**	**2.1 %**
Total Full-Time Positions	**17**	**17**	**17**	**17**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**4.23**	**4.18**	**4.18**	**4.21**	**0.7 %**
Total Revenues	**5,389,891**	**25,121,008**	**25,321,008**	**25,321,008**	**0.8 %**

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Arts and Humanities Council	5,306,943	0.00	5,506,943	0.00
Boards, Committees and Commissions	22,950	0.00	22,950	0.00
Charter Review Commission	150	0.00	1,150	0.00
Children's Opportunity Fund	375,000	0.00	375,000	0.00
Community Grants: County Council	3,109,724	0.00	3,205,701	0.00
Community Grants: County Executive	7,000,436	0.00	7,870,180	0.00
Compensation and Employee Benefit Adjustments	2,533,740	1.18	2,761,478	1.21
Conference and Visitors Bureau	1,444,615	0.00	1,535,661	0.00
Conference Center	582,769	1.00	632,769	1.00
Consolidated Retiree Health Benefit Trust - MCPS	63,055,000	0.00	74,192,000	0.00

PROGRAM SUMMARY

Program Name	FY17 APPR Expenditures	FY17 APPR FTEs	FY18 APPR Expenditures	FY18 APPR FTEs
Consolidated Retiree Health Benefit Trust - College	1,524,000	0.00	2,552,000	0.00
County Associations	74,728	0.00	74,728	0.00
Device Client Management	6,550,200	0.00	7,886,200	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 Retirees	52,300,000	0.00	43,300,000	0.00
Historical Activities	77,250	0.00	110,000	0.00
Homeowners' Association Road Maintenance Reimburse	61,370	0.00	61,051	0.00
Housing Opportunities Commission	6,513,040	0.00	6,536,889	0.00
Inauguration and Transition	0	0.00	0	0.00
Independent Audit	420,820	0.00	420,820	0.00
Interagency Technolicy, Policy, and Coordination Commission	5,850	0.00	5,850	0.00
Leases	20,559,481	0.00	20,334,394	0.00
Legislative Branch Communications Outreach	540,000	2.00	540,000	2.00
MEDCO Grant - Incubator Network	3,416,621	0.00	3,399,971	0.00
Metro Washington Council of Governments	855,179	0.00	876,710	0.00
Montgomery Coalition for Adult English Literacy	1,457,058	0.00	1,657,058	0.00
Montgomery County Economic Development Corporation	4,180,750	0.00	5,007,750	0.00
Montgomery County Employee Retirement Plans	0	0.00	0	0.00
Motor Pool Fund Contribution	0	0.00	973,258	0.00
Municipal Tax Duplication	8,437,365	0.00	8,405,243	0.00
Prisoner Medical Services	20,000	0.00	20,000	0.00
Public Elections Fund	5,160,000	0.00	5,095,000	0.00
Public Technology, Inc.	20,000	0.00	20,000	0.00
Retiree Health Benefits Trust	43,513,550	0.00	43,398,320	0.00
Risk Management (General Fund)	15,276,943	0.00	16,816,427	0.00
Rockville Parking District	425,500	0.00	412,200	0.00
Snow Removal and Storm Cleanup	5,884,990	0.00	2,884,990	0.00
State Positions Supplement	60,756	0.00	60,756	0.00
State Property Tax Services	3,778,679	0.00	3,565,615	0.00
State Retirement Contribution	1,379,507	0.00	1,448,295	0.00
Takoma Park Library Annual Payments	158,225	0.00	154,043	0.00
Takoma Park Police Rebate	986,340	0.00	1,012,888	0.00
Telecommunications	5,786,382	0.00	5,356,382	0.00
Vision Zero	0	0.00	100,000	0.00
Working Families Income Supplement	24,274,500	0.00	24,638,264	0.00
WorkSource Montgomery, Inc	982,344	0.00	1,657,344	0.00
Total	**318,140,775**	**4.18**	**324,914,298**	**4.21**

Utilities

Approved FY18 Budget	Full Time Equivalents
$26,235,645	0.00

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 431 facilities totaling 10,565,056 square feet. The Department of General Services manages the payment for 1,402 separately metered utility accounts for these facilities, streetlights, and traffic-controlled signalized intersections.

Budget Overview

The FY18 Approved Budget for the tax supported Utilities non-departmental account (NDA) is $26,235,645 an increase of $455,152 or 1.8 percent from the FY17 Approved Budget of $25,780,493. Allocation of these utilities expenditures is approximately: electricity, 76.0 percent; natural gas, 7.4 percent; water and sewer, 7.4 percent; other utilities, 7.3 percent; renewable energy, 0.9 percent; fuel oil, 0.8 percent; and propane, 0.2 percent. The County Council imposed a cost reduction of $150,000 for assumed non-specific energy savings. The approved budget for utilities is $150,000 below the amount recommended by the County Executive.

The FY18 Approved 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 utilities budget request for these "outside" agencies is $73,316,759 which includes the entire bi-county area of WSSC.

The FY18 Approved tax supported budget for Utilities Management, including both the General Fund NDA ($26,235,645) and the other tax supported funds ($3,736,445), is $29,972,090, an increase of $355,152 or approximately 1.2 percent from the FY17 Approved utilities budget. The FY18 Approved budget for non-tax supported utilities expenditures is $5,268,645, a $0 increase from the FY17 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.

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 Department of General Services/Utilities Management at 240.777.6028 or Jed Millard of the Office of Management and Budget at 240.777.2769 for more information regarding this department's operating budget.

BUDGET SUMMARY

	Actual FY16	Budget FY17	Estimate FY17	Approved FY18	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
County General Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	25,181,827	25,780,493	25,780,493	26,235,645	1.8 %
County General Fund Expenditures	**25,181,827**	**25,780,493**	**25,780,493**	**26,235,645**	**1.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

FY18 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY17 ORIGINAL APPROPRIATION	**25,780,493**	**0.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY 18 Increase due to unit costs and consumption changes	530,885	0.00
Increase Cost: Additional Utilities for 1401 Rockville Pike, Rockville MD	74,267	0.00
Decrease Cost: Non-specific Council Reduction	(150,000)	0.00

FY18 APPROVED CHANGES

	Expenditures	FTEs
FY18 APPROVED	**26,235,645**	**0.00**

FUTURE FISCAL IMPACTS

CC APPROVED ($000S)

Title	FY18	FY19	FY20	FY21	FY22	FY23
COUNTY GENERAL FUND						
EXPENDITURES						
FY18 Approved	**26,236**	**26,236**	**26,236**	**26,236**	**26,236**	**26,236**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**26,236**	**26,236**	**26,236**	**26,236**	**26,236**	**26,236**

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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 Venu Nemani of the Department of Transportation at 240.777.8790 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. Seventeen High Incidence Areas (HIA) have been identified and studied, with short-term improvements completed and many long-term improvements in progress. The Montgomery County Department of Transportation (MCDOT) has constructed 30 miles of new sidewalk segments,

completed over 3,083 bus stop improvements, and undertaken 245 new Americans with Disabilities Act (ADA) projects. Areas with traffic calming improvements have seen pedestrian collisions decrease by 44 percent. Educational efforts have been conducted in HIAs, pedestrian collision hot spots, as well as targeted to high-risk groups. These efforts were conducted in coordination with enforcement efforts, and have been used to change unsafe pedestrian and driver behaviors. Following engineering improvements, education coupled with enforcement, have modified perceptions of risk and responsibility on the roads and sidewalks. Targeting these HIAs with these three "Es", has resulted in up to 52 percent reduction of pedestrian collisions in these locations. Since funding the Pedestrian Safety Initiative in FY10, there has been a 41 percent reduction in average yearly pedestrian fatalities, and a 34 percent reduction in serious collisions where pedestrians are killed or incapacitated by their injuries.

The County Executive recommends $71.4 million in FY18 expenditures in support of pedestrian safety. The FY18 Recommended Operating Budget includes $8.5 million for pedestrian safety initiatives. In addition, the Capital Improvements Program (CIP) includes $62.9 million in expenditures for FY18.

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 through improved facilities along student walking routes to school. Evaluate and assess traffic and operational safety issues at County schools. Completed 18 studies/observations at public schools and 25 at private schools. Preparation of school walking routes in GIS. Safety campaign in public schools including bike rodeos and crosswalk simulations.
- 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. In FY16, this campaign was broadened to a County-wide, year-round effort to coordinate with targeted enforcement actions.
- Perform traffic calming improvements by treating roadways with pedestrian refuge islands, curb extensions, speed humps, and improved signage and markings, such as current projects under design or construction on Wickham Road, Old Baltimore Road, Arlington Road, Lockwood Drive, Brunette Avenue, East Franklin Street, Lamberton Drive at Belgrade Road, Ray Drive at Gist Avenue, Spring Street at Fairview Road, and Grubb Road at Lyttonsville Road. Where traffic calming has been employed in areas with collisions, there has been a measurable reduction in speeding and a 44 percent reduction in pedestrian collisions.
- Implement pedestrian signal timing improvements to provide pedestrians with more time to safely cross streets. This program has thus far completed retiming of 78 percent of all County pedestrian signals.
- Improve sidewalk connectivity to transportation, commercial, employment, and medical areas throughout the County. Additionally, more direct sidewalk programs exist, such as one targeting the homeless shelter on East Gude Drive and improved safety on Springfield Drive at River Road .
- Provide curb ramps for sidewalks and other accessibility barriers on County roadways through the Americans with Disabilities Act (ADA) compliance program.
- Implementation of bike lanes along Nebel Street between Randolph Road and Marinelli Road. On-street parking was removed and buffered bike lanes were installed.
- 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 both countywide and targeted pedestrian safety education campaigns in HIA's and police district hot spots, coordinating with enforcement actions by Montgomery County Police Department, 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. High school pedestrian safety education was expanded through the Walk Your Way Program and the YOLO Walk Safe Campaign with expanded use of social media and school partnering.

- Conduct evaluations of pedestrian and bicycle facilities in eight of the County's twenty-eight Bicycle and Pedestrian Priority Areas (BiPPAs) and construct improvements to pedestrian and bicycle connectivity and safety in these BiPPAs.

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.
- Overall, enhanced enforcement of pedestrian and traffic safety laws help modify perceptions of risk and responsibility on the road, 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:
    - Administering special pedestrian crosswalks, operating safe streets corridors, holiday and school enforcements; and
    - Dedicating regular on-duty police enforcement in HIAs to issue warnings to pedestrians and motorists.

Public Information Office

- Continue the educational program in cooperation with the Department of Transportation to educate the public about ways to improve safety in parking lots - both as drivers and as pedestrians.

County Executive's Pedestrian Safety Initiative - All Funding Sources FY18 CE Recommended Capital Improvements Program and Operating Budget		
Department	Project/Program	FY18 Recommended
	Capital Improvements Program (CIP)	
Maryland-National Capital Park and Planning Commission	Trails: Hard Surface Design and Construction	$ 450,000
	Trails: Natural Surface & Resource-based Recreation	455,000
	Trails: Hard Surface Renovation	1,000,000
	Total M-NCPPC (CIP)	**$ 1,905,000**
Department of Transportation	Sidewalk and Curb Replacement	9,700,000
	Bus Stop Improvements	943,000
	Pedestrian Safety Program	1,776,000
	Streetlight Enhancements - CBD/Town Center	250,000
	Traffic Signal System Modernization	2,603,000
	White Flint Traffic Analysis and Mitigation	81,000
	Intersection and Spot Improvements	1,804,000
	Streetlighting	1,370,000
	Traffic Signals	5,835,000
	Frederick Road Bike Path	2,542,000
	MD 355 Crossing (BRAC)	20,465,000
	Guardrail Projects	315,000
	Advanced Transportation Management System	1,508,000
	Neighborhood Traffic Calming	310,000
	Transportation Improvements for Schools	209,000
	Sidewalk Program - Minor Projects	2,414,000
	Bikeway Program - Minor Projects	530,000
	Bicycle-Pedestrian Priority Area Improvements	2,000,000
	ADA Compliance: Transportation	1,525,000
	Metropolitan Branch Trail	4,840,000
	Total Department of Transportation (CIP)	**$ 61,020,000**
	Total FY18 CIP	**$ 62,925,000**
	Operating Budget (PSP)	
Department of Transportation	Pedestrian Safety/General Fund	32,596
	Pedestrian Safety Outreach Education	200,000
	Street Smart Campaign	10,564
	Pedestrian Safety Coordinator	169,921
	Sidewalks/General Fund	793,946
	Contract Crosswalk Treatments	326,990
	Street Lighting/General Fund	528,769
	School Zone Pedestrian Treatments	156,240
Department of Police	Police Enforcement for HIAs - Overtime	180,000
	Police Enforcement for HIAs - Data Analyst	96,981
	School Safety Program/General Fund	5,978,136
Public Information Office	Pedestrian Safety Outreach Education	50,000
	Total FY18 PSP	**$ 8,524,143**
	TOTAL FY18 RECOMMENDED EXPENDITURES (CIP & PSP)	**$ 71,449,143**

Source: CE Recommended FY18 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 and school crossing guards in the Police Department.*

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 Albornoz of the Department of Recreation at 240.777.6800 or Joshua Watters of the Office of Management and Budget at 240.777.2768 for more information regarding this initiative's operating budget.

SUSTAINABLE GOVERNMENT

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.

Major accomplishments of this Initiative include:

Excel Beyond the Bell (EBB): EBB was launched as a pilot program in FY12 to address gaps in high quality out-of-school opportunities at the middle school level. The program is a collaborative effort created to inspire our youth to realize their full potential by offering safe, quality, and accessible after-school programs that are designed to increase interest in exploration, build positive relationships, increase school connectedness, and promote positive pro-social behaviors. The program now operates in 8 middle schools in targeted communities and enrolls over 1,700 young people each year. Since its inception, this program has served over 8,000 students.

TeenWorks: Launched in FY13 as the Summer Teen Employment Program (STEP), this initiative quickly evolved to one of the County's premier year-round youth workforce development programs. TeenWorks is a job readiness and learn-to-work program geared toward vulnerable youth who are not yet equipped to enter the workforce alone. It bridges critical out-of-school time (OOST) opportunities with employment, preventing students from having to make the hard decision between OOST programs that promote positive growth and development and working to alleviate financial stress and strain. Participants leave TeenWorks with financial literacy and employability skills. Since its inception, it has employed almost 400 young people.

Food, Fun, and Fitness: This program, initiated in FY15, is a drop-in summer program for young people 18 and under that combines access to nutrition with physical activity. It serves young people who would otherwise be home alone during

summer months and serves as a critical safety net to address issues such as food insecurity, social isolation, and physical and psychological well-being. The program helps to relieve financial stress and strain providing an immediate economic impact for families. Families taking full advantage of meals served during summer months alone can expect an economic benefit of a six-week summer program serving breakfast and lunch. Since its beginning, Food, Fun, and Fitness has served almost 1,500 young people and has served over 70,000 meals and snacks to vulnerable youth.

RecZone: Launched as "Sports Academy" in FY 2008, this program is specifically designed for high school adolescents whose drive for independence and vulnerable self-concept make it essential to engage with them during critical after-school hours (2pm-6pm). RecZone helps to bridge a connection between school and out-of-school supports, opportunities, and services through a variety of structured and self-determined activities. Located in 5 high schools, RecZone averages over 130 students daily per site and has enrolled over 20,000 high school students since its inception.

Teen Writing Clubs: Since 2010, library branches throughout the County have offered ongoing writing clubs for teens aged 13 to 18. These young writers meet as a group and share their writing with one another to receive constructive feedback in a supportive environment. These clubs are facilitated by members of the Maryland Writers' Association and the participants get the opportunity to meet authors and other writers. In 2014, a member of the Marilyn J. Praisner Teen Writers' Club published a novel, "Remember Me."

Police Cadet Program: In the Fall of 2016, the Montgomery County Police Department reinstituted the Police Cadet Program. This program focuses on young, college-aged adults, who are considering a career in law enforcement and assists those who might not have the financial means to pursue the requisite college course work by providing temporary, part-time employment as participants work within the police department and gain firsthand knowledge of County law enforcement functions. This has allowed the department to reach out to residents who might have been missed through conventional recruiting methods like college fairs. There are currently eight slots for participants in the program, and the Department has hired three of the cadets who are now attending the police academy.

Youth Opportunity Centers: Established in 2006 with the creation of the Crossroads Youth Opportunity Center in Takoma Park, and expanded in 2008 with the creation of the UpCounty Youth Opportunity Center in Gaithersburg, Youth Opportunity Centers provide culturally-based and evidence-informed trauma and healing services. Specific services provided include, GED preparation, mental health counseling, and workforce readiness programming and referrals to WorkSource Montgomery for youth at-risk of gang involvement or at-risk of dropping out of school. In FY16 these centers served 432 youth, and since the program began, approximately 3,500 youths have been served.

Street Outreach Network: The mission of the Street Outreach Network (SON) is to prevent, neutralize, and manage hostile behavior in the highest-risk youth and communities through the development of positive relationships between youth, community stakeholders, and outreach workers. SON engages with youth through development programs and leisure time activities to redirect antisocial and aggressive behaviors. Since being established in 2007, this program has grown from 1 manager to a team of 11 full-time staff responding to the needs of youth Countywide through planned activities. On average, 80 percent of this program's clients are neither arrested nor suspended from school after participating. In FY16, SON served approximately 600 youth, and has served over 4,000 since its inception.

High School Wellness Centers: Beginning in 2007 with the creation of the Northwood High School Wellness Center, this program helps students reach their full potential by offering coordinated medical care, quality counseling, positive youth development, and health education in a confidential and culturally-sensitive manner. In addition to the Northwood Center, the County operates three additional High School Wellness Centers (Watkins Mill, Gaithersburg, and Wheaton). In FY16, 1,305 students were served at the wellness centers, and since 2008 over 7,300 students have been served.

Truancy Prevention Program: The County began funding the Truancy Prevention Program in the State's Attorney's Office in FY13. It is an early intervention program that aims to improve attendance of middle school children in Montgomery County Public Schools (MCPS) by discovering the root causes of truancy and assisting students and their families with issues that impact attendance. It is a voluntary program designed to keep children in school and families out of court. This

program is now in 20 schools and has served 787 students through FY16.

Safe Space Program: With approximately $475,000 in funding allocated to this new program in FY18, the Safe Space Program fills both a geographic need and a gap in services by offering highest-risk youth access to resources and services to prevent them from engaging in violent or criminal behavior. In addition, this program will focus on improving community safety by strengthening community leadership to address violence, and helping to strengthen the sustainability of County gang prevention efforts. This program will operate four centers (East County, Germantown, Montgomery Village, and Wheaton) in the County on Friday and Saturday evenings from 6pm to Midnight. Services provided will include behavioral health services, grief counseling, job readiness training, and leisure activities. Furthermore, key community stakeholders will be trained in culturally-based and evidence-informed practices to provide them with the skill sets necessary to address violence in their neighborhoods.

FY18 APPROVED ENHANCEMENTS

The FY18 Approved Budget includes approximately $25.1 million in tax-supported resources identified for the Positive Youth Development Initiative (PYDI). In addition, the budget includes almost $300,000 in non-tax supported resources for positive youth development.

Department of Health and Human Services

- Add funds to support full-year service enhancements for youth at-risk of gang violence ($305,403).
- Creation of the Safe Space Program within the Street Outreach Network at four locations in the County to provide critical services to highest risk youth ($474,238).

Department of Police

- Add five officers to the 6th District Police Station to focus on gang activity in the Montgomery Village area ($290,521).
- Add two officers for the new Community Outreach Division ($229,253).

Department of Recreation

- Annualize Excel Beyond the Bell at Francis Scott Key Middle School ($42,806).
- Expand Food Fun and Fitness/TeenWorks summer program ($150,000).
- Expand the Excel Beyond the Bell Elementary School program (formerly Dream Academy) to two additional elementary school locations for five days a week. In addition, expand the programming at South Lake Elementary School from four to five days a week ($712,662).
- Increase funding for Collaboration Council for EBB due to changing priorities of Governors Office for Children ($100,000).
- Added contractor expense to develop East County sports league ($11,700).
- In partnership with the Department of Technology Services, enhance a wide variety of information technology opportunities at after school programs ($50,000).

WorkSource Montgomery

- Add funds to support the Summer Youth STEM Career Exploration program, R.I.S.E. (Real Interesting Summer Experience), to provide rising high school juniors and seniors with enriching summer career development experiences

($90,000).

PROGRAM DESCRIPTION

The Positive Youth Development 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, 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 Initiative 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, and trauma- and healing-informed 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 prevention, and other health related services. The High School Based Wellness Centers are located at Watkins Mill, Northwood, Gaithersburg, and Wheaton High Schools.
- The Street Outreach Network (SON) provides culturally-based, trauma- and healing-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 referrals to WorkSource Montgomery, and community-based projects that engage youth and young adults in life-affirming activities, the Safe Space Program, 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 in collaboration with Adolescent Behavioral Health

Services, Kennedy and Watkins Mill Cluster Initiatives, and faith-based groups.

- 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, Damascus, Wheaton, Silver Spring, Gaithersburg, Rockville, Briggs Chaney, and Long Branch communities.
- Six Street Outreach Staff have been trained and certified in evidence- and culturally-based, trauma-informed curriculums, and eight Street Outreach Staff have been trained and recertified as Professional Community Intervention Specialists.
- Conservation Corps provides job, education, and life skills training for out-of-school and unemployed County youth ages 17 to 24.

Department of Recreation

- RecZones provide direct leadership during the critical after-school hours for five high schools, including Einstein, Kennedy, Montgomery Blair, Springbrook, and Watkins Mill, which serve 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, 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 eight 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.
- Launched in January 2017, the EBB Elementary Initiative (formerly referred to as Dream Academy) offers programs at four elementary school locations in FY18 to promote early student success and establish a continuum of out-of-school time engagement. All sites will operate for two hours after the school day, three sites will operate five days a week, and one site will operate four days a week.
- Rec Extra expands the capacity of extra-curricular and after school opportunities for middle school students. Programs are customized to each school and operate from 3:15 p.m. to 4:30 p.m. at 13 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 several 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, leadership development through sports, Teen Talent Show, college tours, and service learning opportunities.
- 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 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, Health and Human

Services, KID Museum, and Hispanic Business Foundation.

- Professional development and training initiatives for all our frontline 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 well being 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.
- Formerly housed with the Department of Technology Services, the ultraMontgomery Youth Coding program, a multi-agency, multi-departmental initiative, provides training, mentoring, and equipment support to create opportunities for young people in Montgomery County to learn computer coding, game design, and similar Science, Technology, Engineering, and Math (STEM) skills. Through these opportunities, the County intends to encourage and support youth to explore STEM-related careers. Special emphasis will be placed on providing outreach, recruitment, and education to attract disadvantaged youth, girls, and communities under-represented in STEM careers.

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.
- 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, MCPS, parents and other partners called the Truancy Prevention Program. 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 Prevention Program has expanded to 20 County middle schools.
- Participate in the Kennedy and Watkins Mills Clusters in a multi-agency collaboration to improve school performance.

Department of Public Libraries

- Provide 3D printing services at Silver Spring, Long Branch, Twinbrook, and Kensington Park branches, soon to be expanding system-wide.
- Offer spaces in many branches where teens can gather, collaborate, use computers, or enjoy library materials specially selected for their interests.
- Provide two digital media labs at Silver Spring and Long Branch with Teen Tech Time.
- Provide innovative programs for, with, and by teens, including writing clubs, computer coding, chess clubs, graphic novel drawing, knitting and crocheting, and crafting.
- KID Museum 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, that provides dedicated maker programming for library customers.
- Engage youth and leverage their talents, skills, and energies in several ways, including a collaboratively developed and maintained teen Facebook page and an active Teen Advisory Group that provides feedback and advice on library services to the Library Director, administrators, and staff.
- Provide volunteer opportunities for youth who are completing school-required Student Service Learning (SSL) hours, as well as job opportunities for teens as Library Pages.
- Offer a library materials collection that supports school or home schooling needs, personal interests, career/college preparation, and STEM resources.
- Provide Ride On Youth Cruiser SmarTrip cards for the Department of Transportation, making acquisition of this free transportation service much easier for County youth to obtain.
- Offer a series of graphic design and digital media production classes for high school students with the Gandhi Brigade Youth Media.
- Partner with the NAACP Youth Council on providing community deposit collections in beauty salons and barbershops.
- Partner with Don Bosco Cristo Rey High School, Takoma Park to provide employment to a work study student.

Department of Technology Services (including Cable Communications 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.
- Partner with EBB to increase youth STEM coding, game design, and opportunities.

Department of Housing and Community Affairs

- Provide free car seats, clothing, baby furniture, and other supplies to low-income mothers of newborn babies. Estimated to benefit 480 children/families.
- Provide after school and summer STEM learning programs for K-5 low-income youth in Germantown. Estimated to benefit 50 students.
- Provide a STEM program with after school robotics training at two subsidized housing sites for low-income students. Estimated to benefit 30 students.
- Provide after school program for 120 low income K-5 students at Arcola Elementary and Pembridge/Amherst Square Apartments.
- Provide 90 days of respite care for male youth while reunification efforts are pursued with parents, legal guardian, kinship provider or sponsor. Estimated to benefit 20 youths.
- Provide after school activities and summer camp for low-income youth. Estimated to benefit 100 youths.

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 MCPS to hold the Voter Registration Drive conducted 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, and 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.

WorkSource Montgomery

- Continue the Montgomery Moving Forward Initiative, a partnership of County Government, MCPS, 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.
- Use $90,000 from the Pepco/Exelon merger fund to support the Summer Youth STEM Career Exploration program, R.I.S.E. (Real Interesting Summer Experience), as part of the Positive Youth Development Initiative. The program will leverage private sector funding as a pilot program. It will give rising high school juniors and seniors from MCPS three weeks of internship opportunities to be exposed to career opportunities that can shape their future, especially in STEM fields.

Positive Youth Development FY18 Approved Operating Budget Tax-Supported		
Department	**Project/Program**	**FY18 Recommended**
Health and Human Services	High School Wellness Centers (Northwood, Gaithersburg, Watkins Mill, Wheaton)	3,569,403
	Youth Opportunity Centers - Crossroads and UpCounty	1,302,722
	Street Outreach Network to provide services to gang involved youth in underserved parts of the County, including Safe Space Program	1,422,033
	Conservation Corps	562,917
	Gang Prevention Initiative to Serve at-risk Latino Youth	350,782
	Children's Opportunity Fund	250,000
	Staffing for the Kennedy Cluster Expansion	315,817
	Expand Funding for Family Navigation, Youth Services Bureau, and Pathways to Services Programs	161,375
	Enhanced Services to Youth at Risk of Gang Violence	157,909
	Gang Prevention Coordinator	151,664
	Latin American Youth Center, Inc. Support for Maryland Multicultural Youth Center	152,633
	Asian American LEAD	129,545
	Homeless Housing Support for Male Youth	126,430
Sub-total, Health and Human Services		**8,653,230**
Recreation	Excel Beyond the Bell (EBB)	1,482,892
	RecZones (formerly Sports Academies)	1,142,108
	Summer Teen Programs	936,085
	Teen Programming	471,190
	Excel Beyond the Bell Elementary School (formerly Dream Academy)	952,662
	Rec Extra Programs	358,598
	Anti-gang Soccer League	167,398
	UltraMontgomery Youth Coding Initiative	200,000
	Food, Fun, and Fitness / TeenWorks Expansion	150,000
Sub-total, Recreation		**5,860,933**
Police	School Resource Officers	2,682,800
	Centralized Gang Task Force, Special Investigations Division	923,220
	Community Services Officers	643,872
	Additional Officers for Deployment in Areas with Gang Activity (6th District Station)	290,521
	Expanded Community Engagement Division	229,253
	Police Cadet Program	100,000
	Police overtime hours to respond to disruptive behavior incidents occurring in County Libraries	50,000
	Police Adventure Camp	5,000
Sub-total, Police		**4,924,666**
Office of State's Attorney	Five Assistant State's Attorneys for Gang Prosecution	579,588
	Truancy Prevention Program at 20 Middle Schools	332,216
	Gang Investigators	206,715
Sub-total, Office of State's Attorney		**1,118,519**
Other Departments	Community Grants NDA - Grants Serving County Youth for Positive Youth Development	3,325,778
	Children's Opportunity Fund NDA	375,000
	Department of Public Libraries - Digital Media Lab for Teen Students and E-Books and Other Downloadable Content Relevant to Youth of All Ages	350,600
	Department of Correction and Rehabilitation - Gang Sergeant Position	128,827
	WorkSource Montgomery NDA - Moving Montgomery Forward	192,500
	WorkSource Montgomery NDA - R.I.S.E. program	90,000
	Department of Environmental Protection, Solid Waste Services - Household Hazadous Waste Program	32,000
Sub-total, Other Departments		**4,494,705**
Total Tax- Supported		**25,052,053**

Non-Tax Supported		
Department	**Project/Program**	**FY18 Recommended**
Cable Communications Plan	Youth Media Program	100,000
Housing & Community Affairs	Community Development Block Grant - National Center for Children and Families, Inc. (Respite for Male Youth)	33,000
	Community Development Block Grant - Baby's Bounty MC, Inc. (Health, Safety & Wellness Newborn Bundles)	45,000
	Community Development Block Grant - Young Men's Christian Association of Metropolitan Washington (YMCA Nob Hill Community Center)	30,000
	Community Development Block Grant - Montgomery Housing Partnership, Inc. (21st Century GATOR Program)	45,000
	Community Development Block Grant - Greater Washington Boys & Girls Clubs, Inc. (STEM Program for Montgomery County Youth)	40,000
Total Non-Tax Supported		**293,000**

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 Erika Lopez-Finn of the Office of Management and Budget at 240.777.2771 for more information regarding this Initiative's operating budget.

SUSTAINABLE GOVERNMENT

The number of residents age 65+ in the County is projected to more than double between 2010 and 2040, from 120,000 to 244,000. Since taking office, the County Executive increased services that support the County's senior community. The County Executive's primary focus has been on the following issues that directly affect Seniors:

- Age and Dementia Friendly Community
- Housing
- Food Security
- Transportation
- Safety
- Engagement
- Communication

Creation of the Subcabinet on Senior Vital Living: In response to the increasing number of seniors who expressed their desires to remain active in the public, private, and nonprofit sectors, the County Executive hosted a Senior Summit in 2008. This summit was attended by nearly 400 participants including business leaders, faith community representatives, nonprofit organizations, advocates and consumers, elected officials, and other key stakeholders who collaborated to identify key areas to promote seniors. One of the major accomplishments of this Summit was the creation of the Subcabinet on Senior Vital Living whose mission is to increase senior connectedness, community engagement, and knowledge of and access to available resources.

AARP/WHO Age Friendly Community and Certified Dementia Friendly Initiative: In December 2015, the County Executive hosted the second Senior Summit that showcased the County's enrollment in the American Association of Retired Persons (AARP)/World Health Organization (WHO) Age-Friendly Communities Network and designation as an "Age Friendly Community." The initiative provides a framework for developing a comprehensive approach toward ensuring that the needs of older adults and all County residents are recognized and acknowledged. Also, in partnership with BrightFocus Foundation, the County enrolled in the Dementia Friendly America Initiative. This national initiative fosters the creation of communities that better recognize and help those affected by dementia, their families, and care partners. With a continued commitment to the County's senior population, the County Executive has expanded public safety support to strengthen and empower individuals living with dementia and their families.

Housing: In response to one of the primary issues facing seniors, affordable housing, the County Executive has dedicated and leveraged funds for a number of senior housing projects throughout the County. Major developments include the Bonifant and Victory Crossing developments in Silver Spring, Washington McLaughlin Apartments in Takoma Park, Covenant Village in Germantown, and Victory Court in Rockville.

Since FY08, the County has developed 18 senior housing projects, of which 7 are complete, 2 are underway, and 4 are committed. In all, these projects will produce or preserve over 1,800 total senior rental units, including approximately 1,400 units affordable to seniors. The County has dedicated $74.12 million dollars in funding for senior housing while leveraging $4.06 for every $1 invested. The County Council approved the County Executive's recommendation to allocate $4 million for senior affordable housing in FY18 to further support senior communities in the County.

Food Security: The Senior Nutrition Program has served as a focal point for the County Executive's commitment to increase food security and nutrition options for seniors. This program provides meals for older adults to improve food security and provide access to other supportive services, such as health and wellness promotions and education. A key aspect of the program is the community support seniors receive from those who deliver meals to adults who are frail, homebound due to illness or disability, or otherwise isolated. It is administered in cooperation with a vast network of public, private, and nonprofit organizations.

The Senior Nutrition Program has served over four million meals since FY08. The County Executive has supported enhancements to the program including meal choices that reflect the diversity of residents served and the creation of the Cold Meal Box Program, which delivers lunch meals three times per week during the peak winter months.

Senior Transportation: In FY08, the County Executive established the Senior Transportation program which is designed to provide escorted transportation for older adults and adults with disabilities. Through January 2017 the program, which is administered by various nonprofit partners, has provided 280 residents with a total of 483 trips. The County Executive implemented a second senior transportation initiative called "Seniors Ride Free." This program has facilitated participation at senior centers by providing curb-to-curb service to seniors living within an approximate three to five mile radius of each senior center.

Adult Protective and Public Guardian Services: Adult Protective Services (APS) and Public Guardianship Services, provide multi-disciplinary assessments, care planning, and case management services to frail seniors and adults with disabilities. The purpose of the program is to prevent abuse, neglect, self-neglect, exploitation, and inappropriate institutionalization. As of 2016, APS served 808 clients by preventing and investigating abuse and developing remedial actions for vulnerable adults to prevent self-neglect. In FY18, the County Council approved the County Executive's proposal to expand the Adult Protective Services program by adding two investigative staff positions to the Department of Health and Human Services.

Engagement: To keep pace with the County's growing active senior population, the County Executive has supported increased senior participation by opening two new Senior Centers in White Oak and North Potomac and expanded programming at the remaining community recreation centers. These centers facilitate senior engagement by conducting a wide breadth of senior events. In FY18, the County Council and the County Executive committed funding for a full-time position for the Maryland Senior Olympics.

Senior Mini-trip Program: In FY15 the County Executive established the Senior Mini-trip program which conducts local trips for seniors that they might not otherwise be able to afford or attend. Trips include downtown museums in Washington D.C., theatres, the Montgomery County Fair, Mt. Vernon, the Air & Space Museum Annex at Dulles Airport, and shopping venues.

Senior Fellows Program: The Senior Fellows program, created in FY11, taps the experience and skills of retired seniors. These senior fellows add valuable capacity and increase the focus across a range of issues from affordable housing to transportation options, with special attention to senior engagement. In FY18, the County Council and County Executive propose to expand the program by adding two senior fellows to the Community Engagement Cluster.

Communication: In FY17 the County Executive increased funding for County events and services published in the *Beacon.* This newsletter, published in multiple languages, provides a vital link for seniors to be informed of multiple events, volunteer opportunities, and information on government services to increase senior engagement and quality of life.

FY18 APPROVED ENHANCEMENTS

The FY18 Approved Budget includes approximately $30.59 million in tax supported resources identified for seniors, including funds for community organizations that augment County services for seniors and respond to the needs identified in the County

Executive's 2015 Summit on Aging. In addition, the approved budget includes $15.1 million in non-tax supported resources for seniors.

Department of Recreation

- Provide an additional $37,791 in County funding for a full-time staff person for six months to support the Maryland Senior Olympics.

Department of Health and Human Services

- Increase funding for the Adult Foster Care reimbursement rate to reduce the gap between the County and State subsidy for senior assisted living group homes.
- Add two full-time Social Worker positions to Adult Protective Services to provide investigative services to prevent and investigate abuse.
- Maintain funds to enhance Medical Adult Daycare subsidies for clients to attend an Adult Day Care program two days per week for socialization and medical supervision.
- Continue funding to provide mandated Adult Evaluation and Review Services (AERS) evaluations to identify available services to help seniors and adults with disabilities remain in the community while functioning at the highest possible level of independence and personal well-being.
- Expand the Cold Meal Program from four to five days per week, and extend the program by one month. Add one part-time staff member to support the program expansion.
- Provide information in the form a brochure and online content to help families select paid caregivers.

Department of Transportation - Transit Services

- Continue the enhanced Call-n-Ride program by decreasing the minimum age for eligibility from 67 to 65, which continues to support participants in the program.
- Continue to provide Medicaid transportation services to qualified/certified County residents.
- Continue enhanced support for Seniors Ride Free on Saturdays from 9:30 am to 3:00 pm.
- Continue offering transit - provided trips to grocery stores and senior recreation centers.

Community Engagement Cluster

- Add two Senior Fellow positions to conduct outreach to match interest and skills of retired seniors with nonprofits and government agencies.

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.

Department of Housing and Community Affairs

- Add funds to support senior housing to be located adjacent to the East County Regional Service Center in Silver Spring. This project will provide 120 units of mixed-income senior rental units, of which 60 units will be affordable to residents at or below 60 percent of the area median income (AMI).

State's Attorney

- Maintain funding for two positions to the Crimes Against Seniors and Vulnerable Adults (CASVA) unit to provide specialized attention to District Court cases involving seniors and vulnerable adults and reduce the backlog of case referrals.

Public Information Office

- Maintain funds to support regular ads promoting County programs, resources, and events for seniors in the Senior Beacon.
- Continue enhanced senior outreach through printed materials and through translation into other languages.

Department of Technology Services

- Maintain funds for Senior Planet Montgomery technology training for older adults.

Non-Departmental Account Community Grants

- Provide grants to our community partners of $1,220,117 for 48 proposals for seniors to respond to the needs identified in the County Executive's 2015 Summit on Aging supporting diverse senior communities, with particular focus on support for Villages, housing, friendly visitor programs, and in-home services for frail elders. 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 number of residents age 65+ in the County is projected to more than double between 2010 and 2040, from 120,000 to 244,000. This will raise seniors' share of the population from 9 percent in 1990 to 20 percent by 2040. The number of residents aged 85 and older is expected to grow the fastest, to 42,900 by 2040.

At the same time, the share of minority residents among the 65+ population is expected to increase from 34 percent in 2010 to 57 percent by 2040. Today, Asian residents make up the largest minority group among County residents age 65+, accounting for 14 percent, with Black residents accounting for 12 percent and Hispanic residents accounting for 8 percent. Today, 31 percent of residents who are age 65 and older speak a language other than English at home, with 18 percent of residents age 65+ speaking English less than very well.

Regarding income, 6.5 percent of the County's seniors live in poverty, with an additional 5.4 percent of seniors living between 100 and 150 percent of the poverty line. Additionally, many seniors are housing burdened; 27 percent of Montgomery County senior homeowners and 61 percent of senior renters are spending more than 30 percent of income on housing. (Source: US Census American Community Survey 2013 and 2014 for current estimates; State of Maryland for population projections.)

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 Subcabinet on Senior 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; the "County Executive's Summit on Aging," December 2015; "Summit on Aging Report," February 2016) eight key areas have been identified as essential for Montgomery County seniors to "age in community" with safety, dignity, and vitality:

- Communications and Outreach
- Housing and Zoning
- Transportation and Mobility
- Health and Wellness
- Civic and Social Engagement
- Home and Community Support Services
- Safety
- Employment

During the months of October and November 2015, the "Age Friendly Montgomery County Survey" was conducted and focus groups were held to obtain information from County residents age 55 years and older regarding the aspects of life in the County that they consider positive or favorable and those areas where improvements are needed. Over 2,000 residents responded to the survey and 400 residents participated in focus groups providing valuable insights into the priority concerns and needs of our aging residents. On December 3, 2015, the County Executive convened the "Summit on Aging" to review progress made in advancing the County as an "age friendly" community and to review the survey and focus group results to develop a strategic plan for ensuring that Montgomery County is a community for a lifetime. The County Executive's 2015 Summit on Aging again addressed these critical elements - with an additional focus on diversity, elder abuse and technology.

Services benefiting seniors are incorporated in the general department program offerings, as well as targeted services. These services respond to critical needs facing the County and the desired outcome of promoting "vital living for all residents." Below are some of the major County government programs currently supporting County seniors:

Department of Recreation

- Operate six 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, and facility bookings.
- Operate a Senior Transportation Service providing limited range access to each of the five Senior Centers.
- Operate 13 55+ Active Adult Centers where seniors gather for educational programs, friendship, entertainment, sports, and other activities.
- Operate a Senior Nutrition Program at eight facilities 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.
- Coordinates, advertises, registers and operates the annual Maryland Senior Olympics.
- 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.
- Works with other agencies, departments, hospitals, and non-profits to provide a variety of programs, classes, and services identified as community needs to the residents age 55+ of Montgomery County. This includes such programs as World Elder Abuse Awareness Day, Tech Fairs, Health and Wellness Expos, Bone Builders, Senior Fit classes, and a huge variety of ongoing classes and programs.

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 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.
- Maintain funding for respite care services for older adults and persons with disabilities.
- Continue support in the Adult Protective Services/Social Services to Adults Program to address an increase in investigations of financial exploitation resulting from new mandatory reporting requirements for banks.
- 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.
- 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 14 current and nine emerging "Villages" and promotes the creation of new ones.

Department of Transportation - Transit Services

- Subsidize taxi service for low-income seniors, age 65 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 link callers 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.
- Improve pedestrian crossings by re-timing all traffic signals to extend pedestrian crossing times to accommodate slower walking speeds, upgrade some traffic signals to include accessible/countdown pedestrian signals.
- Improve visibility by increasing street name signs to five inches and upgrade stop signs to 30-inch size (from 24-inches) for increased legibility.

Department of Public Libraries (MCPL)

- 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. Recent programs include:
    - Partnership with the Alzheimer's Association of Montgomery County on a program series about coping with the disease for patients and caregivers;
    - Keeping Seniors Safe - partnership with Montgomery County Fire and Rescue Service (MCFRS) and Montgomery County Police Department (MCPD) on safety issues;
    - Stepping On - partnership with Maryland State Department of Health, programs on preventing falls; and
    - Holistic health and mediation program series.
- 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 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 whom are seniors and 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 Office of the State's Attorney.
- 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.
- 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 assistance 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 community activities, socialization, and lifelong learning.
- Provide individual and couples senior counseling services.
- Recognize senior volunteer contributions annually by honoring two seniors with the Neal Potter Path of Achievement Award.
- Continue the Senior Fellows program which taps the experience and skills of retired seniors across a range of issues from affordable housing to transportation options.

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.
- Provide 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

- Beginning in levy year 2015, doubled the rate of Senior Tax Credit and expanded eligibility to include homeowners who are

65 and older.

- Allow eligible seniors to defer, interest free, the annual increase in their County real property tax bill. The amount of the deferral can accumulate to up to half of the full cash value of the property and is not due until the property is sold or it is no longer used as the owner's principal residence.

Department of Environmental Protection

- Apply for 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 Subcabinet on Senior 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.
- Manage seniors website, a central portal offering timely information to seniors and caregivers about County services and programs.

Montgomery County Police Department (MCPD)

- Maintain"Keeping Seniors Safe" crime prevention outreach program, which addresses financial and other frauds and scams; identity theft; shopping safety; and emergency preparedness through presentations from Community Outreach Officers and command staff, and brochures distributed widely.
- Conduct home security surveys in seniors' homes.
- Manage Project Lifesaver to help locate seniors with dementia/Alzheimer's Disease.

Senior Initiative
FY18 Approved Operating Budget
Tax-Supported

Department	Project/Program	FY18 Approved
Health and Human Services	Mental Health Services for Seniors and Persons with Disabilities	541,552
	Aging and Disability Services Resource Unit	220,061
	Senior Community Programs	1,681,394
	Senior Food Program	1,013,637
	Adult Protective Services/SSTA/ Public Guardianship	3,621,039
	The Adult Day Care Subsidies Initiative	321,565
	Respite Services	452,446
	The Home Care Services program	2,112,663
	Senior Group Homes	52,772
	Adult Foster Care	830,278
	Ombudsman Services	518,094
	CFC Supports Planning	688,168
	CFC Nurse Monitoring	1,616,166
	Senior Dental Services	452,750
	The Medical Assistance Eligibility Services	286,962
Sub-total, Health and Human Services		**14,409,547**
Recreation	Long Branch Senior Center	133,230
	Damascus Senior Center	160,037
	Schweinhaut Senior Center	176,930
	Holiday Park Senior Center	300,578
	North Potomac Senior Center	168,367
	Senior Neighborhood Programs	158,442
	White Oak Community Recreation Center Senior programs	166,604
	Senior Outdoor Adventure Recreation	267,473
	JCA Senior Transportation	534,620
	Senior Mini Trips	50,240
	Full-time Staff to Support Maryland Senior Olympics	37,971
	Manager III - Senior Services	174,632
Sub-total, Recreation		**2,329,124**
Transportation	Call N Ride Program	3,409,686
	Jewish Council on Aging/Connect A Ride	153,860
	Special Transportation	125,389
	Seniors/Disabled Ride Free Program	257,445
Sub-total, Transportation		**3,946,380**
Other Departments	Community Engagement Cluster - RSVP Leadership	40,000
	Community Engagement Cluster - Senior Volunteer Network	46,487
	Police - Project Lifesaver Program	12,500
	State's Attorney - Senior Financial Exploitation Prevention Initiative	737,726
	Human Resources - Senior Fellows	100,000
	Department of Housing and Community Affairs - Elizabeth House	7,000,000
	Department of Housing and Community Affairs - East County Regional Service	600,000
	Public Information - Senior Beacon Advertising	28,000
	Community Grants NDA - Grants for Senior Services	1,220,117
	Technology Services- Senior Planet Montgomery	120,000
Sub-total, Other Departments		**9,904,830**
Total Tax-Supported		**30,589,881**
Total Non-Tax Supported		**15,060,029**
Grand Total		**45,649,910**

Non-Tax Supported

Department	Project/Program	FY18 Approved
Health and Human Services	Aging and Disability Services Resource Unit	600,572
	Senior Community Programs	967,061
	Senior Food Program	1,939,059
	Adult Protective Services/SSTA/ Public Guardianship	2,571,976
	Respite Services	87,384
	The Home Care Services program	785,050
	Senior Group Homes	96,840
	Adult Foster Care	307,698
	Ombudsman Services	245,676
	The Medical Assistance Long Term Care program	3,070,220
Sub-total, Health and Human Services		**10,671,536**
Other Departments	Department of Transportation - Call N Ride Program	30,000
	Department of Transportation- Call N Ride Program	379,107
	Fire and Rescue - Senior Safety Outreach	100,000
	Department of Transportation - Medicaid Special Transportation	3,879,386
Sub-total, Other Departments		**4,388,493**
Total Non-Tax Supported		**15,060,029**

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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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. Since his announcement, several new initiatives have been started, building on the success of the Six-Point Economic Plan.

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.

FY18 APPROVED ENHANCEMENTS

In addition to existing resources promoting the County's economic growth through strategic development efforts, the FY18 Approved Operating Budget provides an additional $1.54 million in tax-supported resources for the implementation of the Six Point Economic Plan. Those efforts include implementing the Council-adopted Comprehensive Economic Strategy by more aggressive marketing, growing target industries, stimulating entrepreneurship, cultivating a deeper talent pool to meet the demands of the target industries, improving the experience of doing business, and assisting local companies to lease commercial office space to support their growth in Montgomery County. The FY18 Recommended Capital Improvements Program (CIP) Budget also provides approximately $24.1 million to construct and enhance bus transit services on major County routes to support economic growth and employment opportunities. Additionally, the CIP provides significant funding in support of transit-oriented development in Silver Spring, Wheaton, Shady Grove, Bethesda, White Flint, and White Oak.

Office of the County Executive (CEX)

- Add funds to support the Innovation into Action Challenge through leveraging Federal, local, and private resources to support County companies access to emerging international markets, provide collaboration between County expertise and global leaders, and strengthen the County's standing as a gateway for the world ($50,000).
- Add funds for WorkSource Montgomery to enhance programs and staffing to meet the target industries' talent demands and to cover the operating costs of sharing commercial office space with the Montgomery County Economic Development Corporation and Visit Montgomery ($675,000).
- Provide funds to the Montgomery County Economic Development Corporation to hire additional staff for programs

in marketing and branding, growing target industries, especially cybersecurity and information technologies, and business attraction and retention ($750,000).

- Allocate resources to support creation of the Business Solutions Group ($240,000).
- Continue funding the Excellence in Business Services initiative to improve the experience and perception of doing business in Montgomery County.

Department of Finance

- Enhance the MOVE (Make Office Vacancies Extinct) Program to provide additional leasing incentives for companies located in targeted County areas ($250,000).
- Add funds for BioHealth Innovation, Inc. to enhance its Entrepreneur-in-Residence program and launch another class of Health IT accelerators in 2017 ($250,000).
- Shift funding for the Life Science and Data Analytics initiatives, Bethesda Green and Rockville Economic Development, Inc. contracts and software licenses to the Montgomery County Economic Development Corporation (MCEDC) to streamline program management and marketing efforts ($377,000).

Department of Permitting Services (DPS)

- Maintain Permit Fees at current rates reflecting continued elimination of the automation fee and reduced permit fees for commercial building permits.
- Maintain support at current levels for continued improvement of permit processing times.

Department of Technology Services (DTS)

- Continue funding in FY18: $680,000 for ultraMontgomery CIP; $80,000 for business outreach and policy development; $120,000 for Senior Planet Montgomery technology training for older adults; and $150,000 for Youth Coding and Science, Technology, Engineering, and Mathematics (STEM) initiatives.

Department of Transportation (DOT)

- Provide capital funding of $21.5 million to construct a high quality Bus Rapid Transit (BRT) on US 29 that leverages $10 million of Federal Transportation Investment Generating Economic Recovery (TIGER) funds.
- Provide $2.6 million in funds for the new Ride On Extra, limited stop bus service, in the MD 355 corridor beginning in October 2017.
- Provide enhanced Transit Service in Clarksburg to help employees access new employment opportunities at the Clarksburg Outlets.

PROGRAM DESCRIPTION

Offices of the County Executive

- Improving the perception and experience of doing business in Montgomery County is a top priority of the Office of the County Executive to expand the tax base and grow quality jobs reflective of our community's quality human capital and aspirations. This Excellence in Business Services initiative includes the following key elements:
    - An integrated business portal with a user-friendly interface for starting and operating a business in Montgomery County with easy access to information and resources from multiple departments and agencies;
    - Digitization of forms across County departments to reduce time and effort required in interacting with the

government;
    - Targeted customer services training programs for front-line employees; and
    - Focus on department-specific issues related to doing business in Montgomery County.
- Innovation entrepreneurship-MC Square is envisioned as an integrated program that links all innovation-based entrepreneurship activities and programs for better marketing, coordination and collaboration to cultivate a stronger entrepreneurial climate in the community, grow new companies, and strengthen the ecosystem. Several key elements have been advanced in the past two years, including:
    - Relevant Health: a new Health IT accelerator was launched in 2016 and a second cohort will be launched in 2017.
    - Partnership with 1776: Washington, DC's premier tech entrepreneurship hub has given Montgomery County-based early-stage tech companies access to a regional asset for program support, mentorship, work space, and collaboration opportunities.
    - Development Alternatives Incorporated (DAI) Social Entrepreneurship: A major contractor for United States Agency for International Development (USAID), based in Bethesda, partnered with Montgomery County's Office of Innovation to launch an innovation challenge competition. This effort leveraged Federal funding and private-sector support to cultivate social entrepreneurship by encouraging entrepreneurs to use technologies to solve problems in underdeveloped countries and regions, while connecting local entrepreneurs with global markets.
- Two new elements of MC Square will be added in FY18:
    - Launch Academy: A youth entrepreneurship program in partnership with Montgomery County Public Schools (MCPS) and WorkSource Montgomery for MCPS graduates or dropouts who are not planning to attend college right away.
    - Startup Montgomery: This initiative will tie all entrepreneurial resources and tools together for more effective marketing, coordination, and collaboration.

Department of Finance

- The MOVE Program was expanded in February 2015 as an innovative program that focuses on attracting new businesses and new jobs to the County and to reduce vacant commercial office space. New businesses receive a one-time grant of $8 per square foot toward their new lease agreement if they meet grant requirements. MOVE will also provide additional leasing incentives for companies located in targeted County areas. As of February 2017, the MOVE Program has provided nearly $1.14 million in grants, attracting 44 new businesses and 271 new jobs to the County.
- BioHealth Innovation, Inc. (BHI) is contracted to manage two County business incubators - Rockville and Germantown Innovation Centers - to stimulate entrepreneurial activities. BHI's key activities include:
    - Partner with MITRE Corporation to broaden the use of the Rockville Innovation Center (RIC). MITRE operates Federally funded research and development centers (FFRDCs), including the National Cybersecurity FFRDC.
    - Support and attract startups and early-stage technology companies with a variety of resources, such as BHI "Entrepreneurs-in-Residence," MITRE technologists, technical mentorship and tactical workshops on technology development from various corporate and investment partners.
    - Partner with Montgomery College's Pinkney Innovation Complex for Science and Technology at the Germantown Innovation Center. Replicate the programming platforms being implemented at RIC with a vision of making Montgomery County a nationally recognized center of biomedical commercialization.
    - With the additional $125,000 in funding, BHI will enhance its Entrepreneur-in-Residence program and launch another class of Health IT accelerator in 2017.

Department of Permitting Services (DPS)

- Permit processing has improved greatly and streamlining the development process continues to be a priority for the County Executive. For FY18, the County Executive will continue funding in DPS for the following activities:
  - Maintain initial review and comment within 30 days for properly prepared and electronically submitted commercial plans;
  - Reduce the processing time for sediment control plans;
  - Maintain 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 impacts public rights-of-way in County business districts, while facilitating orderly construction activities.

Department of Technology Services (DTS)

- ultraMontgomery supports deployment and use of high-speed fiber networks to attract knowledge-based employers, innovators and entrepreneurs in biohealth/biosciences, information technology and cybersecurity, financial services, and advanced manufacturing. The goal is to cost-effectively expand access to networks through public-private partnerships, testbeds, and business outreach; to connect people with opportunities and further drive economic growth; and to link our business, academic and Federal institutions and transit-oriented smart-growth communities together as a Smart Connected County. ultraMontgomery has implemented the following key programs:
  - The first of three private sector direct fiber routes between Montgomery County and the cloud-service data centers in Ashburn, Virginia has been completed and two additional routes will be deployed in 2017. More than 90 percent of the east coast's Internet traffic passes through Ashburn data centers.
  - Construction of the East County Fiber Highway is scheduled to be completed in 2017. It will form the backbone to support wifi on Bus Rapid Transit options, connectivity in the White Oak Science Gateway, expansion of Internet of Things partnerships with the Washington Suburban Sanitary Commission (WSSC), and economic development partnerships in the East County.
  - The ultraMontgomery Senior Planet Montgomery program -
    - This program, in partnership with Montgomery County Public Libraries and Department of Recreation, provides technology training for older adults to ensure that all residents can participate in the Internet economy. It supports use of TeenWorks Tech Connect trainers and recruits volunteer trainers though the Jewish Council for the Aging and Montgomery Volunteers. It also provides new training aimed at populations for whom English is not their first language and will focus on increasing private support from businesses and organizations (such as AARP).
  - The ultraMontgomery Youth Coding program -
    - A multi-agency and multi-departmental initiative, provides training, mentoring, and equipment support to create opportunities for young people in Montgomery County to learn computer coding, game design, programming Raspberry Pi/Arduino devices, and similar Science, Technology, Engineering, and Math (STEM) skills.
  - The ultraMontgomery business outreach and policy development program-
    - Focuses on modernizing advanced networking policies, including balanced management of deployment of 5G technology in business districts, and fiber conduit requirements in new development.

Department of Transportation

- The Purple Line light rail project continues to be the County's top transportation priority. The County continues to partner with the Maryland Transit Administration to implement the Purple Line project and the associated County-funded projects (Capital Crescent Trail, Bethesda Metro South Entrance, and Silver Spring Green Trail).
- The current State-led BRT planning study on Veirs Mill Road will result in a Recommended Alternative in FY17, at which point the County Executive will evaluate options for design and construction. In the short-term, the County will continue to encourage the Maryland Department of Transportation to fund MetroExtra service on Veirs Mill Road.
- In FY17, the County Council approved $5 million of funding to advance the BRT on MD 355 to a Recommended Alternative. In FY18, planning work on this corridor will transition from the State to MCDOT.
- The County Executive continues to support the State plan to seek Federal funding for the Corridor Cities Transitway (CCT) and plans to initiate a workgroup to discuss other funding options to move this project forward.
- MCDOT will enhance transit service in Clarksburg by expanding the hours of service in the area during the week and introducing new weekend service to help employees access new employment opportunities at the Clarksburg Outlets.
- Provide $2.6 million in funds for the new Ride On Extra, limited stop bus service, in the MD 355 corridor beginning in October 2017. Seventeen new specially branded buses will operate every 10 minutes during the AM and PM peak periods on this new route between the Lakeforest Transit Center and the Medical Center Metro Station.

Montgomery County Economic Development Corporation (MCEDC) - Non-Departmental Account

For its second official year of existence, MCEDC will focus on marketing, business attraction and retention, and growing entrepreneurship in target industries. Specifically, the organization will focus on the following:

- Retain, expand and attract businesses in target industries or sectors outlined in the County's Comprehensive Economic Strategy, including biohealth, cybersecurity and IT, financial and professional services, advanced manufacturing, and corporate and regional headquarters;
- Build a cybersecurity industry with the active engagement of the cybersecurity working group;
- Establish targeted clusters of entrepreneurship; and
- Implement comprehensive marketing and branding campaign across the nation and foreign marketplaces.

WorkSource Montgomery, Inc. (WSM) - Non-Departmental Account

- Develop industry-focused job training and placement strategies in target industries with growing demand including cybersecurity, biosciences, hospitality, healthcare, and construction.
- Develop training and certification programs supporting job demand in green and energy/sustainability industries.
- Improve services for job seekers through the County's three job centers in Wheaton, Germantown, and Silver Spring.
- Develop a pilot summer youth career exposure program in partnership with MCPS.

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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 Council's approved appropriations, and the fund balances projected to be on hand at the end of the coming year.

Schedule A-a, Spending Affordability Comparison

This schedule displays total tax supported resources, total tax supported appropriations, tax supported reserves and the total aggregate operating budget that fall under Spending Affordability Guidelines.

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

FY18 APPROVED FISCAL SUMMARY BY FUND ($000)

(A) Agencies By Fund	(B) FY17 Est Fund Bal	(C) FY18 Est Revenue	(D) Net Inter-Fund Transfers	(E) FY18 Total Resources	(F) CIP Current Revenue & PAYGO	(G) FY18 Operating Budget GO & LTL Debt Service	(H) FY18 Operating Budget Agy/Fund Approp.	(I) FY18 Operating Budget Total Approp.	(J) Total Use of Approp.	(K) Designated Fund Balance	(L) FY18 Projected Fund Bal.
GENERAL FUND: TAX SUPPORTED											
County Government	142,784	3,414,602	(303,059)	3,254,327	45,720	209,683	1,220,939	1,430,622	1,476,342	0	0
Debt Service: Non-Agency	0	22,863	371,416	394,280	0	9,423	0	9,423	9,423	0	0
Montgomery County Public Schools	22,783	682,592	0	705,375	20,127	150,388	2,368,656	2,519,044	2,539,171	0	0
Montgomery College	7,300	118,288	1,828	127,416	15,084	24,785	262,759	287,545	302,629	0	0
SUBTOTAL GENERAL FUND	**172,867**	**4,238,344**	**70,186**	**4,481,398**	**80,931**	**394,280**	**3,852,354**	**4,246,633**	**4,327,564**	**0**	**153,833**
OTHER FUNDS: TAX SUPPORTED											
County Government											
Urban Districts	1,197	2,088	5,636	8,921	0	0	8,690	8,690	8,690	0	230
Fire	590	231,138	(14,261)	217,466	2,497	0	214,862	214,862	217,359	0	106
Mass Transit	10,061	177,548	(38,857)	148,753	16,387	0	132,227	132,227	148,614	0	139
Recreation	2,554	51,369	(15,964)	37,960	0	0	37,687	37,687	37,687	0	273
Economic Development	0	173	3,937	4,111	0	0	4,111	4,111	4,111	0	0
M-NCPPC	8,093	130,795	(1,986)	136,902	350	5,667	125,880	131,547	131,897	0	5,005
SUBTOTAL OTHER TAX SUPPORTED	**22,495**	**593,112**	**(61,495)**	**554,112**	**19,234**	**5,667**	**523,458**	**529,125**	**548,359**	**0**	**5,753**
TOTAL AVAIL. TAX SUPPORTED	**195,362**	**4,831,456**	**8,691**	**5,035,510**	**100,165**	**399,946**	**4,375,812**	**4,775,758**	**4,875,923**	**0**	**159,587**
Revenue Stabilization (Designated)	280,417	2,046	25,635	308,097	0	0	0	0	0	308,097	0
TOTAL TAX SUPPORTED (W RSF)	**475,779**	**4,833,501**	**34,326**	**5,343,607**	**100,165**	**399,946**	**4,375,812**	**4,775,758**	**4,875,923**	**308,097**	**159,587**
GRANT FUNDS											
County Government	0	117,420	0	117,420	0	0	118,040	118,040	118,040	0	(620)
Montgomery County Public Schools	0	82,191	0	82,191	0	0	82,191	82,191	82,191	0	0
Montgomery College	0	22,973	(728)	22,245	0	0	22,245	22,245	22,245	0	0
M-NCPPC	0	550	0	550	0	0	550	550	550	0	0
FEE SUPPORTED FUNDS											
Cable TV	1,620	29,312	(10,251)	20,680	4,570	0	16,072	16,072	20,642	0	39
Montgomery Housing Initiative	9,024	20,767	14,566	44,356	0	0	36,556	36,556	36,556	5,636	2,164
Water Quality Protection Fund	1,505	40,775	(7,757)	34,522	5,413	0	27,365	27,365	32,778	0	1,745
ENTERPRISE FUNDS											
County Government											
Community Use of Public Facilities	5,509	11,076	(631)	15,954	0	0	11,691	11,691	11,691	0	4,263
Parking Districts	28,082	34,257	(4,700)	57,639	5,949	0	27,778	27,778	33,727	0	23,912
Permitting Services	29,712	42,108	(5,236)	66,584	14,400	0	38,875	38,875	53,275	0	13,309
Solid Waste Collection	1,431	6,473	(267)	7,637	0	0	6,843	6,843	6,843	0	794
Solid Waste Disposal	0	101,103	(142)	100,961	1,000	0	89,701	89,701	90,701	(2,634)	12,894
Vacuum Leaf Collection	(77)	7,230	(578)	6,575	0	0	6,125	6,125	6,125	0	451
Liquor Control	1,368	88,197	(22,677)	66,888	0	0	65,161	65,161	65,161	18	1,709
Non-Tax Supported Debt Service	0	0	13,954	13,954	0	13,954	0	13,954	13,954	0	0
Montgomery County Public Schools	8,183	62,550	3,698	74,430	0	0	66,247	66,247	66,247	0	8,183
Montgomery College	21,790	26,315	(2,216)	45,888	0	0	28,970	28,970	28,970	0	16,918
M-NCPPC	14,369	14,933	1,191	30,493	1,050	0	16,244	16,244	17,294	0	13,199
SUBTOTAL NON-TAX SUPPORTED	**122,515**	**708,228**	**(21,776)**	**808,967**	**32,382**	**13,954**	**660,652**	**674,606**	**706,988**	**3,020**	**98,958**
TOTAL BUDGET (with Revenue Stabilization)	**598,294**	**5,541,729**	**12,550**	**6,152,573**	**132,547**	**413,900**	**5,036,463**	**5,450,364**	**5,582,911**	**311,117**	**258,545**

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Schedule A-a

SPENDING AFFORDABILITY COMPARISON

(Dollars in Millions)

	A CATEGORY	B FY17 CC Approved 5-26-16	C FY17 Estimate	D FY18 CC SAG 2-14-17	E FY18 CC Approved 5-25-17	F FY18 % Chg App / App
1	Property Tax	1,738.7	1,737.6		1,770.2	1.8%
2	Income Tax	1,487.6	1,486.4		1,557.9	4.7%
3	Transfer/Recordation Tax	165.8	179.8		170.4	2.8%
4	Other Tax	278.3	277.9		282.5	1.5%
5	General State/Fed/Other Aid	822.6	828.4		842.6	2.4%
6	All Other Revenue	205.1	206.8		210.0	2.4%
7	**Revenues**	**4,698.1**	**4,717.0**		**4,833.5**	**2.9%**
8	Net Transfers In (Out)	14.0	12.5		34.3	145.0%
9	Set Aside: Potential Supplementals	-	-		-	n/a
10	Set Aside: Other Claims	(0.1)	0.0		-	-100.0%
11	Beginning Reserve: Total	439.0	453.8		475.8	8.4%
11a	Revenue Stabilization Fund	254.7	254.4		280.4	10.1%
11b	Reserve: Undesignated	184.2	199.4		195.4	6.0%
12	**TOTAL RESOURCES**	**5,151.0**	**5,183.4**		**5,343.6**	**3.7%**
13	**APPROPRIATIONS**					
14	**Capital Budget:**					
15	CIP Current Revenue	(45.8)	(59.1)	(80.8)	(66.2)	44.6%
16	CIP PAYGO	(34.0)	(34.0)	(34.0)	(34.0)	0.0%
17	**Operating Budget:**					
18	MCPS	(2,311.6)	(2,292.1)	(2,334.1)	(2,368.7)	2.5%
19	College, Total	(261.6)	(255.2)		(262.8)	0.5%
20	Less College Tuition	82.6	78.1		79.1	-4.2%
21	College, Net	(179.0)	(177.2)	(177.2)	(183.7)	2.6%
22	County Government	(1,453.8)	(1,458.3)	(1,478.2)	(1,498.4)	3.1%
23	M-NCPPC	(118.8)	(118.8)	(120.8)	(123.8)	4.3%
24	Retiree Health Insurance Prefunding	(109.9)	(109.9)	(106.7)	(122.2)	11.2%
24	Other: (Unallocated) / GAP	-	-		0.0	n/a
25	**Total Operating Budget:**	**(4,255.6)**	**(4,234.3)**		**(4,375.8)**	**2.8%**
26	**Debt Service:**					
27	All County Debt Service	(352.4)	(349.6)	(402.0)	(369.9)	5.0%
28	M-NCPPC Debt Service	(4.9)	(4.9)	-	(5.7)	15.1%
29	MCG Long Term Leases (b)	(30.9)	(25.6)	-	(24.4)	-21.0%
30	**TOTAL APPROPRIATIONS**	**(4,723.6)**	**(4,707.6)**	**(4,733.8)**	**(4,875.9)**	**3.2%**
31	(incl. Capital, Operating & Debt Service)					
32	**Aggregate Operating Budget**	**(4,641.0)**	**(4,629.5)**	**(4,733.8)**	**(4,796.8)**	**3.4%**
33	(excludes College tuition)					
34	Revenue Stabilization Fund (new $s)	(25.6)	(26.0)		(27.7)	8.2%
35	**Ending Reserve: Total**	**427.4**	**475.8**		**467.7**	**9.4%**
36a	Revenue Stabilization Fund	**280.3**	**280.4**		**308.1**	**9.9%**
36b	Ending Reserve: Designated	**-**	**-**		**-**	**n/a**
36c	Ending Reserve: Undesignated	**147.1**	**195.4**		**159.6**	**8.5%**
37	**Maximum AOB without 6 votes**	**(4,446.3)**			**(4,693.9)**	
38	(Prior Year AOB + inflation as shown)	**0.32%**			**1.14%**	

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.

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Schedule A-1

BUDGET SUMMARY BY AGENCY

(in millions)

(A) Fiscal Year	(B) Tax Supported	(C) Grant Supported	(D) Self Supported	(E) Grand Total
MONTGOMERY COUNTY GOVERNMENT				
FY17 Approved	1,561.9	116.4	314.2	1,992.4
FY18 Approved	1,618.5	118.0	326.2	2,062.7
Percent Change From FY17	3.6%	1.4%	3.8%	3.5%
MONTGOMERY COUNTY PUBLIC SCHOOLS				
FY17 Approved	2,311.6	82.1	63.8	2,457.5
FY18 Approved	2,368.7	82.2	66.2	2,517.1
Percent Change From FY17	2.5%	0.1%	3.9%	2.4%
MONTGOMERY COLLEGE				
FY17 Approved	261.6	19.8	31.1	312.5
FY18 Approved	262.8	22.2	29.0	314.0
Percent Change From FY17	0.5%	12.5%	-7.0%	0.5%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION				
FY17 Approved	120.6	0.6	15.8	136.9
FY18 Approved	125.9	0.6	16.2	142.7
Percent Change From FY17	4.4%	----	2.9%	4.2%
ALL AGENCIES WITHOUT DEBT SERVICE				
FY17 Approved	4,255.6	218.9	424.8	4,899.3
FY18 Approved	4,375.8	223.0	437.6	5,036.5
Percent Change From FY17	2.8%	1.9%	3.0%	2.8%
DEBT SERVICE: GENERAL OBLIGATION & LONG TERM LEASES				
FY17 Approved	388.2		14.3	402.5
FY18 Approved	399.9		14.0	413.9
Percent Change From FY17	3.0%	----	-2.5%	2.8%
TOTAL BUDGETS				
FY17 Approved	4,643.8	218.9	439.2	5,301.8
FY18 Approved	4,775.8	223.0	451.6	5,450.4
Percent Change From FY17	2.8%	1.9%	2.8%	2.8%

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Schedule A-2

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY17

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
Beginning Fund Balance	113,028,313	388,167	734,148	493,591	0	16,605,735	4,994,451
Revenues	3,351,024,464	796,084	1,009,564	209,166	0	161,924,964	232,480,312
Net Transfers	(314,045,463)	2,130,083	2,143,138	1,698,815	0	(36,678,472)	(11,931,198)
TOTAL RESOURCES	3,150,007,314	3,314,334	3,886,850	2,401,572	0	141,852,227	225,543,565
Contributions	(1,752,415,324)	0	0	0	0	0	0
To CIP: Current Revenue	(80,148,000)	0	0	0	0	(8,878,000)	(3,721,000)
Expenditures	(1,174,700,366)	(3,174,015)	(3,448,196)	(1,783,635)	0	(122,913,108)	(221,232,990)
TOTAL USE OF RESOURCES	(3,007,263,690)	(3,174,015)	(3,448,196)	(1,783,635)	0	(131,791,108)	(224,953,990)
ESTIMATED FY17 ENDING FUND BALANCE	142,743,624	140,319	438,654	617,937	0	10,061,119	589,575
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	40,608	0	0	0	0	0	0
Less Claims on Fund Balance	0	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY18	**142,784,232**	**140,319**	**438,654**	**617,937**	**0**	**10,061,119**	**589,575**

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY18

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
Beginning Fund Balance	142,784,232	140,319	438,654	617,937	0	10,061,119	589,575
Revenues	3,414,601,579	822,397	1,047,511	218,056	0	177,548,139	231,137,729
Net Transfers	(303,058,843)	2,297,225	2,106,140	1,232,289	0	(38,856,522)	(14,261,412)
TOTAL RESOURCES	3,254,326,968	3,259,941	3,592,305	2,068,282	0	148,752,736	217,465,892
Contributions	(1,803,264,410)	0	0	0	0	0	0
To CIP: Current Revenue	(80,931,000)	0	0	0	0	(16,387,000)	(2,497,000)
Expenditures	(1,220,938,817)	(3,174,943)	(3,498,672)	(2,016,434)	0	(132,226,957)	(214,862,420)
TOTAL USE OF RESOURCES	(3,105,134,227)	(3,174,943)	(3,498,672)	(2,016,434)	0	(148,613,957)	(217,359,420)
ESTIMATED FY18 ENDING FUND BALANCE	149,192,741	84,998	93,633	51,848	0	138,779	106,472
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	0	0	0	0	0	0	0
Less Claims on Fund Balance	0	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY19	**149,192,741**	**84,998**	**93,633**	**51,848**	**0**	**138,779**	**106,472**

Schedule A-2

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY17

Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
2,681,535	2,201,580	254,406,038	395,533,558	0	36,452,652	9,118,007	12,675,446	453,779,663
48,153,721	128,223	1,193,240	3,796,919,738	17,124,720	660,783,990	118,627,544	123,564,303	4,717,020,295
(14,388,711)	2,949,557	24,817,790	(343,304,461)	358,104,543	0	0	(2,287,710)	12,512,372
36,446,545	5,279,360	280,417,068	3,849,148,835	375,229,263	697,236,642	127,745,551	133,952,039	5,183,312,330
0	0	0	(1,752,415,324)	0	1,617,631,597	134,783,727	0	0
0	0	0	(92,747,000)	0	0	0	(350,000)	(93,097,000)
(33,892,050)	(5,279,360)	0	(1,566,423,720)	(375,229,263)	(2,292,084,936)	(255,229,369)	(125,509,225)	(4,614,476,513)
(33,892,050)	(5,279,360)	0	(3,411,586,044)	(375,229,263)	(674,453,339)	(120,445,642)	(125,859,225)	(4,707,573,513)
2,554,495	0	280,417,068	437,562,791	0	22,783,303	7,299,909	8,092,814	475,738,817
0	0	(280,417,068)	(280,417,068)	0	0	0	0	(280,417,068)
0	0	0	40,608	0	0	0	0	40,608
0	0	0	0	0	0	0	0	0
2,554,495	0	0	157,186,331	0	22,783,303	7,299,909	8,092,814	195,362,357

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY18

Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
2,554,495	0	280,417,068	437,603,399	0	22,783,303	7,299,909	8,092,814	475,779,425
51,369,038	173,355	2,045,550	3,878,963,354	22,863,180	682,591,576	118,287,834	130,795,438	4,833,501,382
(15,963,511)	3,937,383	25,634,541	(336,932,710)	371,416,480	0	1,828,345	(1,986,190)	34,325,925
37,960,022	4,110,738	308,097,159	3,979,634,043	394,279,660	705,374,879	127,416,088	136,902,062	5,343,606,732
0	0	0	(1,803,264,410)	0	1,663,280,683	139,983,727	0	0
0	0	0	(99,815,000)	0	0	0	(350,000)	(100,165,000)
(37,687,311)	(4,110,738)	0	(1,618,516,292)	(394,279,660)	(2,368,655,562)	(262,759,376)	(131,547,071)	(4,775,757,961)
(37,687,311)	(4,110,738)	0	(3,521,595,702)	(394,279,660)	(705,374,879)	(122,775,649)	(131,897,071)	(4,875,922,961)
272,711	0	308,097,159	458,038,341	0	0	4,640,439	5,004,991	467,683,771
0	0	(308,097,159)	(308,097,159)	0	0	0	0	(308,097,159)
0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
272,711	0	0	149,941,182	0	0	4,640,439	5,004,991	159,586,612

Schedule A-3

CURRENT REVENUE REQUIREMENTS FOR THE CAPITAL IMPROVEMENTS PROGRAM

March 14, 2017

TAX SUPPORTED APPROPRIATIONS ($000s)	ACTUAL FY15 Exp	ACTUAL FY15 Appr.	LATEST FY16 Exp.	APPROVED 6 YR	APPROVED FY17 Appr	REC FY18 Appr	REC FY19	REC FY20	REC FY21	REC FY22
GENERAL REVENUE SUPPORTED										
MCG	23,775	20,934	11,656	85,675	20,971	11,256	13,823	12,811	13,847	12,967
M-NCPPC PARKS	797	2,798	135	21,243	3,133	2,438	3,438	3,438	4,398	4,398
PUBLIC SCHOOLS (MCPS)	8,954	3,467	23,247	98,593	10,646	18,752	19,181	17,112	16,455	16,447
MONTGOMERY COLLEGE	9,087	11,471	11,519	82,968	8,548	14,084	15,084	15,084	15,084	15,084
HOC	-	1,250	-	9,400	1,250	2,550	1,850	1,250	1,250	1,250
CIP PAYGO - REGULAR	29,950	29,950	34,000	204,000	34,000	34,000	34,000	34,000	34,000	34,000
CIP PAYGO - RSF CONTRIBUTION	-	-	-	-	-	-	-	-	-	-
TOTAL CIP PAYGO	29,950	29,950	34,000	204,000	34,000	34,000	34,000	34,000	34,000	34,000
SUBTOTAL	72,563	69,870	80,557	501,879	78,548	83,080	87,376	83,695	85,034	84,146
OTHER TAX SUPPORTED										
MASS TRANSIT	755	(491)	7,618	105,834	8,878	16,387	38,404	16,305	16,425	9,435
FIRE CONSOLIDATED	699	5,389	3,475	24,460	3,721	2,497	2,894	5,116	5,116	5,116
M-NCPPC PARKS	350	350	350	2,100	350	350	350	350	350	350
RECREATION	-	-	256	-	-	-	-	-	-	-
URBAN DISTRICTS	104	-	-	-	-	-	-	-	-	-
ECONOMIC DEVELOPMENT FUND	-	-	-	-	-	-	-	-	5,000	5,000
SUBTOTAL	1,908	5,248	11,699	142,394	12,949	19,234	41,648	21,771	26,891	19,901
SUBTOTAL TAX SUPPORTED CURRENT REVENUE APPROPRIATION:	74,471	75,118	92,256	644,273	91,497	102,314	129,024	105,466	111,925	104,047
INFLATION	-	-	-	19,751	-	-	2,368	3,691	6,140	7,552
SUBTOTAL ALLOCATION:	-	-	-	19,751	-	-	2,368	3,691	6,140	7,552
TOTAL TAX SUPPORTED CURRENT REVENUE REQUIREMENT:	74,471	75,118	92,256	664,024	91,497	102,314	131,392	109,157	118,065	111,599
NON-TAX SUPPORTED EXPENDITURES ($000s)	**ACTUAL FY15 Exp**	**ACTUAL FY15 Exp**	**LATEST FY16 Exp**	**APPROVED 6 YR**	**APPROVED FY17 Appr**	**APPROVED FY18 Appr**	**APPROVED FY19**	**APPROVED FY20**	**APPROVED FY21**	**APPROVED FY22**
NON-TAX SUPPORTED										
MONTGOMERY HOUSING INITIATIVE	-	-	-	-	-	-	-	-	-	-
PARKING DISTRICTS	13,747	9,300	7,811	35,595	6,184	5,949	6,776	5,847	5,292	5,547
SOLID WASTE DISPOSAL	-	-	718	-	-	-	-	-	-	-
PERMITTING SERVICES	-	-	-	18,409	-	14,400	4,009	-	-	-
M-NCPPC ENTERPRISE FUND	1,004	800	1601	15,950	1,300	1,050	800	6,000	6,000	800
CABLE TV FUND	1,884	3,748	2,870	26,762	4,817	4,570	4,520	4,430	4,249	4,176
WATER QUALITY PROTECTION CHARGE	3,196	3,826	3,114	30,791	7,986	5,413	3,852	5,783	3,839	3,918
SUBTOTAL EXPENDITURES:	19,831	17,674	16,114	127,507	20,287	31,382	19,957	22,060	19,380	14,441
TOTAL CURRENT REVENUE REQUIREMENTS	94,302	92,792	108,370	791,531	111,784	133,696	151,349	131,217	137,445	126,040

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Schedule A-4

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
TAX SUPPORTED					
Montgomery County Government					
County General Fund					
BEGINNING FUND BALANCE	**156,538,119**	**119,322,983**	**113,028,313**	**142,784,232**	**19.7%**
REVENUES					
Taxes	2,977,147,436	3,203,583,144	3,217,174,329	3,290,390,417	2.7%
Licenses & Permits	11,144,883	11,931,340	11,563,683	12,337,445	3.4%
Charges for Services	9,267,988	9,609,043	9,270,572	9,444,770	-1.7%
Fines & Forfeitures	27,327,136	24,222,150	27,742,150	28,272,150	16.7%
Intergovernmental	59,554,942	74,523,416	73,784,557	62,413,549	-16.2%
Investment Income	352,107	144,540	738,950	1,266,790	776.4%
Miscellaneous	8,396,694	9,769,993	10,750,223	10,476,458	7.2%
Total REVENUES	3,093,191,186	3,333,783,626	3,351,024,464	3,414,601,579	2.4%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	45,308,845	40,940,802	40,940,802	44,905,026	9.7%
To Non-Tax Supported Funds	(20,877,707)	(23,979,220)	(23,979,220)	(24,870,444)	3.7%
From Tax Supported Funds	16,922,040	18,625,342	18,625,342	20,468,677	9.9%
To Tax Supported Funds	(283,973,858)	(327,755,577)	(319,112,186)	(328,691,651)	0.3%
From Internal Service Funds	0	4,312	4,312	17,136,019	397303.0%
To Revenue Stabilization Fund	(23,152,055)	(24,723,359)	(24,817,790)	(25,634,541)	3.7%
To Component Units/Agencies	(4,008,009)	(4,206,723)	(5,706,723)	(6,371,929)	51.5%
Total NET INTER-FUND TRANSFERS	(269,780,744)	(321,094,423)	(314,045,463)	(303,058,843)	-5.6%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
To Tax Supported Funds	(1,635,915,324)	(1,752,415,324)	(1,752,415,324)	(1,803,264,410)	2.9%
County Contribution to CIP Fund	(80,738,145)	(66,823,000)	(80,148,000)	(80,931,000)	21.1%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	(1,716,653,469)	(1,819,238,324)	(1,832,563,324)	(1,884,195,410)	3.6%
Total Resources	***1,263,295,092***	***1,312,773,862***	***1,317,443,990***	***1,370,131,558***	***4.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,162,019,666)	(1,177,146,628)	(1,174,700,366)	(1,220,938,817)	3.7%
Adjustment for Prior Year Encumbrances/Reserves	11,752,887	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,150,266,779)	(1,177,146,628)	(1,174,700,366)	(1,220,938,817)	3.7%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(123,357)	0	0	-100.0%
Designated Reserves	0	0	40,608	0	----
Total CLAIMS ON FUND	0	(123,357)	40,608	0	-100.0%
Total Use of Resources	***(1,150,266,779)***	***(1,177,269,985)***	***(1,174,659,758)***	***(1,220,938,817)***	***3.7%***
PROJECTED FUND BALANCE	**113,028,313**	**135,503,877**	**142,784,232**	**149,192,741**	**10.1%**
Bethesda Urban District					
BEGINNING FUND BALANCE	**(89,423)**	**335,232**	**388,167**	**140,319**	**-58.1%**
REVENUES					
Taxes	581,347	564,836	606,207	632,520	12.0%
Charges for Services	150,134	189,877	189,877	189,877	----
Total REVENUES	731,481	754,713	796,084	822,397	9.0%
NET INTER-FUND TRANSFERS					

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
From Non-Tax Supported Funds	2,200,955	1,502,000	1,502,000	1,671,030	11.3%
From Tax Supported Funds	650,318	650,318	650,318	650,318	----
To Tax Supported Funds	(22,050)	(22,235)	(22,235)	(24,123)	8.5%
Total NET INTER-FUND TRANSFERS	2,829,223	2,130,083	2,130,083	2,297,225	7.8%
Total Resources	***3,471,281***	***3,220,028***	***3,314,334***	***3,259,941***	***1.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,083,114)	(3,184,792)	(3,174,015)	(3,174,943)	-0.3%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,083,114)	(3,184,792)	(3,174,015)	(3,174,943)	-0.3%
Total Use of Resources	***(3,083,114)***	***(3,184,792)***	***(3,174,015)***	***(3,174,943)***	***-0.3%***
PROJECTED FUND BALANCE	**388,167**	**35,236**	**140,319**	**84,998**	**141.2%**
Silver Spring Urban District					
BEGINNING FUND BALANCE	**154,843**	**369,764**	**734,148**	**438,654**	**18.6%**
REVENUES					
Taxes	733,081	878,877	859,564	897,511	2.1%
Charges for Services	209,847	150,000	150,000	150,000	----
Total REVENUES	942,928	1,028,877	1,009,564	1,047,511	1.8%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,448,205	2,015,282	2,015,282	1,989,710	-1.3%
From Tax Supported Funds	524,660	524,660	524,660	539,660	2.9%
To Tax Supported Funds	(370,790)	(396,804)	(396,804)	(423,230)	6.7%
Total NET INTER-FUND TRANSFERS	2,602,075	2,143,138	2,143,138	2,106,140	-1.7%
Total Resources	***3,699,846***	***3,541,779***	***3,886,850***	***3,592,305***	***1.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,133,636)	(3,451,847)	(3,448,196)	(3,498,672)	1.4%
Adjustment for Prior Year Encumbrances/Reserves	167,938	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,965,698)	(3,451,847)	(3,448,196)	(3,498,672)	1.4%
Total Use of Resources	***(2,965,698)***	***(3,451,847)***	***(3,448,196)***	***(3,498,672)***	***1.4%***
PROJECTED FUND BALANCE	**734,148**	**89,932**	**438,654**	**93,633**	**4.1%**
Wheaton Urban District					
BEGINNING FUND BALANCE	**270,048**	**253,444**	**493,591**	**617,937**	**143.8%**
REVENUES					
Taxes	196,024	207,075	208,616	217,506	5.0%
Investment Income	280	1,300	550	550	-57.7%
Total REVENUES	196,304	208,375	209,166	218,056	4.6%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	607,000	23,629	23,629	24,358	3.1%
From Tax Supported Funds	1,360,509	1,917,740	1,917,740	1,464,240	-23.6%
To Tax Supported Funds	(222,660)	(242,554)	(242,554)	(256,309)	5.7%
Total NET INTER-FUND TRANSFERS	1,744,849	1,698,815	1,698,815	1,232,289	-27.5%
Total Resources	***2,211,201***	***2,160,634***	***2,401,572***	***2,068,282***	***-4.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,734,922)	(2,105,023)	(1,783,635)	(2,016,434)	-4.2%
Adjustment for Prior Year Encumbrances/Reserves	17,312	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,717,610)	(2,105,023)	(1,783,635)	(2,016,434)	-4.2%
Total Use of Resources	***(1,717,610)***	***(2,105,023)***	***(1,783,635)***	***(2,016,434)***	***-4.2%***
PROJECTED FUND BALANCE	**493,591**	**55,611**	**617,937**	**51,848**	**-6.8%**
Mass Transit					
BEGINNING FUND BALANCE	**7,387,209**	**9,537,161**	**16,605,735**	**10,061,119**	**5.5%**

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
REVENUES					
Taxes	107,623,637	97,009,830	96,567,417	112,620,948	16.1%
Licenses & Permits	647,232	531,000	531,000	531,000	----
Charges for Services	26,619,559	25,348,237	25,348,237	24,417,881	-3.7%
Fines & Forfeitures	595,198	405,000	405,000	405,000	----
Intergovernmental	40,568,721	38,953,060	38,953,060	39,453,060	1.3%
Investment Income	61,101	0	120,250	120,250	----
Miscellaneous	28,162	0	0	0	----
Total REVENUES	176,143,610	162,247,127	161,924,964	177,548,139	9.4%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(340,000)	0	0	0	----
From Tax Supported Funds	531,310	531,310	2,346,310	531,310	----
To Tax Supported Funds	(33,339,834)	(39,736,269)	(39,024,782)	(39,387,832)	-0.9%
Total NET INTER-FUND TRANSFERS	(33,148,524)	(39,204,959)	(36,678,472)	(38,856,522)	-0.9%
Total Resources	***150,382,295***	***132,579,329***	***141,852,227***	***148,752,736***	***12.2%***
CIP CURRENT REVENUE	***(7,618,470)***	***(8,878,000)***	***(8,878,000)***	***(16,387,000)***	***84.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(120,288,110)	(123,261,510)	(122,913,108)	(132,226,957)	7.3%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	(5,869,980)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(126,158,090)	(123,261,510)	(122,913,108)	(132,226,957)	7.3%
Total Use of Resources	***(133,776,560)***	***(132,139,510)***	***(131,791,108)***	***(148,613,957)***	***12.5%***
PROJECTED FUND BALANCE	**16,605,735**	**439,819**	**10,061,119**	**138,779**	**-68.4%**
Fire					
BEGINNING FUND BALANCE	**11,573,730**	**2,088,244**	**4,994,451**	**589,575**	**-71.8%**
REVENUES					
Taxes	208,445,483	212,675,398	211,705,490	211,455,538	-0.6%
Licenses & Permits	473,270	0	0	0	----
Charges for Services	24,028,377	18,200,000	18,500,000	19,199,561	5.5%
Intergovernmental	1,750,816	0	1,975,000	0	----
Investment Income	123,031	170,020	242,130	242,130	42.4%
Miscellaneous	45,190	20,000	57,692	240,500	1102.5%
Total REVENUES	234,866,167	231,065,418	232,480,312	231,137,729	----
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	4,128,107	787,582	250,000	250,000	-68.3%
To Tax Supported Funds	(10,976,129)	(13,560,272)	(12,181,198)	(14,511,412)	7.0%
Total NET INTER-FUND TRANSFERS	(6,848,022)	(12,772,690)	(11,931,198)	(14,261,412)	11.7%
Total Resources	***239,591,875***	***220,380,972***	***225,543,565***	***217,465,892***	***-1.3%***
CIP CURRENT REVENUE	***(3,474,695)***	***(3,721,000)***	***(3,721,000)***	***(2,497,000)***	***-32.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(229,266,874)	(215,939,550)	(221,232,990)	(214,862,420)	-0.5%
Adjustment for Prior Year Encumbrances/Reserves	(1,855,855)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(231,122,729)	(215,939,550)	(221,232,990)	(214,862,420)	-0.5%
Total Use of Resources	***(234,597,424)***	***(219,660,550)***	***(224,953,990)***	***(217,359,420)***	***-1.0%***
PROJECTED FUND BALANCE	**4,994,451**	**720,422**	**589,575**	**106,472**	**-85.2%**
Recreation					
BEGINNING FUND BALANCE	**(765,161)**	**1,004,603**	**2,681,535**	**2,554,495**	**154.3%**
REVENUES					
Taxes	35,966,711	37,432,378	37,227,612	40,622,929	8.5%
Charges for Services	10,485,362	10,760,542	10,760,542	10,580,542	-1.7%
Investment Income	18,277	26,150	35,970	35,970	37.6%

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Miscellaneous	149,014	129,597	129,597	129,597	----
Total REVENUES	46,619,364	48,348,667	48,153,721	51,369,038	6.2%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,009,700	1,009,700	1,009,700	1,309,700	29.7%
To Tax Supported Funds	(13,582,395)	(15,531,378)	(15,398,411)	(17,273,211)	11.2%
Total NET INTER-FUND TRANSFERS	(12,572,695)	(14,521,678)	(14,388,711)	(15,963,511)	9.9%
Total Resources	***33,281,508***	***34,831,592***	***36,446,545***	***37,960,022***	***9.0%***
CIP CURRENT REVENUE	***(256,023)***	***0***	***0***	***0***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(30,681,012)	(34,207,698)	(33,892,050)	(37,687,311)	10.2%
Adjustment for Prior Year Encumbrances/Reserves	337,062	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(30,343,950)	(34,207,698)	(33,892,050)	(37,687,311)	10.2%
Total Use of Resources	***(30,599,973)***	***(34,207,698)***	***(33,892,050)***	***(37,687,311)***	***10.2%***
PROJECTED FUND BALANCE	**2,681,535**	**623,894**	**2,554,495**	**272,711**	**-56.3%**
Economic Development Fund					
BEGINNING FUND BALANCE	**2,250,774**	**0**	**2,201,580**	**0**	**----**
REVENUES					
Investment Income	34,081	33,253	33,253	38,917	17.0%
Miscellaneous	229,350	94,970	94,970	134,438	41.6%
Total REVENUES	263,431	128,223	128,223	173,355	35.2%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	2,145,606	2,449,557	2,949,557	3,937,383	60.7%
Total NET INTER-FUND TRANSFERS	2,145,606	2,449,557	2,949,557	3,937,383	60.7%
Total Resources	***4,659,811***	***2,577,780***	***5,279,360***	***4,110,738***	***59.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,458,231)	(2,577,780)	(5,279,360)	(4,110,738)	59.5%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,458,231)	(2,577,780)	(5,279,360)	(4,110,738)	59.5%
Total Use of Resources	***(2,458,231)***	***(2,577,780)***	***(5,279,360)***	***(4,110,738)***	***59.5%***
PROJECTED FUND BALANCE	**2,201,580**	**0**	**0**	**0**	**----**
Revenue Stabilization Fund					
BEGINNING FUND BALANCE	**230,647,665**	**254,749,652**	**254,406,038**	**280,417,068**	**10.1%**
REVENUES					
Investment Income	606,318	864,800	1,193,240	2,045,550	136.5%
Total REVENUES	606,318	864,800	1,193,240	2,045,550	136.5%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	23,152,055	24,723,359	24,817,790	25,634,541	3.7%
Total NET INTER-FUND TRANSFERS	23,152,055	24,723,359	24,817,790	25,634,541	3.7%
Total Resources	***254,406,038***	***280,337,811***	***280,417,068***	***308,097,159***	***9.9%***
DESIGNATED FUND BALANCE	**254,406,038**	**280,337,811**	**280,417,068**	**308,097,159**	**9.9%**
Debt Service					
Debt Service					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	23,055,774	12,533,760	17,081,860	21,829,310	74.2%
Miscellaneous	34,020	0	42,860	1,033,870	----
Total REVENUES	23,089,794	12,533,760	17,124,720	22,863,180	82.4%
NET INTER-FUND TRANSFERS					

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
From Tax Supported Funds	315,215,466	370,748,880	358,104,543	371,416,480	0.2%
Total NET INTER-FUND TRANSFERS	315,215,466	370,748,880	358,104,543	371,416,480	0.2%
Total Resources	***338,305,260***	***383,282,640***	***375,229,263***	***394,279,660***	***2.9%***
APPROPRIATION/EXPENDITURE					
Debt Service - GO Bonds	(311,703,671)	(352,370,610)	(349,602,923)	(369,855,550)	5.0%
Debt Service - Other	(26,601,589)	(30,912,030)	(25,626,340)	(24,424,110)	-21.0%
Total APPROPRIATION/EXPENDITURE	(338,305,260)	(383,282,640)	(375,229,263)	(394,279,660)	2.9%
Total Use of Resources	***(338,305,260)***	***(383,282,640)***	***(375,229,263)***	***(394,279,660)***	***2.9%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Montgomery County Public Schools					
Current Fund MCPS					
BEGINNING FUND BALANCE	**37,124,908**	**33,162,633**	**36,452,652**	**22,783,303**	**-31.3%**
REVENUES					
Charges for Services	4,146,394	3,840,600	3,840,600	3,326,736	-13.4%
Intergovernmental	630,077,520	656,943,390	656,943,390	679,264,840	3.4%
Total REVENUES	634,223,914	660,783,990	660,783,990	682,591,576	3.3%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	1,507,631,597	1,617,631,597	1,617,631,597	1,663,280,683	2.8%
County Contribution to CIP Fund	23,427,280	5,646,000	10,646,000	20,127,000	256.5%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	1,531,058,877	1,623,277,597	1,628,277,597	1,683,407,683	3.7%
Total Resources	***2,202,407,699***	***2,317,224,220***	***2,325,514,239***	***2,388,782,562***	***3.1%***
CIP CURRENT REVENUE	***(23,427,280)***	***(5,646,000)***	***(10,646,000)***	***(20,127,000)***	***256.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,178,980,419)	(2,311,578,220)	(2,292,084,936)	(2,368,655,562)	2.5%
Adjustment for Prior Year Encumbrances/Reserves	36,452,652	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,142,527,767)	(2,311,578,220)	(2,292,084,936)	(2,368,655,562)	2.5%
Total Use of Resources	***(2,165,955,047)***	***(2,317,224,220)***	***(2,302,730,936)***	***(2,388,782,562)***	***3.1%***
PROJECTED FUND BALANCE	**36,452,652**	**0**	**22,783,303**	**0**	**----**
Montgomery College					
Current Fund MC					
BEGINNING FUND BALANCE	**12,115,618**	**8,415,617**	**8,509,486**	**6,784,389**	**-19.4%**
REVENUES					
Charges for Services	80,655,388	84,070,914	79,487,723	80,419,457	-4.3%
Intergovernmental	34,345,722	36,466,583	36,456,583	36,119,377	-1.0%
Investment Income	138,387	55,000	140,000	155,000	181.8%
Miscellaneous	1,357,311	1,594,000	2,543,238	1,594,000	----
Total REVENUES	116,496,808	122,186,497	118,627,544	118,287,834	-3.2%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	0	0	1,828,345	----
Total NET INTER-FUND TRANSFERS	0	0	0	1,828,345	----
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	127,633,727	134,133,727	134,133,727	139,333,727	3.9%
County Contribution to CIP Fund	11,519,458	8,548,000	8,548,000	15,084,000	76.5%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	139,153,185	142,681,727	142,681,727	154,417,727	8.2%
Total Resources	***267,765,611***	***273,283,841***	***269,818,757***	***281,318,295***	***2.9%***
CIP CURRENT REVENUE	***(11,519,458)***	***(8,548,000)***	***(8,548,000)***	***(15,084,000)***	***76.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(249,239,029)	(260,817,779)	(254,486,368)	(262,009,376)	0.5%
Adjustment for Prior Year Encumbrances/Reserves	1,502,362	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(247,736,667)	(260,817,779)	(254,486,368)	(262,009,376)	0.5%

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Total Use of Resources	***(259,256,125)***	***(269,365,779)***	***(263,034,368)***	***(277,093,376)***	***2.9%***
PROJECTED FUND BALANCE	**8,509,486**	**3,918,062**	**6,784,389**	**4,224,919**	**7.8%**
Emergency Repair Fund					
BEGINNING FUND BALANCE	**568,481**	**664,154**	**608,521**	**515,520**	**-22.4%**
REVENUES					
Investment Income	2,793	0	0	0	----
Total REVENUES	2,793	0	0	0	----
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	250,000	250,000	250,000	250,000	----
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	250,000	250,000	250,000	250,000	----
Total Resources	***821,274***	***914,154***	***858,521***	***765,520***	***-16.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(212,753)	(350,000)	(343,001)	(350,000)	----
Total APPROPRIATION/EXPENDITURE	(212,753)	(350,000)	(343,001)	(350,000)	----
Total Use of Resources	***(212,753)***	***(350,000)***	***(343,001)***	***(350,000)***	***----***
PROJECTED FUND BALANCE	**608,521**	**564,154**	**515,520**	**415,520**	**-26.3%**
MC Grants Tax Supported Fund					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	400,000	400,000	400,000	400,000	----
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	400,000	400,000	400,000	400,000	----
Total Resources	***400,000***	***400,000***	***400,000***	***400,000***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(400,000)	(400,000)	(400,000)	(400,000)	----
Total APPROPRIATION/EXPENDITURE	(400,000)	(400,000)	(400,000)	(400,000)	----
Total Use of Resources	***(400,000)***	***(400,000)***	***(400,000)***	***(400,000)***	***----***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Maryland-National Capital Park and Planning Commission					
Administration Fund					
BEGINNING FUND BALANCE	**5,235,726**	**3,222,666**	**5,404,084**	**3,061,803**	**-5.0%**
REVENUES					
Taxes	27,931,521	27,505,550	27,357,021	28,944,760	5.2%
Charges for Services	397,401	145,000	145,000	163,400	12.7%
Intergovernmental	403,617	409,900	409,900	420,300	2.5%
Investment Income	68,041	60,000	60,000	70,000	16.7%
Miscellaneous	6,854	0	0	0	----
Total REVENUES	28,807,434	28,120,450	27,971,921	29,598,460	5.3%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(700,000)	(500,000)	(500,000)	(300,000)	-40.0%
To Tax Supported Funds	0	0	0	(500,000)	----
Total NET INTER-FUND TRANSFERS	(700,000)	(500,000)	(500,000)	(800,000)	60.0%
Total Resources	***33,343,160***	***30,843,116***	***32,876,005***	***31,860,263***	***3.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(27,939,076)	(29,814,202)	(29,814,202)	(30,778,741)	3.2%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(27,939,076)	(29,814,202)	(29,814,202)	(30,778,741)	3.2%
Total Use of Resources	***(27,939,076)***	***(29,814,202)***	***(29,814,202)***	***(30,778,741)***	***3.2%***
PROJECTED FUND BALANCE	**5,404,084**	**1,028,914**	**3,061,803**	**1,081,522**	**5.1%**

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Park Fund					
BEGINNING FUND BALANCE	**5,838,271**	**5,842,873**	**7,263,188**	**5,031,011**	**-13.9%**
REVENUES					
Taxes	85,610,387	88,664,950	88,186,161	93,229,054	5.1%
Charges for Services	2,620,526	2,594,043	2,594,043	2,800,643	8.0%
Intergovernmental	3,043,281	2,817,413	2,817,413	3,084,641	9.5%
Investment Income	(41,136)	30,000	30,000	20,000	-33.3%
Miscellaneous	144,411	107,700	107,700	120,900	12.3%
Total REVENUES	91,377,469	94,214,106	93,735,317	99,255,238	5.4%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	805,550	0	0	0	----
From Tax Supported Funds	700,000	0	0	600,000	----
Total NET INTER-FUND TRANSFERS	1,505,550	0	0	600,000	----
Total Resources	***98,721,290***	***100,056,979***	***100,998,505***	***104,886,249***	***4.8%***
CIP CURRENT REVENUE	***(350,000)***	***(350,000)***	***(350,000)***	***(350,000)***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(86,577,901)	(90,770,525)	(90,770,525)	(95,101,570)	4.8%
Debt Service - Other	(4,256,316)	(4,846,969)	(4,846,969)	(5,511,210)	13.7%
Adjustment for Prior Year Encumbrances/Reserves	(273,885)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(91,108,102)	(95,617,494)	(95,617,494)	(100,612,780)	5.2%
Total Use of Resources	***(91,458,102)***	***(95,967,494)***	***(95,967,494)***	***(100,962,780)***	***5.2%***
PROJECTED FUND BALANCE	**7,263,188**	**4,089,485**	**5,031,011**	**3,923,469**	**-4.1%**
ALA Debt Service Fund					
BEGINNING FUND BALANCE	**9,166**	**0**	**8,174**	**0**	**----**
REVENUES					
Taxes	1,794,531	1,865,573	1,857,065	1,941,740	4.1%
Miscellaneous	15,969	0	0	0	----
Total REVENUES	1,810,500	1,865,573	1,857,065	1,941,740	4.1%
NET INTER-FUND TRANSFERS					
To Internal Service Funds	(1,663,867)	(1,788,044)	(1,787,710)	(1,786,190)	-0.1%
Total NET INTER-FUND TRANSFERS	(1,663,867)	(1,788,044)	(1,787,710)	(1,786,190)	-0.1%
Total Resources	***155,799***	***77,529***	***77,529***	***155,550***	***100.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(147,625)	(77,529)	(77,529)	(155,550)	100.6%
Total APPROPRIATION/EXPENDITURE	(147,625)	(77,529)	(77,529)	(155,550)	100.6%
Total Use of Resources	***(147,625)***	***(77,529)***	***(77,529)***	***(155,550)***	***100.6%***
PROJECTED FUND BALANCE	**8,174**	**0**	**0**	**0**	**----**
NON-TAX SUPPORTED					
Montgomery County Government					
Water Quality Protection Fund					
BEGINNING FUND BALANCE	**13,221,064**	**5,112,258**	**16,884,269**	**1,504,900**	**-70.6%**
REVENUES					
Taxes	33,278,147	36,810,616	37,020,182	39,973,767	8.6%
Charges for Services	106,288	200,000	1,090,000	565,000	182.5%
Investment Income	69,878	91,130	137,520	235,750	158.7%
Total REVENUES	33,454,313	37,101,746	38,247,702	40,774,517	9.9%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(3,016,582)	(6,367,900)	(6,148,400)	(6,146,000)	-3.5%
To Tax Supported Funds	(1,330,510)	(1,431,071)	(1,431,071)	(1,611,261)	12.6%

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Total NET INTER-FUND TRANSFERS	(4,347,092)	(7,798,971)	(7,579,471)	(7,757,261)	-0.5%
Total Resources	***42,328,285***	***34,415,033***	***47,552,500***	***34,522,156***	***0.3%***
CIP CURRENT REVENUE	***(3,114,299)***	***(7,986,000)***	***(7,986,000)***	***(5,413,000)***	***-32.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(22,515,699)	(25,274,876)	(25,072,099)	(27,364,649)	8.3%
Adjustment for Prior Year Encumbrances/Reserves	185,982	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(22,329,717)	(25,274,876)	(25,072,099)	(27,364,649)	8.3%
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	0	(12,989,501)	0	----
Total CLAIMS ON FUND	0	0	(12,989,501)	0	----
Total Use of Resources	***(25,444,016)***	***(33,260,876)***	***(46,047,600)***	***(32,777,649)***	***-1.5%***
PROJECTED FUND BALANCE	**16,884,269**	**1,154,157**	**1,504,900**	**1,744,507**	**51.1%**
Grant Fund MCG					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	129,608	295,208	295,208	0	-100.0%
Intergovernmental	113,046,605	114,494,422	114,494,422	116,419,799	1.7%
Investment Income	127,079	0	0	0	----
Miscellaneous	841,137	1,000,000	1,000,000	1,000,000	----
Total REVENUES	114,144,429	115,789,630	115,789,630	117,419,799	1.4%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	340,000	0	0	0	----
Total NET INTER-FUND TRANSFERS	340,000	0	0	0	----
Total Resources	***114,484,429***	***115,789,630***	***115,789,630***	***117,419,799***	***1.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(114,484,429)	(116,403,380)	(116,403,380)	(118,039,684)	1.4%
Total APPROPRIATION/EXPENDITURE	(114,484,429)	(116,403,380)	(116,403,380)	(118,039,684)	1.4%
Total Use of Resources	***(114,484,429)***	***(116,403,380)***	***(116,403,380)***	***(118,039,684)***	***1.4%***
PROJECTED FUND BALANCE	**0**	**(613,750)**	**(613,750)**	**(619,885)**	**1.0%**
Cable Television					
BEGINNING FUND BALANCE	**1,905,445**	**1,635,652**	**2,140,343**	**1,619,877**	**-1.0%**
REVENUES					
Charges for Services	27,102,699	28,617,360	29,217,809	29,236,307	2.2%
Investment Income	22,327	26,990	43,940	75,330	179.1%
Miscellaneous	213,179	0	0	0	----
Total REVENUES	27,338,205	28,644,350	29,261,749	29,311,637	2.3%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(9,087,925)	(9,181,309)	(9,181,309)	(10,251,189)	11.7%
Total NET INTER-FUND TRANSFERS	(9,087,925)	(9,181,309)	(9,181,309)	(10,251,189)	11.7%
Total Resources	***20,155,725***	***21,098,693***	***22,220,783***	***20,680,325***	***-2.0%***
CIP CURRENT REVENUE	***(2,869,824)***	***(4,817,000)***	***(4,817,000)***	***(4,570,000)***	***-5.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(15,436,069)	(15,802,916)	(15,783,906)	(16,071,604)	1.7%
Adjustment for Prior Year Encumbrances/Reserves	290,511	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(15,145,558)	(15,802,916)	(15,783,906)	(16,071,604)	1.7%
Total Use of Resources	***(18,015,382)***	***(20,619,916)***	***(20,600,906)***	***(20,641,604)***	***0.1%***
PROJECTED FUND BALANCE	**2,140,343**	**478,777**	**1,619,877**	**38,721**	**-91.9%**
Montgomery Housing Initiative					
BEGINNING FUND BALANCE	**6,932,681**	**4,786,860**	**14,298,690**	**9,023,651**	**88.5%**

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
REVENUES					
Taxes	9,652,497	14,296,500	15,549,947	15,086,338	5.5%
Charges for Services	90	50,000	50,000	70,200	40.4%
Investment Income	2,086,730	2,125,040	2,125,040	1,851,460	-12.9%
Miscellaneous	3,571,512	3,561,286	3,561,286	3,759,026	5.6%
Total REVENUES	15,310,829	20,032,826	21,286,273	20,767,024	3.7%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,561,164	0	0	0	----
To Non-Tax Supported Funds	(7,260,064)	(7,950,310)	(7,200,310)	(7,808,010)	-1.8%
From Tax Supported Funds	19,259,777	22,167,940	22,167,940	22,703,644	2.4%
To Tax Supported Funds	(289,410)	(303,734)	(303,734)	(329,848)	8.6%
Total NET INTER-FUND TRANSFERS	14,271,467	13,913,896	14,663,896	14,565,786	4.7%
Total Resources	***36,514,977***	***38,733,582***	***50,248,859***	***44,356,461***	***14.5%***
CIP CURRENT REVENUE	***0***	***0***	***(2,275,000)***	***0***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(24,463,361)	(35,283,127)	(38,888,928)	(36,497,030)	3.4%
Debt Service - Other	(63,480)	(61,280)	(61,280)	(59,020)	-3.7%
Adjustment for Prior Year Encumbrances/Reserves	2,310,554	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(22,216,287)	(35,344,407)	(38,950,208)	(36,556,050)	3.4%
CLAIMS ON FUND					
Set Aside: Future Needs	0	0	0	(5,636,051)	----
Total CLAIMS ON FUND	0	0	0	(5,636,051)	----
Total Use of Resources	***(22,216,287)***	***(35,344,407)***	***(41,225,208)***	***(42,192,101)***	***19.4%***
PROJECTED FUND BALANCE	**14,298,690**	**3,389,175**	**9,023,651**	**2,164,360**	**-36.1%**
Community Use of Public Facilities					
BEGINNING UNRESTRICTED NET ASSETS	**5,910,061**	**5,796,887**	**6,617,148**	**5,508,680**	**-5.0%**
REVENUES					
Charges for Services	11,302,101	10,939,718	10,939,718	11,003,765	0.6%
Investment Income	41,065	47,910	43,845	72,364	51.0%
Total REVENUES	11,343,166	10,987,628	10,983,563	11,076,129	0.8%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	160,000	160,000	160,000	160,000	----
To Tax Supported Funds	(468,600)	(755,354)	(755,354)	(791,032)	4.7%
Total NET INTER-FUND TRANSFERS	(308,600)	(595,354)	(595,354)	(631,032)	6.0%
Total Resources	***16,944,627***	***16,189,161***	***17,005,357***	***15,953,777***	***-1.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(10,498,867)	(11,664,377)	(11,496,677)	(11,691,144)	0.2%
Adjustment for Prior Year Encumbrances/Reserves	171,388	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(10,327,479)	(11,664,377)	(11,496,677)	(11,691,144)	0.2%
Total Use of Resources	***(10,327,479)***	***(11,664,377)***	***(11,496,677)***	***(11,691,144)***	***0.2%***
PROJECTED UNRESTRICTED NET ASSETS	**6,617,148**	**4,524,784**	**5,508,680**	**4,262,633**	**-5.8%**
Bethesda Parking District					
BEGINNING CASH BALANCE	**13,059,293**	**13,375,838**	**14,136,037**	**12,452,557**	**-6.9%**
REVENUES					
Taxes	(204,625)	0	0	0	----
Charges for Services	13,506,869	14,105,081	14,105,081	15,555,081	10.3%
Fines & Forfeitures	3,320,459	3,250,000	3,250,000	3,250,000	----
Investment Income	23,239	39,990	38,690	66,330	65.9%
Miscellaneous	1,317,825	324,120	324,120	1,344,120	314.7%

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Total REVENUES	17,963,767	17,719,191	17,717,891	20,215,531	14.1%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,500,000	0	0	0	----
To Non-Tax Supported Funds	0	0	0	(144,900)	----
To Tax Supported Funds	(2,555,915)	(1,882,332)	(1,882,332)	(2,078,355)	10.4%
Total NET INTER-FUND TRANSFERS	(1,055,915)	(1,882,332)	(1,882,332)	(2,223,255)	18.1%
Total Resources	***29,967,145***	***29,212,697***	***29,971,596***	***30,444,833***	***4.2%***
CIP CURRENT REVENUE	***(2,527,962)***	***(2,715,000)***	***(2,715,000)***	***(3,092,000)***	***13.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,200,911)	(10,223,859)	(10,211,691)	(10,303,268)	0.8%
Debt Service - Other	(4,830,444)	(4,574,348)	(4,592,348)	(4,633,604)	1.3%
Adjustment for Prior Year Encumbrances/Reserves	728,209	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(13,303,146)	(14,798,207)	(14,804,039)	(14,936,872)	0.9%
Total Use of Resources	***(15,831,108)***	***(17,513,207)***	***(17,519,039)***	***(18,028,872)***	***2.9%***
PROJECTED CASH BALANCE	**14,136,037**	**11,699,490**	**12,452,557**	**12,415,961**	**6.1%**
Montgomery Hills Parking District					
BEGINNING CASH BALANCE	**67,549**	**46,306**	**12,648**	**0**	**-100.0%**
REVENUES					
Taxes	135	0	0	0	----
Charges for Services	37,710	45,000	45,000	0	-100.0%
Fines & Forfeitures	36,538	28,000	28,000	0	-100.0%
Investment Income	1,608	4,270	3,160	0	-100.0%
Miscellaneous	(833)	0	0	0	----
Total REVENUES	75,158	77,270	76,160	0	-100.0%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	0	8,132	0	----
To Tax Supported Funds	(12,960)	(13,378)	(13,378)	0	-100.0%
Total NET INTER-FUND TRANSFERS	(12,960)	(13,378)	(5,246)	0	-100.0%
Total Resources	***129,747***	***110,198***	***83,562***	***0***	***-100.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(77,109)	(84,267)	(83,562)	0	-100.0%
Adjustment for Prior Year Encumbrances/Reserves	(39,990)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(117,099)	(84,267)	(83,562)	0	-100.0%
Total Use of Resources	***(117,099)***	***(84,267)***	***(83,562)***	***0***	***-100.0%***
PROJECTED CASH BALANCE	**12,648**	**25,931**	**0**	**0**	**-100.0%**
Silver Spring Parking District					
BEGINNING CASH BALANCE	**18,808,969**	**18,317,112**	**19,205,235**	**14,946,821**	**-18.4%**
REVENUES					
Taxes	(395,535)	0	0	0	----
Licenses & Permits	(28)	0	0	0	----
Charges for Services	10,865,939	10,661,253	10,661,253	10,706,253	0.4%
Fines & Forfeitures	1,819,110	1,869,689	1,869,689	1,897,689	1.5%
Investment Income	65,121	95,840	126,480	222,240	131.9%
Miscellaneous	10,632,026	0	0	0	----
Total REVENUES	22,986,633	12,626,782	12,657,422	12,826,182	1.6%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	0	0	164,220	----
To Non-Tax Supported Funds	(4,061,164)	0	(8,132)	0	----
To Tax Supported Funds	(4,838,355)	(2,502,734)	(2,502,734)	(2,525,826)	0.9%
Total NET INTER-FUND TRANSFERS	(8,899,519)	(2,502,734)	(2,510,866)	(2,361,606)	-5.6%

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Total Resources	***32,896,083***	***28,441,160***	***29,351,791***	***25,411,397***	***-10.7%***
CIP CURRENT REVENUE	***(5,208,779)***	***(5,610,000)***	***(3,312,000)***	***(2,700,000)***	***-51.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(10,638,225)	(11,098,117)	(11,092,970)	(11,433,242)	3.0%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	2,156,156	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(8,482,069)	(11,098,117)	(11,092,970)	(11,433,242)	3.0%
Total Use of Resources	***(13,690,848)***	***(16,708,117)***	***(14,404,970)***	***(14,133,242)***	***-15.4%***
PROJECTED CASH BALANCE	**19,205,235**	**11,733,043**	**14,946,821**	**11,278,155**	**-3.9%**
Wheaton Parking District					
BEGINNING CASH BALANCE	**1,486,093**	**778,679**	**963,728**	**682,257**	**-12.4%**
REVENUES					
Taxes	(57,482)	0	0	0	----
Charges for Services	938,053	815,000	815,000	725,000	-11.0%
Fines & Forfeitures	432,622	511,000	511,000	476,000	-6.8%
Investment Income	4,346	7,140	8,550	14,660	105.3%
Miscellaneous	69,814	0	0	0	----
Total REVENUES	1,387,353	1,333,140	1,334,550	1,215,660	-8.8%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	0	0	(19,320)	----
To Tax Supported Funds	(666,910)	(90,084)	(90,084)	(96,084)	6.7%
Total NET INTER-FUND TRANSFERS	(666,910)	(90,084)	(90,084)	(115,404)	28.1%
Total Resources	***2,206,536***	***2,021,735***	***2,208,194***	***1,782,513***	***-11.8%***
CIP CURRENT REVENUE	***(74,097)***	***(157,000)***	***(157,000)***	***(157,000)***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,147,775)	(1,368,171)	(1,368,937)	(1,407,792)	2.9%
Adjustment for Prior Year Encumbrances/Reserves	(20,936)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,168,711)	(1,368,171)	(1,368,937)	(1,407,792)	2.9%
Total Use of Resources	***(1,242,808)***	***(1,525,171)***	***(1,525,937)***	***(1,564,792)***	***2.6%***
PROJECTED CASH BALANCE	**963,728**	**496,564**	**682,257**	**217,721**	**-56.2%**
Permitting Services					
BEGINNING UNRESTRICTED NET ASSETS	**28,897,871**	**11,116,046**	**37,497,651**	**29,712,391**	**167.3%**
REVENUES					
Licenses & Permits	41,558,083	46,655,846	40,165,631	41,006,408	-12.1%
Charges for Services	2,197,062	104,484	289,819	807,311	672.7%
Fines & Forfeitures	119,547	147,464	133,506	140,485	-4.7%
Investment Income	148,253	211,960	56,419	153,700	-27.5%
Miscellaneous	7,997	0	0	0	----
Total REVENUES	44,030,942	47,119,754	40,645,375	42,107,904	-10.6%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(4,206,430)	(4,815,802)	(4,815,802)	(5,236,021)	8.7%
Total NET INTER-FUND TRANSFERS	(4,206,430)	(4,815,802)	(4,815,802)	(5,236,021)	8.7%
Total Resources	***68,722,383***	***53,419,998***	***73,327,224***	***66,584,274***	***24.6%***
CIP CURRENT REVENUE	***0***	***0***	***(6,591,000)***	***(14,400,000)***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(33,025,761)	(37,744,592)	(37,023,833)	(38,874,829)	3.0%
Adjustment for Prior Year Encumbrances/Reserves	1,801,029	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(31,224,732)	(37,744,592)	(37,023,833)	(38,874,829)	3.0%
CLAIMS ON FUND					

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Set Aside: Future Needs	0	(3,651,386)	0	0	-100.0%
Total CLAIMS ON FUND	0	(3,651,386)	0	0	-100.0%
Total Use of Resources	***(31,224,732)***	***(41,395,978)***	***(43,614,833)***	***(53,274,829)***	***28.7%***
PROJECTED UNRESTRICTED NET ASSETS	**37,497,651**	**12,024,020**	**29,712,391**	**13,309,445**	**10.7%**
Solid Waste Collection					
BEGINNING RETAINED EARNINGS	**1,910,947**	**1,394,920**	**1,768,599**	**1,431,044**	**2.6%**
REVENUES					
Charges for Services	6,406,241	6,427,259	6,420,845	6,440,210	0.2%
Investment Income	9,673	14,930	19,040	32,640	118.6%
Total REVENUES	6,415,914	6,442,189	6,439,885	6,472,850	0.5%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(217,850)	(245,187)	(245,187)	(267,254)	9.0%
Total NET INTER-FUND TRANSFERS	(217,850)	(245,187)	(245,187)	(267,254)	9.0%
Total Resources	***8,109,011***	***7,591,922***	***7,963,297***	***7,636,640***	***0.6%***
CIP CURRENT REVENUE	***(421,000)***	***0***	***0***	***0***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(6,021,460)	(6,703,427)	(6,532,253)	(6,842,647)	2.1%
Budget to GAAP Reconciliation	100,813	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Current Year Encumbrances	1,235	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(5,919,412)	(6,703,427)	(6,532,253)	(6,842,647)	2.1%
Total Use of Resources	***(6,340,412)***	***(6,703,427)***	***(6,532,253)***	***(6,842,647)***	***2.1%***
ENDING RETAINED EARNINGS	**1,768,599**	**888,495**	**1,431,044**	**793,993**	**-10.6%**
Solid Waste Disposal					
	0	**0**	**0**	**0**	**----**
REVENUES					
Licenses & Permits	14,390	13,145	13,145	13,145	----
Charges for Services	93,408,833	90,305,919	86,722,662	88,060,524	-2.5%
Fines & Forfeitures	57,788	56,934	48,345	48,345	-15.1%
Investment Income	90,147	180,500	177,410	304,130	68.5%
Miscellaneous	472,197	9,159,130	10,595,220	12,676,556	38.4%
Total REVENUES	94,043,355	99,715,628	97,556,782	101,102,700	1.4%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,052,224	687,926	687,926	0	-100.0%
From Tax Supported Funds	1,457,930	1,651,280	1,651,280	2,006,800	21.5%
To Tax Supported Funds	(1,826,160)	(2,015,947)	(2,015,947)	(2,148,701)	6.6%
Total NET INTER-FUND TRANSFERS	683,994	323,259	323,259	(141,901)	-143.9%
Total Resources	***94,727,349***	***100,038,887***	***97,880,041***	***100,960,799***	***0.9%***
CIP CURRENT REVENUE	***(718,000)***	***0***	***0***	***(1,000,000)***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(100,403,265)	(85,507,163)	(84,214,592)	(89,700,728)	4.9%
Debt Service - Other	0	0	0	0	----
Less CY Accrued Closure Costs	(1,467,866)	712,521	(233,479)	958,482	34.5%
Plus Payout of Appropriated Closure Costs	1,334,306	1,657,566	1,657,566	1,675,088	1.1%
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(100,536,825)	(83,137,076)	(82,790,505)	(87,067,158)	4.7%
Total Use of Resources	***(101,254,825)***	***(83,137,076)***	***(82,790,505)***	***(88,067,158)***	***5.9%***
NET CHANGE	**(6,527,476)**	**16,901,811**	**15,089,536**	**12,893,641**	**-23.7%**
Vacuum Leaf Collection					
BEGINNING FUND BALANCE	**21,740**	**(537,419)**	**(467,803)**	**(76,684)**	**-85.7%**

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
REVENUES					
Charges for Services	6,843,107	7,202,921	7,202,921	7,216,578	0.2%
Investment Income	3,957	8,700	7,790	13,350	53.4%
Total REVENUES	6,847,064	7,211,621	7,210,711	7,229,928	0.3%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(1,052,224)	(687,926)	(687,926)	0	-100.0%
To Tax Supported Funds	(494,320)	(532,337)	(532,337)	(577,855)	8.6%
Total NET INTER-FUND TRANSFERS	(1,546,544)	(1,220,263)	(1,220,263)	(577,855)	-52.6%
Total Resources	***5,322,260***	***5,453,939***	***5,522,645***	***6,575,389***	***20.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(5,978,189)	(5,657,229)	(5,599,329)	(6,124,584)	8.3%
Adjustment for Prior Year Encumbrances/Reserves	188,126	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(5,790,063)	(5,657,229)	(5,599,329)	(6,124,584)	8.3%
Total Use of Resources	***(5,790,063)***	***(5,657,229)***	***(5,599,329)***	***(6,124,584)***	***8.3%***
PROJECTED FUND BALANCE	**(467,803)**	**(203,290)**	**(76,684)**	**450,805**	**-321.8%**
Liquor Control					
BEGINNING CASH BALANCE	**4,306,913**	**(470,193)**	**2,290,672**	**1,367,683**	**-390.9%**
REVENUES					
Taxes	8,027	0	0	0	----
Licenses & Permits	1,893,522	1,726,197	1,726,197	1,726,197	----
Charges for Services	19,220	8,740	8,740	8,740	----
Fines & Forfeitures	194,402	220,560	220,560	220,560	----
Investment Income	27,920	76,670	16,750	28,710	-62.6%
Miscellaneous	80,996,043	84,542,843	82,532,427	86,212,495	2.0%
Total REVENUES	83,139,134	86,575,010	84,504,674	88,196,702	1.9%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(24,569,660)	(20,712,444)	(20,712,444)	(22,676,698)	9.5%
Total NET INTER-FUND TRANSFERS	(24,569,660)	(20,712,444)	(20,712,444)	(22,676,698)	9.5%
Total Resources	***62,876,387***	***65,392,373***	***66,082,902***	***66,887,687***	***2.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(53,360,392)	(52,184,361)	(55,521,788)	(54,168,719)	3.8%
Debt Service - Other	(10,718,470)	(10,932,900)	(10,932,900)	(10,992,600)	0.5%
Adjustment for Prior Year Encumbrances/Reserves	3,493,147	0	0	0	----
Future Expenditure Requirements	0	0	0	0	----
Bond Proceeds Applied to Debt Service	0	0	1,739,469	107,221	----
Total APPROPRIATION/EXPENDITURE	(60,585,715)	(63,117,261)	(64,715,219)	(65,054,098)	3.1%
CLAIMS ON FUND					
Set Aside: Future Needs	0	0	0	(125,000)	----
Total CLAIMS ON FUND	0	0	0	(125,000)	----
Total Use of Resources	***(60,585,715)***	***(63,117,261)***	***(64,715,219)***	***(65,179,098)***	***3.3%***
PROJECTED CASH BALANCE	**2,290,672**	**2,275,112**	**1,367,683**	**1,708,589**	**-24.9%**
Debt Service					
Debt Service - Non-Tax Supported					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	10,216,272	14,318,210	13,348,710	13,954,010	-2.5%
Total NET INTER-FUND TRANSFERS	10,216,272	14,318,210	13,348,710	13,954,010	-2.5%
Total Resources	***10,216,272***	***14,318,210***	***13,348,710***	***13,954,010***	***-2.5%***

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
APPROPRIATION/EXPENDITURE					
Debt Service - Other	(10,216,272)	(14,318,210)	(13,348,710)	(13,954,010)	-2.5%
Total APPROPRIATION/EXPENDITURE	(10,216,272)	(14,318,210)	(13,348,710)	(13,954,010)	-2.5%
Total Use of Resources	***(10,216,272)***	***(14,318,210)***	***(13,348,710)***	***(13,954,010)***	***-2.5%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Montgomery County Public Schools					
Grant Fund MCPS					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	76,635,383	82,128,127	82,128,127	82,190,798	0.1%
Total REVENUES	76,635,383	82,128,127	82,128,127	82,190,798	0.1%
Total Resources	***76,635,383***	***82,128,127***	***82,128,127***	***82,190,798***	***0.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(76,635,383)	(82,128,127)	(82,128,127)	(82,190,798)	0.1%
Total APPROPRIATION/EXPENDITURE	(76,635,383)	(82,128,127)	(82,128,127)	(82,190,798)	0.1%
Total Use of Resources	***(76,635,383)***	***(82,128,127)***	***(82,128,127)***	***(82,190,798)***	***0.1%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Food Service Fund					
BEGINNING CASH BALANCE	**9,603,469**	**9,603,469**	**6,952,834**	**6,952,834**	**-27.6%**
REVENUES					
Charges for Services	19,408,229	17,262,204	17,262,204	16,943,135	-1.8%
Intergovernmental	38,049,413	36,705,065	36,705,065	37,270,399	1.5%
Total REVENUES	57,457,642	53,967,269	53,967,269	54,213,534	0.5%
Total Resources	***67,061,111***	***63,570,738***	***60,920,103***	***61,166,368***	***-3.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(56,469,606)	(53,967,269)	(53,967,269)	(54,213,534)	0.5%
Adjustment for Prior Year Encumbrances/Reserves	(3,638,671)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(60,108,277)	(53,967,269)	(53,967,269)	(54,213,534)	0.5%
Total Use of Resources	***(60,108,277)***	***(53,967,269)***	***(53,967,269)***	***(54,213,534)***	***0.5%***
PROJECTED CASH BALANCE	**6,952,834**	**9,603,469**	**6,952,834**	**6,952,834**	**-27.6%**
Real Estate Fund					
BEGINNING CASH BALANCE	**672,100**	**672,100**	**612,495**	**612,495**	**-8.9%**
REVENUES					
Miscellaneous	3,536,447	3,686,191	3,686,191	3,932,647	6.7%
Total REVENUES	3,536,447	3,686,191	3,686,191	3,932,647	6.7%
Total Resources	***4,208,547***	***4,358,291***	***4,298,686***	***4,545,142***	***4.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,251,364)	(3,686,191)	(3,686,191)	(3,932,647)	6.7%
Adjustment for Prior Year Encumbrances/Reserves	(344,688)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,596,052)	(3,686,191)	(3,686,191)	(3,932,647)	6.7%
Total Use of Resources	***(3,596,052)***	***(3,686,191)***	***(3,686,191)***	***(3,932,647)***	***6.7%***
PROJECTED CASH BALANCE	**612,495**	**672,100**	**612,495**	**612,495**	**-8.9%**
Field Trip Fund					
BEGINNING CASH BALANCE	**248,321**	**248,321**	**436,129**	**436,129**	**75.6%**
REVENUES					
Charges for Services	2,184,988	2,006,361	2,006,361	2,313,743	15.3%
Total REVENUES	2,184,988	2,006,361	2,006,361	2,313,743	15.3%
Total Resources	***2,433,309***	***2,254,682***	***2,442,490***	***2,749,872***	***22.0%***

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,991,456)	(2,006,361)	(2,006,361)	(2,313,743)	15.3%
Adjustment for Prior Year Encumbrances/Reserves	(5,724)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,997,180)	(2,006,361)	(2,006,361)	(2,313,743)	15.3%
Total Use of Resources	***(1,997,180)***	***(2,006,361)***	***(2,006,361)***	***(2,313,743)***	***15.3%***
PROJECTED CASH BALANCE	**436,129**	**248,321**	**436,129**	**436,129**	**75.6%**
Entrepreneurial Activities Fund					
BEGINNING CASH BALANCE	**553,537**	**553,537**	**181,441**	**181,441**	**-67.2%**
REVENUES					
Charges for Services	2,226,617	2,364,802	2,364,802	2,090,053	-11.6%
Total REVENUES	2,226,617	2,364,802	2,364,802	2,090,053	-11.6%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	0	0	1,500,000	2,000,000	----
Total NET INTER-FUND TRANSFERS	0	0	1,500,000	2,000,000	----
Total Resources	***2,780,154***	***2,918,339***	***4,046,243***	***4,271,494***	***46.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,504,873)	(2,364,802)	(3,864,802)	(4,090,053)	73.0%
Adjustment for Prior Year Encumbrances/Reserves	(93,840)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,598,713)	(2,364,802)	(3,864,802)	(4,090,053)	73.0%
Total Use of Resources	***(2,598,713)***	***(2,364,802)***	***(3,864,802)***	***(4,090,053)***	***73.0%***
PROJECTED CASH BALANCE	**181,441**	**553,537**	**181,441**	**181,441**	**-67.2%**
Instructional Television Fund					
BEGINNING CASH BALANCE	**(39,310)**	**(39,310)**	**(369)**	**(369)**	**-99.1%**
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,654,209	1,742,791	1,742,791	1,697,504	-2.6%
Total NET INTER-FUND TRANSFERS	1,654,209	1,742,791	1,742,791	1,697,504	-2.6%
Total Resources	***1,614,899***	***1,703,481***	***1,742,422***	***1,697,135***	***-0.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,654,578)	(1,742,791)	(1,742,791)	(1,697,504)	-2.6%
Adjustment for Prior Year Encumbrances/Reserves	39,310	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,615,268)	(1,742,791)	(1,742,791)	(1,697,504)	-2.6%
Total Use of Resources	***(1,615,268)***	***(1,742,791)***	***(1,742,791)***	***(1,697,504)***	***-2.6%***
PROJECTED CASH BALANCE	**(369)**	**(39,310)**	**(369)**	**(369)**	**-99.1%**
Montgomery College					
Grant Fund MC					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	12,000,000	19,773,000	15,000,000	22,973,000	16.2%
Total REVENUES	12,000,000	19,773,000	15,000,000	22,973,000	16.2%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	0	0	0	(728,345)	----
Total NET INTER-FUND TRANSFERS	0	0	0	(728,345)	----
Total Resources	***12,000,000***	***19,773,000***	***15,000,000***	***22,244,655***	***12.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(12,000,000)	(19,773,000)	(15,000,000)	(22,244,655)	12.5%
Total APPROPRIATION/EXPENDITURE	(12,000,000)	(19,773,000)	(15,000,000)	(22,244,655)	12.5%
Total Use of Resources	***(12,000,000)***	***(19,773,000)***	***(15,000,000)***	***(22,244,655)***	***12.5%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Endowment Fund					
BEGINNING FUND BALANCE	**537,464**	**538,664**	**540,104**	**543,241**	**0.8%**
REVENUES					
Miscellaneous	2,640	1,000	3,137	2,500	150.0%
Total REVENUES	2,640	1,000	3,137	2,500	150.0%
Total Resources	***540,104***	***539,664***	***543,241***	***545,741***	***1.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	0	(263,000)	0	(263,000)	----
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	0	(263,000)	0	(263,000)	----
Total Use of Resources	***0***	***(263,000)***	***0***	***(263,000)***	***----***
PROJECTED FUND BALANCE	**540,104**	**276,664**	**543,241**	**282,741**	**2.2%**
Workforce Development & Continuing Ed					
BEGINNING FUND BALANCE	**2,746,302**	**2,246,302**	**1,480,626**	**733,861**	**-67.3%**
REVENUES					
Charges for Services	7,635,123	10,335,150	8,486,463	10,550,000	2.1%
Intergovernmental	6,019,610	6,122,792	6,122,792	6,717,202	9.7%
Miscellaneous	14,014	278,982	109,865	160,000	-42.6%
Total REVENUES	13,668,747	16,736,924	14,719,120	17,427,202	4.1%
Total Resources	***16,415,049***	***18,983,226***	***16,199,746***	***18,161,063***	***-4.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(15,052,459)	(18,560,870)	(15,465,885)	(17,784,950)	-4.2%
Adjustment for Prior Year Encumbrances/Reserves	118,036	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(14,934,423)	(18,560,870)	(15,465,885)	(17,784,950)	-4.2%
Total Use of Resources	***(14,934,423)***	***(18,560,870)***	***(15,465,885)***	***(17,784,950)***	***-4.2%***
PROJECTED FUND BALANCE	**1,480,626**	**422,356**	**733,861**	**376,113**	**-10.9%**
Auxiliary Fund					
BEGINNING FUND BALANCE	**2,362,749**	**1,838,069**	**1,723,368**	**2,186,168**	**18.9%**
REVENUES					
Charges for Services	1,833,885	1,545,000	1,443,102	1,508,510	-2.4%
Miscellaneous	1,275,239	995,000	611,799	771,000	-22.5%
Total REVENUES	3,109,124	2,540,000	2,054,901	2,279,510	-10.3%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	0	0	0	(1,100,000)	----
Total NET INTER-FUND TRANSFERS	0	0	0	(1,100,000)	----
Total Resources	***5,471,873***	***4,378,069***	***3,778,269***	***3,365,678***	***-23.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,754,016)	(2,695,000)	(1,592,101)	(1,638,620)	-39.2%
Adjustment for Prior Year Encumbrances/Reserves	5,511	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,748,505)	(2,695,000)	(1,592,101)	(1,638,620)	-39.2%
Total Use of Resources	***(3,748,505)***	***(2,695,000)***	***(1,592,101)***	***(1,638,620)***	***-39.2%***
PROJECTED FUND BALANCE	**1,723,368**	**1,683,069**	**2,186,168**	**1,727,058**	**2.6%**
Cable Television Fund					
BEGINNING FUND BALANCE	**230,143**	**155,773**	**151,720**	**155,773**	**----**
REVENUES					
Miscellaneous	3,388	0	0	0	----
Total REVENUES	3,388	0	0	0	----

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,542,300	1,620,732	1,620,732	1,683,725	3.9%
Total NET INTER-FUND TRANSFERS	1,542,300	1,620,732	1,620,732	1,683,725	3.9%
Total Resources	***1,775,831***	***1,776,505***	***1,772,452***	***1,839,498***	***3.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,627,516)	(1,715,732)	(1,616,679)	(1,683,725)	-1.9%
Adjustment for Prior Year Encumbrances/Reserves	3,405	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,624,111)	(1,715,732)	(1,616,679)	(1,683,725)	-1.9%
Total Use of Resources	***(1,624,111)***	***(1,715,732)***	***(1,616,679)***	***(1,683,725)***	***-1.9%***
PROJECTED FUND BALANCE	**151,720**	**60,773**	**155,773**	**155,773**	**156.3%**
Major Facilities Reserve Fund					
BEGINNING FUND BALANCE	**11,157,380**	**7,907,380**	**11,822,090**	**9,108,090**	**15.2%**
REVENUES					
Charges for Services	2,812,534	2,900,000	2,689,653	2,900,000	----
Investment Income	32,976	14,000	38,145	14,000	----
Total REVENUES	2,845,510	2,914,000	2,727,798	2,914,000	----
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	0	0	(2,300,000)	----
Total NET INTER-FUND TRANSFERS	0	0	0	(2,300,000)	----
Total Resources	***14,002,890***	***10,821,380***	***14,549,888***	***9,722,090***	***-10.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,180,800)	(3,500,000)	(5,441,798)	(3,500,000)	----
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,180,800)	(3,500,000)	(5,441,798)	(3,500,000)	----
Total Use of Resources	***(2,180,800)***	***(3,500,000)***	***(5,441,798)***	***(3,500,000)***	***----***
PROJECTED FUND BALANCE	**11,822,090**	**7,321,380**	**9,108,090**	**6,222,090**	**-15.0%**
Transportation Fund					
BEGINNING FUND BALANCE	**8,272,720**	**8,594,720**	**9,003,882**	**9,062,882**	**5.4%**
REVENUES					
Charges for Services	3,322,680	3,654,000	3,678,537	3,496,300	-4.3%
Miscellaneous	216,209	202,000	204,592	195,000	-3.5%
Total REVENUES	3,538,889	3,856,000	3,883,129	3,691,300	-4.3%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	0	0	(500,000)	----
Total NET INTER-FUND TRANSFERS	0	0	0	(500,000)	----
Total Resources	***11,811,609***	***12,450,720***	***12,887,011***	***12,254,182***	***-1.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,909,643)	(4,400,000)	(3,824,129)	(4,100,000)	-6.8%
Adjustment for Prior Year Encumbrances/Reserves	101,916	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,807,727)	(4,400,000)	(3,824,129)	(4,100,000)	-6.8%
Total Use of Resources	***(2,807,727)***	***(4,400,000)***	***(3,824,129)***	***(4,100,000)***	***-6.8%***
PROJECTED FUND BALANCE	**9,003,882**	**8,050,720**	**9,062,882**	**8,154,182**	**1.3%**
Maryland-National Capital Park and Planning Commission					
Grant Fund MNCPPC					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	8,877	550,000	550,000	550,000	----
Total REVENUES	8,877	550,000	550,000	550,000	----

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Total Resources	***8,877***	***550,000***	***550,000***	***550,000***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(8,877)	(550,000)	(550,000)	(550,000)	----
Total APPROPRIATION/EXPENDITURE	(8,877)	(550,000)	(550,000)	(550,000)	----
Total Use of Resources	***(8,877)***	***(550,000)***	***(550,000)***	***(550,000)***	***----***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Special Revenue Funds					
BEGINNING FUND BALANCE	**5,380,411**	**3,714,330**	**5,451,538**	**3,629,237**	**-2.3%**
REVENUES					
Charges for Services	3,301,641	2,597,945	2,329,970	2,543,770	-2.1%
Intergovernmental	108,362	145,000	145,000	145,000	----
Investment Income	16,796	15,000	13,100	16,500	10.0%
Miscellaneous	230,597	0	160,885	200,800	----
Total REVENUES	3,657,396	2,757,945	2,648,955	2,906,070	5.4%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	62,320	0	0	0	----
From Tax Supported Funds	0	500,000	500,000	300,000	-40.0%
From Component Units/Agencies	811,500	843,200	843,200	890,700	5.6%
Total NET INTER-FUND TRANSFERS	873,820	1,343,200	1,343,200	1,190,700	-11.4%
Total Resources	***9,911,627***	***7,815,475***	***9,443,693***	***7,726,007***	***-1.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(4,460,089)	(5,751,622)	(5,814,456)	(5,634,625)	-2.0%
Total APPROPRIATION/EXPENDITURE	(4,460,089)	(5,751,622)	(5,814,456)	(5,634,625)	-2.0%
Total Use of Resources	***(4,460,089)***	***(5,751,622)***	***(5,814,456)***	***(5,634,625)***	***-2.0%***
PROJECTED FUND BALANCE	**5,451,538**	**2,063,853**	**3,629,237**	**2,091,382**	**1.3%**
Enterprise Fund					
BEGINNING CASH BALANCE	**7,705,866**	**8,462,324**	**8,080,992**	**9,774,172**	**15.5%**
REVENUES					
Charges for Services	9,720,227	10,631,182	10,671,789	10,655,981	0.2%
Miscellaneous	749,984	50,000	51,200	60,000	20.0%
Total REVENUES	10,470,211	10,681,182	10,722,989	10,715,981	0.3%
Total Resources	***18,176,077***	***19,143,506***	***18,803,981***	***20,490,153***	***7.0%***
CIP CURRENT REVENUE	***(1,601,193)***	***(1,300,000)***	***0***	***(1,050,000)***	***-19.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(8,605,222)	(8,712,147)	(9,029,809)	(9,297,797)	6.7%
Debt Service - Other	0	0	0	0	----
Changes In Working Capital	111,330	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(8,493,892)	(8,712,147)	(9,029,809)	(9,297,797)	6.7%
Total Use of Resources	***(10,095,085)***	***(10,012,147)***	***(9,029,809)***	***(10,347,797)***	***3.4%***
PROJECTED CASH BALANCE	**8,080,992**	**9,131,359**	**9,774,172**	**10,142,356**	**11.1%**
Prop Mgmt MNCPPC					
BEGINNING FUND BALANCE	**961,561**	**961,561**	**965,547**	**965,547**	**0.4%**
REVENUES					
Charges for Services	1,115,182	1,315,000	1,267,435	1,306,600	-0.6%
Investment Income	4,410	4,000	4,000	4,500	12.5%
Miscellaneous	6,220	0	5,500	0	----
Total REVENUES	1,125,812	1,319,000	1,276,935	1,311,100	-0.6%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(62,320)	0	0	0	----

Fiscal Summary By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Total NET INTER-FUND TRANSFERS	(62,320)	0	0	0	----
Total Resources	***2,025,053***	***2,280,561***	***2,242,482***	***2,276,647***	***-0.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,059,506)	(1,319,000)	(1,276,935)	(1,311,100)	-0.6%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,059,506)	(1,319,000)	(1,276,935)	(1,311,100)	-0.6%
Total Use of Resources	***(1,059,506)***	***(1,319,000)***	***(1,276,935)***	***(1,311,100)***	***-0.6%***
PROJECTED FUND BALANCE	**965,547**	**961,561**	**965,547**	**965,547**	**0.4%**

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Inter-Fund Transfers

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
From Non-Tax Supported Funds					
From Bethesda Parking: Telecommunications NDA	0	12,799	12,799	12,799	----
From Bethesda PD: Overhead	354,960	367,533	367,533	394,526	7.3%
From Cable TV	5,277,325	5,163,433	5,163,433	6,040,000	17.0%
From Cable TV: M-NCPPC Park Fund	0	0	0	100,000	----
From Cable TV: MC Cable Fund	1,542,300	1,620,732	1,620,732	1,683,725	3.9%
From Cable TV: MCPS Instructional TV Fund	1,654,209	1,742,791	1,742,791	1,697,504	-2.6%
From Cable TV: Overhead	614,091	649,394	649,394	725,001	11.6%
From Cable TV: Telecommunications NDA	0	4,959	4,959	4,959	----
From Community Use of Public Facilities: Other DCM	7,330	7,330	7,330	7,330	----
From Community Use of Public Facilities: Overhead	461,270	515,821	515,821	551,499	6.9%
From CUPF: CAPP	0	200,000	200,000	200,000	----
From CUPF: Telecommunications NDA	0	32,203	32,203	32,203	----
From Liquor Fund: Earnings Transfer	21,453,970	17,185,388	17,185,388	19,011,715	10.6%
From Liquor Fund: Overhead	3,115,690	3,358,024	3,358,024	3,495,951	4.1%
From Liquor: Telecommunications NDA	0	169,032	169,032	169,032	----
From Montgomery Hills PD: Overhead	7,960	8,378	8,378	0	-100.0%
From Montgomery Hills PD: RSC	5,000	5,000	5,000	0	-100.0%
From Montgomery Housing Initiative: Overhead	289,410	303,734	303,734	329,848	8.6%
From Permitting Services: DCM	0	109,020	109,020	109,020	----
From Permitting Services: DPWT Lab Testing	100,000	0	0	0	----
From Permitting Services: Overhead	3,997,410	4,654,730	4,654,730	5,074,949	9.0%
From Permitting Services: Technology Modernization	109,020	0	0	0	----
From Permitting: Telecommunications NDA	0	52,052	52,052	52,052	----
From Silver Spring PD: Other	2,000,000	0	0	5,000	----
From Silver Spring PD: Overhead	390,150	405,260	405,260	448,924	10.8%
From SilverSpring Parking: Telecommunications NDA	0	82,192	82,192	82,192	----
From Solid Waste Collection: DCM	5,000	5,000	5,000	5,000	----
From Solid Waste Collection: Overhead	212,850	240,187	240,187	262,254	9.2%
From Solid Waste Disposal: DCM	23,380	23,380	23,380	23,380	----
From Solid Waste Disposal: EOB Rent	218,770	222,710	222,710	227,830	2.3%
From Solid Waste Disposal: Overhead	1,584,010	1,701,407	1,701,407	1,829,041	7.5%
From Solid Waste Disposal: Telecommunications NDA	0	68,450	68,450	68,450	----
From Vacuum Leaf Collection: Overhead	494,320	532,337	532,337	577,855	8.6%
From Water Quality Protection Fund: Overhead	1,330,510	1,417,920	1,417,920	1,598,110	12.7%
From Wheaton Parking: Telecommunications NDA	0	4,064	4,064	4,064	----
From Wheaton PD: Overhead	59,910	62,391	62,391	67,662	8.4%
From WQPF: Telecommunications NDA	0	13,151	13,151	13,151	----
TOTAL From Non-Tax Supported Funds	**45,308,845**	**40,940,802**	**40,940,802**	**44,905,026**	**9.7%**
From Tax Supported Funds					
From Bethesda Urban District: Overhead	22,050	22,235	22,235	24,123	8.5%
From Fire District: DCM	120,750	120,750	120,750	120,750	----
From Fire: Telecommunications NDA	0	430,482	430,482	430,482	----
From Mass Transit: Overhead	11,130,400	11,602,510	11,602,510	12,812,933	10.4%
From Mass Transit: Telecommunications NDA	0	131,019	131,019	131,019	----
From Recreation: Facility Maintenance Cost	1,151,850	1,151,850	1,151,850	1,151,850	----

Inter-Fund Transfers

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
From Recreation: Other - DCM	83,200	83,200	83,200	83,200	----
From Recreation: Overhead	3,208,980	3,548,948	3,548,948	4,139,791	16.6%
From Recreation: Telecommunications NDA	0	283,630	283,630	283,630	----
From Recreation:Custodial Cleaning Costs	611,360	611,360	611,360	611,360	----
From Silver Spring Urban District: Overhead	370,790	396,804	396,804	423,230	6.7%
From Wheaton Urban District: Overhead	222,660	242,554	242,554	256,309	5.7%
TOTAL From Tax Supported Funds	**16,922,040**	**18,625,342**	**18,625,342**	**20,468,677**	**9.9%**
To Non-Tax Supported Funds					
To Community Use of Public Facilities: Elections	(135,000)	(135,000)	(135,000)	(135,000)	----
To Community Use of Public Facilities:After School	(25,000)	(25,000)	(25,000)	(25,000)	----
To Montgomery Housing Initiative	(19,259,777)	(22,167,940)	(22,167,940)	(22,703,644)	2.4%
To Solid Waste Disposal Fund	(1,457,930)	(1,651,280)	(1,651,280)	(2,006,800)	21.5%
TOTAL To Non-Tax Supported Funds	**(20,877,707)**	**(23,979,220)**	**(23,979,220)**	**(24,870,444)**	**3.7%**
To Tax Supported Funds					
To Bethesda Urban District: Baseline Services	(650,318)	(650,318)	(650,318)	(650,318)	----
To Debt Service: GO Bonds	(260,384,661)	(305,294,670)	(298,329,621)	(310,657,830)	1.8%
To Debt Service: Short and Long Term Leases	(13,238,987)	(14,590,040)	(11,134,280)	(9,351,210)	-35.9%
To Economic Development Fund	(2,145,606)	(2,449,557)	(2,949,557)	(3,937,383)	60.7%
To Fire District: Fund Balance Transfer	(3,878,107)	(537,582)	0	0	-100.0%
To Fire: EMST Fee Payment for Uninsured Residents	(250,000)	(250,000)	(250,000)	(250,000)	----
To Mass Transit	0	0	(1,815,000)	0	----
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 Recreation: Fund Balance Transfer	0	0	0	(300,000)	----
To Silver Spring Urban District: Baseline Services	(524,660)	(524,660)	(524,660)	(539,660)	2.9%
To Wheaton Urban District: Baseline Services	(76,090)	(76,090)	(76,090)	(76,090)	----
To Wheaton Urban District: Non-Baseline Services	(1,284,419)	(1,841,650)	(1,841,650)	(1,388,150)	-24.6%
TOTAL To Tax Supported Funds	**(283,973,858)**	**(327,755,577)**	**(319,112,186)**	**(328,691,651)**	**0.3%**
From Internal Service Funds					
From ISF: Motor Pool	0	0	0	1,181,250	----
From Risk Management	0	0	0	3,450,457	----
From Risk Management: Telecommunications NDA	0	4,312	4,312	4,312	----
From: Employee Health Benefit Fund	0	0	0	12,500,000	----
TOTAL From Internal Service Funds	**0**	**4,312**	**4,312**	**17,136,019**	**397303.0%**
To Component Units/Agencies					
To M-NCPPC Park Fund	0	0	0	(100,000)	----
To MC: Cable TV Fund (Non-Tax)	(1,542,300)	(1,620,732)	(1,620,732)	(1,683,725)	3.9%
To MCPS Entrepreneurial Activities Fund	0	0	(1,500,000)	(2,000,000)	----
To MCPS: Instructional Television Fund (Non-Tax)	(1,654,209)	(1,742,791)	(1,742,791)	(1,697,504)	-2.6%
To MNCPPC: Special Revenue Fund	(811,500)	(843,200)	(843,200)	(890,700)	5.6%
TOTAL To Component Units/Agencies	**(4,008,009)**	**(4,206,723)**	**(5,706,723)**	**(6,371,929)**	**51.5%**
To Revenue Stabilization Fund					
To Revenue Stabilization Fund	(23,152,055)	(24,723,359)	(24,817,790)	(25,634,541)	3.7%
TOTAL To Revenue Stabilization Fund	**(23,152,055)**	**(24,723,359)**	**(24,817,790)**	**(25,634,541)**	**3.7%**
TOTAL COUNTY GENERAL FUND	**(269,780,744)**	**(321,094,423)**	**(314,045,463)**	**(303,058,843)**	**-5.6%**
BETHESDA URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	2,200,955	1,502,000	1,502,000	1,671,030	11.3%
TOTAL From Non-Tax Supported Funds	**2,200,955**	**1,502,000**	**1,502,000**	**1,671,030**	**11.3%**

Inter-Fund Transfers

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
From Tax Supported Funds					
From General Fund: Baseline Services	650,318	650,318	650,318	650,318	----
TOTAL From Tax Supported Funds	**650,318**	**650,318**	**650,318**	**650,318**	**----**
To Tax Supported Funds					
To General Fund: Overhead	(22,050)	(22,235)	(22,235)	(24,123)	8.5%
TOTAL To Tax Supported Funds	**(22,050)**	**(22,235)**	**(22,235)**	**(24,123)**	**8.5%**
TOTAL BETHESDA URBAN DISTRICT	**2,829,223**	**2,130,083**	**2,130,083**	**2,297,225**	**7.8%**
SILVER SPRING URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	2,448,205	2,015,282	2,015,282	1,989,710	-1.3%
TOTAL From Non-Tax Supported Funds	**2,448,205**	**2,015,282**	**2,015,282**	**1,989,710**	**-1.3%**
From Tax Supported Funds					
From General Fund: Baseline Services	524,660	524,660	524,660	539,660	2.9%
TOTAL From Tax Supported Funds	**524,660**	**524,660**	**524,660**	**539,660**	**2.9%**
To Tax Supported Funds					
To General Fund: Overhead	(370,790)	(396,804)	(396,804)	(423,230)	6.7%
TOTAL To Tax Supported Funds	**(370,790)**	**(396,804)**	**(396,804)**	**(423,230)**	**6.7%**
TOTAL SILVER SPRING URBAN DISTRICT	**2,602,075**	**2,143,138**	**2,143,138**	**2,106,140**	**-1.7%**
WHEATON URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	607,000	23,629	23,629	24,358	3.1%
TOTAL From Non-Tax Supported Funds	**607,000**	**23,629**	**23,629**	**24,358**	**3.1%**
From Tax Supported Funds					
From General Fund: Baseline Services	76,090	76,090	76,090	76,090	----
From General Fund: Non-Baseline Services	1,284,419	1,841,650	1,841,650	1,388,150	-24.6%
TOTAL From Tax Supported Funds	**1,360,509**	**1,917,740**	**1,917,740**	**1,464,240**	**-23.6%**
To Tax Supported Funds					
To General Fund: Overhead	(222,660)	(242,554)	(242,554)	(256,309)	5.7%
TOTAL To Tax Supported Funds	**(222,660)**	**(242,554)**	**(242,554)**	**(256,309)**	**5.7%**
TOTAL WHEATON URBAN DISTRICT	**1,744,849**	**1,698,815**	**1,698,815**	**1,232,289**	**-27.5%**
MASS TRANSIT					
From Tax Supported Funds					
From General Fund	0	0	1,815,000	0	----
From General Fund: Parking Fines	531,310	531,310	531,310	531,310	----
TOTAL From Tax Supported Funds	**531,310**	**531,310**	**2,346,310**	**531,310**	**----**
To Non-Tax Supported Funds					
To Grants Fund: County Match	(340,000)	0	0	0	----
TOTAL To Non-Tax Supported Funds	**(340,000)**	**0**	**0**	**0**	**----**
To Tax Supported Funds					
To Debt Service: GO Bonds	(16,734,177)	(18,863,850)	(18,924,753)	(20,461,280)	8.5%
To Debt Service: Long Term Lease	(5,475,257)	(9,138,890)	(8,366,500)	(5,982,600)	-34.5%
To General Fund: Overhead	(11,130,400)	(11,602,510)	(11,602,510)	(12,812,933)	10.4%
To General Fund: Telecommunications NDA	0	(131,019)	(131,019)	(131,019)	----
TOTAL To Tax Supported Funds	**(33,339,834)**	**(39,736,269)**	**(39,024,782)**	**(39,387,832)**	**-0.9%**

Inter-Fund Transfers

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
TOTAL MASS TRANSIT	**(33,148,524)**	**(39,204,959)**	**(36,678,472)**	**(38,856,522)**	**-0.9%**
FIRE					
From Tax Supported Funds					
From General Fund: Fund Balance Transfer	3,878,107	537,582	0	0	-100.0%
Tran Fr GF: EMST Fee Payment for Unisure Residents	250,000	250,000	250,000	250,000	----
TOTAL From Tax Supported Funds	**4,128,107**	**787,582**	**250,000**	**250,000**	**-68.3%**
To Tax Supported Funds					
To Debt Service: Fire & Rescue Equipment	(4,038,961)	(5,517,600)	(4,347,400)	(6,281,400)	13.8%
To Debt Service: GO Bonds	(6,816,418)	(7,491,440)	(7,282,566)	(7,678,780)	2.5%
To General Fund: DCM	(120,750)	(120,750)	(120,750)	(120,750)	----
To General Fund: Telecommunications NDA	0	(430,482)	(430,482)	(430,482)	----
TOTAL To Tax Supported Funds	**(10,976,129)**	**(13,560,272)**	**(12,181,198)**	**(14,511,412)**	**7.0%**
TOTAL FIRE	**(6,848,022)**	**(12,772,690)**	**(11,931,198)**	**(14,261,412)**	**11.7%**
RECREATION					
From Tax Supported Funds					
From General Fund: ASACs	120,990	120,990	120,990	120,990	----
From General Fund: Countywide Services	888,710	888,710	888,710	888,710	----
From General Fund: Fund Balance Transfer	0	0	0	300,000	----
TOTAL From Tax Supported Funds	**1,009,700**	**1,009,700**	**1,009,700**	**1,309,700**	**29.7%**
To Tax Supported Funds					
To Debt Service: GO Bonds	(7,001,965)	(8,327,890)	(8,194,923)	(9,477,020)	13.8%
To Debt Service: Long Term Lease	(1,525,040)	(1,524,500)	(1,524,500)	(1,526,360)	0.1%
To General Fund: Custodial Cleaning Costs	(611,360)	(611,360)	(611,360)	(611,360)	----
To General Fund: Facility Maintenance Costs	(1,151,850)	(1,151,850)	(1,151,850)	(1,151,850)	----
To General Fund: Other - DCM	(83,200)	(83,200)	(83,200)	(83,200)	----
To General Fund: Overhead	(3,208,980)	(3,548,948)	(3,548,948)	(4,139,791)	16.6%
To General Fund: Telecommunications NDA	0	(283,630)	(283,630)	(283,630)	----
TOTAL To Tax Supported Funds	**(13,582,395)**	**(15,531,378)**	**(15,398,411)**	**(17,273,211)**	**11.2%**
TOTAL RECREATION	**(12,572,695)**	**(14,521,678)**	**(14,388,711)**	**(15,963,511)**	**9.9%**
ECONOMIC DEVELOPMENT FUND					
From Tax Supported Funds					
Transfer from General Fund	2,145,606	2,449,557	2,949,557	3,937,383	60.7%
TOTAL From Tax Supported Funds	**2,145,606**	**2,449,557**	**2,949,557**	**3,937,383**	**60.7%**
TOTAL ECONOMIC DEVELOPMENT FUND	**2,145,606**	**2,449,557**	**2,949,557**	**3,937,383**	**60.7%**
REVENUE STABILIZATION FUND					
TOTAL REVENUE STABILIZATION FUND	**23,152,055**	**24,723,359**	**24,817,790**	**25,634,541**	**3.7%**
DEBT SERVICE					
DEBT SERVICE					
From Tax Supported Funds					
From Fire Fund (LTL)	6,816,418	5,517,600	4,347,400	6,281,400	13.8%
From Fire Tax District	4,038,961	7,491,440	7,282,566	7,678,780	2.5%
From General Fund: GO Bonds	260,384,661	305,294,670	298,329,621	310,657,830	1.8%
From General Fund: Long Term Lease	13,238,987	14,590,040	11,134,280	9,351,210	-35.9%
From Mass Transit	16,734,177	18,863,850	18,924,753	20,461,280	8.5%
From Mass Transit (LTL)	5,475,257	9,138,890	8,366,500	5,982,600	-34.5%
From Recreation	7,001,965	8,327,890	8,194,923	9,477,020	13.8%
From Recreation Fund: Long Term Lease	1,525,040	1,524,500	1,524,500	1,526,360	0.1%
TOTAL From Tax Supported Funds	**315,215,466**	**370,748,880**	**358,104,543**	**371,416,480**	**0.2%**

Inter-Fund Transfers

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
TOTAL DEBT SERVICE	**315,215,466**	**370,748,880**	**358,104,543**	**371,416,480**	**0.2%**
MONTGOMERY COLLEGE					
CURRENT FUND MC					
From Non-Tax Supported Funds					
Non Mandatory Transfer (From Grant Fund)	0	0	0	728,345	----
Non Mandatory Transfer (from MC Auxiliary Fund)	0	0	0	1,100,000	----
TOTAL From Non-Tax Supported Funds	**0**	**0**	**0**	**1,828,345**	**----**
TOTAL CURRENT FUND MC	**0**	**0**	**0**	**1,828,345**	**----**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
ADMINISTRATION FUND					
To Non-Tax Supported Funds					
Transfer to Special Revenue Fund	(700,000)	(500,000)	(500,000)	(300,000)	-40.0%
TOTAL To Non-Tax Supported Funds	**(700,000)**	**(500,000)**	**(500,000)**	**(300,000)**	**-40.0%**
To Tax Supported Funds					
Transfer To Park Fund	0	0	0	(500,000)	----
TOTAL To Tax Supported Funds	**0**	**0**	**0**	**(500,000)**	**----**
TOTAL ADMINISTRATION FUND	**(700,000)**	**(500,000)**	**(500,000)**	**(800,000)**	**60.0%**
PARK FUND					
From Non-Tax Supported Funds					
Transfer From M-NCPPC ISF	805,550	0	0	0	----
TOTAL From Non-Tax Supported Funds	**805,550**	**0**	**0**	**0**	**----**
From Tax Supported Funds					
Transfer From Admin Fund	700,000	0	0	500,000	----
Transfer from General Fund	0	0	0	100,000	----
TOTAL From Tax Supported Funds	**700,000**	**0**	**0**	**600,000**	**----**
TOTAL PARK FUND	**1,505,550**	**0**	**0**	**600,000**	**----**
ALA DEBT SERVICE FUND					
To Internal Service Funds					
Transfer To/From ALARF Revolving Fund	(1,663,867)	(1,788,044)	(1,787,710)	(1,786,190)	-0.1%
TOTAL To Internal Service Funds	**(1,663,867)**	**(1,788,044)**	**(1,787,710)**	**(1,786,190)**	**-0.1%**
TOTAL ALA DEBT SERVICE FUND	**(1,663,867)**	**(1,788,044)**	**(1,787,710)**	**(1,786,190)**	**-0.1%**
TOTAL TAX SUPPORTED	**24,480,972**	**14,012,038**	**12,512,372**	**34,325,925**	**145.0%**
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
WATER QUALITY PROTECTION FUND					
To Non-Tax Supported Funds					
To Debt Service - Non-Tax	(3,016,582)	(6,367,900)	(6,148,400)	(6,146,000)	-3.5%
TOTAL To Non-Tax Supported Funds	**(3,016,582)**	**(6,367,900)**	**(6,148,400)**	**(6,146,000)**	**-3.5%**
To Tax Supported Funds					
To General Fund: Overhead	(1,330,510)	(1,417,920)	(1,417,920)	(1,598,110)	12.7%
To General Fund: Telecommunications NDA	0	(13,151)	(13,151)	(13,151)	----
TOTAL To Tax Supported Funds	**(1,330,510)**	**(1,431,071)**	**(1,431,071)**	**(1,611,261)**	**12.6%**
TOTAL WATER QUALITY PROTECTION FUND	**(4,347,092)**	**(7,798,971)**	**(7,579,471)**	**(7,757,261)**	**-0.5%**
GRANT FUND MCG					

Inter-Fund Transfers

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
From Tax Supported Funds					
From Mass Transit: County Match	340,000	0	0	0	----
TOTAL From Tax Supported Funds	**340,000**	**0**	**0**	**0**	**----**
TOTAL GRANT FUND MCG	**340,000**	**0**	**0**	**0**	**----**
CABLE TELEVISION					
To Tax Supported Funds					
To General Fund: M-NCPPC Park Fund	0	0	0	(100,000)	----
To General Fund: MC Cable Fund	(1,542,300)	(1,620,732)	(1,620,732)	(1,683,725)	3.9%
To General Fund: MCPS Instructional TV Fund	(1,654,209)	(1,742,791)	(1,742,791)	(1,697,504)	-2.6%
To General Fund: Overhead	(614,091)	(649,394)	(649,394)	(725,001)	11.6%
To General Fund: Telecommunications NDA	0	(4,959)	(4,959)	(4,959)	----
Transfer to General Fund	(5,277,325)	(5,163,433)	(5,163,433)	(6,040,000)	17.0%
TOTAL To Tax Supported Funds	**(9,087,925)**	**(9,181,309)**	**(9,181,309)**	**(10,251,189)**	**11.7%**
TOTAL CABLE TELEVISION	**(9,087,925)**	**(9,181,309)**	**(9,181,309)**	**(10,251,189)**	**11.7%**
MONTGOMERY HOUSING INITIATIVE					
From Non-Tax Supported Funds					
From Silver Spring PLD	2,561,164	0	0	0	----
TOTAL From Non-Tax Supported Funds	**2,561,164**	**0**	**0**	**0**	**----**
From Tax Supported Funds					
From General Fund	19,259,777	22,167,940	22,167,940	22,703,644	2.4%
TOTAL From Tax Supported Funds	**19,259,777**	**22,167,940**	**22,167,940**	**22,703,644**	**2.4%**
To Non-Tax Supported Funds					
To Non-Tax Supported Debt Service - Other	(7,260,064)	(7,950,310)	(7,200,310)	(7,808,010)	-1.8%
TOTAL To Non-Tax Supported Funds	**(7,260,064)**	**(7,950,310)**	**(7,200,310)**	**(7,808,010)**	**-1.8%**
To Tax Supported Funds					
To General Fund: Overhead	(289,410)	(303,734)	(303,734)	(329,848)	8.6%
TOTAL To Tax Supported Funds	**(289,410)**	**(303,734)**	**(303,734)**	**(329,848)**	**8.6%**
TOTAL MONTGOMERY HOUSING INITIATIVE	**14,271,467**	**13,913,896**	**14,663,896**	**14,565,786**	**4.7%**
COMMUNITY USE OF PUBLIC FACILITIES					
From Tax Supported Funds					
From General Fund: After School	25,000	25,000	25,000	25,000	----
From General Fund: Elections	135,000	135,000	135,000	135,000	----
TOTAL From Tax Supported Funds	**160,000**	**160,000**	**160,000**	**160,000**	**----**
To Tax Supported Funds					
To General Fund: CAPP	0	(200,000)	(200,000)	(200,000)	----
To General Fund: DCM	(7,330)	(7,330)	(7,330)	(7,330)	----
To General Fund: Overhead	(461,270)	(515,821)	(515,821)	(551,499)	6.9%
To General Fund: Telecommunications NDA	0	(32,203)	(32,203)	(32,203)	----
TOTAL To Tax Supported Funds	**(468,600)**	**(755,354)**	**(755,354)**	**(791,032)**	**4.7%**
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	**(308,600)**	**(595,354)**	**(595,354)**	**(631,032)**	**6.0%**
BETHESDA PARKING DISTRICT					
From Non-Tax Supported Funds					
From Silver Spring PLD	1,500,000	0	0	0	----
TOTAL From Non-Tax Supported Funds	**1,500,000**	**0**	**0**	**0**	**----**
To Non-Tax Supported Funds					

Inter-Fund Transfers

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
To Silver Spring PLD (PD Service Facility)	0	0	0	(144,900)	----
TOTAL To Non-Tax Supported Funds	**0**	**0**	**0**	**(144,900)**	**----**
To Tax Supported Funds					
To General Fund: Overhead	(354,960)	(367,533)	(367,533)	(394,526)	7.3%
To General Fund: Telecommunications NDA	0	(12,799)	(12,799)	(12,799)	----
To Urban District: Meter Revenue	(2,200,955)	(1,502,000)	(1,502,000)	(1,671,030)	11.3%
TOTAL To Tax Supported Funds	**(2,555,915)**	**(1,882,332)**	**(1,882,332)**	**(2,078,355)**	**10.4%**
TOTAL BETHESDA PARKING DISTRICT	**(1,055,915)**	**(1,882,332)**	**(1,882,332)**	**(2,223,255)**	**18.1%**
MONTGOMERY HILLS PARKING DISTRICT					
From Non-Tax Supported Funds					
From Silver Spring PLD	0	0	8,132	0	----
TOTAL From Non-Tax Supported Funds	**0**	**0**	**8,132**	**0**	**----**
To Tax Supported Funds					
To General Fund: Overhead	(7,960)	(8,378)	(8,378)	0	-100.0%
To General Fund: RSC	(5,000)	(5,000)	(5,000)	0	-100.0%
TOTAL To Tax Supported Funds	**(12,960)**	**(13,378)**	**(13,378)**	**0**	**-100.0%**
TOTAL MONTGOMERY HILLS PARKING DISTRICT	**(12,960)**	**(13,378)**	**(5,246)**	**0**	**-100.0%**
SILVER SPRING PARKING DISTRICT					
From Non-Tax Supported Funds					
From Bethesda PLD (PLD Service Facility)	0	0	0	144,900	----
From Wheaton PLD (PD Service Facility	0	0	0	19,320	----
TOTAL From Non-Tax Supported Funds	**0**	**0**	**0**	**164,220**	**----**
To Non-Tax Supported Funds					
To Bethesda PLD	(1,500,000)	0	0	0	----
To Montgomery Hills PLD	0	0	(8,132)	0	----
To: MHI	(2,561,164)	0	0	0	----
TOTAL To Non-Tax Supported Funds	**(4,061,164)**	**0**	**(8,132)**	**0**	**----**
To Tax Supported Funds					
To General Fund: Other	(2,000,000)	0	0	(5,000)	----
To General Fund: Overhead	(390,150)	(405,260)	(405,260)	(448,924)	10.8%
To General Fund: Telecommunications NDA	0	(82,192)	(82,192)	(82,192)	----
To Urban District: Meter Revenue	(2,448,205)	(2,015,282)	(2,015,282)	(1,989,710)	-1.3%
TOTAL To Tax Supported Funds	**(4,838,355)**	**(2,502,734)**	**(2,502,734)**	**(2,525,826)**	**0.9%**
TOTAL SILVER SPRING PARKING DISTRICT	**(8,899,519)**	**(2,502,734)**	**(2,510,866)**	**(2,361,606)**	**-5.6%**
WHEATON PARKING DISTRICT					
To Non-Tax Supported Funds					
To Silver Spring PLD (PD Service Facility)	0	0	0	(19,320)	----
TOTAL To Non-Tax Supported Funds	**0**	**0**	**0**	**(19,320)**	**----**
To Tax Supported Funds					
To General Fund: Overhead	(59,910)	(62,391)	(62,391)	(67,662)	8.4%
To General Fund: Telecommunications NDA	0	(4,064)	(4,064)	(4,064)	----
To Urban District: Meter Revenue	(607,000)	(23,629)	(23,629)	(24,358)	3.1%
TOTAL To Tax Supported Funds	**(666,910)**	**(90,084)**	**(90,084)**	**(96,084)**	**6.7%**
TOTAL WHEATON PARKING DISTRICT	**(666,910)**	**(90,084)**	**(90,084)**	**(115,404)**	**28.1%**
PERMITTING SERVICES					

Inter-Fund Transfers

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
To Tax Supported Funds					
To General Fund: DCM	(109,020)	(109,020)	(109,020)	(109,020)	----
To General Fund: DOT Lab Testing	(100,000)	0	0	0	----
To General Fund: Overhead	(3,997,410)	(4,654,730)	(4,654,730)	(5,074,949)	9.0%
To General Fund: Telecommunications NDA	0	(52,052)	(52,052)	(52,052)	----
TOTAL To Tax Supported Funds	**(4,206,430)**	**(4,815,802)**	**(4,815,802)**	**(5,236,021)**	**8.7%**
TOTAL PERMITTING SERVICES	**(4,206,430)**	**(4,815,802)**	**(4,815,802)**	**(5,236,021)**	**8.7%**
SOLID WASTE COLLECTION					
To Tax Supported Funds					
To General Fund: DCM	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(212,850)	(240,187)	(240,187)	(262,254)	9.2%
TOTAL To Tax Supported Funds	**(217,850)**	**(245,187)**	**(245,187)**	**(267,254)**	**9.0%**
TOTAL SOLID WASTE COLLECTION	**(217,850)**	**(245,187)**	**(245,187)**	**(267,254)**	**9.0%**
SOLID WASTE DISPOSAL					
From Non-Tax Supported Funds					
From Vacuum Leaf Collection	1,052,224	687,926	687,926	0	-100.0%
TOTAL From Non-Tax Supported Funds	**1,052,224**	**687,926**	**687,926**	**0**	**-100.0%**
From Tax Supported Funds					
From General Fund: Tip Fee Charges	1,457,930	1,651,280	1,651,280	2,006,800	21.5%
TOTAL From Tax Supported Funds	**1,457,930**	**1,651,280**	**1,651,280**	**2,006,800**	**21.5%**
To Tax Supported Funds					
To General Fund: DCM	(23,380)	(23,380)	(23,380)	(23,380)	----
To General Fund: EOB Rent	(218,770)	(222,710)	(222,710)	(227,830)	2.3%
To General Fund: Overhead	(1,584,010)	(1,701,407)	(1,701,407)	(1,829,041)	7.5%
To General Fund: Telecommunications NDA	0	(68,450)	(68,450)	(68,450)	----
TOTAL To Tax Supported Funds	**(1,826,160)**	**(2,015,947)**	**(2,015,947)**	**(2,148,701)**	**6.6%**
TOTAL SOLID WASTE DISPOSAL	**683,994**	**323,259**	**323,259**	**(141,901)**	**-143.9%**
VACUUM LEAF COLLECTION					
To Non-Tax Supported Funds					
To Solid Waste Disposal Fund	(1,052,224)	(687,926)	(687,926)	0	-100.0%
TOTAL To Non-Tax Supported Funds	**(1,052,224)**	**(687,926)**	**(687,926)**	**0**	**-100.0%**
To Tax Supported Funds					
To General Fund: Overhead	(494,320)	(532,337)	(532,337)	(577,855)	8.6%
TOTAL To Tax Supported Funds	**(494,320)**	**(532,337)**	**(532,337)**	**(577,855)**	**8.6%**
TOTAL VACUUM LEAF COLLECTION	**(1,546,544)**	**(1,220,263)**	**(1,220,263)**	**(577,855)**	**-52.6%**
LIQUOR CONTROL					
To Tax Supported Funds					
To General Fund: Earnings Transfer	(21,453,970)	(17,185,388)	(17,185,388)	(19,011,715)	10.6%
To General Fund: Overhead	(3,115,690)	(3,358,024)	(3,358,024)	(3,495,951)	4.1%
To General Fund: Telecommunications NDA	0	(169,032)	(169,032)	(169,032)	----
TOTAL To Tax Supported Funds	**(24,569,660)**	**(20,712,444)**	**(20,712,444)**	**(22,676,698)**	**9.5%**
TOTAL LIQUOR CONTROL	**(24,569,660)**	**(20,712,444)**	**(20,712,444)**	**(22,676,698)**	**9.5%**
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND					
To Tax Supported Funds					
To: General Fund	0	0	0	(12,500,000)	----

Inter-Fund Transfers

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
TOTAL To Tax Supported Funds	**0**	**0**	**0**	**(12,500,000)**	**----**
TOTAL EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND	**0**	**0**	**0**	**(12,500,000)**	**----**
MOTOR POOL INTERNAL SERVICE FUND					
TOTAL MOTOR POOL INTERNAL SERVICE FUND	**0**	**0**	**0**	**(1,181,250)**	**----**
SELF INSURANCE INTERNAL SERVICE FUND					
To Tax Supported Funds					
To General Fund	0	0	0	(3,450,457)	----
To General Fund: Telecommunications NDA	0	(4,312)	(4,312)	(4,312)	----
TOTAL To Tax Supported Funds	**0**	**(4,312)**	**(4,312)**	**(3,454,769)**	**80019.9%**
TOTAL SELF INSURANCE INTERNAL SERVICE FUND	**0**	**(4,312)**	**(4,312)**	**(3,454,769)**	**80019.9%**
DEBT SERVICE					
DEBT SERVICE - NON-TAX SUPPORTED					
From Non-Tax Supported Funds					
From Montgomery Housing Initiative: Other	7,196,022	7,950,310	7,200,310	7,808,010	-1.8%
From Water Quality Protection: Other Debt	3,020,250	6,367,900	6,148,400	6,146,000	-3.5%
TOTAL From Non-Tax Supported Funds	**10,216,272**	**14,318,210**	**13,348,710**	**13,954,010**	**-2.5%**
TOTAL DEBT SERVICE - NON-TAX SUPPORTED	**10,216,272**	**14,318,210**	**13,348,710**	**13,954,010**	**-2.5%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
ENTREPRENEURIAL ACTIVITIES FUND					
From Tax Supported Funds					
From General Fund	0	0	1,500,000	2,000,000	----
TOTAL From Tax Supported Funds	**0**	**0**	**1,500,000**	**2,000,000**	**----**
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	**0**	**0**	**1,500,000**	**2,000,000**	**----**
INSTRUCTIONAL TELEVISION FUND					
From Tax Supported Funds					
From MCG General Fund	1,654,209	1,742,791	1,742,791	1,697,504	-2.6%
TOTAL From Tax Supported Funds	**1,654,209**	**1,742,791**	**1,742,791**	**1,697,504**	**-2.6%**
TOTAL INSTRUCTIONAL TELEVISION FUND	**1,654,209**	**1,742,791**	**1,742,791**	**1,697,504**	**-2.6%**
MONTGOMERY COLLEGE					
GRANT FUND MC					
To Tax Supported Funds					
Non Mandatory Transfer (to MC Current Fund)	0	0	0	(728,345)	----
TOTAL To Tax Supported Funds	**0**	**0**	**0**	**(728,345)**	**----**
TOTAL GRANT FUND MC	**0**	**0**	**0**	**(728,345)**	**----**
AUXILIARY FUND					
To Tax Supported Funds					
Non Mandatory Transfer (to MC Current Fund)	0	0	0	(1,100,000)	----
TOTAL To Tax Supported Funds	**0**	**0**	**0**	**(1,100,000)**	**----**
TOTAL AUXILIARY FUND	**0**	**0**	**0**	**(1,100,000)**	**----**
CABLE TELEVISION FUND					
From Tax Supported Funds					
From MCG: County Cable Plan	1,542,300	1,620,732	1,620,732	1,683,725	3.9%
TOTAL From Tax Supported Funds	**1,542,300**	**1,620,732**	**1,620,732**	**1,683,725**	**3.9%**

Inter-Fund Transfers

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
TOTAL CABLE TELEVISION FUND	**1,542,300**	**1,620,732**	**1,620,732**	**1,683,725**	**3.9%**
MAJOR FACILITIES RESERVE FUND					
To Non-Tax Supported Funds					
Non-Mandatory Transfer	0	0	0	(2,300,000)	----
TOTAL To Non-Tax Supported Funds	**0**	**0**	**0**	**(2,300,000)**	**----**
TOTAL MAJOR FACILITIES RESERVE FUND	**0**	**0**	**0**	**(2,300,000)**	**----**
TRANSPORTATION FUND					
To Non-Tax Supported Funds					
Non-Mandatory Transfer	0	0	0	(500,000)	----
TOTAL To Non-Tax Supported Funds	**0**	**0**	**0**	**(500,000)**	**----**
TOTAL TRANSPORTATION FUND	**0**	**0**	**0**	**(500,000)**	**----**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL REVENUE FUNDS					
From Non-Tax Supported Funds					
From M-NCPPC Property Mgt Fund	62,320	0	0	0	----
TOTAL From Non-Tax Supported Funds	**62,320**	**0**	**0**	**0**	**----**
From Tax Supported Funds					
Transfer From Administration Fund	0	500,000	500,000	300,000	-40.0%
TOTAL From Tax Supported Funds	**0**	**500,000**	**500,000**	**300,000**	**-40.0%**
From Component Units/Agencies					
From County GF (Ballfields)	811,500	843,200	843,200	890,700	5.6%
TOTAL From Component Units/Agencies	**811,500**	**843,200**	**843,200**	**890,700**	**5.6%**
TOTAL SPECIAL REVENUE FUNDS	**873,820**	**1,343,200**	**1,343,200**	**1,190,700**	**-11.4%**
PROP MGMT MNCPPC					
To Non-Tax Supported Funds					
To M-NCPPC Special Revenue Fund	(62,320)	0	0	0	----
TOTAL To Non-Tax Supported Funds	**(62,320)**	**0**	**0**	**0**	**----**
TOTAL PROP MGMT MNCPPC	**(62,320)**	**0**	**0**	**0**	**----**
TOTAL NON-TAX SUPPORTED	**(25,399,663)**	**(15,800,082)**	**(14,300,082)**	**(38,912,115)**	**146.3%**
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(918,691)**	**(1,788,044)**	**(1,787,710)**	**(4,586,190)**	**156.5%**

Schedule A-6

Contribution To/From Other Funds

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
To Tax Supported Funds					
Contribution To MC: Current Fund	(127,633,727)	(134,133,727)	(134,133,727)	(139,333,727)	3.9%
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	(1,507,631,597)	(1,617,631,597)	(1,617,631,597)	(1,663,280,683)	2.8%
TOTAL To Tax Supported Funds	**(1,635,915,324)**	**(1,752,415,324)**	**(1,752,415,324)**	**(1,803,264,410)**	**2.9%**
County Contribution to CIP Fund					
Contribution To CIP: PAYGO	(34,000,000)	(34,000,000)	(34,000,000)	(34,000,000)	----
Contribution To HOC: CIP	0	(1,250,000)	(1,250,000)	(2,550,000)	104.0%
Contribution To MC: CIP	(11,519,458)	(8,548,000)	(8,548,000)	(15,084,000)	76.5%
Contribution To MCG: CIP	(11,656,407)	(14,246,000)	(22,571,000)	(6,732,000)	-52.7%
Contribution To MCPS: CIP	(23,427,280)	(5,646,000)	(10,646,000)	(20,127,000)	256.5%
Contribution To MNCPPC: Regional Parks CIP	(135,000)	(3,133,000)	(3,133,000)	(2,438,000)	-22.2%
TOTAL County Contribution to CIP Fund	**(80,738,145)**	**(66,823,000)**	**(80,148,000)**	**(80,931,000)**	**21.1%**
TOTAL COUNTY GENERAL FUND	**(1,716,653,469)**	**(1,819,238,324)**	**(1,832,563,324)**	**(1,884,195,410)**	**3.6%**
TOTAL MONTGOMERY COUNTY GOVERNMENT	**(1,716,653,469)**	**(1,819,238,324)**	**(1,832,563,324)**	**(1,884,195,410)**	**3.6%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	1,507,631,597	1,617,631,597	1,617,631,597	1,663,280,683	2.8%
TOTAL County Contribution to Current/Other Fund	**1,507,631,597**	**1,617,631,597**	**1,617,631,597**	**1,663,280,683**	**2.8%**
County Contribution to CIP Fund					
County Contribution to CIP	23,427,280	5,646,000	10,646,000	20,127,000	256.5%
TOTAL County Contribution to CIP Fund	**23,427,280**	**5,646,000**	**10,646,000**	**20,127,000**	**256.5%**
TOTAL CURRENT FUND MCPS	**1,531,058,877**	**1,623,277,597**	**1,628,277,597**	**1,683,407,683**	**3.7%**
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	**1,531,058,877**	**1,623,277,597**	**1,628,277,597**	**1,683,407,683**	**3.7%**
MONTGOMERY COLLEGE					
CURRENT FUND MC					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	127,633,727	134,133,727	134,133,727	139,333,727	3.9%
TOTAL County Contribution to Current/Other Fund	**127,633,727**	**134,133,727**	**134,133,727**	**139,333,727**	**3.9%**
County Contribution to CIP Fund					
County Contribution to CIP	11,519,458	8,548,000	8,548,000	15,084,000	76.5%
TOTAL County Contribution to CIP Fund	**11,519,458**	**8,548,000**	**8,548,000**	**15,084,000**	**76.5%**
TOTAL CURRENT FUND MC	**139,153,185**	**142,681,727**	**142,681,727**	**154,417,727**	**8.2%**
EMERGENCY REPAIR FUND					
County Contribution to Current/Other Fund					

Contribution To/From Other Funds

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
EPMRF: County Contribution	250,000	250,000	250,000	250,000	----
TOTAL County Contribution to Current/Other Fund	**250,000**	**250,000**	**250,000**	**250,000**	**----**
TOTAL EMERGENCY REPAIR FUND	**250,000**	**250,000**	**250,000**	**250,000**	**----**
MC GRANTS TAX SUPPORTED FUND					
County Contribution to Current/Other Fund					
MC Grants Tax Supported: County Contribution	400,000	400,000	400,000	400,000	----
TOTAL County Contribution to Current/Other Fund	**400,000**	**400,000**	**400,000**	**400,000**	**----**
TOTAL MC GRANTS TAX SUPPORTED FUND	**400,000**	**400,000**	**400,000**	**400,000**	**----**
TOTAL MONTGOMERY COLLEGE	**139,803,185**	**143,331,727**	**143,331,727**	**155,067,727**	**8.2%**
TOTAL TAX SUPPORTED	**(45,791,407)**	**(52,629,000)**	**(60,954,000)**	**(45,720,000)**	**-13.1%**
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(45,791,407)**	**(52,629,000)**	**(60,954,000)**	**(45,720,000)**	**-13.1%**

Expenditure Schedules

The expenditure schedules include data for the following County agencies: MCG, Debt Service, MCPS, Montgomery College, and M-NCPPC. Not included are: WSSC, HOC, and the Montgomery County Revenue Authority.

Schedule B-1, Expenditures Detailed by Type

This schedule reports by fund type (tax or non-tax supported) for all agencies all expenditures for the operating budgets of MCG, Debt Service on County bonds issued for capital projects, MCPS, Montgomery College, and M NCPPC. The purpose of Schedule B 1 is to display the total cost of the government functions.

Schedule B-2, Expenditures Detailed by Agency, Government Function, and Department

This schedule gives an overview of the allocation of resources by agency and by function within MCG. The purpose of Schedule B-2 is to display the cost of government and the expenditures and budgets of the departments included in those functions regardless of fund type. This schedule reflects a categorization of functions that corresponds to department appropriations and is not intended to match the categorization of functions in the County's Comprehensive Annual Financial Report, which is reported at a more detailed program level.

Schedule B-3, Expenditures Detailed by Agency, Fund Type, Government Function, and Department

This schedule presents the total expenditures for all agencies and each department of MCG according to fund type. Because this schedule is organized by fund, there is no total expenditure figure for those departments whose activities appear in more than one fund (e.g., DHHS, DHCA). Consult Schedule B 2 for the total expenditures of these departments. This schedule reflects a categorization of functions that corresponds to department and fund appropriations and is not intended to match the categorization of functions in the County's Comprehensive Annual Financial Report, which is reported at a more detailed program level.

Schedule B-4, Expenditures by Appropriation Category

This schedule summarizes MCG expenditures into the four appropriation categories presented on departmental Budget Summary pages: Personnel Costs, Operating Expenses, Debt Service (G.O. bonds and other), and Capital Outlay. The Internal Service Fund appropriations are included in the individual departments and, therefore, are not displayed.

Schedule B-5, Montgomery County Government Internal Service Funds

Internal Service Funds record the financing of goods or services provided by one department to other departments on a cost reimbursement basis. The Internal Service Fund units charge back their costs to the users, so that the costs of these services are found in the appropriations of all departments. Because each department includes the Internal Service Funds' appropriations in its individual budget, these accounts are displayed separately to ensure that they are not double counted in the "Total Montgomery County Government" expenditures.

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Schedule B-1

Expenditures Detailed By Type

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
TAX SUPPORTED					
Montgomery County Government General Fund	1,162,019,666	1,177,146,628	1,174,700,366	1,220,938,817	3.7%
Montgomery County Government Special Funds	390,645,899	384,728,200	391,723,354	397,577,475	3.3%
Debt Service Special Funds	338,305,260	383,282,640	375,229,263	394,279,660	2.9%
Montgomery County Public Schools Current Fund	2,178,980,419	2,311,578,220	2,292,084,936	2,368,655,562	2.5%
Montgomery College Current Fund	249,239,029	260,817,779	254,486,368	262,009,376	0.5%
Montgomery College Special Funds	612,753	750,000	743,001	750,000	----
M-NCPPC Special Funds	118,920,918	125,509,225	125,509,225	131,547,071	4.8%
TOTAL TAX SUPPORTED	4,438,723,944	4,643,812,692	4,614,476,513	4,775,757,961	2.8%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	245,900,868	237,742,811	238,670,880	246,173,157	3.5%
Montgomery County Government Special Funds	176,963,038	192,825,579	196,209,593	198,031,987	2.7%
Debt Service Special Funds	10,216,272	14,318,210	13,348,710	13,954,010	-2.5%
Montgomery County Public Schools Enterprise Funds	65,871,877	63,767,414	65,267,414	66,247,481	3.9%
Montgomery County Public Schools Special Funds	76,635,383	82,128,127	82,128,127	82,190,798	0.1%
Montgomery College Enterprise Funds	25,524,434	30,871,602	27,940,592	28,707,295	-7.0%
Montgomery College Special Funds	12,000,000	20,036,000	15,000,000	22,507,655	12.3%
M-NCPPC Enterprise Funds	14,124,817	15,782,769	16,121,200	16,243,522	2.9%
M-NCPPC Special Funds	8,877	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	627,245,566	658,022,512	655,236,516	674,605,905	2.5%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,065,969,510	5,301,835,204	5,269,713,029	5,450,363,866	2.8%

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Schedule B-2

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Montgomery County Government					
General Government					
Board of Appeals	560,907	593,977	555,651	541,752	-8.8%
Board of Elections	7,944,550	7,851,602	8,017,846	8,213,700	4.6%
Circuit Court	13,909,298	14,361,847	14,126,043	14,795,682	3.0%
Community Engagement Cluster	3,505,173	3,692,637	3,710,292	3,839,370	4.0%
County Attorney	6,127,268	5,951,890	6,228,991	6,319,482	6.2%
County Council	11,190,903	11,090,618	11,175,347	11,651,722	5.1%
County Executive	5,381,820	5,606,029	5,674,251	6,084,967	8.5%
Ethics Commission	382,479	574,294	579,586	429,607	-25.2%
Finance	13,539,334	14,065,819	13,977,418	14,446,096	2.7%
General Services	34,023,767	29,324,871	34,723,907	30,965,577	5.6%
Human Resources	8,181,478	8,200,636	8,502,688	8,355,091	1.9%
Human Rights	1,088,326	1,154,386	1,158,977	1,242,813	7.7%
Inspector General	859,197	1,040,681	1,013,067	1,071,872	3.0%
Intergovernmental Relations	997,079	1,145,981	1,070,496	1,156,343	0.9%
Legislative Oversight	1,599,220	1,599,407	1,615,200	1,661,695	3.9%
Management and Budget	4,019,642	4,300,289	4,122,963	4,730,931	10.0%
Merit System Protection Board	178,722	481,713	476,642	367,688	-23.7%
Procurement	4,105,677	4,484,357	4,358,547	4,512,962	0.6%
Public Information	4,898,112	4,864,052	5,117,732	5,079,351	4.4%
State's Attorney	15,957,955	16,419,188	16,588,239	17,323,322	5.5%
Technology Services	39,628,855	41,532,780	40,252,478	43,022,058	3.6%
Urban Districts	7,951,672	8,741,662	8,405,846	8,690,049	-0.6%
Zoning and Administrative Hearings	639,517	695,642	648,096	689,591	-0.9%
Total General Government	186,670,951	187,774,358	192,100,303	195,191,721	4.0%
Public Safety					
Consumer Protection	2,198,702	2,109,070	2,107,103	2,364,597	12.1%
Correction and Rehabilitation	71,113,847	66,777,063	66,807,955	66,716,261	-0.1%
Emergency Management and Homeland Security	8,112,450	1,997,934	1,962,467	2,085,976	4.4%
Fire and Rescue Service	231,326,712	215,939,550	221,232,990	214,862,420	-0.5%
Police	271,747,762	265,071,987	263,471,944	275,639,370	4.0%
Sheriff	23,829,047	22,984,197	23,208,293	24,198,527	5.3%
Total Public Safety	608,328,520	574,879,801	578,790,752	585,867,151	1.9%
Transportation					
Parking District Services	25,894,464	27,348,762	27,349,508	27,777,906	1.6%
Transit Services	124,649,356	128,327,149	127,978,747	137,292,596	7.0%
Transportation	86,505,291	54,357,240	60,784,558	55,934,504	2.9%
Total Transportation	237,049,111	210,033,151	216,112,813	221,005,006	5.2%
Health and Human Services					
Health and Human Services	288,615,592	299,047,357	297,674,677	312,961,396	4.7%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	10,498,867	11,664,377	11,496,677	11,691,144	0.2%
Public Libraries	39,263,635	41,658,904	40,604,472	42,725,153	2.6%
Recreation	30,768,849	34,287,899	33,972,251	37,769,874	10.2%
Total Libraries, Culture, and Recreation	80,531,351	87,611,180	86,073,400	92,186,171	5.2%

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Community Development and Housing					
Agriculture	0	1,009,494	1,013,756	989,195	-2.0%
Economic Development	16,712,833	0	0	0	----
Economic Development Fund	2,458,231	2,577,780	5,279,360	4,110,738	59.5%
Housing and Community Affairs	36,855,629	48,701,320	52,235,311	52,336,996	7.5%
Permitting Services	33,025,761	37,744,592	37,023,833	38,874,829	3.0%
Total Community Development and Housing	89,052,454	90,033,186	95,552,260	96,311,758	7.0%
Environment					
Environmental Protection	25,088,047	28,012,150	27,642,971	30,271,992	8.1%
Solid Waste Services	106,424,725	92,210,590	90,746,845	96,543,375	4.7%
Total Environment	131,512,772	120,222,740	118,389,816	126,815,367	5.5%
Other County Government Functions					
Cable Television Communications Plan	15,436,069	15,802,916	15,783,906	16,071,604	1.7%
Liquor Control	64,098,796	63,117,261	66,454,688	65,161,319	3.2%
Non-Departmental Accounts	249,052,028	318,140,775	308,591,085	324,914,298	2.1%
Utilities	25,181,827	25,780,493	25,780,493	26,235,645	1.8%
Total Other County Government Functions	353,768,720	422,841,445	416,610,172	432,382,866	2.3%
TOTAL MONTGOMERY COUNTY GOVERNMENT	1,975,529,471	1,992,443,218	2,001,304,193	2,062,721,436	3.5%
Debt Service					
Debt Service	348,521,532	397,600,850	388,577,973	408,233,670	2.7%
Maryland-National Capital Park and Planning Commission					
Maryland-National Capital Park and Planning Commission	133,054,612	141,841,994	142,180,425	148,340,593	4.6%
Montgomery College					
Montgomery College	287,376,216	312,475,381	298,169,961	313,974,326	0.5%
Montgomery County Public Schools					
Montgomery County Public Schools	2,321,487,679	2,457,473,761	2,439,480,477	2,517,093,841	2.4%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	5,065,969,510	5,301,835,204	5,269,713,029	5,450,363,866	2.8%

Schedule B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
General Government					
Board of Appeals	560,907	593,977	555,651	541,752	-8.8%
Board of Elections	7,944,550	7,851,602	8,017,846	8,213,700	4.6%
Circuit Court	11,396,038	11,738,835	11,503,031	12,066,554	2.8%
Community Engagement Cluster	3,391,936	3,625,339	3,642,994	3,772,050	4.0%
County Attorney	6,127,268	5,951,890	6,228,991	6,319,482	6.2%
County Council	11,190,903	11,090,618	11,175,347	11,651,722	5.1%
County Executive	5,235,516	5,470,868	5,539,090	5,947,305	8.7%
Ethics Commission	382,479	574,294	579,586	429,607	-25.2%
Finance	13,539,334	14,065,819	13,977,418	14,446,096	2.7%
General Services	33,604,642	29,324,871	34,723,907	30,965,577	5.6%
Human Resources	8,180,360	8,200,636	8,502,688	8,355,091	1.9%
Human Rights	1,088,326	1,154,386	1,158,977	1,242,813	7.7%
Inspector General	859,197	1,040,681	1,013,067	1,071,872	3.0%
Intergovernmental Relations	966,415	1,115,311	1,039,826	1,125,673	0.9%
Legislative Oversight	1,541,756	1,599,407	1,615,200	1,661,695	3.9%
Management and Budget	4,019,642	4,300,289	4,122,963	4,730,931	10.0%
Merit System Protection Board	178,722	481,713	476,642	367,688	-23.7%
Procurement	4,105,677	4,484,357	4,358,547	4,512,962	0.6%
Public Information	4,898,112	4,864,052	5,117,732	5,079,351	4.4%
State's Attorney	15,838,729	16,299,962	16,469,013	17,188,455	5.5%
Technology Services	39,628,855	41,532,780	40,252,478	43,022,058	3.6%
Zoning and Administrative Hearings	639,517	695,642	648,096	689,591	-0.9%
Total General Government	175,318,881	176,057,329	180,719,090	183,402,025	4.2%
Public Safety					
Consumer Protection	2,198,702	2,109,070	2,107,103	2,364,597	12.1%
Correction and Rehabilitation	71,074,848	66,777,063	66,807,955	66,716,261	-0.1%
Emergency Management and Homeland Security	1,059,558	1,261,009	1,225,542	1,317,571	4.5%
Police	270,575,701	264,906,987	263,306,944	275,474,370	4.0%
Sheriff	23,022,363	22,254,640	22,478,736	23,366,446	5.0%
Total Public Safety	367,931,172	357,308,769	355,926,280	369,239,245	3.3%
Transportation					
Transportation	80,497,661	48,700,011	55,185,229	49,809,920	2.3%
Health and Human Services					
Health and Human Services	205,317,900	220,441,042	219,068,362	234,084,840	6.2%
Libraries, Culture, and Recreation					
Public Libraries	39,182,005	41,606,614	40,552,182	42,437,576	2.0%
Community Development and Housing					
Agriculture	0	1,009,494	1,013,756	989,195	-2.0%
Economic Development	11,713,578	0	0	0	----
Housing and Community Affairs	5,380,818	5,978,577	5,906,767	7,538,618	26.1%
Total Community Development and Housing	17,094,396	6,988,071	6,920,523	8,527,813	22.0%
Environment					
Environmental Protection	2,443,796	2,737,274	2,570,872	2,907,343	6.2%
Other County Government Functions					
Non-Departmental Accounts	249,052,028	297,527,025	287,977,335	304,294,410	2.3%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Utilities	25,181,827	25,780,493	25,780,493	26,235,645	1.8%
Total Other County Government Functions	274,233,855	323,307,518	313,757,828	330,530,055	2.2%
TOTAL GENERAL FUND TAX SUPPORTED	1,162,019,666	1,177,146,628	1,174,700,366	1,220,938,817	3.7%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts	7,951,672	8,741,662	8,405,846	8,690,049	-0.6%
Public Safety					
Fire and Rescue Service	229,266,874	215,939,550	221,232,990	214,862,420	-0.5%
Transportation					
Transit Services	120,288,110	123,261,510	122,913,108	132,226,957	7.3%
Libraries, Culture, and Recreation					
Recreation	30,681,012	34,207,698	33,892,050	37,687,311	10.2%
Community Development and Housing					
Economic Development Fund	2,458,231	2,577,780	5,279,360	4,110,738	59.5%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Parking District Services	25,894,464	27,348,762	27,349,508	27,777,906	1.6%
Transportation	5,978,189	5,657,229	5,599,329	6,124,584	8.3%
Total Transportation	31,872,653	33,005,991	32,948,837	33,902,490	2.7%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	10,498,867	11,664,377	11,496,677	11,691,144	0.2%
Community Development and Housing					
Permitting Services	33,025,761	37,744,592	37,023,833	38,874,829	3.0%
Environment					
Solid Waste Services	106,424,725	92,210,590	90,746,845	96,543,375	4.7%
Other County Government Functions					
Liquor Control	64,078,862	63,117,261	66,454,688	65,161,319	3.2%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Circuit Court	2,513,260	2,623,012	2,623,012	2,729,128	4.0%
Community Engagement Cluster	113,237	67,298	67,298	67,320	----
County Executive	146,304	135,161	135,161	137,662	1.9%
General Services	419,125	0	0	0	----
Human Resources	1,118	0	0	0	----
Intergovernmental Relations	30,664	30,670	30,670	30,670	----
Legislative Oversight	57,464	0	0	0	----
State's Attorney	119,226	119,226	119,226	134,867	13.1%
Total General Government	3,400,398	2,975,367	2,975,367	3,099,647	4.2%
Public Safety					
Correction and Rehabilitation	38,999	0	0	0	----
Emergency Management and Homeland Security	7,052,892	736,925	736,925	768,405	4.3%
Fire and Rescue Service	2,059,838	0	0	0	----
Police	1,172,061	165,000	165,000	165,000	----
Sheriff	806,684	729,557	729,557	832,081	14.1%
Total Public Safety	11,130,474	1,631,482	1,631,482	1,765,486	8.2%
Transportation					
Transit Services	4,361,246	5,065,639	5,065,639	5,065,639	----

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Transportation	29,441	0	0	0	----
Total Transportation	4,390,687	5,065,639	5,065,639	5,065,639	----
Health and Human Services					
Health and Human Services	83,297,692	78,606,315	78,606,315	78,876,556	0.3%
Libraries, Culture, and Recreation					
Public Libraries	81,630	52,290	52,290	287,577	450.0%
Recreation	87,837	80,201	80,201	82,563	2.9%
Total Libraries, Culture, and Recreation	169,467	132,491	132,491	370,140	179.4%
Community Development and Housing					
Economic Development	4,999,255	0	0	0	----
Housing and Community Affairs	31,474,811	42,722,743	46,328,544	44,798,378	4.9%
Total Community Development and Housing	36,474,066	42,722,743	46,328,544	44,798,378	4.9%
Environment					
Environmental Protection	22,644,251	25,274,876	25,072,099	27,364,649	8.3%
Other County Government Functions					
Cable Television Communications Plan	15,436,069	15,802,916	15,783,906	16,071,604	1.7%
Liquor Control	19,934	0	0	0	----
Non-Departmental Accounts	0	20,613,750	20,613,750	20,619,888	----
Total Other County Government Functions	15,456,003	36,416,666	36,397,656	36,691,492	0.8%
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	176,963,038	192,825,579	196,209,593	198,031,987	2.7%
TOTAL MONTGOMERY COUNTY GOVERNMENT	1,975,529,471	1,992,443,218	2,001,304,193	2,062,721,436	3.5%
DEBT SERVICE					
DEBT SERVICE FUND TAX SUPPORTED					
Debt Service	338,305,260	383,282,640	375,229,263	394,279,660	2.9%
SPECIAL FUNDS NON-TAX SUPPORTED					
Debt Service	10,216,272	14,318,210	13,348,710	13,954,010	-2.5%
TOTAL DEBT SERVICE	348,521,532	397,600,850	388,577,973	408,233,670	2.7%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS TAX SUPPORTED					
Montgomery County Public Schools	2,178,980,419	2,311,578,220	2,292,084,936	2,368,655,562	2.5%
ENTREPRENEURIAL ACTIVITIES FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	2,504,873	2,364,802	3,864,802	4,090,053	73.0%
FIELD TRIP FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	1,991,456	2,006,361	2,006,361	2,313,743	15.3%
FOOD SERVICE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	56,469,606	53,967,269	53,967,269	54,213,534	0.5%
INSTRUCTIONAL TELEVISION FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	1,654,578	1,742,791	1,742,791	1,697,504	-2.6%
REAL ESTATE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	3,251,364	3,686,191	3,686,191	3,932,647	6.7%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools	76,635,383	82,128,127	82,128,127	82,190,798	0.1%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	2,321,487,679	2,457,473,761	2,439,480,477	2,517,093,841	2.4%
MONTGOMERY COLLEGE					
CURRENT FUND MC TAX SUPPORTED					

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
Montgomery College	249,239,029	260,817,779	254,486,368	262,009,376	0.5%
SPECIAL FUNDS TAX SUPPORTED					
Montgomery College	612,753	750,000	743,001	750,000	----
TOTAL SPECIAL FUNDS TAX SUPPORTED	612,753	750,000	743,001	750,000	----
AUXILIARY FUND NON-TAX SUPPORTED					
Montgomery College	3,754,016	2,695,000	1,592,101	1,638,620	-39.2%
CABLE TELEVISION FUND NON-TAX SUPPORTED					
Montgomery College	1,627,516	1,715,732	1,616,679	1,683,725	-1.9%
MAJOR FACILITIES RESERVE FUND NON-TAX SUPPORTED					
Montgomery College	2,180,800	3,500,000	5,441,798	3,500,000	----
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery College	12,000,000	20,036,000	15,000,000	22,507,655	12.3%
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	12,000,000	20,036,000	15,000,000	22,507,655	12.3%
TRANSPORTATION FUND NON-TAX SUPPORTED					
Montgomery College	2,909,643	4,400,000	3,824,129	4,100,000	-6.8%
WORKFORCE DEVELOPMENT & CONTINUING ED NON-TAX SUPPORTED					
Montgomery College	15,052,459	18,560,870	15,465,885	17,784,950	-4.2%
TOTAL MONTGOMERY COLLEGE	287,376,216	312,475,381	298,169,961	313,974,326	0.5%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL FUNDS TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	118,920,918	125,509,225	125,509,225	131,547,071	4.8%
TOTAL SPECIAL FUNDS TAX SUPPORTED	118,920,918	125,509,225	125,509,225	131,547,071	4.8%
ENTERPRISE FUND NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	8,605,222	8,712,147	9,029,809	9,297,797	6.7%
PROP MGMT MNCPPC NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	1,059,506	1,319,000	1,276,935	1,311,100	-0.6%
SPECIAL FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	8,877	550,000	550,000	550,000	----
SPECIAL REVENUE FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	4,460,089	5,751,622	5,814,456	5,634,625	-2.0%
TOTAL M-NCPPC	133,054,612	141,841,994	142,180,425	148,340,593	4.6%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	**5,065,969,510**	**5,301,835,204**	**5,269,713,029**	**5,450,363,866**	**2.8%**

Schedule B-4

Expenditures By Appropriation Category

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
Personnel Costs	612,172,261	612,900,351	600,316,185	633,780,452	3.4%
Operating Expenses	548,803,537	564,101,077	574,384,181	586,674,005	4.0%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	1,043,868	145,200	0	484,360	233.6%
Total GENERAL FUND TAX SUPPORTED	1,162,019,666	1,177,146,628	1,174,700,366	1,220,938,817	3.7%
SPECIAL FUNDS TAX SUPPORTED					
Personnel Costs	276,491,220	272,416,759	276,107,373	278,532,268	2.2%
Operating Expenses	107,840,736	112,311,441	115,615,981	119,019,207	6.0%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	6,313,943	0	0	26,000	----
Total SPECIAL FUNDS TAX SUPPORTED	390,645,899	384,728,200	391,723,354	397,577,475	3.3%
GRANT FUND - MCG NON-TAX SUPPORTED					
Personnel Costs	54,080,562	54,479,862	54,479,862	55,729,774	2.3%
Operating Expenses	60,403,867	61,923,518	61,923,518	62,309,910	0.6%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	0	0	0	0	----
Total GRANT FUND - MCG NON-TAX SUPPORTED	114,484,429	116,403,380	116,403,380	118,039,684	1.4%
SPECIAL FUNDS NON-TAX SUPPORTED					
Personnel Costs	13,207,835	14,492,256	13,961,611	15,255,421	5.3%
Operating Expenses	49,177,468	61,868,663	65,783,322	64,736,882	4.6%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	63,480	61,280	61,280	0	-100.0%
Capital Outlay	29,826	0	0	0	----
Total SPECIAL FUNDS NON-TAX SUPPORTED	62,478,609	76,422,199	79,806,213	79,992,303	4.7%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Personnel Costs	80,059,612	85,094,155	84,263,033	87,900,078	3.3%
Operating Expenses	144,458,477	133,894,101	135,635,292	138,415,092	3.4%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	15,548,914	15,507,248	15,525,248	15,626,204	0.8%
Capital Outlay	5,833,865	3,247,307	3,247,307	4,231,783	30.3%

Expenditures By Appropriation Category

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Total ENTERPRISE FUNDS NON-TAX SUPPORTED	245,900,868	237,742,811	238,670,880	246,173,157	3.5%
SUMMARY					
Total PERSONNEL COSTS	1,036,011,490	1,039,383,383	1,029,128,064	1,071,197,993	3.1%
Total OPERATING EXPENSES	910,684,085	934,098,800	953,342,294	971,155,096	4.0%
Total DEBT SERVICE G.O. BONDS	0	0	0	0	----
Total DEBT SERVICE OTHER	15,612,394	15,568,528	15,586,528	15,626,204	0.4%
Total CAPITAL OUTLAY	13,221,502	3,392,507	3,247,307	4,742,143	39.8%
Total MONTGOMERY COUNTY GOVERNMENT	1,975,529,471	1,992,443,218	2,001,304,193	2,062,721,436	3.5%
PERCENT OF TOTAL BUDGET					
PERSONNEL COSTS	52.4%	52.2%	51.4%	51.9%	----
OPERATING EXPENSES	46.1%	46.9%	47.6%	47.1%	----
DEBT SERVICE G.O. BONDS	----	----	----	----	----
DEBT SERVICE OTHER	0.8%	0.8%	0.8%	0.8%	----
CAPITAL OUTLAY	0.7%	0.2%	0.2%	0.2%	----

Schedule B-5

Montgomery County Government Internal Service Funds

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
INTERNAL SERVICE FUNDS					
Employee Health Self Insurance	222,047,001	245,852,948	231,928,701	243,592,373	-0.9%
Motor Pool Internal Service Fund	74,145,736	79,970,344	80,022,344	80,056,028	0.1%
Printing & Mail Internal Service Fund	7,500,738	7,963,862	7,844,652	8,046,389	1.0%
Self Insurance Internal Service Fund	58,478,435	63,691,466	65,343,638	66,955,617	5.1%
TOTAL INTERNAL SERVICE FUNDS	362,171,910	397,478,620	385,139,335	398,650,407	0.3%

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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-a, Tax Supported Revenue Summary

This schedule displays tax supported revenue by category and summarizes the calculation for adjusted governmental revenues.

Schedule C-1, Revenues Detailed by Fund

This schedule reports by tax supported and non-tax supported fund type, for all agencies, all revenues received and used to fund the operating budgets of MCG, Debt Service on County bonds issued for capital projects, MCPS, Montgomery College, and M-NCPPC.

Schedule C-2, Revenues Detailed by Agency

This schedule reports revenue by agency, including debt service on County bonds, and separates revenues by General Fund, special tax supported funds, special non-tax supported funds, and enterprise funds.

Schedule C-3, Revenues Detailed by Agency and Type

This schedule details all revenue by agency, fund type, and fund.

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Schedule C-a

REVENUE SUMMARY
TAX SUPPORTED BUDGETS
($ Millions)

	KEY REVENUE CATEGORIES	App. FY17	Estimate FY17	% Chg. FY17-18	App. FY18	% Chg. FY18-19	Projected FY19	% Chg. FY19-20	Projected FY20	% Chg. FY20-21	Projected FY21	% Chg. FY21-22	Projected FY22	% Chg. FY22-23	Projected FY23
	TAXES	5-26-16		App/App	5-25-17										
1	Property Tax	1,738.7	1,737.6	1.8%	1,770.2	3.1%	1,825.0	3.3%	1,884.4	2.8%	1,936.6	3.0%	1,995.5	3.1%	2,058.0
2	Income Tax	1,487.6	1,486.4	4.7%	1,557.9	4.2%	1,623.3	3.7%	1,683.0	4.0%	1,749.9	4.7%	1,832.6	4.5%	1,914.6
3	Transfer Tax	108.4	117.8	5.4%	114.3	2.5%	117.1	2.4%	120.0	2.4%	122.9	3.4%	127.1	4.8%	133.2
4	Recordation Tax	57.4	62.0	-2.1%	56.2	2.5%	57.5	2.5%	59.0	2.3%	60.4	4.4%	63.0	4.0%	65.5
5	Energy Tax	204.0	202.2	0.2%	204.3	0.8%	206.1	0.9%	207.8	0.9%	209.7	0.8%	211.4	0.7%	212.8
6	Telephone Tax	50.3	51.0	4.4%	52.5	2.9%	54.1	2.9%	55.6	2.8%	57.1	2.7%	58.7	2.6%	60.2
7	Hotel/Motel Tax	20.6	21.2	6.3%	21.9	2.6%	22.5	2.5%	23.1	2.5%	23.6	2.4%	24.2	2.3%	24.8
8	Admissions Tax	3.1	3.2	7.3%	3.3	3.2%	3.4	3.3%	3.5	3.3%	3.6	3.3%	3.7	3.3%	3.9
9	E-Cigarette Tax	0.3	0.4	21.8%	0.4	4.3%	0.4	4.1%	0.4	4.0%	0.5	3.8%	0.5	3.7%	0.5
10	**Total Local Taxes**	**3,670.4**	**3,681.7**	**3.0%**	**3,781.0**	**3.4%**	**3,909.4**	**3.3%**	**4,036.8**	**3.2%**	**4,164.3**	**3.7%**	**4,316.6**	**3.6%**	**4,473.5**
	INTERGOVERNMENTAL AID														
11	Highway User	3.7	3.7	-1.1%	3.7	0.0%	3.7	0.0%	3.7	0.0%	3.7	0.0%	3.7	0.0%	3.7
12	Police Protection	14.7	14.7	0.0%	14.7	0.0%	14.7	0.0%	14.7	0.0%	14.7	0.0%	14.7	0.0%	14.7
13	Libraries	5.8	5.8	7.0%	6.3	0.0%	6.3	0.0%	6.3	0.0%	6.3	0.0%	6.3	0.0%	6.3
14	Health Services Case Formula	4.3	4.3	7.0%	4.6	0.0%	4.6	0.0%	4.6	0.0%	4.6	0.0%	4.6	0.0%	4.6
15	Mass Transit	39.0	39.0	1.3%	39.5	0.0%	39.5	0.0%	39.5	0.0%	39.5	0.0%	39.5	0.0%	39.5
16	Public Schools	656.8	656.8	3.4%	679.1	0.0%	679.1	0.0%	679.1	0.0%	679.1	0.0%	679.1	0.0%	679.1
17	Community College	36.1	36.1	-1.0%	35.8	0.0%	35.8	0.0%	35.8	0.0%	35.8	0.0%	35.8	0.0%	35.8
18	Other	62.2	68.0	-5.2%	59.0	-6.3%	55.2	-15.0%	46.9	-8.9%	42.7	0.0%	42.7	0.0%	42.7
19	**Total Intergovernmental Aid**	**822.6**	**828.4**	**2.4%**	**842.6**	**-0.4%**	**838.8**	**-1.0%**	**830.5**	**-0.5%**	**826.4**	**0.0%**	**826.4**	**0.0%**	**826.4**
	FEES AND FINES														
20	Licenses & Permits	12.5	12.1	3.3%	12.9	1.5%	13.1	1.5%	13.3	1.5%	13.5	1.5%	13.7	1.5%	13.9
21	Charges for Services	70.8	70.8	-0.8%	70.3	1.8%	71.6	1.9%	72.9	2.0%	74.3	2.0%	75.8	2.0%	77.3
22	Fines & Forfeitures	24.6	28.1	16.4%	28.7	1.6%	29.1	1.6%	29.6	1.6%	30.1	1.6%	30.6	1.6%	31.0
23	Montgomery College Tuition	84.1	79.5	-4.3%	80.4	1.8%	81.9	1.9%	83.4	2.0%	85.1	2.0%	86.8	2.0%	88.5
24	**Total Fees and Fines**	**192.0**	**190.5**	**0.1%**	**192.2**	**1.8%**	**195.7**	**1.8%**	**199.2**	**1.9%**	**202.9**	**1.9%**	**206.8**	**1.9%**	**210.8**
	MISCELLANEOUS														
25	Investment Income	1.4	2.6	188.4%	4.0	34.9%	5.4	25.6%	6.8	20.3%	8.1	10.1%	9.0	0.0%	9.0
26	Other Miscellaneous	11.7	13.7	17.2%	13.7	2.3%	14.0	2.4%	14.4	2.5%	14.7	2.5%	15.1	2.5%	15.5
27	**Total Miscellaneous**	**13.1**	**16.3**	**35.3%**	**17.7**	**9.7%**	**19.4**	**8.8%**	**21.1**	**8.2%**	**22.9**	**5.2%**	**24.1**	**1.6%**	**24.4**
28	**TOTAL REVENUES**	**4,698.1**	**4,717.0**	**2.9%**	**4,833.5**	**2.7%**	**4,963.3**	**2.5%**	**5,087.7**	**2.5%**	**5,216.5**	**3.0%**	**5,373.9**	**3.0%**	**5,535.1**
	Calculation for Adjusted Governmental Revenues														
29	**Total Tax Supported Revenues**	**4,698.1**	**4,717.0**	**2.9%**	**4,833.5**	**2.7%**	**4,963.3**	**2.5%**	**5,087.7**	**2.5%**	**5,216.5**	**3.0%**	**5,373.9**	**3.0%**	**5,535.1**
30	**Capital Projects Fund**	**130.7**	**130.7**	**34.6%**	**176.0**	**0.5%**	**176.9**	**-16.3%**	**148.1**	**4.1%**	**154.1**	**4.2%**	**160.6**	**0.0%**	**160.6**
31	**Grants**	**115.8**	**115.8**	**1.4%**	**117.4**	**2.3%**	**120.1**	**2.4%**	**122.9**	**2.5%**	**126.0**	**2.5%**	**129.1**	**2.5%**	**132.3**
32	**MCG Adjusted Revenues**	**4,944.7**	**4,963.6**	**3.7%**	**5,126.9**	**2.6%**	**5,260.4**	**1.9%**	**5,358.7**	**2.6%**	**5,496.5**	**3.0%**	**5,663.6**	**2.9%**	**5,828.0**

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Schedule C-1

Revenues Detailed By Fund

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
TAX SUPPORTED					
Montgomery County Government General Fund	3,093,191,186	3,333,783,626	3,351,024,464	3,414,601,579	2.4%
Montgomery County Government Special Funds	460,369,603	444,646,200	445,895,274	464,361,775	4.4%
Debt Service Special Funds	23,089,794	12,533,760	17,124,720	22,863,180	82.4%
Montgomery County Public Schools Current Fund	634,223,914	660,783,990	660,783,990	682,591,576	3.3%
Montgomery College Current Fund	116,496,808	122,186,497	118,627,544	118,287,834	-3.2%
Montgomery College Special Funds	2,793	0	0	0	----
M-NCPPC Special Funds	121,995,403	124,200,129	123,564,303	130,795,438	5.3%
TOTAL TAX SUPPORTED	4,449,369,501	4,698,134,202	4,717,020,295	4,833,501,382	2.9%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	288,232,486	289,808,213	279,127,013	290,443,586	0.2%
Montgomery County Government Special Funds	190,247,776	201,568,552	204,585,354	208,272,977	3.3%
Montgomery County Public Schools Enterprise Funds	65,405,694	62,024,623	62,024,623	62,549,977	0.8%
Montgomery County Public Schools Special Funds	76,635,383	82,128,127	82,128,127	82,190,798	0.1%
Montgomery College Enterprise Funds	23,165,658	26,046,924	23,384,948	26,312,012	1.0%
Montgomery College Special Funds	12,002,640	19,774,000	15,003,137	22,975,500	16.2%
M-NCPPC Enterprise Funds	15,253,419	14,758,127	14,648,879	14,933,151	1.2%
M-NCPPC Special Funds	8,877	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	670,951,933	696,658,566	681,452,081	708,228,001	1.7%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,120,321,434	5,394,792,768	5,398,472,376	5,541,729,383	2.7%

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Schedule C-2

Revenues Detailed By Agency

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
MONTGOMERY COUNTY GOVERNMENT					
General Fund Tax Supported	3,093,191,186	3,333,783,626	3,351,024,464	3,414,601,579	----
Special Funds Tax Supported	460,369,603	444,646,200	445,895,274	464,361,775	----
Enterprise Funds Non-Tax Supported	288,232,486	289,808,213	279,127,013	290,443,586	----
Special Funds Non-Tax Supported	190,247,776	201,568,552	204,585,354	208,272,977	----
TOTAL MONTGOMERY COUNTY GOVERNMENT	4,032,041,051	4,269,806,591	4,280,632,105	4,377,679,917	----
DEBT SERVICE					
Debt Service Fund Tax Supported	23,089,794	12,533,760	17,124,720	22,863,180	80.0%
TOTAL DEBT SERVICE	23,089,794	12,533,760	17,124,720	22,863,180	80.0%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund Tax Supported	634,223,914	660,783,990	660,783,990	682,591,576	----
Enterprise Funds Non-Tax Supported	65,405,694	62,024,623	62,024,623	62,549,977	----
Special Funds Non-Tax Supported	76,635,383	82,128,127	82,128,127	82,190,798	----
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	776,264,991	804,936,740	804,936,740	827,332,351	----
MONTGOMERY COLLEGE					
Current Fund Tax Supported	116,496,808	122,186,497	118,627,544	118,287,834	----
Special Funds Tax Supported	2,793	0	0	0	----
Enterprise Funds Non-Tax Supported	23,165,658	26,046,924	23,384,948	26,312,012	----
Special Funds Non-Tax Supported	12,002,640	19,774,000	15,003,137	22,975,500	20.0%
TOTAL MONTGOMERY COLLEGE	151,667,899	168,007,421	157,015,629	167,575,346	----
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Special Funds Tax Supported	121,995,403	124,200,129	123,564,303	130,795,438	10.0%
Enterprise Funds Non-Tax Supported	15,253,419	14,758,127	14,648,879	14,933,151	----
Special Funds Non-Tax Supported	8,877	550,000	550,000	550,000	----
TOTAL M-NCPPC	137,257,699	139,508,256	138,763,182	146,278,589	----
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,120,321,434	5,394,792,768	5,398,472,376	5,541,729,383	----

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Schedule C-3

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
TAX SUPPORTED					
Montgomery County Government					
County General Fund					
Taxes					
Admissions Tax	3,112,152	3,065,887	3,193,714	3,289,800	7.3%
County Income Tax	1,422,428,435	1,487,577,240	1,486,438,500	1,557,887,240	4.7%
E-Cigarette Tax	372,931	338,300	394,900	412,100	21.8%
Energy Tax	193,281,367	203,990,141	202,203,830	204,333,000	0.2%
Hotel/Motel Tax	19,444,152	20,637,350	21,196,846	21,938,020	6.3%
Property Tax	1,127,105,059	1,271,864,533	1,272,986,559	1,279,589,952	0.6%
Real Property Transfer Tax	100,566,864	108,430,000	117,840,000	114,280,000	5.4%
Recordation Tax	61,141,531	57,370,678	61,963,391	56,156,616	-2.1%
Telephone Tax	49,694,945	50,309,015	50,956,589	52,503,689	4.4%
TOTAL TAXES	2,977,147,436	3,203,583,144	3,217,174,329	3,290,390,417	2.7%
Licenses & Permits					
Clerk of the Court Business Licenses	19	215,000	215,000	215,000	----
Electrical Permits	(239)	0	0	0	----
Hazardous Materials Permits	681,333	800,000	800,000	800,000	----
Health Inspection: Restaurants	1,824,788	1,783,800	1,836,000	1,834,900	2.9%
Health Inspections: Living Facilities	265,618	258,040	254,030	254,470	-1.4%
Health Inspections: Swimming Pools	562,680	534,600	564,040	566,250	5.9%
Landlord-Tennant Fees	5,551,923	5,635,073	5,635,073	6,404,595	13.7%
Marriage Licenses	348,716	327,000	367,000	367,000	12.2%
New Home Builder's License	149,231	134,000	134,000	134,500	0.4%
Other Licenses/Permits	243,729	188,120	195,340	197,530	5.0%
Pet Licenses	279,963	1,251,707	759,200	759,200	-39.3%
Residential Parking Permits	35,415	24,000	24,000	24,000	----
Trader's License	1,201,707	780,000	780,000	780,000	----
TOTAL LICENSES & PERMITS	11,144,883	11,931,340	11,563,683	12,337,445	3.4%
Charges for Services					
Alternative Community Services	359,945	365,000	385,000	385,000	5.5%
Board of Appeals Fees	167,139	315,084	173,163	173,163	-45.0%
Care of Federal/State Prisoners	1,504,009	1,694,040	1,101,780	1,160,000	-31.5%
Commission for Women Fees	193	0	0	0	----
Common Ownership Community Fees	416,672	675,000	675,000	685,125	1.5%
Discovery Materials	6,932	26,000	26,000	7,000	-73.1%
Facility Rental Fees	0	25,000	25,000	11,000	-56.0%
Health and Human Services Fees	1,356,136	1,420,200	1,455,160	1,059,600	-25.4%
Home Confinement Fees	65,537	61,000	30,000	30,000	-50.8%
Library Fees	24,634	20,000	20,000	20,000	----
Motor Pool Charges/Fees	8,814	0	0	0	----
Other Charges and Fees	(5,652)	0	0	0	----
Other Charges/Fees	3,023,655	2,583,719	2,955,469	3,489,882	35.1%
Parking Fees	170,980	210,000	210,000	210,000	----
Recreation Fees	6,105	0	0	0	----
Sheriff Fees	918,546	1,200,000	1,200,000	1,200,000	----
Street Tree Planting	140,608	75,000	75,000	75,000	----
Subdivision Plan Review	235,401	300,000	300,000	300,000	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
Substance Abusers Intervention Program (IPSA)	65,424	74,000	74,000	74,000	----
Tree Canopy	676,525	500,000	500,000	500,000	----
Zoning Fees	126,385	65,000	65,000	65,000	----
TOTAL CHARGES FOR SERVICES	9,267,988	9,609,043	9,270,572	9,444,770	-1.7%
Fines & Forfeitures					
Library Fines	1,051,716	1,000,000	1,000,000	1,000,000	----
Other Fines/Forfeitures	547,322	922,150	2,392,150	2,922,150	216.9%
Parking Fines	1,181,330	1,000,000	1,000,000	1,000,000	----
Photo Red Light Citations	4,831,163	4,100,000	4,600,000	4,600,000	12.2%
Speed Camera Citations	19,715,605	17,200,000	18,750,000	18,750,000	9.0%
TOTAL FINES & FORFEITURES	27,327,136	24,222,150	27,742,150	28,272,150	16.7%
Intergovernmental					
Core Health Services Funding	5,288,393	4,254,770	4,254,770	4,554,327	7.0%
EEOC Reimbursement	51,700	55,000	55,000	55,000	----
Emergency 911	7,344,463	6,745,000	6,745,000	6,745,000	----
Federal Financial Participation Reimbursements	11,709,150	14,356,435	16,079,165	14,484,085	0.9%
Illegal Alien Inmate Reimbursement	516,933	500,000	725,000	600,000	20.0%
Indirect Costs: Grants	980,033	1,000,000	1,000,000	1,000,000	----
Magistrates	18,270	170,660	0	0	-100.0%
Medicaid/Medicare Reimbursement	3,177,758	3,305,160	3,579,080	3,498,580	5.9%
Nursing Home Reimbursement	686,812	704,020	704,020	704,020	----
Other Intergovernmental	4,949,224	16,741,340	13,922,055	3,591,515	-78.5%
State Aid: Highway User	3,735,980	3,742,245	3,651,591	3,702,146	-1.1%
State Aid: Police Protection	13,276,280	14,743,832	14,743,832	14,743,832	----
State Grants	0	650,000	650,000	650,000	----
State Interpreter Fee Reimbursement	518,133	314,709	434,799	434,799	38.2%
State Jury Fee Reimbursement	402,395	404,245	404,245	404,245	----
State Reimbursement: Library Operations	2,901,596	2,997,000	2,997,000	3,120,000	4.1%
State Reimbursement: Library Staff Retirement	3,028,947	2,845,000	2,845,000	3,132,000	10.1%
Traffic Signals Maintenance	968,875	994,000	994,000	994,000	----
TOTAL INTERGOVERNMENTAL	59,554,942	74,523,416	73,784,557	62,413,549	-16.2%
Investment Income					
Investment Income	352,107	144,540	738,950	1,266,790	776.4%
Miscellaneous					
Conference Center - Net Proceeds	1,715,358	900,000	1,100,000	1,100,000	22.2%
Conference Center - Rental Income	319,100	319,100	319,100	319,100	----
Loan Payments	38,097	10,000	35,000	35,000	250.0%
Miscellaneous Revenues	2,290,277	3,890,893	4,606,123	4,332,358	11.3%
Property Rentals	3,356,421	3,850,000	3,850,000	3,850,000	----
Vehicle/Bike Auction Proceeds	677,441	800,000	840,000	840,000	5.0%
TOTAL MISCELLANEOUS	8,396,694	9,769,993	10,750,223	10,476,458	7.2%
TOTAL COUNTY GENERAL FUND	3,093,191,186	3,333,783,626	3,351,024,464	3,414,601,579	2.4%
Special Funds					
Bethesda Urban District					
Taxes					
Property Tax	581,347	564,836	606,207	632,520	12.0%
Charges for Services					
Optional Method Development	150,134	189,877	189,877	189,877	----
TOTAL BETHESDA URBAN DISTRICT	731,481	754,713	796,084	822,397	9.0%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
Silver Spring Urban District					
Taxes					
Property Tax	733,081	878,877	859,564	897,511	2.1%
Charges for Services					
Optional Method Development	209,847	150,000	150,000	150,000	----
TOTAL SILVER SPRING URBAN DISTRICT	942,928	1,028,877	1,009,564	1,047,511	1.8%
Wheaton Urban District					
Taxes					
Property Tax	196,024	207,075	208,616	217,506	5.0%
Investment Income					
Investment Income	280	1,300	550	550	-57.7%
TOTAL WHEATON URBAN DISTRICT	196,304	208,375	209,166	218,056	4.6%
Mass Transit					
Taxes					
Property Tax	107,623,637	97,009,830	96,567,417	112,620,948	16.1%
Licenses & Permits					
Taxi Licensing Fees	647,232	531,000	531,000	531,000	----
Charges for Services					
Bus Advertising	1,173,107	935,000	935,000	1,035,000	10.7%
Insurance Recoveries	327,541	0	0	0	----
Motor Pool Charges/Fees	791,113	0	0	0	----
Other Charges/Fees	1,415,637	982,194	982,194	1,162,194	18.3%
Parking Fees	718,848	661,385	661,385	661,385	----
Ride On Fare Revenue	22,193,313	22,769,658	22,769,658	21,559,302	-5.3%
TOTAL CHARGES FOR SERVICES	26,619,559	25,348,237	25,348,237	24,417,881	-3.7%
Fines & Forfeitures					
Other Fines/Forfeitures	9,115	0	0	0	----
Parking Fines	586,083	405,000	405,000	405,000	----
TOTAL FINES & FORFEITURES	595,198	405,000	405,000	405,000	----
Intergovernmental					
State Aid: Call N' Ride	379,107	379,110	379,110	379,110	----
State Aid: Damascus Fixed Route	394,101	309,950	309,950	309,950	----
State Aid: Ride On	39,795,513	38,264,000	38,264,000	38,764,000	1.3%
TOTAL INTERGOVERNMENTAL	40,568,721	38,953,060	38,953,060	39,453,060	1.3%
Investment Income					
Investment Income	61,101	0	120,250	120,250	----
Miscellaneous					
Miscellaneous Revenues	28,162	0	0	0	----
TOTAL MASS TRANSIT	176,143,610	162,247,127	161,924,964	177,548,139	9.4%
Fire					
Taxes					
Property Tax	208,445,483	212,675,398	211,705,490	211,455,538	-0.6%
Licenses & Permits					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
Fire Code Enforcement Permits	473,270	0	0	0	----
Charges for Services					
Automation Enhancement Fee	97,589	0	0	0	----
EMS Reimbursement-Ambulance Fee	23,346,332	18,200,000	18,500,000	19,199,561	5.5%
Other Charges/Fees	584,456	0	0	0	----
TOTAL CHARGES FOR SERVICES	24,028,377	18,200,000	18,500,000	19,199,561	5.5%
Intergovernmental					
State Fire/Rescue 508 Funds	1,750,816	0	1,975,000	0	----
Investment Income					
Investment Income	123,031	170,020	242,130	242,130	42.4%
Miscellaneous					
Miscellaneous Revenues	45,190	20,000	57,692	240,500	1102.5%
TOTAL FIRE	234,866,167	231,065,418	232,480,312	231,137,729	----
Recreation					
Taxes					
Property Tax	35,966,711	37,432,378	37,227,612	40,622,929	8.5%
Charges for Services					
Facility Rental Fees	714,755	794,600	794,600	794,600	----
Recreation Fee Subsidy	0	(1,000,000)	(1,000,000)	(1,000,000)	----
Recreation Fees	9,770,607	10,965,942	10,965,942	10,785,942	-1.6%
TOTAL CHARGES FOR SERVICES	10,485,362	10,760,542	10,760,542	10,580,542	-1.7%
Investment Income					
Investment Income	18,277	26,150	35,970	35,970	37.6%
Miscellaneous					
Miscellaneous Revenues	149,014	84,365	84,365	84,365	----
Miscellaneous Revenues - Parks ActiveNet	0	45,232	45,232	45,232	----
TOTAL MISCELLANEOUS	149,014	129,597	129,597	129,597	----
TOTAL RECREATION	46,619,364	48,348,667	48,153,721	51,369,038	6.2%
Economic Development Fund					
Investment Income					
Investment Income	34,081	33,253	33,253	38,917	17.0%
Miscellaneous					
Loan Payments	203,350	94,970	94,970	134,438	41.6%
Miscellaneous Revenues	26,000	0	0	0	----
TOTAL MISCELLANEOUS	229,350	94,970	94,970	134,438	41.6%
TOTAL ECONOMIC DEVELOPMENT FUND	263,431	128,223	128,223	173,355	35.2%
Revenue Stabilization					
Investment Income					
Investment Income	606,318	864,800	1,193,240	2,045,550	136.5%
TOTAL REVENUE STABILIZATION	606,318	864,800	1,193,240	2,045,550	136.5%
TOTAL MONTGOMERY COUNTY GOVERNMENT	3,553,560,789	3,778,429,826	3,796,919,738	3,878,963,354	2.7%

Debt Service

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
Debt Service Fund					
Debt Service					
Intergovernmental					
Federal Grants	5,881,147	5,591,000	5,660,800	5,598,670	0.1%
Premium on General Obligation Bonds	14,998,462	6,942,760	11,421,060	16,230,640	133.8%
State Grants	2,176,165	0	0	0	----
TOTAL INTERGOVERNMENTAL	23,055,774	12,533,760	17,081,860	21,829,310	74.2%
Miscellaneous					
Miscellaneous Revenues	34,020	0	42,860	1,033,870	----
TOTAL DEBT SERVICE	23,089,794	12,533,760	17,124,720	22,863,180	82.4%
TOTAL DEBT SERVICE	23,089,794	12,533,760	17,124,720	22,863,180	82.4%
Montgomery County Public Schools					
Current Fund MCPS					
Charges for Services					
Tuition-Other Sources	4,146,394	3,840,600	3,840,600	3,326,736	-13.4%
Intergovernmental					
Basic State Aid	322,176,176	325,526,802	325,526,802	338,744,661	4.1%
Federal Revenues	98,467	150,000	150,000	150,000	----
Foster Care/Miscellaneous	138,692	170,000	170,000	140,000	-17.6%
GCEI - Geographic Cost of Education Index	17,744,167	35,976,870	35,976,870	36,854,599	2.4%
Students With Disabilities	53,118,200	54,890,319	54,890,319	56,526,981	3.0%
Thornton Legislation	197,015,246	199,296,312	199,296,312	204,758,509	2.7%
Transportation	39,786,572	40,933,087	40,933,087	42,090,090	2.8%
TOTAL INTERGOVERNMENTAL	630,077,520	656,943,390	656,943,390	679,264,840	3.4%
TOTAL CURRENT FUND MCPS	634,223,914	660,783,990	660,783,990	682,591,576	3.3%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	634,223,914	660,783,990	660,783,990	682,591,576	3.3%
Montgomery College					
Current Fund MC					
Charges for Services					
Other Student Fees: Current Fund	1,355,259	1,511,963	1,429,537	1,346,287	-11.0%
Tuition and Fees: Current Fund	79,300,129	82,558,951	78,058,186	79,073,170	-4.2%
TOTAL CHARGES FOR SERVICES	80,655,388	84,070,914	79,487,723	80,419,457	-4.3%
Intergovernmental					
Fed. State & Priv. Gifts & Grants	364,546	325,000	315,000	325,000	----
State Aid	33,981,176	36,141,583	36,141,583	35,794,377	-1.0%
TOTAL INTERGOVERNMENTAL	34,345,722	36,466,583	36,456,583	36,119,377	-1.0%
Investment Income					
Current Fund: Interest	138,387	55,000	140,000	155,000	181.8%
Miscellaneous					
Current Fund: Other Revenue	1,300,054	1,459,000	2,478,238	1,459,000	----
Current Fund: Performing Arts Center	57,257	135,000	65,000	135,000	----
TOTAL MISCELLANEOUS	1,357,311	1,594,000	2,543,238	1,594,000	----
TOTAL CURRENT FUND MC	116,496,808	122,186,497	118,627,544	118,287,834	-3.2%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
Special Funds					
Emergency Repair Fund					
Investment Income					
EPMRF: Investment Income Non-Pooled	2,793	0	0	0	----
TOTAL EMERGENCY REPAIR FUND	2,793	0	0	0	----
TOTAL MONTGOMERY COLLEGE	116,499,601	122,186,497	118,627,544	118,287,834	-3.2%
M-NCPPC					
Special Funds					
Administration Fund					
Taxes					
Property Tax	27,931,521	27,505,550	27,357,021	28,944,760	5.2%
Charges for Services					
User Fees	397,401	145,000	145,000	163,400	12.7%
Intergovernmental					
Intergovernmental	403,617	409,900	409,900	420,300	2.5%
Investment Income					
Investment Income	68,041	60,000	60,000	70,000	16.7%
Miscellaneous					
Miscellaneous	6,854	0	0	0	----
TOTAL ADMINISTRATION FUND	28,807,434	28,120,450	27,971,921	29,598,460	5.3%
Park Fund					
Taxes					
Property Tax	85,610,387	88,664,950	88,186,161	93,229,054	5.1%
Charges for Services					
Facility User Fees	2,620,526	2,594,043	2,594,043	2,800,643	8.0%
Intergovernmental					
Intergovernmental	3,043,281	2,817,413	2,817,413	3,084,641	9.5%
Investment Income					
Investment Income	(24,245)	5,000	5,000	5,000	----
Investment Income: CIP	(16,891)	25,000	25,000	15,000	-40.0%
TOTAL INVESTMENT INCOME	(41,136)	30,000	30,000	20,000	-33.3%
Miscellaneous					
Miscellaneous	144,411	107,700	107,700	120,900	12.3%
TOTAL PARK FUND	91,377,469	94,214,106	93,735,317	99,255,238	5.4%
ALA Debt Service Fund					
Taxes					
Property Tax	1,794,531	1,865,573	1,857,065	1,941,740	4.1%
Miscellaneous					
Other Financing Source	15,969	0	0	0	----
TOTAL ALA DEBT SERVICE FUND	1,810,500	1,865,573	1,857,065	1,941,740	4.1%
TOTAL M-NCPPC	121,995,403	124,200,129	123,564,303	130,795,438	5.3%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
TOTAL TAX SUPPORTED	4,449,369,501	4,698,134,202	4,717,020,295	4,833,501,382	2.9%
NON-TAX SUPPORTED					
Montgomery County Government					
Special Funds					
Water Quality Protection					
Taxes					
Bag Tax	2,471,921	2,280,000	2,471,921	2,471,921	8.4%
Water Quality Protection Charge	30,806,226	34,530,616	34,548,261	37,501,846	8.6%
TOTAL TAXES	33,278,147	36,810,616	37,020,182	39,973,767	8.6%
Charges for Services					
Other Charges/Fees	106,288	200,000	1,090,000	565,000	182.5%
Investment Income					
Investment Income	69,878	91,130	137,520	235,750	158.7%
TOTAL WATER QUALITY PROTECTION	33,454,313	37,101,746	38,247,702	40,774,517	9.9%
Grant Fund					
Charges for Services					
Other Charges/Fees	129,608	295,208	295,208	0	-100.0%
Intergovernmental					
Federal Grants	45,561,189	24,994,539	25,994,219	27,571,581	10.3%
HB669 Social Services State Reimbursement	35,941,184	36,176,980	37,461,250	37,548,400	3.8%
Medicaid/Medicare Reimbursement	3,200,226	0	0	0	----
Other Intergovernmental	563,338	0	0	309,200	----
State Grants	27,780,668	53,322,903	51,038,953	50,990,618	-4.4%
TOTAL INTERGOVERNMENTAL	113,046,605	114,494,422	114,494,422	116,419,799	1.7%
Investment Income					
Investment Income	127,079	0	0	0	----
Miscellaneous					
Loan Payments	645,152	1,000,000	1,000,000	1,000,000	----
Miscellaneous Revenues	195,985	0	0	0	----
TOTAL MISCELLANEOUS	841,137	1,000,000	1,000,000	1,000,000	----
TOTAL GRANT FUND	114,144,429	115,789,630	115,789,630	117,419,799	1.4%
Cable TV					
Charges for Services					
Franchise Fees	17,791,990	17,661,404	17,876,942	17,986,502	1.8%
Gaithersburg PEG Contribution	173,866	169,513	170,867	168,304	-0.7%
I-Net Operating Revenue	1,354,419	0	0	0	----
PEG Capital Revenue	5,734,119	6,516,834	6,543,000	6,673,805	2.4%
PEG Operating Revenue	1,721,805	4,119,609	4,223,000	4,157,696	0.9%
Tower Application Fees	326,500	150,000	404,000	250,000	66.7%
TOTAL CHARGES FOR SERVICES	27,102,699	28,617,360	29,217,809	29,236,307	2.2%
Investment Income					
Investment Income	22,327	26,990	43,940	75,330	179.1%
Miscellaneous					
Miscellaneous Revenues	213,179	0	0	0	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
TOTAL CABLE TV	27,338,205	28,644,350	29,261,749	29,311,637	2.3%
Montgomery Housing Initiative					
Taxes					
MHI Transfer Tax	73,280	225,000	225,000	225,000	----
Recordation Tax	9,579,217	14,071,500	15,324,947	14,861,338	5.6%
TOTAL TAXES	9,652,497	14,296,500	15,549,947	15,086,338	5.5%
Charges for Services					
Asset Management Fee	0	50,000	50,000	70,200	40.4%
Other Charges and Fees	90	0	0	0	----
TOTAL CHARGES FOR SERVICES	90	50,000	50,000	70,200	40.4%
Investment Income					
Investment Income	2,086,730	2,125,040	2,125,040	1,851,460	-12.9%
Miscellaneous					
Commitment Fee	0	200,000	200,000	200,000	----
Loan Payments	560,717	1,975,000	1,975,000	2,175,000	10.1%
Miscellaneous Revenues	888	75,006	75,006	75,006	----
MPDU Revenues	2,946,427	1,250,000	1,250,000	1,250,000	----
Other Financing Sources	63,480	61,280	61,280	59,020	-3.7%
TOTAL MISCELLANEOUS	3,571,512	3,561,286	3,561,286	3,759,026	5.6%
TOTAL MONTGOMERY HOUSING INITIATIVE	15,310,829	20,032,826	21,286,273	20,767,024	3.7%
Enterprise Funds					
Community Use of Public Facilities					
Charges for Services					
Facility Rental Fees	11,302,101	10,939,718	10,939,718	11,003,765	0.6%
Investment Income					
Investment Income	41,065	47,910	43,845	72,364	51.0%
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	11,343,166	10,987,628	10,983,563	11,076,129	0.8%
Bethesda Parking					
Taxes					
Property Tax	(204,625)	0	0	0	----
Charges for Services					
Parking Fees	13,506,869	14,105,081	14,105,081	15,555,081	10.3%
Fines & Forfeitures					
Parking Fines	3,320,459	3,250,000	3,250,000	3,250,000	----
Investment Income					
Investment Income	23,239	39,990	38,690	66,330	65.9%
Miscellaneous					
Land Sale	0	0	0	900,000	----
Miscellaneous Revenues	545,547	284,120	284,120	284,120	----
Property Rentals	772,278	40,000	40,000	160,000	300.0%
TOTAL MISCELLANEOUS	1,317,825	324,120	324,120	1,344,120	314.7%
TOTAL BETHESDA PARKING	17,963,767	17,719,191	17,717,891	20,215,531	14.1%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
Montgomery Hills Parking					
Taxes					
Property Tax	135	0	0	0	----
Charges for Services					
Parking Fees	37,710	45,000	45,000	0	-100.0%
Fines & Forfeitures					
Parking Fines	36,538	28,000	28,000	0	-100.0%
Investment Income					
Investment Income	1,608	4,270	3,160	0	-100.0%
Miscellaneous					
Miscellaneous Revenues	(833)	0	0	0	----
TOTAL MONTGOMERY HILLS PARKING	75,158	77,270	76,160	0	-100.0%
Silver Spring Parking					
Taxes					
Property Tax	(395,535)	0	0	0	----
Licenses & Permits					
Fire Code Enforcement Permits	(28)	0	0	0	----
Charges for Services					
Facility Rental Fees	(108)	0	0	0	----
Parking Fees	10,866,047	10,661,253	10,661,253	10,706,253	0.4%
TOTAL CHARGES FOR SERVICES	10,865,939	10,661,253	10,661,253	10,706,253	0.4%
Fines & Forfeitures					
Parking Fines	1,819,110	1,869,689	1,869,689	1,897,689	1.5%
Investment Income					
Investment Income	65,121	95,840	126,480	222,240	131.9%
Miscellaneous					
Miscellaneous Revenues	10,624,511	0	0	0	----
Property Rentals	7,515	0	0	0	----
TOTAL MISCELLANEOUS	10,632,026	0	0	0	----
TOTAL SILVER SPRING PARKING	22,986,633	12,626,782	12,657,422	12,826,182	1.6%
Wheaton Parking					
Taxes					
Property Tax	(57,482)	0	0	0	----
Charges for Services					
Parking Fees	938,053	815,000	815,000	725,000	-11.0%
Fines & Forfeitures					
Parking Fines	432,622	511,000	511,000	476,000	-6.8%
Investment Income					
Investment Income	4,346	7,140	8,550	14,660	105.3%
Miscellaneous					
Miscellaneous Revenues	69,814	0	0	0	----
TOTAL WHEATON PARKING	1,387,353	1,333,140	1,334,550	1,215,660	-8.8%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
Permitting Services					
Licenses & Permits					
Building Permits	22,771,835	25,665,265	20,293,916	21,889,612	-14.7%
Electrical Permits and Licenses	4,446,376	3,997,312	6,199,212	6,199,212	55.1%
Fire Code Enforcement Permits	2,010,942	2,847,610	3,458,467	2,501,787	-12.1%
Grading/Storm Drains/Paving/Driveway Permits	5,529,353	5,811,013	3,472,106	3,663,418	-37.0%
Mechanical Construction Permit	1,545,158	1,185,045	1,594,515	1,654,421	39.6%
Occupancy Permits	671,574	885,252	544,515	457,678	-48.3%
Other Licenses/Permits	309,272	880,061	594,672	737,366	-16.2%
Sediment Control Permits	3,271,965	3,306,018	3,085,222	3,181,283	-3.8%
Sign Permits	153,765	140,650	210,458	184,808	31.4%
Special Exception Fee	207,063	322,149	175,530	212,405	-34.1%
Stormwater Mgmt and Water Quality Plan Fee	305,333	281,443	257,878	266,777	-5.2%
Utility Permits	0	1,034,616	0	0	-100.0%
Well and Septic	335,447	299,412	279,140	57,641	-80.7%
TOTAL LICENSES & PERMITS	41,558,083	46,655,846	40,165,631	41,006,408	-12.1%
Charges for Services					
Automation Enhancement Fee	2,086,129	0	284,907	120,000	----
Other Charges/Fees	110,933	104,484	4,912	687,311	557.8%
TOTAL CHARGES FOR SERVICES	2,197,062	104,484	289,819	807,311	672.7%
Fines & Forfeitures					
Other Fines/Forfeitures	119,547	147,464	133,506	140,485	-4.7%
Investment Income					
Investment Income	148,253	211,960	56,419	153,700	-27.5%
Miscellaneous					
Miscellaneous Revenues	7,997	0	0	0	----
TOTAL PERMITTING SERVICES	44,030,942	47,119,754	40,645,375	42,107,904	-10.6%
Solid Waste Collection					
Charges for Services					
Other Charges/Fees	11,742	0	0	0	----
Systems Benefit Charge	6,394,499	6,427,259	6,420,845	6,440,210	0.2%
TOTAL CHARGES FOR SERVICES	6,406,241	6,427,259	6,420,845	6,440,210	0.2%
Investment Income					
Investment Income	9,673	14,930	19,040	32,640	118.6%
TOTAL SOLID WASTE COLLECTION	6,415,914	6,442,189	6,439,885	6,472,850	0.5%
Solid Waste Disposal					
Licenses & Permits					
Other Licenses/Permits	14,390	13,145	13,145	13,145	----
Charges for Services					
Other Charges/Fees	202,107	238,628	241,800	241,800	1.3%
Sale of Recycled Materials	2,225,932	5,232,584	5,072,979	6,994,213	33.7%
Solid Waste Disposal Fees/Operating Revenues	24,645,895	28,658,109	25,212,076	25,642,838	-10.5%
Systems Benefit Charge	66,334,899	56,176,598	56,195,807	55,181,673	-1.8%
TOTAL CHARGES FOR SERVICES	93,408,833	90,305,919	86,722,662	88,060,524	-2.5%
Fines & Forfeitures					
Other Fines/Forfeitures	57,788	56,934	48,345	48,345	-15.1%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
Investment Income					
Investment Income	90,147	180,500	177,410	304,130	68.5%
Miscellaneous					
Miscellaneous Revenues	450,481	9,119,411	10,559,494	12,641,030	38.6%
Property Rentals	21,716	39,719	35,726	35,526	-10.6%
TOTAL MISCELLANEOUS	472,197	9,159,130	10,595,220	12,676,556	38.4%
TOTAL SOLID WASTE DISPOSAL	94,043,355	99,715,628	97,556,782	101,102,700	1.4%
Leaf Vacuuming					
Charges for Services					
Leaf Vaccuum Collection Fees	6,830,085	7,202,921	7,202,921	7,216,578	0.2%
Other Charges/Fees	13,033	0	0	0	----
Systems Benefit Charge	(11)	0	0	0	----
TOTAL CHARGES FOR SERVICES	6,843,107	7,202,921	7,202,921	7,216,578	0.2%
Investment Income					
Investment Income	3,957	8,700	7,790	13,350	53.4%
TOTAL LEAF VACUUMING	6,847,064	7,211,621	7,210,711	7,229,928	0.3%
Liquor					
Taxes					
Bag Tax	8,027	0	0	0	----
Licenses & Permits					
Liquor Licenses	1,805,302	1,570,197	1,570,197	1,570,197	----
Other Licenses/Permits	88,220	156,000	156,000	156,000	----
TOTAL LICENSES & PERMITS	1,893,522	1,726,197	1,726,197	1,726,197	----
Charges for Services					
Other Charges/Fees	19,220	8,740	8,740	8,740	----
Fines & Forfeitures					
Other Fines/Forfeitures	194,402	220,560	220,560	220,560	----
Investment Income					
Investment Income	27,920	76,670	16,750	28,710	-62.6%
Miscellaneous					
Liquor Sales	80,949,860	84,542,843	82,532,427	86,212,495	2.0%
Miscellaneous Revenues	46,183	0	0	0	----
TOTAL MISCELLANEOUS	80,996,043	84,542,843	82,532,427	86,212,495	2.0%
TOTAL LIQUOR	83,139,134	86,575,010	84,504,674	88,196,702	1.9%
TOTAL MONTGOMERY COUNTY GOVERNMENT	478,480,262	491,376,765	483,712,367	498,716,563	1.5%
Montgomery County Public Schools					
Special Funds					
Grant Fund MCPS					
Intergovernmental					
Federal Grants	73,300,031	74,752,923	74,752,923	74,629,459	-0.2%
Private Grants	669,058	6,731,204	6,731,204	6,731,204	----
State Grants	2,666,294	644,000	644,000	830,135	28.9%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
TOTAL INTERGOVERNMENTAL	76,635,383	82,128,127	82,128,127	82,190,798	0.1%
TOTAL GRANT FUND MCPS	76,635,383	82,128,127	82,128,127	82,190,798	0.1%
Enterprise Funds					
Food Service Fund					
Charges for Services					
Sale of Meals	19,408,229	17,262,204	17,262,204	16,943,135	-1.8%
Intergovernmental					
Federal Food	36,007,798	34,400,008	34,400,008	35,058,547	1.9%
State Food	2,041,615	2,305,057	2,305,057	2,211,852	-4.0%
TOTAL INTERGOVERNMENTAL	38,049,413	36,705,065	36,705,065	37,270,399	1.5%
TOTAL FOOD SERVICE FUND	57,457,642	53,967,269	53,967,269	54,213,534	0.5%
Real Estate Fund					
Miscellaneous					
Real Estate Fund	3,536,447	3,686,191	3,686,191	3,932,647	6.7%
TOTAL REAL ESTATE FUND	3,536,447	3,686,191	3,686,191	3,932,647	6.7%
Field Trip Fund					
Charges for Services					
Field Trip Fees	2,184,988	2,006,361	2,006,361	2,313,743	15.3%
TOTAL FIELD TRIP FUND	2,184,988	2,006,361	2,006,361	2,313,743	15.3%
Entrepreneurial Activities Fund					
Charges for Services					
Entrepreneurial Activities Fee	2,226,617	2,364,802	2,364,802	2,090,053	-11.6%
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	2,226,617	2,364,802	2,364,802	2,090,053	-11.6%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	142,041,077	144,152,750	144,152,750	144,740,775	0.4%
Montgomery College					
Special Funds					
Grant Fund MC					
Intergovernmental					
Federal/State/Private Grants	12,000,000	19,773,000	15,000,000	22,973,000	16.2%
TOTAL GRANT FUND MC	12,000,000	19,773,000	15,000,000	22,973,000	16.2%
Endowment Fund					
Miscellaneous					
Interest	2,640	1,000	3,137	2,500	150.0%
TOTAL ENDOWMENT FUND	2,640	1,000	3,137	2,500	150.0%
Enterprise Funds					
Workforce Development & Continuing Ed					
Charges for Services					
Tuition and Fees: Continuing Education	7,635,123	10,335,150	8,486,463	10,550,000	2.1%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
Intergovernmental					
State Aid	6,019,610	6,122,792	6,122,792	6,717,202	9.7%
Miscellaneous					
Other Revenues: Interest	14,014	10,000	9,865	10,000	----
Other Revenues; Miscellaneous	0	268,982	100,000	150,000	-44.2%
TOTAL MISCELLANEOUS	14,014	278,982	109,865	160,000	-42.6%
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	13,668,747	16,736,924	14,719,120	17,427,202	4.1%
Auxiliary Fund					
Charges for Services					
Sales	1,833,885	1,545,000	1,443,102	1,508,510	-2.4%
Miscellaneous					
Auxiliary Fund: Interest Income	6,941	4,000	3,960	6,000	50.0%
Other Revenues: Miscellaneous	1,268,298	991,000	607,839	765,000	-22.8%
TOTAL MISCELLANEOUS	1,275,239	995,000	611,799	771,000	-22.5%
TOTAL AUXILIARY FUND	3,109,124	2,540,000	2,054,901	2,279,510	-10.3%
Cable Television Fund					
Miscellaneous					
Cable: Other Revenue	3,388	0	0	0	----
TOTAL CABLE TELEVISION FUND	3,388	0	0	0	----
Major Facilities Reserve Fund					
Charges for Services					
Student Fees	2,812,534	2,900,000	2,689,653	2,900,000	----
Investment Income					
Interest Income	32,976	14,000	38,145	14,000	----
TOTAL MAJOR FACILITIES RESERVE FUND	2,845,510	2,914,000	2,727,798	2,914,000	----
Transportation Fund					
Charges for Services					
Student Fees	3,322,680	3,654,000	3,678,537	3,496,300	-4.3%
Miscellaneous					
Miscellaneous Other	216,209	202,000	204,592	195,000	-3.5%
TOTAL TRANSPORTATION FUND	3,538,889	3,856,000	3,883,129	3,691,300	-4.3%
TOTAL MONTGOMERY COLLEGE	35,168,298	45,820,924	38,388,085	49,287,512	7.6%
M-NCPPC					
Special Funds					
Grant Fund MNCPPC					
Intergovernmental					
Administration Fund Grants	0	150,000	150,000	150,000	----
Park Fund Grants	8,877	400,000	400,000	400,000	----
TOTAL INTERGOVERNMENTAL	8,877	550,000	550,000	550,000	----
TOTAL GRANT FUND MNCPPC	8,877	550,000	550,000	550,000	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
Enterprise Funds					
Special Revenue Funds					
Charges for Services					
Service Charges	3,301,641	2,597,945	2,329,970	2,543,770	-2.1%
Intergovernmental					
Intergovernmental	108,362	145,000	145,000	145,000	----
Investment Income					
Investment Income	16,796	15,000	13,100	16,500	10.0%
Miscellaneous					
Miscellaneous	230,597	0	160,885	200,800	----
TOTAL SPECIAL REVENUE FUNDS	3,657,396	2,757,945	2,648,955	2,906,070	5.4%
Enterprise Fund					
Charges for Services					
Fees and Charges	5,946,788	6,639,258	6,617,275	6,643,275	0.1%
Merchandise Sales	552,860	621,300	685,558	698,686	12.5%
Rentals	3,220,579	3,370,624	3,368,956	3,314,020	-1.7%
TOTAL CHARGES FOR SERVICES	9,720,227	10,631,182	10,671,789	10,655,981	0.2%
Miscellaneous					
Miscellaneous	691,366	0	0	0	----
Non-Operating Revenues/Interest	58,618	50,000	51,200	60,000	20.0%
TOTAL MISCELLANEOUS	749,984	50,000	51,200	60,000	20.0%
TOTAL ENTERPRISE FUND	10,470,211	10,681,182	10,722,989	10,715,981	0.3%
Prop Mgmt MNCPPC					
Charges for Services					
Rental Income	1,115,182	1,315,000	1,267,435	1,306,600	-0.6%
Investment Income					
Investment Income	4,410	4,000	4,000	4,500	12.5%
Miscellaneous					
Miscellaneous	6,220	0	5,500	0	----
TOTAL PROP MGMT MNCPPC	1,125,812	1,319,000	1,276,935	1,311,100	-0.6%
TOTAL M-NCPPC	15,262,296	15,308,127	15,198,879	15,483,151	1.1%
TOTAL NON-TAX SUPPORTED	670,951,933	696,658,566	681,452,081	708,228,001	1.7%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,120,321,434	5,394,792,768	5,398,472,376	5,541,729,383	2.7%

Workforce Schedules

The workforce schedules include data for the following County agencies: MCG, MCPS, Montgomery College, and M NCPPC. Not included are: WSSC, HOC, and the Montgomery County Revenue Authority.

Schedule D-1, Workforce Detailed by Type

This schedule reports by fund type, for all agencies, all positions and workyears attributed to the operating budgets of MCG, MCPS, Montgomery College, and M-NCPPC.

Schedule D-2, Workforce Detailed by Agency, Government Function, and Department

This schedule gives an overview of the allocation of staff by agency for all County agencies and by function within MCG. One workyear is the time that one full time employee will regularly work during an entire fiscal year. Part time employees are represented by fractions of a workyear. This schedule takes the functions displayed in Schedule D 1 and shows the positions and workyears of the departments by function. This table is useful for tracking the workyear history by government function.

Schedule D-3, Workforce Detailed by Agency, Fund Type, Government Function, and Department

This schedule presents the total positions and workyears for all agencies and each department of MCG according to function and fund type. Because this schedule is organized by fund type, there are no total position and workyear figures for those agencies whose activities are funded from multiple revenue sources (e.g., DHHS, DHCA). Consult Schedule D 2 for the total personnel of these departments.

The Workyears (WYs) employment indicator changed to Full-Time Equivalents (FTEs). Tables throughout the book showing FTEs in prior years have not been converted to FTEs; they still reflect WYs and maintain the integrity of the previously approved budgets.

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Schedule D-1

Workforce Detailed By Type

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
TAX SUPPORTED					
Montgomery County Government General Fund					
Full-Time Positions	5,334	5,401	5,401	5,536	2.5%
Part-Time Positions	766	753	753	781	3.7%
FTEs	5,527.23	5,578.07	5,578.07	5,718.46	2.5%
Montgomery County Government Special Funds					
Full-Time Positions	2,279	2,298	2,298	2,324	1.1%
Part-Time Positions	3	8	8	12	50.0%
FTEs	2,593.74	2,625.39	2,625.39	2,666.01	1.5%
Montgomery County Public Schools Current Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	20,602.50	21,059.52	21,059.52	21,090.64	0.1%
Montgomery College Current Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,793.10	1,805.10	1,805.10	1,802.10	-0.2%
Montgomery College Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
M-NCPPC Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	866.24	889.34	889.34	914.89	2.9%
Total Full-Time Positions	7,613	7,699	7,699	7,860	2.1%
Total Part-Time Positions	769	761	761	793	4.2%
Total FTEs	31,382.81	31,957.42	31,957.42	32,192.10	0.7%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds					
Full-Time Positions	659	691	691	702	1.6%
Part-Time Positions	163	165	165	148	-10.3%
FTEs	850.13	890.25	890.25	896.72	0.7%
Montgomery County Government Internal Service Funds					
Full-Time Positions	239	238	238	244	2.5%
Part-Time Positions	1	1	1	1	----
FTEs	285.22	285.27	285.27	294.54	3.2%
Montgomery County Government Special Funds					
Full-Time Positions	663	674	674	685	1.6%
Part-Time Positions	37	39	39	38	-2.6%
FTEs	639.19	652.30	652.30	659.90	1.2%
Montgomery County Public Schools Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	624.05	629.42	629.42	635.32	0.9%
Montgomery County Public Schools Special Funds					

Workforce Detailed By Type

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	624.05	559.79	559.79	558.37	-0.3%
Montgomery College Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	155.50	115.50	115.50	115.50	----
Montgomery College Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
M-NCPPC Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	141.85	155.85	155.85	165.75	6.4%
M-NCPPC Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Total Full-Time Positions	1,561	1,603	1,603	1,631	1.7%
Total Part-Time Positions	201	205	205	187	-8.8%
Total FTEs	3,319.99	3,288.38	3,288.38	3,326.10	1.1%

SUMMARY

Total Full-Time Positions	9,174	9,302	9,302	9,491	2.0%
Total Part-Time Positions	970	966	966	980	1.4%
Total FTEs	34,702.80	35,245.80	35,245.80	35,518.20	0.8%

Schedule D-2

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Montgomery County Government					
General Government					
Board of Appeals					
Full-Time Positions	3	3	3	3	----
Part-Time Positions	0	0	0	0	----
FTEs	3.50	3.50	3.50	3.50	----
Board of Elections					
Full-Time Positions	28	28	28	28	----
Part-Time Positions	0	3	3	3	----
FTEs	54.78	54.88	54.88	56.18	2.4%
Circuit Court					
Full-Time Positions	112	112	112	114	1.8%
Part-Time Positions	4	4	4	4	----
FTEs	114.00	114.00	114.00	116.00	1.8%
Community Engagement Cluster					
Full-Time Positions	17	18	18	18	----
Part-Time Positions	4	4	4	6	50.0%
FTEs	22.25	23.00	23.00	23.50	2.2%
County Attorney					
Full-Time Positions	72	73	73	76	4.1%
Part-Time Positions	5	4	4	2	-50.0%
FTEs	43.50	43.50	43.50	44.75	2.9%
County Council					
Full-Time Positions	87	87	87	88	1.1%
Part-Time Positions	5	5	5	5	----
FTEs	82.20	82.10	82.10	83.10	1.2%
County Executive					
Full-Time Positions	32	35	35	37	5.7%
Part-Time Positions	5	5	5	5	----
FTEs	32.60	33.60	33.60	36.50	8.6%
Ethics Commission					
Full-Time Positions	3	3	3	3	----
Part-Time Positions	0	0	0	0	----
FTEs	3.00	3.00	3.00	3.00	----
Finance					
Full-Time Positions	116	121	121	132	9.1%
Part-Time Positions	0	0	0	0	----
FTEs	125.93	121.77	121.77	125.02	2.7%
Fleet Management Services					
Full-Time Positions	200	200	200	200	----
Part-Time Positions	0	0	0	0	----
FTEs	204.10	204.10	204.10	204.10	----
General Services					
Full-Time Positions	223	224	224	231	3.1%
Part-Time Positions	2	2	2	2	----

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
FTEs	161.65	164.00	164.00	171.00	4.3%
Human Resources					
Full-Time Positions	64	66	66	68	3.0%
Part-Time Positions	6	4	4	3	-25.0%
FTEs	67.30	68.00	68.00	69.90	2.8%
Human Rights					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	0	0	0	0	----
FTEs	8.60	8.60	8.60	8.60	----
Inspector General					
Full-Time Positions	6	6	6	6	----
Part-Time Positions	0	0	0	0	----
FTEs	7.00	7.00	7.00	7.00	----
Intergovernmental Relations					
Full-Time Positions	4	4	4	4	----
Part-Time Positions	1	1	1	1	----
FTEs	5.10	5.10	5.10	5.10	----
Legislative Oversight					
Full-Time Positions	11	11	11	11	----
Part-Time Positions	0	0	0	0	----
FTEs	11.00	11.00	11.00	11.00	----
Management and Budget					
Full-Time Positions	32	32	32	32	----
Part-Time Positions	0	0	0	1	----
FTEs	29.50	29.50	29.50	32.25	9.3%
Merit System Protection Board					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	2	2	2	2	----
FTEs	1.50	1.50	1.50	1.50	----
Procurement					
Full-Time Positions	33	35	35	35	----
Part-Time Positions	2	2	2	2	----
FTEs	32.90	34.90	34.90	34.90	----
Public Information					
Full-Time Positions	60	60	60	63	5.0%
Part-Time Positions	0	0	0	0	----
FTEs	42.90	42.10	42.10	44.90	6.7%
State's Attorney					
Full-Time Positions	132	136	136	140	2.9%
Part-Time Positions	12	11	11	11	----
FTEs	139.86	143.36	143.36	147.35	2.8%
Technology Services					
Full-Time Positions	155	167	167	176	5.4%
Part-Time Positions	2	2	2	2	----
FTEs	146.65	159.40	159.40	168.40	5.6%
Urban Districts					
Full-Time Positions	60	60	60	60	----
Part-Time Positions	1	1	1	1	----
FTEs	58.30	58.60	58.60	58.60	----
Zoning and Administrative Hearings					
Full-Time Positions	3	4	4	4	----

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	% CHG BUD/APPR
Part-Time Positions	1	0	0	0	----
FTEs	3.75	4.00	4.00	4.00	----
Total Full-Time Positions	1,461	1,493	1,493	1,537	2.9%
Total Part-Time Positions	52	50	50	50	----
Total FTEs	1,401.87	1,420.51	1,420.51	1,460.15	2.8%
Public Safety					
Consumer Protection					
Full-Time Positions	17	16	16	17	6.3%
Part-Time Positions	1	1	1	1	----
FTEs	16.60	15.60	15.60	16.60	6.4%
Correction and Rehabilitation					
Full-Time Positions	527	539	539	538	-0.2%
Part-Time Positions	1	0	0	0	----
FTEs	526.82	537.82	537.82	537.82	----
Emergency Management and Homeland Security					
Full-Time Positions	13	14	14	14	----
Part-Time Positions	1	1	1	1	----
FTEs	15.30	15.30	15.30	15.30	----
Fire and Rescue Service					
Full-Time Positions	1,297	1,301	1,301	1,285	-1.2%
Part-Time Positions	2	1	1	1	----
FTEs	1,299.26	1,302.76	1,302.76	1,286.76	-1.2%
Police					
Full-Time Positions	1,809	1,829	1,829	1,888	3.2%
Part-Time Positions	185	186	186	195	4.8%
FTEs	1,868.15	1,887.75	1,887.75	1,950.30	3.3%
Sheriff					
Full-Time Positions	181	187	187	187	----
Part-Time Positions	4	5	5	5	----
FTEs	183.30	189.80	189.80	189.80	----
Total Full-Time Positions	3,844	3,886	3,886	3,929	1.1%
Total Part-Time Positions	194	194	194	203	4.6%
Total FTEs	3,909.43	3,949.03	3,949.03	3,996.58	1.2%
Transportation					
Parking District Services					
Full-Time Positions	52	52	52	53	1.9%
Part-Time Positions	0	0	0	0	----
FTEs	49.33	48.53	48.53	48.53	----
Transit Services					
Full-Time Positions	825	825	825	857	3.9%
Part-Time Positions	0	0	0	0	----
FTEs	836.19	842.47	842.47	874.37	3.8%
Transportation					
Full-Time Positions	453	455	455	457	0.4%
Part-Time Positions	8	8	8	8	----
FTEs	279.00	283.30	283.30	283.30	----
Total Full-Time Positions	1,330	1,332	1,332	1,367	2.6%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Total Part-Time Positions	8	8	8	8	----
Total FTEs	1,164.52	1,174.30	1,174.30	1,206.20	2.7%
Health and Human Services					
Health and Human Services					
Full-Time Positions	1,359	1,386	1,386	1,409	1.7%
Part-Time Positions	327	330	330	345	4.5%
FTEs	1,593.66	1,619.38	1,619.38	1,648.71	1.8%
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	27	28	28	29	3.6%
Part-Time Positions	1	1	1	1	----
FTEs	27.74	29.07	29.07	30.07	3.4%
Public Libraries					
Full-Time Positions	215	215	215	222	3.3%
Part-Time Positions	219	209	209	212	1.4%
FTEs	388.56	386.56	386.56	395.26	2.3%
Recreation					
Full-Time Positions	112	129	129	139	7.8%
Part-Time Positions	0	6	6	10	66.7%
FTEs	417.29	440.77	440.77	464.79	5.4%
Total Full-Time Positions	354	372	372	390	4.8%
Total Part-Time Positions	220	216	216	223	3.2%
Total FTEs	833.59	856.40	856.40	890.12	3.9%
Community Development and Housing					
Agriculture					
Full-Time Positions	0	8	8	8	----
Part-Time Positions	0	1	1	1	----
FTEs	0.00	4.15	4.15	4.15	----
Economic Development					
Full-Time Positions	38	0	0	0	----
Part-Time Positions	2	0	0	0	----
FTEs	32.40	0.00	0.00	0.00	----
Economic Development Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	1.00	1.00	1.00	----
Housing and Community Affairs					
Full-Time Positions	85	88	88	101	14.8%
Part-Time Positions	3	3	3	3	----
FTEs	80.30	83.95	83.95	96.95	15.5%
Permitting Services					
Full-Time Positions	207	236	236	236	----
Part-Time Positions	1	2	2	2	----
FTEs	212.50	243.65	243.65	243.75	----
Total Full-Time Positions	330	332	332	345	3.9%
Total Part-Time Positions	6	6	6	6	----

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Total FTEs	326.20	332.75	332.75	345.85	3.9%
Environment					
Environmental Protection					
Full-Time Positions	93	96	96	99	3.1%
Part-Time Positions	2	0	0	0	----
FTEs	101.78	105.26	105.26	107.97	2.6%
Solid Waste Services					
Full-Time Positions	79	79	79	79	----
Part-Time Positions	1	2	2	2	----
FTEs	103.01	105.55	105.55	105.14	-0.4%
Total Full-Time Positions	172	175	175	178	1.7%
Total Part-Time Positions	3	2	2	2	----
Total FTEs	204.79	210.81	210.81	213.11	1.1%
Other County Government Functions					
Cable Television Communications Plan					
Full-Time Positions	13	13	13	14	7.7%
Part-Time Positions	0	0	0	0	----
FTEs	30.50	31.50	31.50	32.50	3.2%
Liquor Control					
Full-Time Positions	294	296	296	305	3.0%
Part-Time Positions	160	160	160	143	-10.6%
FTEs	426.72	432.42	432.42	438.20	1.3%
Non-Departmental Accounts					
Full-Time Positions	17	17	17	17	----
Part-Time Positions	0	0	0	0	----
FTEs	4.23	4.18	4.18	4.21	0.7%
Utilities					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Total Full-Time Positions	324	326	326	336	3.1%
Total Part-Time Positions	160	160	160	143	-10.6%
Total FTEs	461.45	468.10	468.10	474.91	1.5%
Total Full-Time Positions	9,174	9,302	9,302	9,491	2.0%
Total Part-Time Positions	970	966	966	980	1.4%
Total FTEs	9,895.51	10,031.28	10,031.28	10,235.63	2.0%
Montgomery County Public Schools					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	21,850.60	22,248.73	22,248.73	22,284.33	0.2%
Montgomery College					
Montgomery College					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,948.60	1,920.60	1,920.60	1,917.60	-0.2%
M-NCPPC					

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Maryland-National Capital Park and Planning Commission					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,008.09	1,045.19	1,045.19	1,080.64	3.4%
SUMMARY					
Total Full-Time Positions	9,174	9,302	9,302	9,491	2.0%
Total Part-Time Positions	970	966	966	980	1.4%
Total FTEs	34,702.80	35,245.80	35,245.80	35,518.20	0.8%

Schedule D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Montgomery County Government					
GENERAL FUND TAX SUPPORTED					
General Government					
Board of Appeals					
Full-Time Positions	3	3	3	3	----
Part-Time Positions	0	0	0	0	----
FTEs	3.50	3.50	3.50	3.50	----
Board of Elections					
Full-Time Positions	28	28	28	28	----
Part-Time Positions	0	3	3	3	----
FTEs	54.78	54.88	54.88	56.18	2.4%
Circuit Court					
Full-Time Positions	89	89	89	91	2.2%
Part-Time Positions	3	3	3	3	----
FTEs	90.70	90.70	90.70	92.70	2.2%
Community Engagement Cluster					
Full-Time Positions	16	17	17	17	----
Part-Time Positions	4	4	4	6	50.0%
FTEs	21.55	22.35	22.35	22.85	2.2%
County Attorney					
Full-Time Positions	72	73	73	76	4.1%
Part-Time Positions	5	4	4	2	-50.0%
FTEs	43.50	43.50	43.50	44.75	2.9%
County Council					
Full-Time Positions	87	87	87	88	1.1%
Part-Time Positions	5	5	5	5	----
FTEs	82.20	82.10	82.10	83.10	1.2%
County Executive					
Full-Time Positions	31	34	34	36	5.9%
Part-Time Positions	5	5	5	5	----
FTEs	31.60	32.60	32.60	35.50	8.9%
Ethics Commission					
Full-Time Positions	3	3	3	3	----
Part-Time Positions	0	0	0	0	----
FTEs	3.00	3.00	3.00	3.00	----
Finance					
Full-Time Positions	106	111	111	121	9.0%
Part-Time Positions	0	0	0	0	----
FTEs	95.81	91.65	91.65	93.90	2.5%
General Services					
Full-Time Positions	194	196	196	198	1.0%
Part-Time Positions	1	1	1	1	----
FTEs	131.90	135.25	135.25	136.93	1.2%
Human Resources					
Full-Time Positions	64	66	66	68	3.0%
Part-Time Positions	6	4	4	3	-25.0%
FTEs	46.05	45.70	45.70	44.65	-2.3%
Human Rights					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	0	0	0	0	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
FTEs	8.60	8.60	8.60	8.60	----
Inspector General					
Full-Time Positions	6	6	6	6	----
Part-Time Positions	0	0	0	0	----
FTEs	7.00	7.00	7.00	7.00	----
Intergovernmental Relations					
Full-Time Positions	4	4	4	4	----
Part-Time Positions	1	1	1	1	----
FTEs	5.10	5.10	5.10	5.10	----
Legislative Oversight					
Full-Time Positions	11	11	11	11	----
Part-Time Positions	0	0	0	0	----
FTEs	11.00	11.00	11.00	11.00	----
Management and Budget					
Full-Time Positions	32	32	32	32	----
Part-Time Positions	0	0	0	1	----
FTEs	29.50	29.50	29.50	32.25	9.3%
Merit System Protection Board					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	2	2	2	2	----
FTEs	1.50	1.50	1.50	1.50	----
Procurement					
Full-Time Positions	33	35	35	35	----
Part-Time Positions	2	2	2	2	----
FTEs	32.90	34.90	34.90	34.90	----
Public Information					
Full-Time Positions	60	60	60	63	5.0%
Part-Time Positions	0	0	0	0	----
FTEs	42.90	42.10	42.10	44.90	6.7%
State's Attorney					
Full-Time Positions	130	134	134	138	3.0%
Part-Time Positions	11	10	10	10	----
FTEs	138.68	142.31	142.31	146.37	2.9%
Technology Services					
Full-Time Positions	155	167	167	176	5.4%
Part-Time Positions	2	2	2	2	----
FTEs	146.65	159.40	159.40	168.40	5.6%
Zoning and Administrative Hearings					
Full-Time Positions	3	4	4	4	----
Part-Time Positions	1	0	0	0	----
FTEs	3.75	4.00	4.00	4.00	----
Total Full-Time Positions	***1,135***	***1,168***	***1,168***	***1,206***	***3.3%***
Total Part-Time Positions	***48***	***46***	***46***	***46***	***----***
Total FTEs	***1,032.17***	***1,050.64***	***1,050.64***	***1,081.08***	***2.9%***
Public Safety					
Consumer Protection					
Full-Time Positions	17	16	16	17	6.3%
Part-Time Positions	1	1	1	1	----
FTEs	16.60	15.60	15.60	16.60	6.4%
Correction and Rehabilitation					
Full-Time Positions	527	539	539	538	-0.2%
Part-Time Positions	1	0	0	0	----
FTEs	526.82	537.82	537.82	537.82	----
Emergency Management and Homeland Security					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	1	1	1	1	----
FTEs	8.60	8.60	8.60	8.60	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Police					
Full-Time Positions	1,808	1,828	1,828	1,887	3.2%
Part-Time Positions	185	186	186	195	4.8%
FTEs	1,867.15	1,886.75	1,886.75	1,949.30	3.3%
Sheriff					
Full-Time Positions	173	179	179	179	----
Part-Time Positions	4	5	5	5	----
FTEs	178.33	184.83	184.83	184.88	----
Total Full-Time Positions	***2,533***	***2,570***	***2,570***	***2,629***	***2.3%***
Total Part-Time Positions	***192***	***193***	***193***	***202***	***4.7%***
Total FTEs	***2,597.50***	***2,633.60***	***2,633.60***	***2,697.20***	***2.4%***
Transportation					
Transportation					
Full-Time Positions	453	455	455	457	0.4%
Part-Time Positions	8	8	8	8	----
FTEs	247.98	252.27	252.27	252.27	----
Total Full-Time Positions	***453***	***455***	***455***	***457***	***0.4%***
Total Part-Time Positions	***8***	***8***	***8***	***8***	***----***
Total FTEs	***247.98***	***252.27***	***252.27***	***252.27***	***----***
Health and Human Services					
Health and Human Services					
Full-Time Positions	815	834	834	852	2.2%
Part-Time Positions	292	293	293	309	5.5%
FTEs	1,168.70	1,185.92	1,185.92	1,211.74	2.2%
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	215	215	215	220	2.3%
Part-Time Positions	219	209	209	212	1.4%
FTEs	387.56	385.56	385.56	392.06	1.7%
Total Full-Time Positions	***215***	***215***	***215***	***220***	***2.3%***
Total Part-Time Positions	***219***	***209***	***209***	***212***	***1.4%***
Total FTEs	***387.56***	***385.56***	***385.56***	***392.06***	***1.7%***
Community Development and Housing					
Agriculture					
Full-Time Positions	0	8	8	8	----
Part-Time Positions	0	1	1	1	----
FTEs	0.00	4.15	4.15	4.15	----
Economic Development					
Full-Time Positions	38	0	0	0	----
Part-Time Positions	2	0	0	0	----
FTEs	32.40	0.00	0.00	0.00	----
Housing and Community Affairs					
Full-Time Positions	85	88	88	101	14.8%
Part-Time Positions	3	3	3	3	----
FTEs	41.60	45.25	45.25	59.25	30.9%
Total Full-Time Positions	***123***	***96***	***96***	***109***	***13.5%***
Total Part-Time Positions	***5***	***4***	***4***	***4***	***----***
Total FTEs	***74.00***	***49.40***	***49.40***	***63.40***	***28.3%***
Environment					
Environmental Protection					
Full-Time Positions	43	46	46	46	----
Part-Time Positions	2	0	0	0	----
FTEs	15.09	16.50	16.50	16.50	----
Total Full-Time Positions	***43***	***46***	***46***	***46***	***----***
Total Part-Time Positions	***2***	***0***	***0***	***0***	***----***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Total FTEs	***15.09***	***16.50***	***16.50***	***16.50***	***----***
Other County Government Functions					
Non-Departmental Accounts					
Full-Time Positions	17	17	17	17	----
Part-Time Positions	0	0	0	0	----
FTEs	4.23	4.18	4.18	4.21	0.7%
Utilities					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Total Full-Time Positions	***17***	***17***	***17***	***17***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***4.23***	***4.18***	***4.18***	***4.21***	***0.7%***
Total Full-Time Positions	5,334	5,401	5,401	5,536	2.5%
Total Part-Time Positions	766	753	753	781	3.7%
Total FTEs	5,527.23	5,578.07	5,578.07	5,718.46	2.5%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts					
Full-Time Positions	60	60	60	60	----
Part-Time Positions	1	1	1	1	----
FTEs	58.30	58.60	58.60	58.60	----
Total Full-Time Positions	***60***	***60***	***60***	***60***	***----***
Total Part-Time Positions	***1***	***1***	***1***	***1***	***----***
Total FTEs	***58.30***	***58.60***	***58.60***	***58.60***	***----***
Public Safety					
Fire and Rescue Service					
Full-Time Positions	1,297	1,301	1,301	1,285	-1.2%
Part-Time Positions	2	1	1	1	----
FTEs	1,299.26	1,302.76	1,302.76	1,286.76	-1.2%
Total Full-Time Positions	***1,297***	***1,301***	***1,301***	***1,285***	***-1.2%***
Total Part-Time Positions	***2***	***1***	***1***	***1***	***----***
Total FTEs	***1,299.26***	***1,302.76***	***1,302.76***	***1,286.76***	***-1.2%***
Transportation					
Transit Services					
Full-Time Positions	810	808	808	840	4.0%
Part-Time Positions	0	0	0	0	----
FTEs	821.40	826.08	826.08	857.98	3.9%
Transportation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Total Full-Time Positions	***810***	***808***	***808***	***840***	***4.0%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***821.40***	***826.08***	***826.08***	***857.98***	***3.9%***
Libraries, Culture, and Recreation					
Recreation					
Full-Time Positions	112	129	129	139	7.8%
Part-Time Positions	0	6	6	10	66.7%
FTEs	413.78	436.95	436.95	461.67	5.7%
Total Full-Time Positions	***112***	***129***	***129***	***139***	***7.8%***
Total Part-Time Positions	***0***	***6***	***6***	***10***	***66.7%***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Total FTEs	***413.78***	***436.95***	***436.95***	***461.67***	***5.7%***
Community Development and Housing					
Economic Development Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	1.00	1.00	1.00	----
Total Full-Time Positions	***0***	***0***	***0***	***0***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***1.00***	***1.00***	***1.00***	***1.00***	***----***
Total Full-Time Positions	2,279	2,298	2,298	2,324	1.1%
Total Part-Time Positions	3	8	8	12	50.0%
Total FTEs	2,593.74	2,625.39	2,625.39	2,666.01	1.5%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Circuit Court					
Full-Time Positions	23	23	23	23	----
Part-Time Positions	1	1	1	1	----
FTEs	23.30	23.30	23.30	23.30	----
Community Engagement Cluster					
Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	0.70	0.65	0.65	0.65	----
County Attorney					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
County Council					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
County Executive					
Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	1.00	1.00	1.00	----
General Services					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Human Resources					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Human Rights					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Inspector General					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Intergovernmental Relations					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Legislative Oversight					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
State's Attorney					
Full-Time Positions	2	2	2	2	----
Part-Time Positions	1	1	1	1	----
FTEs	1.18	1.05	1.05	0.98	-6.7%
Technology Services					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Urban Districts					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Total Full-Time Positions	***27***	***27***	***27***	***27***	***----***
Total Part-Time Positions	***2***	***2***	***2***	***2***	***----***
Total FTEs	***26.18***	***26.00***	***26.00***	***25.93***	***-0.3%***
Public Safety					
Correction and Rehabilitation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Emergency Management and Homeland Security					
Full-Time Positions	5	6	6	6	----
Part-Time Positions	0	0	0	0	----
FTEs	6.70	6.70	6.70	6.70	----
Fire and Rescue Service					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Police					
Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	1.00	1.00	1.00	----
Sheriff					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	0	0	0	0	----
FTEs	4.97	4.97	4.97	4.92	-1.0%
Total Full-Time Positions	***14***	***15***	***15***	***15***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***12.67***	***12.67***	***12.67***	***12.62***	***-0.4%***
Transportation					
Transit Services					
Full-Time Positions	15	17	17	17	----
Part-Time Positions	0	0	0	0	----
FTEs	14.79	16.39	16.39	16.39	----
Transportation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.19	0.00	0.00	0.00	----
Total Full-Time Positions	***15***	***17***	***17***	***17***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***14.98***	***16.39***	***16.39***	***16.39***	***----***
Health and Human Services					

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Health and Human Services					
Full-Time Positions	544	552	552	557	0.9%
Part-Time Positions	35	37	37	36	-2.7%
FTEs	424.96	433.46	433.46	436.97	0.8%
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	0	0	0	2	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	1.00	1.00	3.20	220.0%
Recreation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	3.51	3.82	3.82	3.12	-18.3%
Total Full-Time Positions	***0***	***0***	***0***	***2***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***4.51***	***4.82***	***4.82***	***6.32***	***31.1%***
Community Development and Housing					
Economic Development					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Housing and Community Affairs					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	38.70	38.70	38.70	37.70	-2.6%
Total Full-Time Positions	***0***	***0***	***0***	***0***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***38.70***	***38.70***	***38.70***	***37.70***	***-2.6%***
Environment					
Environmental Protection					
Full-Time Positions	50	50	50	53	6.0%
Part-Time Positions	0	0	0	0	----
FTEs	86.69	88.76	88.76	91.47	3.1%
Total Full-Time Positions	***50***	***50***	***50***	***53***	***6.0%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***86.69***	***88.76***	***88.76***	***91.47***	***3.1%***
Other County Government Functions					
Cable Television Communications Plan					
Full-Time Positions	13	13	13	14	7.7%
Part-Time Positions	0	0	0	0	----
FTEs	30.50	31.50	31.50	32.50	3.2%
Liquor Control					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Non-Departmental Accounts					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Utilities					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Total Full-Time Positions	***13***	***13***	***13***	***14***	***7.7%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Total FTEs	***30.50***	***31.50***	***31.50***	***32.50***	***3.2%***
Total Full-Time Positions	663	674	674	685	1.6%
Total Part-Time Positions	37	39	39	38	-2.6%
Total FTEs	639.19	652.30	652.30	659.90	1.2%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Parking District Services					
Full-Time Positions	52	52	52	53	1.9%
Part-Time Positions	0	0	0	0	----
FTEs	49.33	48.53	48.53	48.53	----
Transportation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	30.83	31.03	31.03	31.03	----
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	27	28	28	29	3.6%
Part-Time Positions	1	1	1	1	----
FTEs	27.74	29.07	29.07	30.07	3.4%
Community Development and Housing					
Permitting Services					
Full-Time Positions	207	236	236	236	----
Part-Time Positions	1	2	2	2	----
FTEs	212.50	243.65	243.65	243.75	----
Environment					
Solid Waste Services					
Full-Time Positions	79	79	79	79	----
Part-Time Positions	1	2	2	2	----
FTEs	103.01	105.55	105.55	105.14	-0.4%
Other County Government Functions					
Liquor Control					
Full-Time Positions	294	296	296	305	3.0%
Part-Time Positions	160	160	160	143	-10.6%
FTEs	426.72	432.42	432.42	438.20	1.3%
Total Full-Time Positions	659	691	691	702	1.6%
Total Part-Time Positions	163	165	165	148	-10.3%
Total FTEs	850.13	890.25	890.25	896.72	0.7%
INTERNAL SERVICE FUNDS NON-TAX SUPPORTED					
Finance					
Full-Time Positions	10	10	10	11	10.0%
Part-Time Positions	0	0	0	0	----
FTEs	30.12	30.12	30.12	31.12	3.3%
Fleet Management Services					
Full-Time Positions	200	200	200	200	----
Part-Time Positions	0	0	0	0	----
FTEs	204.10	204.10	204.10	204.10	----
General Services					
Full-Time Positions	29	28	28	33	17.9%
Part-Time Positions	1	1	1	1	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
FTEs	29.75	28.75	28.75	34.07	18.5%
Human Resources					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	21.25	22.30	22.30	25.25	13.2%
Total Full-Time Positions	239	238	238	244	2.5%
Total Part-Time Positions	1	1	1	1	----
Total FTEs	285.22	285.27	285.27	294.54	3.2%
Total Full-Time Positions	9,174	9,302	9,302	9,491	2.0%
Total Part-Time Positions	970	966	966	980	1.4%
Total FTEs	9,895.51	10,031.28	10,031.28	10,235.63	2.0%
Montgomery County Public Schools					
CURRENT FUND TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	20,602.50	21,059.52	21,059.52	21,090.64	0.1%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	624.05	559.79	559.79	558.37	-0.3%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	624.05	629.42	629.42	635.32	0.9%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	21,850.60	22,248.73	22,248.73	22,284.33	0.2%
Montgomery College					
SPECIAL FUNDS TAX SUPPORTED					
Montgomery College					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
CURRENT FUND TAX SUPPORTED					
Montgomery College					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,793.10	1,805.10	1,805.10	1,802.10	-0.2%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery College					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Montgomery College					
Full-Time Positions	0	0	0	0	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY16	BUDGET FY17	EST FY17	APPR FY18	%CHG BUD/APPR
Part-Time Positions	0	0	0	0	----
FTEs	155.50	115.50	115.50	115.50	----
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,948.60	1,920.60	1,920.60	1,917.60	-0.2%
M-NCPPC					
SPECIAL FUNDS TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	866.24	889.34	889.34	914.89	2.9%
SPECIAL FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	141.85	155.85	155.85	165.75	6.4%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,008.09	1,045.19	1,045.19	1,080.64	3.4%
SUMMARY					
Total Full-Time Positions	9,174	9,302	9,302	9,491	2.0%
Total Part-Time Positions	970	966	966	980	1.4%
Total FTEs	34,702.80	35,245.80	35,245.80	35,518.20	0.8%

Property Tax Schedules

Schedule E, Taxes and User Charges

This schedule displays taxes and user charges per household in the County.

Schedule E-1, Assessable Tax Bases

This schedule shows the value of property subject to the various property taxes levied in the County.

Special Districts have boundaries defined in law, and the taxes collected within them are dedicated to specific purposes. With three exceptions, the Special Districts apply to areas smaller than the entire County. The exceptions are the Mass Transit tax, Fire tax, and the Advance Land Acquisition Fund tax administered by M NCPPC, under the direction of the County Council. These three taxes are levied Countywide, just like the general County property tax and the State property tax.

Property taxes are collected by the County for the 23 municipalities and special taxing areas in the County. Municipal property taxes are levied by the municipalities, not the County, and are not included in this schedule.

Property owners pay taxes for several different Special Districts in addition to Countywide taxes. Schedule F-5 contains tax rates for the different Special Districts and Countywide taxes. Schedule E-1 shows the growth in the property bases in recent years. Increases in total property taxes paid by individual property owners result from changes in both property assessment and tax rates. Also shown are projections by the County Finance Department of the different tax bases.

Since FY01, the assessment of real property changed from 40 percent to 100 percent of full cash value as a result of the enactment of SB626, Chapter 80 of the Laws of 2000 "Truth in Taxation Ã¢â‚¬" Real Property Tax Assessments" by the Maryland Legislature.

Schedule E-2, Property Tax Rates

This schedule shows the current and historical tax rates applied to the tax bases described in Schedule E-1.

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Schedule E

FY17 and FY18 Taxes & User Charges for Average Household
In Montgomery County

	FY17	FY18	$ CHG	% CHG
Property	$ 4,599	$ 4,646	$ 47	1.0%
Income	$ 3,934	$ 4,089	$ 154	3.9%
Other	$ 1,251	$ 1,235	$ (15)	-1.2%
Total Taxes	**$ 9,784**	**$ 9,970**	**$ 186**	**1.9%**
Water & Sewer	$ 614	$ 631	$ 17	2.8%
Solid Waste/Leaf Collection	$ 303	$ 303	$ 0	0.0%
Total Charges	**$ 917**	**$ 934**	**$ 17**	**1.9%**
Total Taxes & Charges	**$ 10,701**	**$ 10,905**	**$ 203**	**1.9%**

Note (1): Average household tax burden computed as total estimated revenue divided by number of households. Number of households are revised estimates for CY17 and CY18 based on historical data from the American Community Survey, U.S. Bureau of the Census.

Note (2): Property taxes for FY17 and FY18 at adopted rates effective July 1, 2016 and July 1, 2017, respectively, and incorporate an income-tax offset credit of $692 in both FY17 and FY18 for an owner-occupied home.

Note (3): Other taxes include Transfer, Recordation, Fuel/Energy, Telephone, Admissions, E-Cigarettes, and Water Quality Protection Charge. Water Quality Protection Charge is specified per equivalent residential unit and increases from $95.00 in FY17 to $104.25 in FY18.

Note (4): Tax & User Charges are not adjusted for inflation.

Note (5): Water & Sewer bill included an 3.5% water and sewer rate increase. The amount assumes 137 gallons average daily consumption. The FY17 amount has been restated to reflect the 137 gallons average daily consumption. Source: Fiscal Year 2018 Proposed Budget, Washington Suburban Sanitary Commission, pages 17 and 18.

Note(6): Totals may not add due to rounding

Source: Montgomery County Department of Finance and Office of Management and Budget **June 2017**

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Schedule E-1

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY

ASSESSABLE BASE (in billion $)	ACTUAL FY16	BUDGET FY17	PROJ. FY17	BUDGET FY18	PROJ. FY19	PROJ. FY20	PROJ. FY21	PROJ. FY22	PROJ. FY23
Countywide									
Countywide: Real	170.176	179.260	178.296	185.671	193.220	200.565	207.172	213.568	219.822
Countywide: Personal	3.884	3.803	3.845	3.862	3.917	3.961	4.026	4.055	4.099
Special Districts									
Mass Transit: Real	170.176	179.260	178.296	185.671	193.220	200.565	207.172	213.568	219.822
Mass Transit: Personal	3.884	3.803	3.845	3.862	3.917	3.961	4.026	4.055	4.099
Fire: Real	170.176	179.260	178.296	185.671	193.220	200.565	207.172	213.568	219.822
Fire: Personal	3.884	3.803	3.845	3.862	3.917	3.961	4.026	4.055	4.099
Recreation: Real	148.830	156.918	155.931	162.382	168.983	175.407	181.185	186.779	192.248
Recreation: Personal	3.168	3.100	3.136	3.149	3.194	3.230	3.284	3.307	3.343
Storm Drainage: Real	143.862	151.682	150.726	156.961	163.342	169.551	175.137	180.544	185.831
Storm Drainage: Personal	3.038	2.971	3.007	3.020	3.063	3.098	3.149	3.172	3.206
M-NCPPC - Regional: Real	147.959	155.997	155.018	161.431	167.993	174.379	180.124	185.685	191.122
M-NCPPC - Regional: Personal	3.155	3.084	3.122	3.136	3.181	3.217	3.270	3.293	3.329
M-NCPPC - Metropolitan: Real	147.959	155.997	155.018	161.431	167.993	174.379	180.124	185.685	191.122
M-NCPPC - Metropolitan: Personal	3.155	3.084	3.122	3.136	3.181	3.217	3.270	3.293	3.329
M-NCPPC - Land Acquisition: Real	170.176	179.260	178.296	185.671	193.220	200.565	207.172	213.568	219.822
M-NCPPC - Land Acquisition: Personal	3.884	3.803	3.845	3.862	3.917	3.961	4.026	4.055	4.099
Urban Districts									
Bethesda: Real	4.384	4.214	4.593	4.783	4.978	5.167	5.337	5.502	5.663
Bethesda: Personal	0.211	0.221	0.209	0.210	0.213	0.215	0.219	0.220	0.223
Silver Spring: Real	3.164	3.363	3.315	3.452	3.592	3.729	3.852	3.971	4.087
Silver Spring: Personal	0.126	0.138	0.124	0.125	0.127	0.128	0.130	0.131	0.133
Wheaton: Real	0.589	0.616	0.618	0.643	0.669	0.695	0.718	0.740	0.761
Wheaton: Personal	0.035	0.033	0.035	0.035	0.035	0.036	0.036	0.037	0.037
Noise Abatement Districts									
Bradley: Real	0.042	0.046	0.044	0.046	0.048	0.049	0.051	0.053	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	0.011	0.012	0.011	0.012	0.012	0.013	0.013	0.014	0.014
Cabin John: Personal	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Parking Districts									
Bethesda - Commercial: Real	3.622	1.786	3.794	3.951	4.112	4.268	4.409	4.545	4.678
Bethesda - Commercial: Personal	0.177	0.184	0.175	0.176	0.178	0.180	0.183	0.184	0.186
Bethesda - Unimproved: Real	0.475	0.294	0.498	0.518	0.539	0.560	0.578	0.596	0.614
Bethesda - Unimproved: Personal	0.022	0.022	0.022	0.022	0.022	0.023	0.023	0.023	0.024
Montgomery Hills - Commercial: Real	0.045	0.034	0.048	0.050	0.052	0.054	0.055	0.057	0.059
Montgomery Hills - Commercial: Personal	0.003	0.003	0.003	0.003	0.003	0.003	0.003	0.003	0.003

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY

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	2.715	2.371	2.844	2.962	3.082	3.200	3.305	3.407	3.507
Silver Spring - Commercial: Personal	0.123	0.135	0.122	0.122	0.124	0.125	0.128	0.128	0.130
Silver Spring - Unimproved: Real	0.335	0.362	0.351	0.366	0.381	0.395	0.408	0.421	0.433
Silver Spring - Unimproved: Personal	0.001	0.002	0.001	0.001	0.001	0.001	0.001	0.001	0.001
Wheaton - Commercial: Real	0.354	0.235	0.371	0.386	0.402	0.417	0.431	0.444	0.457
Wheaton - Commercial: Personal	0.013	0.010	0.012	0.013	0.013	0.013	0.013	0.013	0.013
Wheaton - Unimproved: Real	0.006	0.001	0.006	0.006	0.007	0.007	0.007	0.007	0.007
Wheaton - Unimproved: Personal	0.004	0.003	0.004	0.004	0.004	0.004	0.004	0.004	0.004

Schedule E-2

PROPERTY TAX RATES				
(dollars per $100 assessed value)	ACTUAL FY15	ACTUAL FY16	ACTUAL FY17	APPR FY18
Countywide				
General Fund: Real	0.732	0.7230	0.7734	0.7484
General Fund: Personal	1.830	1.8075	1.9335	1.8710
State of Maryland: Real	0.112	0.1120	0.1120	0.1120
State of Maryland: Personal	0.000	0.0000	0.0000	0.0000
Countywide: Real	0.844	0.8350	0.8854	0.8604
Countywide: Personal	1.830	1.8075	1.9335	1.8710
Special Districts				
Mass Transit: Real	0.040	0.0600	0.0520	0.0580
Mass Transit: Personal	0.100	0.1500	0.1300	0.1450
Fire: Real	0.136	0.1160	0.1140	0.1089
Fire: Personal	0.340	0.2900	0.2850	0.2723
Recreation: Real	0.023	0.0230	0.0230	0.0240
Recreation: Personal	0.058	0.0575	0.0575	0.0600
Storm Drainage: Real	0.003	0.0030	0.0030	0.0000
Storm Drainage: Personal	0.008	0.0075	0.0075	0.0000
Urban Districts				
Bethesda: Real	0.012	0.0120	0.0120	0.0120
Bethesda: Personal	0.030	0.0300	0.0300	0.0300
Silver Spring: Real	0.024	0.0240	0.0240	0.0240
Silver Spring: Personal	0.060	0.0600	0.0600	0.0600
Wheaton: Real	0.030	0.0300	0.0300	0.0300
Wheaton: Personal	0.075	0.0750	0.0750	0.0750
M-NCPPC				
Regional (Administration)				
Mandatory: Real	0.012	0.0120	0.0120	0.0120
Mandatory: Personal	0.030	0.0300	0.0300	0.0300
Discretionary: Real	0.005	0.0060	0.0050	0.0052
Discretionary: Personal	0.013	0.0150	0.0125	0.0130
Metro (Parks)				
Mandatory: Real	0.036	0.0360	0.0360	0.0360
Mandatory: Personal	0.090	0.0900	0.0900	0.0900
Maintenance: Real	0.008	0.0080	0.0080	0.0080
Maintenance: Personal	0.020	0.0200	0.0200	0.0200
Discretionary: Real	0.012	0.0112	0.0108	0.0114
Discretionary: Personal	0.030	0.0280	0.0270	0.0285

PROPERTY TAX RATES				
(dollars per $100 assessed value)	ACTUAL FY15	ACTUAL FY16	ACTUAL FY17	APPR FY18
Advanced Land Acquisition: Real **	0.001	0.0010	0.0010	0.0010
Advanced Land Acquisition: Personal **	0.002	0.0025	0.0025	0.0025
Parking Districts				
Bethesda - Commercial: Real	0.124	0.0000	0.0000	0.0000
Bethesda - Commercial: Personal	0.310	0.0000	0.0000	0.0000
Bethesda - Unimproved: Real	0.062	0.0000	0.0000	0.0000
Bethesda - Unimproved: Personal	0.155	0.0000	0.0000	0.0000
Montgomery Hills - Commercial: Real	0.240	0.0000	0.0000	0.0000
Montgomery Hills - Commercial: Personal	0.600	0.0000	0.0000	0.0000
Montgomery Hills - Unimproved: Real	0.120	0.0000	0.0000	0.0000
Montgomery Hills - Unimproved: Personal	0.300	0.0000	0.0000	0.0000
Silver Spring - Commercial: Real	0.317	0.0000	0.0000	0.0000
Silver Spring - Commercial: Personal	0.792	0.0000	0.0000	0.0000
Silver Spring - Unimproved: Real	0.158	0.0000	0.0000	0.0000
Silver Spring - Unimproved: Personal	0.395	0.0000	0.0000	0.0000
Wheaton - Commercial: Real	0.240	0.0000	0.0000	0.0000
Wheaton - Commercial: Personal	0.600	0.0000	0.0000	0.0000
Wheaton - Unimproved: Real	0.120	0.0000	0.0000	0.0000
Wheaton - Unimproved: Personal	0.300	0.0000	0.0000	0.0000

** On Countywide basis

History Schedules

Schedule F-1, Ten Year History of Expenditures in Current and Deflated Dollars

This schedule shows the growth in expenditures for four major agencies: MCG, MCPS, Montgomery College, and M NCPPC, in both current dollars and deflated to Fiscal Year 08. The purpose is to give a sense of the size of increases in real spending, with inflation removed.

Schedule F-2, Ten Year History of Revenue by Major Category

This schedule reports the revenues received by MCG, Debt Service, MCPS, Montgomery College, and M-NCPPC. The great majority of the revenues are collected by Montgomery County government, but the educational institutions do receive significant State aid plus revenues from tuition, food service, and other charges.

The columns showing the percent of total revenues represented by the major categories give a sense of the relative importance of different types of revenues and show changes over time.

Schedule F-3, Ten Year History of County Government Workyears by Function

This schedule has two tables that display workforce history in different ways. The first displays MCG FTEs by function. The second table takes the workforce data in the first table and divides it by the estimated population for each year to show the annual change in the number of workers per 1,000 population. The purpose is to show how the size of the MCG workforce, by governmental function, is tracking the growth in population. The data in this table excludes FTEs provided by contract.

Schedule F-4, Ten Year History of County Agencies Workyears by Fund

This schedule is similar to F-3 but displays MCG FTEs by fund over the ten years.

Schedule F-5, Ten Year History of Property Tax Rates for Typical Property Owner

This schedule shows the tax rates per 100 dollars of assessed valuation paid by the typical property owner.

Schedule F-6, Historical Analysis of Property Tax Rates

This schedule shows the total average weighted property tax rate (i.e., the rate resulting from taking all rates approved by the County Council, all other municipal district tax rates, and the State of Maryland tax rate, and weighing them by their respective assessable bases related to the Countywide base).

The Workyears (WYs) employment indicator changed to Full-Time Equivalents (FTEs). Tables throughout the book showing FTEs in prior years have not been converted to FTEs; they still reflect WYs and maintain the integrity of the previously approved budgets.

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Schedule F-1

TEN YEAR HISTORY OF EXPENDITURES IN CURRENT AND DEFLATED DOLLARS WITH FISCAL YEAR 09 AS BASE

(in millions)

	ACTUAL FY09	ACTUAL FY10	ACTUAL FY11	ACTUAL FY12	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	ACTUAL FY16	APPR FY17	APPR FY18
COUNTY GOVERNMENT										
General Fund	923.2	910.9	848.5	891.9	1,014.7	1,118.0	1,146.6	1,162.0	1,177.1	1,220.9
Expenditures in FY09$	923.2	900.1	819.8	838.3	938.7	1,018.2	1,037.6	1,043.1	1,039.8	1,057.1
Special Funds: Tax Supported	339.9	335.5	326.3	335.3	357.4	383.6	388.5	390.6	384.7	397.6
Expenditures in FY09$	339.9	331.5	315.3	315.1	330.6	349.4	351.6	350.6	339.8	344.2
Grant Fund: Non-Tax Supported	118.9	120.5	112.7	114.7	103.5	111.4	116.7	114.5	116.4	118.0
Expenditures in FY09$	118.9	119.1	108.9	107.8	95.7	101.5	105.6	102.8	102.8	102.2
Special Funds: Non-Tax Supported	237.0	253.3	244.5	250.9	266.9	269.7	298.8	308.4	314.2	326.2
Expenditures in FY09$	237.0	250.3	236.2	235.8	246.9	245.6	270.4	276.8	277.6	282.4
TOTAL COUNTY GOVERNMENT	**1,619.0**	**1,620.3**	**1,532.0**	**1,592.9**	**1,742.5**	**1,882.7**	**1,950.6**	**1,975.5**	**1,992.4**	**2,062.7**
Expenditures in FY09$	1,619.0	1,601.1	1,480.2	1,497.1	1,611.9	1,714.7	1,765.2	1,773.3	1,760.1	1,785.9
M. C. PUBLIC SCHOOLS(b)	**2,053.1**	**2,104.6**	**2,099.1**	**2,103.4**	**2,192.7**	**2,246.4**	**2,283.1**	**2,321.5**	**2,457.5**	**2,517.1**
Expenditures in FY09$	2,053.1	2,079.6	2,028.1	1,976.9	2,028.4	2,045.9	2,066.2	2,083.9	2,170.9	2,179.3
MONTGOMERY COLLEGE(b)	**233.1**	**247.0**	**243.1**	**245.6**	**245.1**	**257.0**	**274.7**	**287.4**	**312.5**	**314.0**
Expenditures in FY09$	233.1	244.1	234.9	230.8	226.7	234.1	248.6	258.0	276.1	271.9
M-NCPPC(b)	**123.8**	**123.7**	**109.9**	**111.7**	**118.6**	**123.5**	**130.0**	**133.1**	**141.8**	**148.3**
Expenditures in FY09$	123.8	122.2	106.2	105.0	109.7	112.5	117.6	119.5	125.3	128.4
DEBT SERVICE(a)	**224.5**	**237.4**	**258.2**	**276.5**	**298.3**	**307.5**	**342.7**	**348.5**	**397.6**	**408.2**
Expenditures in FY09$	224.5	234.6	249.5	259.9	275.9	280.1	310.1	312.8	351.2	353.4
TOTAL ALL AGENCIES	**4,253.5**	**4,333.0**	**4,242.4**	**4,330.1**	**4,597.3**	**4,817.1**	**4,981.2**	**5,066.0**	**5,301.8**	**5,450.4**
Expenditures in FY09$	4,253.5	4,281.6	4,098.9	4,069.6	4,252.8	4,387.2	4,507.9	4,547.6	4,683.6	4,719.0
CPI - FISCAL YEAR 09 = 100	**100.0**	**101.2**	**103.5**	**106.4**	**108.1**	**109.8**	**110.5**	**111.4**	**113.2**	**115.5**
Fiscal Year Percent Change	**----**	**1.2%**	**2.3%**	**2.9%**	**1.7%**	**1.7%**	**0.7%**	**0.9%**	**1.8%**	**2.3%**

(a) Includes add-back of State closed school revenues.
(b) Includes tax supported and non-tax supported funds

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Schedule F-2

TEN YEAR HISTORY OF REVENUE BY MAJOR CATEGORY AND AS A PERCENT OF TOTAL REVENUE

(in millions)

FISCAL YEAR	PROPERTY TAX		INCOME TAX		TRANSFER TAX		OTHER TAXES		LICENSES & PERMITS		CHARGES FOR SERVICES		INTERGOV .AID		FINES & MISC REVENUE		TOTAL REVENUE
	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$
FY18 Approved	1,770.2	31.9	1,557.9	28.1	185.3	3.3	322.7	5.8	55.6	1.0	375.4	6.8	1,108.9	20.0	165.9	3.0	5,541.7
FY17 Estimate	1,737.6	32.2	1,486.4	27.5	195.1	3.6	315.2	5.8	54.0	1.0	370.4	6.9	1,083.6	20.1	156.2	2.9	5,398.5
FY17 Approved	1,738.7	32.2	1,487.6	27.6	179.9	3.3	315.4	5.8	60.9	1.1	379.3	7.0	1,082.6	20.1	150.6	2.8	5,394.8
FY16 Actual	1,595.3	31.2	1,422.4	27.8	171.3	3.3	299.3	5.8	55.7	1.1	385.0	7.5	1,038.7	20.3	152.6	3.0	5,120.3
FY15 Actual	1,549.2	31.5	1,310.8	26.7	156.2	3.2	308.5	6.3	49.7	1.0	378.9	7.7	1,018.5	20.7	143.2	2.9	4,915.1
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

* Totals do not include uses of prior year reserves or transfers

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Schedule F-3

TEN YEAR HISTORY OF COUNTY GOVERNMENT FTEs BY FUNCTION

Function	APPR FY09	APPR FY10	APPR FY11	APPR FY12	APPR FY13	APPR FY14	APPR FY15	APPR FY16	APPR FY17	APPR FY18
General Government	1,079.20	1,041.90	948.50	944.60	985.48	1,012.51	1,046.59	1,096.31	1,112.55	1,146.20
Public Safety	3,822.10	3,741.20	3,482.30	3,546.90	3,520.15	3,579.19	3,669.91	3,709.53	3,743.63	3,790.18
Transportation	1,235.50	1,251.60	1,151.60	1,136.40	1,120.89	1,137.79	1,160.51	1,164.52	1,174.30	1,206.20
Health & Human Services	1,609.00	1,577.10	1,485.80	1,485.70	1,558.60	1,568.76	1,588.87	1,593.66	1,619.38	1,648.71
Libraries, Culture & Recreation	903.00	833.10	675.20	666.20	715.95	774.31	824.81	833.59	856.40	890.12
Community Development & Housing	336.80	305.60	263.50	262.20	293.15	306.20	318.20	326.20	332.75	345.85
Environment	209.70	156.80	151.20	187.10	193.98	195.09	200.49	204.79	210.81	213.11
Non-Departmental Accounts	2.60	3.10	2.60	1.60	1.65	3.88	4.08	4.23	4.18	4.21
Liquor Control	343.80	337.30	312.90	323.00	324.02	338.82	336.82	426.72	432.42	438.20
Subtotal	**9,541.70**	**9,247.70**	**8,473.60**	**8,553.70**	**8,713.87**	**8,916.55**	**9,150.28**	**9,359.55**	**9,486.42**	**9,682.78**
Plus Council & Judicial Offices *	491.40	501.70	486.90	481.80	513.68	528.73	528.56	535.96	544.86	552.85
TOTAL COUNTY GOVERNMENT	**10,033.10**	**9,749.40**	**8,960.50**	**9,035.50**	**9,227.55**	**9,445.28**	**9,678.84**	**9,895.51**	**10,031.28**	**10,235.63**
Government FTEs PER 1000 Population										
General Government	1.13	1.08	0.98	0.97	0.99	1.01	1.03	1.07	1.07	1.08
Public Safety	3.99	3.88	3.58	3.62	3.53	3.55	3.60	3.60	3.60	3.57
Transportation	1.29	1.30	1.19	1.16	1.12	1.13	1.14	1.13	1.13	1.14
Health & Human Services	1.68	1.64	1.53	1.52	1.56	1.56	1.56	1.55	1.56	1.55
Libraries, Culture & Recreation	0.94	0.86	0.70	0.68	0.72	0.77	0.81	0.81	0.82	0.84
Community Development & Housing	0.35	0.32	0.27	0.27	0.29	0.30	0.31	0.32	0.32	0.33
Environment	0.22	0.16	0.16	0.19	0.19	0.19	0.20	0.20	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	0.36	0.35	0.32	0.33	0.32	0.34	0.33	0.41	0.42	0.41
Total County-Less Elective Offices	**9.97**	**9.59**	**8.72**	**8.74**	**8.73**	**8.85**	**8.97**	**9.10**	**9.13**	**9.11**
Plus Council & Judicial Offices *	0.51	0.52	0.50	0.49	0.51	0.52	0.52	0.52	0.52	0.52
TOTAL COUNTY GOVERNMENT	**10.48**	**10.11**	**9.22**	**9.23**	**9.24**	**9.38**	**9.49**	**9.62**	**9.66**	**9.63**
Population	**957,200**	**964,100**	**971,400**	**978,700**	**998,540**	**1,007,311**	**1,020,000**	**1,029,000**	**1,038,500**	**1,062,500**

* Includes official and staff of offices headed by elected officials.
Effective FY13, Workyears have been converted to Full-Time Equivalents(FTEs) and will no longer measure lapse and overtime.
Historical Workyears and Populations reflect the Original Approved Budget.

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Schedule F-4

TEN YEAR HISTORY OF COUNTY AGENCIES FTEs BY FUND

	FY09 WORKYEARS	FY10 WORKYEARS	FY11 WORKYEARS	FY12 WORKYEARS	FY13 WORKYEARS	FY14 FTEs	FY15 FTEs	FY16 FTEs	FY17 FTEs	FY18 FTEs
GENERAL FUND										
General Fund	1,032.60	996.00	911.70	890.30	939.32	968.22	1,000.38	1,058.35	1,076.64	1,107.01
Public Safety	2,652.40	2,584.70	2,431.00	2,484.00	2,459.85	2,499.71	2,583.25	2,610.17	2,646.27	2,709.82
Transportation	314.00	295.70	252.90	207.80	224.15	242.31	244.17	248.17	252.27	252.27
Health & Human Services	1,609.00	1,577.10	1,485.80	1,485.70	1,558.60	1,568.76	1,588.87	1,593.66	1,619.38	1,648.71
Libraries, Culture & Recreation	426.40	386.90	290.90	288.00	313.96	349.94	384.56	388.56	386.56	395.26
Community Development & Housing	107.60	96.00	77.50	70.30	79.75	90.00	96.00	98.00	73.40	86.40
Environment	33.90	19.30	13.30	12.10	11.49	11.49	13.09	15.09	16.50	16.50
Non-Departmental Accounts	2.60	3.10	2.60	1.60	1.65	3.88	4.08	4.23	4.18	4.21
TOTAL GENERAL FUND **	**6,178.50**	**5,958.80**	**5,465.70**	**5,439.80**	**5,588.77**	**5,734.31**	**5,914.40**	**6,016.23**	**6,075.20**	**6,220.18**
SPECIAL FUNDS										
Urban Districts	58.10	58.10	50.20	52.00	55.32	55.02	58.30	58.30	58.60	58.60
Mass Transit	871.40	854.70	802.60	830.30	814.41	816.06	835.62	836.19	842.47	874.37
Fire Tax District	1,353.00	1,351.20	1,235.00	1,243.00	1,253.80	1,281.56	1,286.56	1,299.26	1,302.76	1,286.76
Recreation	449.70	421.70	362.20	352.50	375.19	397.63	413.51	417.29	440.77	464.79
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	16.90	19.20	25.50	26.50	29.50	30.50	30.50	30.50	31.50	32.50
Montgomery Housing Initiative	11.50	11.50	12.00	13.10	14.80	14.70	14.70	14.70	14.70	14.70
Water Quality Protection	17.10	32.80	38.20	72.10	79.10	81.39	84.39	86.69	88.76	91.47
Community Use of Public Facilities	26.90	24.50	22.10	25.70	26.80	26.74	26.74	27.74	29.07	30.07
Parking Districts	50.10	50.90	45.80	48.00	48.79	48.59	49.89	49.33	48.53	48.53
Permitting Services	216.70	197.10	173.00	177.80	197.60	200.50	206.50	212.50	243.65	243.75
Solid Waste Services	158.70	104.70	99.70	102.90	103.39	102.21	103.01	103.01	105.55	105.14
Vaccum Leaf Collection	0.00	50.30	50.30	50.30	33.54	30.83	30.83	30.83	31.03	31.03
Liquor Control	343.80	337.30	312.90	323.00	324.02	338.82	336.82	426.72	432.42	438.20
TOTAL SPECIAL FUNDS	**3,574.90**	**3,515.00**	**3,230.50**	**3,318.20**	**3,357.26**	**3,425.55**	**3,478.37**	**3,594.06**	**3,670.81**	**3,720.91**
INTERNAL SERVICE FUNDS										
Employee Health Benefit Self Insurance	12.20	11.80	11.50	12.70	16.15	20.25	20.85	21.25	22.30	25.25
Motor Pool	205.50	202.00	194.30	205.60	205.10	205.30	204.10	204.10	204.10	204.10
Printing & Mail	31.00	31.40	29.30	29.80	30.90	29.50	30.75	29.75	28.75	34.07
Self Insurance	31.00	30.40	29.20	29.40	29.37	30.37	30.37	30.12	30.12	31.12
TOTAL INTERNAL SERVICE FUNDS	**279.70**	**275.60**	**264.30**	**277.50**	**281.52**	**285.42**	**286.07**	**285.22**	**285.27**	**294.54**
TOTAL COUNTY GOVERNMENT	**10,033.10**	**9,749.40**	**8,960.50**	**9,035.50**	**9,227.55**	**9,445.28**	**9,678.84**	**9,895.51**	**10,031.28**	**10,235.63**
MONT. COUNTY PUBLIC SCHOOLS	**20,769.50**	**20,949.40**	**20,743.70**	**20,609.70**	**20,841.75**	**21,241.85**	**21,579.89**	**21,850.60**	**22,248.73**	**22,284.33**
MONTGOMERY COLLEGE	**1,866.80**	**1,855.80**	**1,918.80**	**1,857.10**	**1,857.10**	**1,862.10**	**1,940.60**	**1,948.60**	**1,920.60**	**1,917.60**
M-NCPPC	**1,046.20**	**1,049.10**	**1,046.80**	**966.70**	**951.45**	**958.55**	**978.60**	**1,015.09**	**1,045.19**	**1,080.64**
GRAND TOTAL	**33,715.60**	**33,603.70**	**32,669.80**	**32,469.00**	**32,877.85**	**33,507.78**	**34,177.93**	**34,709.80**	**35,245.80**	**35,518.20**

**Includes grant FTEs related to General Fund functions.

Prior to FY10 the Leaf Vacuum Fund was included in Solid Waste Services

Effective FY13, Workyears have been converted to Full-Time Equivalents (FTEs) and will no longer lapse and overtime. Historical Workyears reflect the Original Approved Budget

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Schedule F-5

TEN YEAR HISTORY OF PROPERTY TAX RATES FOR TYPICAL PROPERTY OWNER

Tax Rate Per $100 Assessed Value

FISCAL YEAR	COUNTY	MASS TRANSIT	FIRE	RECREATION	STORM DRAINAGE	M -NCPPC	TOTAL COUNTY	STATE	TOTAL TAX RATE
FY18 - Real	0.7484	0.0580	0.1089	0.0240	n/a	0.0736	1.0129	0.1120	1.1249
FY18 - Personal	1.8710	0.1450	0.2723	0.0600	n/a	0.1840	2.5323	n/a	2.5323
FY17 - Real	0.7734	0.0520	0.1140	0.0230	0.0030	0.0728	1.0382	0.1120	1.1502
FY17 - Personal	1.9335	0.1300	0.2850	0.0575	0.0075	0.1820	2.5955	n/a	2.5955
FY16 - Real	0.7230	0.0600	0.1160	0.0230	0.0030	0.0742	0.9992	0.1120	1.1112
FY16 - Personal	1.8075	0.1500	0.2900	0.0575	0.0075	0.1855	2.4980	n/a	2.4980
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	1.897	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	0.052	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

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Schedule F-6

HISTORICAL ANALYSIS OF WEIGHTED REAL PROPERTY TAX RATES
MONTGOMERY COUNTY
Average Weighted Rate Per $100 of Assessed Value

Fiscal Year	Total	Maryland	Municipalities	Montgomery County
2018	$1.1583	$0.1120	$0.0450	$1.0013
2017	$1.1813	$0.1120	$0.0429	$1.0264
2016	$1.1420	$0.1120	$0.0430	$0.9870
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

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 adopted tax rates for FY18 and estimated taxable assessments for FY18.

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Synopsis of Changes

FY18 APPROVED OPERATING BUDGET AS A RESULT OF COUNCIL OR EXECUTIVE ACTION SINCE 3/15/2017

Prepared by County Council Staff

FY 18 County Council Appropriations (Tax and Non-Tax Supported)

Department / Agency	Tax	Non-Tax	Total	CC Changes from CE's Budget as Amended	
GENERAL FUND					
DEPARTMENTAL ACCOUNTS					
Agriculture	989,195		989,195	CC: No change	
Board of Appeals	541,752		541,752	CC: No change	
Board of Elections	8,213,700		8,213,700	CC: Increase	add scanners for polling places (+$100,000 operating expenses); add offsite election judge training (+$54,625 personnel costs; +$17,375 operating expenses)
Circuit Court	12,066,554		12,066,554	CC: No change	
Community Engagement	3,772,050		3,772,050	CC: Increase	add matching funds for RSC events (+$25,000 operating expenses)
Consumer Protection	2,364,597		2,364,597	CC: Increase	add 2 Investigator III positions (+ $179,544 personnel costs)
				CC: Increase	add 2 Investigator III positions (+$6,306 operating expenses)
Correction & Rehabilitation	66,716,261		66,716,261	CC: No change	
County Council	11,651,722		11,651,772	CC: No change	
County Attorney	6,319,482		6,319,482	CC: No change	
County Executive	5,947,305		5,947,305	CC: Increase	add funding for the Innovation into Action Challenge (+$50,000

Department / Agency	Tax	Non-Tax	Total	CC Changes from CE's Budget as Amended	
					operating expenses)
				CC: Increase	fund the Business Solutions Group (+$70,000 operating expenses; +$170,000 personnel costs)
Emergency Management and Homeland Security	1,317,571		1,317,571	CC: No change	
Environmental Protection	2,907,343		2,907,343	CC: Increase	fund pesticide outreach and education, Bill 5-14 (+$125,000 operating expenses)
Ethics Commission	429,607		429,607	CC: No change	
Finance	14,446,096		14,446,096	CC: No change	
General Services	30,965,577		30,965,577	CC: Increase	enhance deferred maintenance and cleaning for libraries (+$150,000 operating expenses)
				CC: Increase	enhance deferred maintenance and cleaning for recreation (+$100,000 operating expenses)
				CC: Increase	reduce CE's recommended reduction (+$15,000 operating expenses)
Health & Human Services	234,084,840		234,084,840	CC: Increase	add public information on selecting caregivers (+$5,140 operating expenses)
				CC: Increase	expand cold meal program for 5 days (+$102,396 operating expenses)
				CC: Increase	expand cold meal program by 4 weeks (+$82,890 operating expenses)
				CC: Increase	add part time staff for senior nutrition program (+$30,667 personnel costs; +$3,742 operating expenses)
				CC: Increase	disproportionate minority contact reduction coordinator (+$100,000 operating expenses)
				CC: Increase	Safe Space Program - Wheaton & Montgomery Village (+$192,910 personnel costs; +$33,000 operating expenses)
				CC: Increase	pre-K services to 40 3-5 year olds delivered by Centro Nia (+$342,000 operating expenses)
				CC: Increase	expand MCPS head start classrooms conversion to full day (+$2,086,180 operating expenses)

Department / Agency	Tax	Non-Tax	Total	CC Changes from CE's Budget as Amended	
				CC: Increase	increase WPA subsidies for children 0-5 years old (+$2,000,000 operating expenses)
				CC: Increase	add 2 administrative specialists for support administering WPA subsidy (+$72,538 personnel costs; +$7,078 operating expenses)
				CC: Increase	enhance to Care for Kids program (+$179,702 operating expenses)
				CC: Increase	enhance Montgomery Cares (+$294,848 operating expenses)
				CC: Increase	add Dental Clinic Director & oversight (+$157,344 personnel costs; +$4,562 operating expenses)
				CC: Increase	add Healthcare for the Homeless Nurse Case Manager (+$72,026 personnel costs; +$4,562 operating expenses)
				CC: Increase	increase capacity of mobile dental program for the homeless (+$76,700 operating)
				CC: Increase	implement food security plan (+$80,000 operating expenses)
				CC: Increase	add weekend food for elementary school students (+$150,000 operating expenses)
				CC: Increase	increase contracts with eligible non-profits by 1.5% (+$1,757,274 operating expenses)
				CC: Increase	add Senior Financial Specialist -DHHS contract monitoring (+$75,041 personnel costs; +$3,742 operating expenses)
				CC: Increase	fund higher ed scholarships for child care providers (+$50,000 operating expenses)
				CC: Increase	fund supervised visitation center (+$132,288 operating expenses)
				CC: Increase	fund MCCH security for men's center (+$50,000 operating expenses)
Housing & Community Affairs	7,538,618		7,538,618	CC: Increase	enhance IT support for COC program (from COC fees) (+$25,000 operating expenses)
				CC: Increase	enhance COC program (from COC fees) (+$5,000 operating expenses)
				CC: Increase	fund tenant advocacy (+$210,000 operating expenses)

Department / Agency	Tax	Non-Tax	Total	CC Changes from CE's Budget as Amended	
Human Resources	8,355,091		8,355,091	CC: No change	
Human Rights	1,242,813		1,242,813	CC: No change	
Inspector General	1,071,872		1,071,872	CC: No change	
Intergovernmental Relations	1,125,673		1,125,673	CC: No change	
Legislative Oversight	1,661,695		1,661,695	CC: No change	
Management & Budget	4,730,931		4,730,931	CC: No change	
Merit System Protection Board	367,688		367,688	CC: No change	
Police	275,474,370		275,474,370	CC: Increase	restore overnight - 2D/6D (+$373,585 personnel; -$10,000 operating expenses)
				CC: Increase	add 5 patrol officers - 4D/5D (+$170,130 personnel costs; +$92,595 operating exp.)
				CC: Increase	add sargeant -6D (+$27,786 personnel costs; +$5,800 operating expenses)
				CC: Increase	enhance COB security services (+$664,232 operating expenses)
Procurement	4,512,962		4,512,962	CC: No change	
Public Information	5,079,351		5,079,351	CC: Increase	add 2 CSRII (at least one bilingual) at MC311 (+$108,140 personnel costs)
				CC: Increase	add outreach and translation services for senior community (+$10,000 operating expenses)
Public Libraries	42,437,576		42,437,576	CC: No change	
Sheriff	23,366,446		23,366,446	CC: No change	
State's Attorney	17,188,455		17,188,455	CC: Increase	convert Asst. Truancy Prevention Coordinator from contract to perm. (+$61,618 personnel costs; -$45,000 operating; net +$16,618)
Technology Services	43,022,058		43,022,058	CC: Decrease	shift Youth Coding program out of DTS (-$150,000 operating expenses)
Transportation	49,809,920		49,809,920	CC: Increase	restore tree planting to FY17 level (+$496,889 operating expenses)

Department / Agency	Tax	Non-Tax	Total	CC Changes from CE's Budget as Amended	
				CC: Increase	add brown street signs for Rustic Roads (+$25,000 operating expenses)
Zoning & Administrative Hearing	689,591		689,591	CC: No change	
SUBTOTAL GENERAL FUND DEPARTMENTAL ACCOUNTS	890,408,762		890,408,812		subtotal of all changes (general fund, departmental) from CE = +$11,378,425
GENERAL FUND NONDEPARTMENTAL ACCOUNTS					
Arts and Humanities Council	5,506,943		5,506,943	CC: Increase	enhance funding for AHCMC large organization operating support grants, grant and programs support to mid-size organizations, advancement grants, administration, and Wheaton cultural project grants (+$100,000)
Boards, Committees, & Commissions	22,950		22,950	CC: No change	
Charter Review Commission	1,150		1,150	CC: No change	
Children's Opportunity Fund	375,000		375,000	CC: No change	
Community Grants- County Executive	7,870,180		7,870,180	CC: Increase	CE Adjustment: Add: Community Grant: Family Services, Inc. (+$75,000)
				CC: Increase	CE Adjustment: Add: Community Grant: Potomac Community Resources, Inc. (+$30,000)
				CC: Decrease	shift Collaboration Council for Disproportionate Minority Contact Reduction Coordinator to DHHS (-$55,000)
				CC: Decrease	shift MCCH Partnership for permanent housing to HIF budget (-$50,000)
Community Grants - County Council	3,205,701		3,205,701	CC: Increase	add funding above CE recommended (+$95,977)
Compensation and Employee Benefits Adj.	2,141,590		2,141,590	CC: No change	
Conference and Visitors' Bureau	1,535,661		1,535,661	CC: No change	
Conference Center	632,769		632,769	CC: No change	
Consolidated Retiree Health Benefits Trust (MCPS)	74,192,000		74,192,000	CC: No change	

Department / Agency	Tax	Non-Tax	Total	CC Changes from CE's Budget as Amended	
Consolidated Retiree Health Benefits Trust (College)	2,552,000		2,552,000	CC: No change	
Council of Governments	876,710		876,710	CC: No change	
County Associations	74,728		74,728	CC: No change	
Device Client Management	7,886,200		7,886,200	CC: Increase	expand Homework Gap computers (+$100,000)
Future Federal/State/Other Grants			0	CC: No change	
Grants to Municipalities in Lieu of Shares Tax	28,020		28,020	CC: No change	
Group Insurance for Retirees	43,300,000		43,300,000	CC: Decrease	authorize transfer to General Fund (-$9,000,000)
Historical Activities	110,000		110,000	CC: No change	
Homeowners' Association Roads	61,051		61,051	CC: Decrease	reflect reduced Highway User Revenue (-$319)
Housing Opportunities Commission	6,536,889		6,536,889	CC: No change	
Inauguration & Transition	0		0	CC: No change	
Independent Audit	420,820		420,820	CC: No change	
ITPCC	5,850		5,850	CC: No change	
Leases	20,334,394		20,334,394	CC: Decrease	reduce to reflect lease cancelation (-$106,795)
Legislative Branch Community Outreach	540,000		540,000	CC: No change	
MEDCO Grant - Incubator NDA	3,399,971		3,399,971	CC: Increase	enhance BHI services (+$125,000)
Montgomery Coalition for Adult English Literacy	1,657,058		1,657,058	CC: Increase	expand Adult ESOL programs in schools to Linkages to Learning (+$50,000)
				CC: Increase	support adult ESOL in workplace programs (+$50,000)
Montgomery County Economic Development Corporation	5,007,750		5,007,750	CC: Decrease	reduce excess fund balance carryover (-$300,000)
Montgomery Ccounty Employee Retirement Plans	0		0	CC: No change	
Motor Pool Fund Contribution	973,258		973,258	CC: No change	

Department / Agency	Tax	Non-Tax	Total	CC Changes from CE's Budget as Amended	
Municipal Tax Duplication	8,405,243		8,405,243	CC: No change	
Prisoner Medical Services	20,000		20,000	CC: No change	
Public Election Fund	5,095,000		5,095,000	CC: Increase	add funds for candidate distributions (+$1,000,000)
Public Technology, Inc.	20,000		20,000	CC: No change	
Retiree Health Benefits Trust	43,398,320		43,398,320	CC: No change	
Risk Management (General Fund)	16,816,427		16,816,427	CC: No change	
Rockville Parking District	412,200		412,200	CC: No change	
Snow Removal and Storm Cleanup	2,884,990		2,884,990	CC: Decrease	reduce original appropriation (-$3,000,000)
State Position Supplement	60,756		60,756	CC: No change	
State Property Tax System	3,565,615		3,565,615	CC: Decrease	CE Adjustment: reduce cost (-$229,364)
State Retirement Contribution	1,448,295		1,448,295	CC: No change	
Takoma Park Library Annual Payment	154,043		154,043	CC: No change	
Takoma Park Police Rebate	1,012,888		1,012,888	CC: No change	
Telecommunications	5,356,382		5,356,382	CC: No change	
Utilities	26,235,645		26,235,645	CC: Decrease	incentivize utility efficiency (-$150,000)
Vision Zero	100,000		100,000	CC: Increase	augment Vision Zero (+$100,000)
Working Families Income Supplement	24,638,264		24,638,264	CC: Decrease	CE Adjustment: reflect reduced costs (-$1,548,936)
Worksource Montgomery	1,657,344		1,657,344	CC: No change	
SUBTOTAL GENERAL FUND NON-DEPARTMENTAL ACCOUNTS	330,530,055		330,530,055		subtotal of all changes (general fund, non-departmental) from CE = -$12,714,437
TOTAL GENERAL FUND	1,220,938,817		1,220,938,867		total of all changes (general fund, departmental and non-departmental) from CE = -$1,336,012
SPECIAL FUNDS - TAX SUPPORTED					

Department / Agency	Tax	Non-Tax	Total	CC Changes from CE's Budget as Amended	
Fire and Rescue Services	214,862,420		214,862,420	CC: Increase	add 2 paramedics to Takoma Park Station (+$400,000 personnel costs; +$50,000 operating expenses)
Economic Development Fund	4,110,738		4,110,738	CC: Decrease	eliminate Expand program and Build program enhancements (-$750,000 operating expenses)
				CC: Decrease	reduce cybersecurity supplement to reflect rollover (-$372,605 operating expenses)
Mass Transit Fund (excluding debt service)				CC: No change	
Transit Services	132,226,957		132,226,957	CC: Increase	extend hours for Seniors Ride Free (+$15,000 operating expenses)
				CC: Increase	enhance Ride On services on US 29 starting January 2018 (+$270,414 personnel costs; +$462,334 operating expenses)
Noise Abatement				CC: No change	
Recreation (excluding debt service)	37,687,311		37,687,311	CC: Increase	transfer from DTS - Youth Coding initiative (+$150,000 operating expenses)
				CC: Increase	address critical administrative needs by adding Manager II and Manager III (+$183,083 personnel costs; +$16,992 operating expenses)
				CC: Increase	expand Youth Coding initiative (+$50,000 opersting expenses)
				CC: Increase	add Dream Academy site (+$146,292 personnel costs; +$151,800 operating expenses)
				CC: Increase	add 1/day per week at 3 highest priority Dream Academy sites (+$57,004 personnel costs; +$147,378 operating expenses)
Urban Districts	8,690,049		8,690,049	CC: Increase	add Fenton Village business marketing (+$15,000 operating expenses)
SUBTOTAL, SPECIAL FUNDS (TAX SUPPORTED)	397,577,475		397,577,475		subtotal of all changes (special funds, tax supported) from CE = +$991,692
TOTAL GENERAL & SPECIAL FUNDS (TAX SUPPORTED)	1,618,516,292		1,618,516,342		total of all changes (general + special, tax supported) from CE = -$344,320

Department / Agency	Tax	Non-Tax	Total	CC Changes from CE's Budget as Amended	
SPECIAL & ENTERPRISE FUNDS (NON-TAX SUPPORTED)					
Cable TV		16,071,604	16,071,604	CC: No change	
Community Use of Public Facilities		11,691,144	11,691,144	CC: No change	
Non-tax Supported Debt Service		13,954,010	13,954,010	CC: No change	
Montgomery Housing Initiative		36,556,050	36,556,050	CC: Increase	shift Partnership for Permanent Housing from CE Grants (+$170,326 operating)
Water Quality Protection Fund		27,364,649	27,364,649	CC: Increase	add funding for Montgomery Parks (+$117,628 operating expenses)
Parking Districts		27,777,906	27,777,906	CC: Decrease	reduce CE's recommended increases to enforcement/charging hours in Bethesda and Silver Spring (-$812,500 operating expenses)
Permitting Services Fund		38,874,829	38,874,829	CC: No change	
Solid Waste Collection		6,842,647	6,842,647	CC: No change	
Solid Waste Disposal		89,700,728	89,700,728	CC: No change	
Total Solid Waste		96,543,375	96,543,375		
Vacuum Leaf Collection		6,124,584	6,124,584	CC: No change	
Liquor Control		54,168,719	54,168,719	CC: No change	
Liquor Debt: Other		10,992,600	10,992,600	CC: No change	
Total Liquor Control		65,161,319	65,161,319		
SUBTOTAL SPECIAL & ENTERPRISE FUNDS (NON-TAX SUPPORTED)		340,119,470	340,119,470		subtotal of all changes (special + enterprise funds, non-tax) from CE = -$524,546
TOTAL COUNTY GOVERNMENT (TAX SUPPORTED)	1,618,516,292		1,618,516,292		total changes (county government) from CE = -$868,866
TOTAL COUNTY GOVERNMENT (NON-TAX SUPPORTED)		340,119,470	340,119,470		

Department / Agency	Tax	Non-Tax	Total	CC Changes from CE's Budget as Amended	
MONTGOMERY COUNTY DEBT SERVICE					
General Fund: GO Bonds	369,855,550		369,855,550	CC: No change	
Long Term Leases	6,580,900		6,580,900	CC: No change	
Short Term Leases	16,557,600		16,557,600	CC: No change	
Other Long Term Debt	1,285,610		1,285,610	CC: No change	
TOTAL MCG DEBT SERVICE	394,279,660		394,279,660		total changes (mcg debt service) from CE = $0
COUNTY GOVERNMENT INTERNAL SERVICE FUNDS					
Employee Health Benefit Self Insurance Fund				CC: No change	
Fleet Management Services				CC: No change	
Printing and Mail Service				CC: No change	
Risk Management				CC: Decrease	transfer excess appropriation to the General Fund (-$3,450,457)
TOTAL MCG INTERNAL SERVICE FUNDS					subtotal (MCG internal service funds) from CE = -$3,450,457
OUTSIDE AGENCIES					
MCPS					
Current Fund	2,368,655,562		2,368,655,562	CC: Increase	add to MCPC fund balance carryover (+$2,120,670)
				CC: Decrease	recognize reduced State Aid (-$86,826)
Grant Fund		82,190,798	82,190,798	CC: Increase	recognize additional Federal Head Start and IDEA grant funding (+$461,922)
Food Service		54,213,534	54,213,534	CC: No change	
Real Estate Management		3,932,647	3,932,647	CC: No change	
Field Trips		2,313,743	2,313,743	CC: No change	
Entrepreneurial Activities		4,090,053	4,090,053	CC: No change	
Instructional Television		1,697,504	1,697,504	CC: No change	

Department / Agency	Tax	Non-Tax	Total	CC Changes from CE's Budget as Amended	
TOTAL MCPS	2,368,655,562	148,438,279	2,517,093,841		total changes (mcps) from CE = +$2,495,766
MONTGOMERY COLLEGE					
Current Fund	262,009,376		262,009,376	CC: Increase	enhance pay and benefits for college employees (+$3,200,000)
				CC: Decrease	reduce tuition revenue (-$568,743)
				CC: Decrease	reduce revenue (-$427,974)
Emergency Repair	350,000		350,000	CC: No change	
Grant Fund - Tax Supported	400,000		400,000	CC: No change	
Grant Fund - Non-Tax Supported		22,244,655	22,244,655	CC: Increase	adjust to reflect additional federal grants (+$3,200,000)
				CC: Decrease	adjust to reflect reduced state grant for tuition (-$728,345)
Montgomery College Endowment Fund		263,000	263,000	CC: No change	
Workforce Development & Continuing Education		17,784,950	17,784,950	CC: No change	
Auxiliary Fund		1,638,620	1,638,620	CC: No change	
Transportation Fund		4,100,000	4,100,000	CC: No change	
Major Facilities Reserve Fund		3,500,000	3,500,000	CC: No change	
Cable Television Fund		1,683,725	1,683,725	CC: No change	
TOTAL MONTGOMERY COLLEGE	262,759,376	51,214,950	313,974,326		total changes (college) from CE = +$4,674,938
M-NCPPC					
Administration Fund	30,778,741		30,778,741	CC: Increase	restore UMD National Center for Smart Growth Contract (+$70,113)
Park Fund	95,101,570		95,101,570	CC: Increase	add Weed Warrior Program & Resource Analyst in WQPF (+$117,628)
				CC: Increase	Transfer from Cable to M-NCPPC Park Fund for Wi-Fi in the Parks Pilot (+$100,000)
				CC: Increase	activate Urban Parks/energizing public spaces (+$125,000)

Department / Agency	Tax	Non-Tax	Total	CC Changes from CE's Budget as Amended	
				CC: Increase	improve quality and playability of ballfields (+$625,463)
				CC: Increase	enhance and expand the trail system (+$212,269)
				CC: Increase	fund operating budget impacts for new and expanded parks (+$109,541)
				CC: Increase	sustain the current level of service at existing parks and facilities (+$236,699)
				CC: Increase	add program access/outreach specialist for ADA compliance (+$81,329)
Debt Service	5,511,210		5,511,210	CC: No change	
ALA Debt Service	155,550		155,550	CC: No change	
Grant Fund		550,000	550,000	CC: No change	
Enterprise Funds		9,297,797	9,297,797	CC: No change	
Property Management		1,311,100	1,311,100	CC: No change	
Special Revenue Funds		5,634,625	5,634,625	CC: No change	
TOTAL M-NCPPC	131,547,071	16,793,522	148,340,593		total changes (mncppc) from CE = +$1,678,042
GRAND TOTAL ALL AGENCIES			5,450,363,866		total changes (all agencies) from CE = +$7,979,880

Resolution No.:	18-823
Introduced:	May 25, 2017
Adopted:	May 25, 2017

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Approval of and Appropriation for the FY 2018 Operating Budget of the Montgomery County Government

Background

1. As required by Section 303 of the County Charter, the County Executive sent to the County Council the FY 2018 Operating Budget for the Montgomery County Government.

2. As required by Section 304 of the County Charter, notice of public hearing was given and a public hearing was held.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. The Council approves the FY 2018 Operating Budget for the Montgomery County Government and appropriates the funds as shown on the attachment to this resolution in the following sections.

   Section A: The General Fund Operating Budget contains the tax-supported, non-grant-funded appropriations for departmental and non-departmental General Fund accounts.

   Section B: The Special Revenue Funds Tax-Supported Budget contains the non-grant appropriations associated with all tax-supported Special Funds.

   Section C: The Debt Service Budget includes all tax-supported debt service on General Obligation Bonds for the General Fund and tax-supported Special Funds and all tax-supported expenditures for long term leases, short term leases, and other tax-supported and non-tax supported debt.

Section D: The Grant Fund Operating Budget contains the grant-funded appropriations for all tax-supported General Fund accounts and tax-supported Special Fund accounts of County Government. Any appropriation for and spending on any project funded by non-County funds is contingent on notice of receipt of the non-County funds.

Section E: The Special Revenue Funds Self-Supporting Funds Budget contains both grant and non-grant-funded appropriations for self-supporting (non-tax-supported) funds.

Section F: The Enterprise Funds Budget contains both grant and non-grant-funded appropriations for enterprise funds and the debt service appropriation for enterprise funds, and notes the total appropriations for the County's Risk Management Liability and Property Coverage Self-Insurance Fund and Employees Health Benefits Self-Insurance Fund.

2. This resolution re-appropriates or appropriates revenue received from non-County sources for programs funded in whole or in part from those non-County funds:

   (a) together with matching County funds, if any; and
   (b) to the extent that the program period approved by the non-County source requires more than one fiscal year to complete the grant program, under the terms of receipt of the non-County revenues.

3. This resolution re-appropriates the fund balances of the following funds:

   Central Duplicating Fund
   Economic Development Fund
   Housing Initiative Fund
   Motor Pool (DGS) Internal Service Fund
   Rehabilitation Loan Fund
   Restricted Donation Special Revenue Fund

4. This resolution re-appropriates the June 30, 2017 fund balance for the Drug Enforcement Forfeiture Fund permitting it to be spent in FY 2018. As required in Section 35-13B of the County Code, the Chief of Police must provide reports to the Executive and the Council on December 15, 2017 and March 15, 2018 regarding the unreserved fund balance, expenditures, and the approved budget for the Drug Enforcement Forfeiture Fund.

5. This resolution re-appropriates encumbered appropriations, permitting them to be spent in FY 2018. Any unencumbered appropriation lapses at the end of FY 2017, except as re-appropriated elsewhere in this resolution.

6. Section G of this resolution lists the entities designated to receive non-competitive contract awards under Section 11B-14(a)(4) of the County Code, which states: "A contract may be awarded without competition if the Chief Administrative Officer makes a written determination that the contract award serves a public purpose and a proposed contractor has been identified in a grant or appropriation resolution approved by the Council."

Appropriations for these awards are included in the departmental and non-departmental appropriations in Sections A through F. The Chief Administrative Officer has determined that the entities listed in Section G serve a public purpose and contract awards are in the public interest. The amounts listed in Section G are estimates only and may vary due to changed circumstances. The Council in Resolution 14-490 adopted the process to designate entities under this provision.

7. This resolution appropriates $14,729,712 to the Department of Health and Human Services to provide a supplement to organizations providing direct services to clients of residential, community supported living arrangements, day habilitation, or supportive employment provided through the Developmental Disabilities Administration. In order to receive this supplement, an organization must demonstrate to the Department that 100% of the funding is being used to increase the pay of direct service workers in recognition of the higher cost of living in Montgomery County compared to other parts of Maryland. Each organization must document to DHHS that the funds are being used for this purpose. Section G of this resolution includes entities eligible to receive this non-competitive payment. For FY 2018, funds are expected to allow organizations to pay direct service workers, on average, 124% of Montgomery County minimum wage.

8. If an error in the name of an entity or the stated purpose for a non-competitive contract identified in Section G does not alter the substance of the Chief Administrative Officer's determination and Council's approval of the award, the Director of the Office of Procurement may proceed with the non-competitive contract without an amendment to Section G. The Director of the Office of Procurement must notify the Council within 7 days after making each determination.

9. In the following agency budgets, the Council appropriates payments to the Risk Management Liability and Property Coverage Self-Insurance Fund. The Director of Finance must transfer the following amounts from the respective appropriations for County Government, the Montgomery County Public Schools, and Montgomery College to the Risk Management Liability and Property Coverage Self-Insurance Fund on or immediately after July 1, 2017. The Director of Finance must notify the Maryland-National Capital Park and Planning Commission that its contribution to the Fund is due on or immediately after July 1, 2017.

$16,816,427	County General Fund Risk Management Non-Departmental Account
9,259,426	County Special, Enterprise, and Internal Service Funds Contributions
17,318,991	Fire and Rescue System – Fire Tax District Funds
18,822,309	Montgomery County Public Schools
1,638,940	Montgomery College
1,153,798	Maryland- National Park and Planning Commission

In addition to contributions from County Government and County and Bi-county agencies, the following contributions and revenues are expected to be realized in FY 2018.

$ 949,491	Housing Opportunities Commission
181,632	Revenue Authority
287,435	City of Gaithersburg
30,167	City of Rockville Housing Authority
44,100	Bethesda Urban Partnership
51,386	Other Municipal Income
1,623,210	Other Income (includes investment income and recovered losses)

These contributions and the fund balance are available to support a FY 2018 Risk Management Liability and Property Coverage Self-Insurance Fund appropriation of $66,955,617. The Director of Finance must transfer $3,450,457 from the Risk Management Liability and Property Coverage Self-Insurance Fund to the General Fund during FY 2018.

10. This resolution appropriates $20,000,000 for the Future Federal, State, or Other Grant Non-Departmental Account in the County Government Grant Fund to fund specific programs or activities designated in a grant, donation, contribution, reimbursement, or other non-County funding source received in FY 2018. When the County receives funds for a program from a non-County source, the County Executive may transfer appropriation from this Account to the appropriate fund for a department or office to support the program. The following conditions apply to the use of this transfer authority:

    (a) The program must not require any new FY 2018 tax-supported appropriation or future tax-supported County funds.
    (b) Subject to the balance in the account, any amount can be transferred in FY 2018 for any program which meets at least one of the following five conditions: (1) the amount is $200,000 or less; (2) the program was funded in FY 2017; (3) the program was included in the FY 2018 budget; (4) the program was funded by the Council in a supplemental or special appropriation in FY 2018; (5) the amount is funded by an insurance reimbursement that has been received.
    (c) The Executive must notify the Council within 30 days after each transfer.

    The Department of Finance may transfer appropriation to the Restricted Donation Special Revenue Fund on a quarterly basis. The Council must approve a transfer for any individual donation which exceeds $200,000 unless the donation meets one of the conditions in subparagraph (b) of this paragraph. For FY 2018, the Department may transfer appropriation to the Restricted Donations Special Revenue Fund in order to spend proceeds from the Pepco/Exelon Merger Proceeds for programs included in the conditions set forth in Order 86990 of the Maryland Public Service Commission.

    The Executive must approve each transfer under this paragraph and must notify the Council within 30 days after each transfer. The Office of Management and Budget must maintain a record to ensure that the total appropriation is not exceeded.

    The Executive may also transfer an appropriation from a specific department or office grant appropriation in the County Government Grant Fund to the Future Federal, State,

or Other Grant Non-Departmental Account when a specific grant is less than the amount appropriated. The amount of the transfer must equal the difference between the amount appropriated and the grant award.

11. The Executive may transfer County matching funds within a department or office from the appropriate fund to an account for the same department or office in the Grant Fund when the grantor requires a County match.

12. When the County Government receives more non-County funds than were budgeted for a program which also receives some County funds:

    a) Council approval is not required to substitute the non-County funds for County funds. In this case, there is no change in the appropriation.
    b) Council approval is required to increase the appropriation. The Council may decide to substitute non-County funds for County funds instead of increasing the appropriation.

13. When the County Government receives official notice that government aid or grant funds will be less than was budgeted for a program:

    a) Council approval is required to substitute County tax-supported funds for non-County funds. In this case, there is no change in appropriation.
    b) The Executive must report to the Council any recommendation to reduce expenditures in an affected program to offset any loss of non-County funds. A reduction of 10% or less from the amount estimated in the FY 2017 approved budget for any grant or specific source of government aid may be reported through the report required in paragraph 10(c) of this resolution.

14. For FY 2018, funds for Federal Emergency Management Agency (FEMA) reimbursements of Urban Search and Rescue Team activities may be appropriated through a transfer from the Future Federal, State, or Other Grant Non-Departmental Account as provided in paragraph 10. In order to use this method of appropriation, the County Executive or a designee must forward a copy of each FEMA authorization letter to the Council President within 5 working days after the County receives the FEMA authorization.

15. For FY 2018, reimbursement payments from the Federal government for providing security through the Police Department on an overtime basis may be appropriated through a transfer from the Future Federal, State, or Other Grant Non-Departmental Account as provided in paragraph 10. In order to use this method of appropriation, the Executive must forward to the Council President a copy of a contract, memorandum, or letter from a Federal agency authorizing the County to provide such security. The Department must specify the amount of reimbursement funding, and the contract, letter, or memorandum must be forwarded within 5 working days after the County receives the authorization.

16. For FY 2018, reimbursement payments from Federal, state, or local governments for emergency response or assistance by Montgomery County departments or offices may be

appropriated through a transfer from the Future Federal, State, or Other Grant Non-Departmental Account as provided in paragraph 10. In order to use this method of appropriation, the Executive must forward to the Council President a copy of the contract, memorandum, or letter from the Federal, state, or local agency authorizing the County to provide the requested assistance. The Executive must specify the amount of reimbursement funding and must forward the contract, letter, or memorandum within 5 working days after the County receives the authorization.

17. In Resolution No. 18-781, adopted April 25, 2017, the Council expressed its intent to appropriate the funds necessary to implement the collective bargaining agreement with the Fraternal Order of Police, Lodge 35 for July 1, 2017 through June 30, 2018. This resolution appropriates full funding for the following contract provisions for FY 2018.

    (a) 2% general wage adjustment for all bargaining unit members on the first full pay period beginning after July 1, 2017.
    (b) 3.5% service increments for all eligible members on their anniversary.
    (c) 3.5% longevity increments for eligible bargaining unit members with 20 years of service.
    (d) Tuition assistance capped at $135,000.

    This resolution appropriates funds in FY 2018 for the medical, dental, prescription drug, vision, long-term disability, and life insurance provisions as described in paragraph 31. This Resolution appropriates funds in FY 2018 for retirement benefits as required by law.

18. In Resolution No. 18-783, adopted April 25, 2017, the Council expressed its intent to appropriate the funds necessary to implement the first year of the collective bargaining agreement with Local 1664, Montgomery County Career Fire Fighters Association of the International Association of Fire Fighters, AFL-CIO for July 1, 2017 through June 30, 2018. This resolution appropriates full funding for the following contract provisions in FY 2018.

    (a) 2% general wage adjustment for all bargaining unit members on the first full pay period beginning on or after October 1, 2017.
    (b) 3.5% longevity increment for eligible bargaining unit members with either 20 or 24 years of service.
    (c) 3.5% service increments for all eligible bargaining unit members on their anniversary.
    (d) A new pharmacy benefit management program for bargaining unit members.
    (e) Tuition assistance for bargaining unit members within the $150,000 appropriated for members of the IAFF, non-represented employees, and volunteer firefighters.
    (f) Contract changes in the accrual of leave while using donated leave and eligibility for working out of class pay for assignment on an ALS transport unit.

This resolution appropriates funds in FY 2018 for the medical, dental, prescription drug, vision, long-term disability, and life insurance provisions as described in paragraph 31. This resolution appropriates funds in FY 2018 for retirement benefits as required by law.

19. In Resolution No. 18-782, adopted April 25, 2017, the Council expressed its intent to appropriate the funds necessary to implement the first year of the collective bargaining agreement with Local 1994, Municipal and County Government Employees Organization of the United Food and Commercial Workers, AFL-CIO (MCGEO) for the period July 1, 2017 through June 30, 2018. This resolution appropriates full funding for the following contract provisions in FY 2018.

    (a) 2% general wage adjustment payable on the first full pay period beginning after August 1, 2017 to bargaining unit members in the OPT/SLT, Deputy Sheriff Uniform, and Correctional Officer Salary Schedules.
    (b) Increase of $0.25 per hour for seasonal employees not affected by the FY 2018 minimum wage, effective the first full pay period following July 1, 2017.
    (c) 3.5% service increments for all eligible bargaining unit members on their anniversary.
    (d) 3.5% longevity increments for eligible bargaining unit members on the Deputy Sheriff Uniform Salary Schedule and the Correctional Officer Salary Schedule with 20 years of service, and 3.0% longevity increments for all other eligible bargaining unit members with 20 years of service.
    (e) Increase the tool reimbursement cap for mechanic, autobody repairer mechanic leader, or welder from $675 to $785; an apprentice from $575 to $665 and for helpers from $475 to $550 for eligible Department of Transportation (DOT) employees.
    (f) Tuition Assistance up to $150,000 with an individual employee's reimbursement capped at $1,930 per year.
    (g) 25 individual and 7 position classification studies.
    (h) Safety shoes at $145 and winter boots at $75 for eligible DOT employees.
    (i) Add an extra 3.5% step at the top of the salary schedule for correctional officers in job classes Correctional Officer II and Correctional Officer III.
    (j) Add an extra 3.5% step at the top of the salary schedule for deputy sheriffs in job classes Deputy Sheriff III and Deputy Sheriff Sergeant.
    (k) Add an additional AED to 401 Hungerford Drive.
    (l) Develop and implement a testing protocol for radon at all County facilities.
    (m) Add 1 additional day of work for school health room techs.

    This resolution appropriates funds in FY 2018 for the medical, dental, prescription drug, vision, long-term disability, and life insurance provisions as described in paragraph 31. This resolution appropriates funds in FY 2018 for retirement benefits as required by law.

20. Effective the first full pay period after August 1, 2017 the Council approves a 2% general wage adjustment and adjustment to the minimum and maximum of each grade in the Salary Schedules for County Government non-represented employees. This resolution appropriates funds in FY 2018 for this purpose.

21. Effective the first full pay period that includes July 1, 2017 the minimum for Grades S1, S2, S3, and S4, and the maximum for Grades S1 and S2 of the Seasonal Salary Schedule will be adjusted to equal the County minimum wage of $11.50 per hour that becomes effective July 1, 2017. Effective the first full pay period after July 1, 2017 the remaining hourly rates and hourly equivalents are increased by $0.25 per hour. This resolution appropriates funds in FY 2018 for this purpose.

22. Effective the first full pay period after August 1, 2017 the Council approves a 2% general wage adjustment and adjustment to the minimum and maximum of each grade in the Salary Schedule for non-represented employees in the Management Leadership Service (MLS). This resolution appropriates funds in FY 2018 for this purpose.

23. Effective the first full pay period after July 1, 2017 the Council approves a 2% general wage adjustment and adjustment to the minimum and maximum of each grade in the Salary Schedule for Police Management. This resolution appropriates funds in FY 2018 for this purpose.

24. Effective the first full pay period after August 1, 2017 the Council approves a 2% general wage adjustment and adjustment to the minimum and maximum of each grade in the Salary Schedule for Sheriff Management. This resolution appropriates funds in FY 2018 for this purpose.

25. Effective the first full pay period after August 1, 2017 the Council approves a 2% general wage adjustment and adjustment to the minimum and maximum of each grade in the Salary Schedule for Correctional Management. This resolution appropriates funds in FY 2018 for this purpose.

26. Effective the first full pay period on or after October 1, 2017 the Council approves a 2% general wage adjustment and adjustment to the minimum and maximum of each grade in the Salary Schedule for Fire and Rescue Management. This resolution appropriates funds in FY 2018 for this purpose.

27. Effective the first full pay period after August 1, 2017 the Council approves a 2% general wage adjustment to the minimum and maximum of each grade in the Salary Schedule for Medical Doctor. This resolution appropriates funds in FY 2018 for this purpose.

28. This resolution appropriates funding for a 3.5% service increment on an employee's anniversary and a 2% longevity increment at 20 years of service for County Government non-represented employees who are not in the Management Leadership Service (MLS).

29. This resolution appropriates $1,984,118 for performance-based increases in lieu of service increments for non-represented employees in the Management Leadership Service (MLS).

30. In Resolution No. 18-784, adopted April 25, 2017, the Council expressed its intent to appropriate the funds necessary to implement the first year of the Memorandum of

Agreement between the Montgomery County Government and the Montgomery County Volunteer Fire and Rescue Association for the period from July 1, 2017, until June 30, 2018. This resolution appropriates full funding for the following provisions in FY 2018.

(a) Uniforms and Equipment for active volunteers at $204,000, including 50 gear sets for active volunteers at $2,700 each.
(b) Option 1 nominal fee of $435 and an Option 2 nominal fee of $650 for active volunteers effective July 1, 2017.
(c) Training at $15,000.
(d) Volunteer Basic Orientation Course at $21,000.
(e) Association funding at $246,340.
(f) Length of Service Awards Program funded at $1,126,685 in FY2018.
(g) Print 75 copies of the Agreement for $300.

31. This resolution appropriates funds for employee group insurance benefits for the fiscal year that begins on July 1, 2017. This appropriation is subject to the following conditions:

The following cost-sharing provisions must apply to each eligible County employee and each eligible employee of a participating agency whose active employees are paid through the County's payroll system. These provisions do not apply to any eligible employee of a participating agency that does not use the County's payroll system for active employees. These provisions do not apply to any eligible retired employee.

Group Insurance Premiums
(medical, prescription drug, dental, vision, life insurance, long-term disability insurance)

The County must pay 80% of the cost of the premiums, and each employee must pay 20% of the cost of the premiums, for a Health Maintenance Organization (HMO) medical plan, including any prescription drug plan that is bundled with an HMO medical plan.

The County must pay 75% of the cost of the premiums, and each employee must pay 25% of the cost of the premiums, for each benefit plan listed below:

- Point-of-Service (POS) medical plan;
- Stand-alone prescription drug plan (Standard Option plan);
- Dental;
- Vision;
- Basic Life insurance;
- Dependent Life insurance $2,000/$1,000/$100 tier; and
- Long-term disability insurance.

Each employee enrolled in the High Option prescription drug plan must also pay the difference between:

- the County contribution toward the cost of the premium for the Standard Option prescription drug plan; and
- the cost of the premium for the High Option prescription drug plan.

Optional Life insurance and Optional Dependent life insurance ($4,000/$2,000/$100 tier and $10,000/$5,000/$100 tier) remain at 100% paid by each employee.

Prescription Drug Benefits

The County's stand-alone prescription drug plans may also allow each employee to buy up to a 90-day supply of a maintenance medication at any retail pharmacy agreed on by the County and the PBM in addition to using the PBM's mail service pharmacy. An employee must pay a fee if a maintenance prescription is filled at a retail pharmacy other than a pharmacy agreed on by the County and the PBM. This fee is the difference between the mail order cost and the retail prescription cost. This fee is in addition to the corresponding co-payment.

The County's prescription drug plan must limit coverage for each participant to a maximum of 6 doses each month for any drug specifically approved by the Food and Drug Administration for the treatment of erectile dysfunction. Medications currently approved for this purpose include sildenafil (Viagra), vardenafil (Levitra), and tadalafil (Cialis).

These changes to the prescription drug benefit must apply to each participant in the County's prescription drug plan, including each eligible retired employee, survivor, dependent, and employee of a participating agency. Each Medicare-eligible retiree or survivor must be in a Medicare Part D Employer Group Waiver Plan (EGWP) plus Wrap prescription drug plan.

Basic Life Insurance Benefit

For each full or part time employee eligible for life insurance coverage, the County must provide term life insurance coverage equal to the employee's earnings (as defined in the Group Insurance Certificate) rounded up to the nearest thousand dollars. The County will offer each eligible employee the opportunity to buy additional Optional Life Insurance at full cost during Open Enrollment.

For each full or part time employee eligible for life insurance coverage, the County must provide an accidental death and dismemberment (AD&D) benefit. The AD&D benefit includes:

- AD&D insurance of 8 times earnings, up to $600,000, for a loss of life that is a direct result of an accidental injury sustained in the performance of County employment. A lower amount may be payable for certain dismemberments resulting from accidental bodily injury.

- AD&D insurance of 4 times earnings, up to $300,000, for a loss of life that is not a direct result of an accidental injury sustained in the performance of County employment. A lower amount may be payable for certain dismemberments resulting from accidental bodily injury.

Modifications – Council approval

Any material change in any part of this paragraph or its application to any employee or group of employees, including any premium holiday or other waiver of premiums for County-provided health or life insurance, is subject to Council approval.

32. This resolution appropriates $43,398,320 to the Retiree Health Benefits Trust Non-Departmental Account. These funds must be deposited into the Trust created under County Code Section 33-159 for the payment of retiree health insurance benefits. These funds must only be used for the payment of retiree health insurance benefits. The Chief Administrative Officer is authorized to direct up to $9,000,000 from the Consolidated Retiree Health Benefits Trust to pay for the FY 2018 retiree health insurance benefits of County Government retirees.

33. This resolution appropriates $74,192,000 to the Consolidated Retiree Health Benefits Trust (MCPS) Non-Departmental Account and $2,552,000 to the Consolidated Retiree Health Benefits Trust (Montgomery College) Non-Departmental Account. These funds must be deposited into the Trust created under County Code Section 33-159. These funds must only be used for the payment of retiree health insurance benefits. The Chief Administrative Officer is authorized to direct that up to $27,200,000 from the Consolidated Retiree Health Benefits Trust may be transferred to the Montgomery County Public Schools (MCPS) OPEB Trust as needed by MCPS for the payment of FY 2018 retiree health insurance benefits.

34. This resolution appropriates $243,592,373 as the FY 2018 Employee Health Benefit Self Insurance Fund Appropriation. The Director of Finance must transfer $12,500,000 from the Employee Health Benefit Self Insurance Fund to the General Fund during FY 2018.

35. For FY 2018, this resolution appropriates $2,761,478 to the Compensation and Employee Benefits Adjustment Non-Departmental Account for the following purposes. The County Executive may transfer the entire amount appropriated in this NDA to County departments or offices as needed.

MLS Pay for Performance Tax Supported	$1,364,230
MLS Pay for Performance Non-Tax Supported	619,888
Unemployment Insurance	375,000
Non-qualified Retirement	35,000
Deferred Compensation Management	217,360
Collective Bargaining Actuarial Services	150,000
TOTAL	$2,761,478

36. The Council requests that the participating agencies continue the work of the Interagency Technology Policy and Coordination Committee (ITPCC) as described in Resolution 12-1758, adopted on July 26, 1994.

37. The Council requests that the participating agencies continue the work of the Interagency Procurement Coordinating Committee, the Interagency Public Information Working Group, the Interagency Committee on Energy and Utilities Management, and the Interagency Training Team, in efforts to share information, provide assistance, and cooperate on efficiencies and planning.

38. The Interagency Technology Fund (ITF) will have a balance of $0 at the beginning of FY 2018. The Council may make contributions to the ITF to support additional investments in technology as described in Council Resolution No. 16-475.

39. For FY 2018, the FiberNet chargeback requirement of the County Government is estimated to be $5,180,600.

40. For FY 2018, this resolution appropriates $65,161,319 to the Department of Liquor Control. During FY 2018, the Director of Finance must transfer to the General Fund all Liquor Control Fund "Income before Capital Contributions and Transfers" as defined in the Comprehensive Annual Financial Report. The County Council has estimated that this transfer will amount to at least $19,011,715.

41. For FY 2018 this resolution appropriates funds for the Montgomery County Fire and Rescue Service, which includes funds for the local fire and rescue departments and the Fire and Emergency Services Commission. This designation reflects the intent of Charter Section 306.

42. County tax funds appropriated for use by local fire and rescue departments must not be spent or encumbered, directly or indirectly, for legal fees or expenses related to pursuing any claim against County Government or any County agency, except as expressly agreed to by the Executive with prior advice and review by the Council as part of a settlement of a civil action to which the County is a party. The Fire Chief must adopt a policy to implement this paragraph and assure compliance by local fire and rescue departments through the annual financial audit process.

43. The County Executive or a designee must submit a report to the Council not later than January 1, 2018 that includes for the period June 1 through November 30, 2017, and a second report not later than June 30, 2018 that includes for the period December 1, 2017 through May 30, 2018, the following data collected in collaboration with area hospitals.

    (a) The number of 911 calls for emergency medical services during the reporting period and a comparison to the number in this reporting period for the prior year;
    (b) The number and type of emergency medical services provided during the reporting period;
    (c) The mortality rates for County hospital for STEMI incidents, and a comparison to the rates in this reporting period for the prior year;
    (d) The number of patients arriving in hospital emergency rooms complaining of heart attack or stroke symptoms who did not arrive by ambulance and a comparison to the number in this reporting period for the prior year.

(e) The number of invoices issued to collect revenue under this program and the average amount charged.
(f) The number of EMS transports of out-of-County residents;
(g) The number of hardship waivers requested and the number granted; and
(h) The number and type of calls received by the Patient Advocate.

44. As required by County Code §21-23A(h)(3)(A), the County Fire and Rescue Service (MCFRS) must use the following procedure to allocate for the benefit of local fire and rescue departments (LFRD's) 15% of the net Emergency Medical Services Transport (EMST) Insurance Reimbursement Program revenue (after deducting costs of implementing the Reimbursement Program) appropriated in this resolution for the purposes authorized in §21-23A(h)(3)(A):

(a) Each LFRD may apply for funds under an application process conducted by the Montgomery County Volunteer Fire and Rescue Association (MCVFRA). MCVFRA must forward the results of that process to the Fire Chief by a date set by the Fire Chief. In any disagreement between the MCVFRA and the Fire Chief about LFRD allocations and projects, both the MCVFRA President and the Fire Chief must take reasonable steps to resolve their disagreements before funds are distributed. The Fire Chief must approve the final allocation for each LFRD and project.

(b) By October 15, 2017, MCFRS must distribute to LFRD's 15% of the actual amount of revenue received in the restricted EMST Reimbursement account attributable to FY 2017 (after deducting EMST Reimbursement Program implementation costs), as calculated by the Department of Finance.

(c) By April 15, 2018, MCFRS must distribute 15% of the actual amount of revenue received in the restricted EMST Reimbursement account attributable to FY 2018 from July 1, 2017 to December 31, 2017 (after deducting EMST Reimbursement Program implementation costs), as calculated by the Department of Finance after a mid-year reconciliation of the funds in the account.

(d) Any funds distributed under this procedure must be spent or encumbered by each LFRD to which funds are assigned no later than one calendar year after the last date funds are distributed (respectively, October 15, 2018 or April 15, 2019). Any funds that an LFRD does not encumber or spend by these dates automatically revert to MCFRS on October 15, 2018 or April 15, 2019 respectively. The Fire Chief must reallocate any funds reverted under this provision, consistent with this provision, §21-23A, and other applicable State and County laws, regulations, policies, and guidelines.

The Fire Chief must report to the Council no later than October 15, 2017 and April 15, 2018: the total amount of funds in the restricted account; the total amount to be distributed to the LFRD's; each project and LFRD allocation; and the amounts

distributed to and spent or encumbered by each LFRD to date, by project and fiscal year.

Any EMST Reimbursement Revenue attributable to FY 2018 that is not spent or encumbered by MCFRS by June 30, 2018, must remain in the restricted account and must not be spent unless re-appropriated for a use allowed under County Code §21-23A.

For FY 2018, it is expected that $19,199,561 of the appropriation to the Montgomery County Fire and Rescue Service will be supported by EMST Reimbursement Revenue from the restricted account. The Office of Management and Budget must transmit to the Council no later than March 15, 2018 the amount of revenue received and amount billed from July 1, 2017 through February 28, 2018.

45. During FY 2018, the Director of Finance must transfer the following amounts from the General Fund to these Non-Tax Supported Funds:

Amount	Fund
$ 2,006,800	Solid Waste Disposal Fund
22,703,644	Montgomery Housing Initiative
0	Permitting Services Fund: Public Agency Permits and Green Tape Position
1,697,504	MCPS Instructional Television Fund
1,683,725	Montgomery College: Cable TV Fund
160,000	Community Use of Public Facilities Elections and After School

46. For FY 2018 this resolution appropriates $5,506,943 to the County Arts and Humanities Council Non-Departmental Account, which must be allocated as follows:

Purpose	Amount
Operating Support Grants	$3,374,941
Small/Mid-Size Organizations, Creative Projects, Arts Education, and Individual Artist/Scholar Grants	854,574
Advancement Grants	295,094
Administration	540,519
Arts and Humanities Matching Fund	200,000
Grants to Support Wheaton Arts and Entertainment District	91,815
Grant to National Philharmonic	150,000
Total Arts and Humanities Council NDA	**$5,506,943**

Of the funds appropriated for the administration of the Arts and Humanities Council, $25,000 must be used only to provide health insurance benefits for one or more of the Council's full-time employees. The Arts and Humanities Council's Board of Directors

must determine how these benefits are provided. If the County Attorney finds that these employees' participation is consistent with Federal and County law, these funds may be used to buy health insurance for these employees through the County Government's Group Health Insurance program. These funds must not pay more than 80% of the cost of the premium of the health insurance coverage selected by the Arts and Humanities Council's Board of Directors.

It is the sense of the Council that future earmarks for the National Philharmonic will not be approved.

47. As required by County Code Section 2-151(f), the Council recommends projected budgets for the Office of Inspector General of $1,071,872 in FY 2018, $1,071,872 in FY 2019, and $1,071,872 in FY 2020.

48. This resolution appropriates $22,703,644 from the General Fund as a contribution to the Montgomery Housing Initiative Fund (HIF). The FY 2018 appropriation, combined with the re-appropriation of the FY 2017 fund balance, loan repayments, investment income, and revolving resources available in the capital improvements program, is estimated to provide more than $59 million to acquire, rehabilitate, and preserve affordable housing, and implement the County's Housing First Plan that includes the Zero:2016 initiative to end Veteran homelessness and Inside (not Outside) initiative to end Chronic Homelessness for individual adults. The HIF includes funding for up to 80 units of Permanent Supportive Housing first allocated in FY 2017 and up to 50 units of Permanent Supportive Housing first allocated in FY 2018 for the Inside (not Outside) initiative. Resolution 15-110, *Dedicated Funding for Affordable Housing*, states that the County Executive will recommend and the Council will approve an allocation from the General Fund to the HIF an amount equivalent of 2.5% of actual General Fund property taxes from 2 years prior to the upcoming fiscal year. Resolution 16-143, *Source of Funding for Annual Appropriation to the HIF*, states that the source of funding for the amount equivalent to 2.5% of the actual property tax from 2 years prior must be from the General Fund and may not include MPDU resale recaptures, condominium transfer tax revenues, and end-of-year fund balance. The Executive has recommended and the Council has approved a combination of transfer from the General Fund and one-time funding from HIF reserves that satisfies the 2.5% policy.

49. The Department of Housing and Community Affairs may allocate up to $1,000,000 from the Housing Initiative Fund for closing cost and down payment assistance programs.

50. This resolution appropriates $7,538,618 to the Department of Housing and Community Affairs. Two hundred and ten thousand ($210,000) of this appropriation must only be spent on enhancements to tenant advocacy and outreach that assists tenants in determining how to resolve a complaint, including tenant rights in the mediation process, a hearing before the Commission on Landlord-Tenant Affairs, and an appeal to the Court.

51. The Director of Finance must maintain a record of all payment-in-lieu-of-taxes (PILOT) agreements currently in effect under the Tax-Property Article of the Maryland Code. The record must estimate (in current year dollars) the amount of property taxes abated for each

agreement for each of the next 10 fiscal years. As authorized by County Code Section 52-24, the Director of Finance may sign payment-in-lieu-of-taxes agreements for affordable housing that abate annual property tax revenues, up to the following annual limits, for all properties not owned or operated by the Housing Opportunities Commission:

Cumulative Maximum for Non-HOC PILOT Tax Abatements	
FY 18	$16,165,900
FY 19	$17,297,513
FY 20	$18,162,389
FY 21	$19,070,508
FY 22	$20,024,034
FY 23	$20,624,755
FY 24	$21,243,497
FY 25	$21,880,802
FY 26	$22,537,226
FY 27	$23,213,343

The Director of Finance must not sign any payment-in-lieu-of-taxes agreement that would increase the total amount of abated property tax revenues above any of the listed annual limits without prior approval of the Council by resolution.

52. As required by Charter Section 209 and as a condition of spending any funds appropriated in this resolution, the Office of Management and Budget must provide to the Council the second and third quarterly budget analysis of department and office expenditures and revenues no later than 45 days after the end of the second and third fiscal quarters.

53. As a condition of spending any funds appropriated in this resolution and not disapproved or reduced under Charter Section 306, the Executive must transmit to the Council any recommended budget savings plan or similar action. As used in this paragraph, "similar action" includes any recommendation to spend less than 90% of the funds appropriated for any non-competitive contract award listed in Section G of this resolution. Any budget savings plan or similar action is subject to review and approval by the Council. This paragraph does not apply to any hiring freeze which applies to all or substantially all departments and offices of County Government. For FY 2018, the Chief Administrative Officer must transmit two status reports to the Council on identified positions receiving initial funding in FY 2018. The first report must be provided no later than August 30, 2017 and must identify whether a decision has been made to freeze a position or approve an exemption. The second report must provide the status for these positions as of November 10, 2017 and be transmitted no later than November 21, 2017. If a position is identified in the November report as having received an exemption, the report must also include the date the position was posted for recruitment. The Chief Administrative Officer must also notify the Council within 15 days of a decision to "freeze" a proposed procurement that would result in a new program being delayed or eliminated or result in a significant break in the operation of an ongoing program.

54. The County Executive must inform the Council within 30 days if the Executive has made any change in the fund balance policy for any non-tax supported fund in County Government or any addition or elimination of any non-tax supported fund in County Government.

55. As a condition of spending any funds appropriated in this resolution, each non-competitive contract awarded as a County Executive or County Council Community Grant must require each recipient to submit a brief report by January 19, 2018 and August 3, 2018 to the contracting department describing the results achieved with the funds awarded. The Office of Management and Budget must submit all reports to the Council by February 22, 2018 and September 12, 2018, respectively.

56. As a condition of spending any funds appropriated in this resolution, the County Executive or a designee must transmit a report to the Council no later than September 30, 2017 on the status of executing the non-competitive contracts for County Executive and County Council Community Grants as of September 1, 2017. The report must identify each Community Grant that has not been fully executed and its status in the procurement process.

57. As a condition of spending any funds appropriated in this resolution, the Chief Administrative Officer must require any contractor that provides health and human services or recreation programs to enter and update appropriate information in the InfoMontgomery system.

58. This resolution appropriates $2,884,990 to the Snow Removal and Storm Cleanup Non-Departmental Account. The County Executive may transfer the entire amount in this NDA to the Department of General Services and Department of Transportation as needed. These funds must only be spent on costs incurred by either Department for snow removal and storm clean-up. Before funds are transferred from this NDA to the Department of Transportation, the Department must spend the $3,377,016 appropriated to the Department for snow removal and storm clean-up.

59. This resolution appropriates $20,334,394 to the Leases Non-Departmental Account to lease privately owned real estate to accommodate County Government programs. This appropriation does not include funding for the lease for the Family Discovery Center located at 451 Hungerford Drive, projected to cost $106,795. The Department of General Services will locate the Family Discovery Center at the former Lone Oak Elementary School to enhance safety and security for the delivery of health and human services in a cost-effective manner.

60. The Department of Environmental Protection may use Water Quality Protection Funds allocated for residential and non-residential Low Impact Development projects for a rebate program. This rebate program is intended to increase the range of incentives to encourage broader participation among residents and businesses in this component of the County's Water Quality Protection program.

61. In FY 2018, when the County Government decides that it will apply for a grant or respond to a granting agency on how it would spend a formula-awarded grant, the Chief Administrative Officer or his designee must notify the Council Administrator in writing of the name and purpose of the grant, the amount being requested or the formula-driven award amount, the name of the agency the application is directed to, the term of the grant, and the name of the department or departments that seek to receive the grant award. This requirement applies when any of the following conditions are met:

    - the application is for a new grant of more than $200,000 or formula-driven award of more than $200,000 for a new program;
    - the grant or award would require the appropriation of new tax-supported funds in FY 2018 or any future fiscal year; or
    - the grant application or proposal to spend formula-driven funds will create a new position in County Government.

    Upon request, the Chief Administrative Officer or his designee must send a copy of the grant application or a description of the proposed use of a formula-driven award to the Council Administrator within 3 working days after submitting it to the funding agency.

62. In FY 2018, when the County Government decides that it will execute a new lease or lease-purchase agreement that will annually exceed $500,000 in FY 2018 or any future fiscal year, or increase the cost of an existing lease or lease-purchase agreement annually by more than $500,000, the Chief Administrative Officer or his designee must notify the Council Administrator in writing, at least 14 days before executing the new or modified lease, of the location of the property that will be leased, the County programs that will occupy the leased space, and the cost of the lease in FY 2018 and future fiscal years. For any new lease, the cost should include the estimated cost for build-out and maintenance and utilities if this cost would be paid directly by the County and not the property owner. For any continuing lease, increases in costs for taxes and utilities are not subject to this provision.

63. For FY 2018, this resolution authorizes the use of cumulative net revenues in excess of expenditures from Landlord-Tenant Affairs fees for general operating purposes. The Director of Finance must include all available net revenues from this fund in the General Fund unassigned fund balance.

64. This resolution appropriates $1,242,813 to the Office of Human Rights. The Office of Human Rights must continue to process cases alleging a violation of relevant State and Federal anti-discrimination laws in addition to cases alleging a violation of the County Human Rights Law.

65. As a condition of spending funds appropriated in this resolution, the Office of Human Resources, and each Department and Office of County Government, must provide accurate and timely information to the County Ethics Commission regarding the status of employees in the respective Department or Office that the Commission needs to administer the County Ethics Law and particularly the law's financial disclosure provisions.

66. This resolution appropriates funds in Sections A-F in the Personnel Cost category for the County Government contribution to employee retirement accounts and funds. These funds must be spent as provided in County Code Chapter 33 as amended by Expedited Bill 11-11, *Personnel – Retirement Plans – Contributions*.

67. The Council appropriates $3,464,941 from the Water Quality Protection Fund, which consists of $380,300 to the Maryland-National Capital Park and Planning Commission's Montgomery County Planning Department and $3,084,641 to the Department of Parks for expenses incurred to perform the following activities:

    (a) Maintenance and Management of Streams, Lakes, Ponds, Non-tidal Wetlands, and Stormwater Management Facilities;
    (b) Compliance with NPDES Permit for Industrial Sites;
    (c) Compliance with NPDES Municipal Permit for Small, Separate, Storm Sewer Systems;
    (d) Special Protection area reviews and enforcement (not covered by fees);
    (e) Developing and monitoring stream buffers;
    (f) Forest conservation enforcement in and abutting stream buffers;
    (g) Environmental sections on comprehensive master plans related to water quality; and,
    (h) Review of stormwater management concepts.

68. This resolution appropriates $26,235,645 to the Utilities Non-Departmental Account (NDA) for the cost of electricity, natural gas, and other energy-related use and operating costs. When the County executes an Energy Services Agreement or manages the project without the assistance of an Energy Services Company for capital renovations to energy related equipment to produce long-term utility savings in County facilities, the County Executive may transfer up to $5 million from this Account to the Debt Service Fund to pay principal and interest related to the energy-related equipment. The following conditions apply to the use of this transfer authority:

    (a) The program must not require any new FY 2018 tax-supported appropriation or future tax-supported funds.
    (b) The Department of Finance evaluates whether annual savings provided under the Energy Services Agreement or other County project should be guaranteed by the County's contracted Energy Services Company or validated by other credible means to ensure that the savings and any additional revenue that result from the Energy Services Agreement are equal to or greater than the debt service costs related to the capital renovations over the life of the project financing.
    (c) The Executive must notify the Council in writing within 30 days after each transfer.

69. This resolution appropriates $1,157,128 for inflation adjustments for tax-supported contractors with the Department of Health and Human Services (DHHS) and to eligible contractors with the Department of Housing and Community Affairs that are providing Special Needs Housing programs. Any inflation adjustment awarded under this paragraph

must not exceed 2% of the total contract price. Any contract funded by a non-County grant is not eligible for an inflation adjustment under this paragraph. Each contractor must meet the following eligibility:

(a) Non-profit service provider, public entity, or
(b) Contract that provides meals on wheels, court appointed special advocates, direct mental health services to seniors, and homeless outreach.
(c) The increase is to the General Fund value of the contract (Grant Fund value not included).
(d) The contract must not be in its first performance period, unless a new contract has been executed as part of a DHHS administrative review, or have an automatic inflation adjustment built into the contract.
(e) This increase does not apply to contracts for Montgomery Cares (except administration) or Care for Kids (except for administration and the services associated with the Latino Health Initiative) as their budgets have been adjusted for expected FY 2018 levels of service.
(f) This increase does not apply to contracts that are a specific match to a grant.
(g) This increase does not apply to contracts covered by the DD Supplement. This resolution appropriates $929,491 to increase the DD Supplement.
(h) This increase includes contracts covered by the Residential Treatment Provider Supplement.

70. This resolution appropriates $5,000,000 to the Public Election Fund Non-Departmental Account to provide public campaign financing for a candidate for County elective office. These funds must only be used for purposes allowed in Article IV of Chapter 16 of the County Code. In addition, this resolution appropriates $95,000 to the Public Election Fund Non-Departmental Account for administrative costs, including funding for a contractor to help the State Board of Elections to develop program documents and implement the County's program and system software maintenance necessary to implement public campaign financing.

71. This resolution appropriates $38,874,829 to the Department of Permitting Services. The Council's approved Fiscal Plan for the Department of Permitting Services Enterprise Fund estimates that in FY 2018 the County will receive $41,006,408 in revenues from licenses and permits and total revenues of $42,107,904. After expenses, the Council estimates the FY 2018 year-end fund balance will be $13,309,445, including $4,009,000 in remaining set-aside for the Department's proportional expenses for the new headquarters in Wheaton. The cumulative rolling set-aside in "Other Claim of Funds" should be spent in accordance with the Wheaton Redevelopment CIP (P150401).

72. In FY 2018, the Director of Finance must transfer $3,000,000 in parking fee revenues from the Bethesda Parking Lot District to the Silver Spring Parking Lot District to repay the FY 2016 transfer that was made to cover a shortfall in operating funds. In FY 2018, the Director of Finance must transfer $3,000,000 in parking fee revenues from the Silver Spring Parking Lot District to the Bethesda Parking Lot District to cover a shortfall in operating funds. The Council expects these funds to be repaid in FY 2020 through a transfer from the Bethesda Parking Lot District to the Silver Spring Parking Lot District.

73. No funds appropriated in this resolution may be spent on a sponsorship of $10,000 or more. Expenditures on a sponsorship must not be divided into amounts less than $10,000 or funded by multiple departments or offices in order to avoid this requirement. The Chief Administrative Officer must also transmit to the Council quarterly reports within 15 days of the end of each fiscal quarter listing all expenditures on sponsorships.

This is a correct copy of Council action.

Linda M. Lauer

Linda M. Lauer, Clerk of the Council

Resolution No.: 18-823

FY18 OPERATING BUDGET FOR MONTGOMERY COUNTY GOVERNMENT

The Council approves and appropriates the following amounts.

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
SECTION A: GENERAL FUND (Tax Supported)			
GENERAL GOVERNMENT			
COUNTY COUNCIL APPROPRIATION	10,964,269	687,453	11,651,722
BOARD OF APPEALS APPROPRIATION	493,820	47,932	541,752
OFFICE OF INSPECTOR GENERAL APPROPRIATION	1,027,577	44,295	1,071,872
OFFICE OF LEGISLATIVE OVERSIGHT APPROPRIATION	1,608,939	52,756	1,661,695
MERIT SYSTEM PROTECTION BOARD APPROPRIATION	224,680	143,008	367,688
OFFICE OF ZONING AND ADMINISTRATIVE HEARINGS APPROPRIATION	590,592	98,999	689,591
CIRCUIT COURT APPROPRIATION	9,407,435	2,659,119	12,066,554
OFFICE OF THE STATE'S ATTORNEY APPROPRIATION	16,327,799	860,656	17,188,455
MONTGOMERY COUNTY BOARD OF ELECTIONS APPROPRIATION	3,991,897	4,221,803	8,213,700
COMMUNITY ENGAGEMENT CLUSTER APPROPRIATION	2,936,939	835,111	3,772,050
OFFICE OF THE COUNTY ATTORNEY APPROPRIATION	5,754,090	565,392	6,319,482
OFFICE OF THE COUNTY EXECUTIVE APPROPRIATION	5,169,269	778,036	5,947,305
ETHICS COMMISSION APPROPRIATION	386,445	43,162	429,607
DEPARTMENT OF FINANCE APPROPRIATION	12,131,486	2,314,610	14,446,096
DEPARTMENT OF GENERAL SERVICES APPROPRIATION	13,528,180	17,437,397	30,965,577
OFFICE OF HUMAN RESOURCES APPROPRIATION	5,512,130	2,842,961	8,355,091
OFFICE OF HUMAN RIGHTS APPROPRIATION	1,077,469	165,344	1,242,813
OFFICE OF INTERGOVERNMENTAL RELATIONS APPROPRIATION	866,910	258,763	1,125,673
OFFICE OF MANAGEMENT AND BUDGET APPROPRIATION	4,631,157	99,774	4,730,931
OFFICE OF PROCUREMENT APPROPRIATION	4,078,180	434,782	4,512,962
OFFICE OF PUBLIC INFORMATION APPROPRIATION	4,238,293	841,058	5,079,351
DEPARTMENT OF TECHNOLOGY SERVICES APPROPRIATION	24,352,689	18,669,369	43,022,058
OFFICE OF CONSUMER PROTECTION APPROPRIATION	2,160,205	204,392	2,364,597
DEPARTMENT OF CORRECTION AND REHABILITATION APPROPRIATION	60,185,370	6,530,891	66,716,261

Resolution No.: 18-823

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
OFFICE OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY APPROPRIATION	1,083,650	233,921	1,317,571
DEPARTMENT OF POLICE APPROPRIATION	229,447,034	46,027,336	275,474,370
SHERIFF'S OFFICE APPROPRIATION	20,507,032	2,859,414	23,366,446
DEPARTMENT OF TRANSPORTATION APPROPRIATION	22,437,286	27,372,634	49,809,920
DEPARTMENT OF HEALTH AND HUMAN SERVICES APPROPRIATION	123,522,408	110,562,432	234,084,840
DEPARTMENT OF PUBLIC LIBRARIES APPROPRIATION	34,113,070	8,324,506	42,437,576
OFFICE OF AGRICULTURE APPROPRIATION	643,433	345,762	989,195
DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS APPROPRIATION	6,332,020	1,206,598	7,538,618
DEPARTMENT OF ENVIRONMENTAL PROTECTION APPROPRIATION	1,986,147	921,196	2,907,343
SUBTOTAL DEPARTMENTAL ACCOUNTS	**631,717,900**	**258,690,862**	**890,408,762**

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
NON-DEPARTMENTAL ACCOUNTS			
ARTS AND HUMANITIES COUNCIL APPROPRIATION	0	5,506,943	5,506,943
BOARDS, COMMITTEES AND COMMISSIONS APPROPRIATION	0	22,950	22,950
CHARTER REVIEW COMMISSION APPROPRIATION	0	1,150	1,150
CHILDREN'S OPPORTUNITY FUND APPROPRIATION	0	375,000	375,000
COMPENSATION AND EMPLOYEE BENEFIT ADJUSTMENTS APPROPRIATION	1,554,230	587,360	2,141,590
CONFERENCE AND VISITORS BUREAU APPROPRIATION	0	1,535,661	1,535,661
CONFERENCE CENTER APPROPRIATION	129,574	503,195	632,769
CONSOLIDATED RETIREE HEALTH BENEFIT TRUST - COLLEGE APPROPRIATION	0	2,552,000	2,552,000
CONSOLIDATED RETIREE HEALTH BENEFIT TRUST - MCPS APPROPRIATION	0	74,192,000	74,192,000
COUNTY ASSOCIATIONS APPROPRIATION	0	74,728	74,728
DEVICE CLIENT MANAGEMENT APPROPRIATION	0	7,886,200	7,886,200
GRANTS TO MUNICIPALITIES IN LIEU OF SHARES TAX APPROPRIATION	0	28,020	28,020
GROUP INSURANCE RETIREES APPROPRIATION	0	43,300,000	43,300,000
HISTORICAL ACTIVITIES APPROPRIATION	0	110,000	110,000
HOMEOWNERS' ASSOCIATION ROAD MAINTENANCE REIMB. APPROPRIATION	0	61,051	61,051
HOUSING OPPORTUNITIES COMMISSION APPROPRIATION	0	6,536,889	6,536,889
INDEPENDENT AUDIT APPROPRIATION	0	420,820	420,820
INTERAGENCY TECHNOLOGY, POLICY, AND COORDINATION COMMISSION APPROPRIATION	0	5,850	5,850
LEASES APPROPRIATION	100,000	20,234,394	20,334,394
LEGISLATIVE BRANCH COMMUNICATIONS OUTREACH APPROPRIATION	217,993	322,007	540,000
MEDCO GRANT - INCUBATOR NETWORK APPROPRIATION	0	3,399,971	3,399,971
METRO WASHINGTON COUNCIL OF GOVERNMENTS APPROPRIATION	0	876,710	876,710
MONTGOMERY COALITION FOR ADULT ENGLISH LITERACY APPROPRIATION	0	1,657,058	1,657,058
MONTGOMERY COUNTY ECONOMIC DEVELOPMENT CORPORATION APPROPRIATION	0	5,007,750	5,007,750
MOTOR POOL FUND CONTRIBUTION APPROPRIATION	0	973,258	973,258
MUNICIPAL TAX DUPLICATION APPROPRIATION	0	8,405,243	8,405,243
PRISONER MEDICAL SERVICES APPROPRIATION	0	20,000	20,000

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
PUBLIC ELECTIONS FUND APPROPRIATION	0	5,095,000	5,095,000
PUBLIC TECHNOLOGY, INC. APPROPRIATION	0	20,000	20,000
RETIREE HEALTH BENEFITS TRUST APPROPRIATION	0	43,398,320	43,398,320
RISK MANAGEMENT (GENERAL FUND) APPROPRIATION	0	16,816,427	16,816,427
ROCKVILLE PARKING DISTRICT APPROPRIATION	0	412,200	412,200
SNOW REMOVAL AND STORM CLEANUP APPROPRIATION	0	2,884,990	2,884,990
STATE POSITIONS SUPPLEMENT APPROPRIATION	60,756	0	60,756
STATE PROPERTY TAX SERVICES APPROPRIATION	0	3,565,615	3,565,615
STATE RETIREMENT CONTRIBUTION APPROPRIATION	0	1,448,295	1,448,295
TAKOMA PARK LIBRARY ANNUAL PAYMENTS APPROPRIATION	0	154,043	154,043
TAKOMA PARK POLICE REBATE APPROPRIATION	0	1,012,888	1,012,888
TELECOMMUNICATIONS APPROPRIATION	0	5,356,382	5,356,382
VISION ZERO APPROPRIATION	0	100,000	100,000
WORKING FAMILIES INCOME SUPPLEMENT APPROPRIATION	0	24,638,264	24,638,264
WORKSOURCE MONTGOMERY, INC. APPROPRIATION	0	1,657,344	1,657,344
Community Grants NDA:			
COMMUNITY GRANTS: COUNTY COUNCIL APPROPRIATION	0	3,205,701	3,205,701
COMMUNITY GRANTS: COUNTY EXECUTIVE APPROPRIATION	0	7,870,180	7,870,180
Community Grants NDA Total	**0**	**11,075,881**	**11,075,881**
SUBTOTAL NON-DEPARTMENTAL ACCOUNTS	**2,062,553**	**302,231,857**	**304,294,410**
UTILITIES APPROPRIATION	0	26,235,645	26,235,645
TOTAL NON-DEPARTMENTAL ACCOUNTS	**2,062,553**	**328,467,502**	**330,530,055**
TOTAL COUNTY GOVERNMENT GENERAL FUND TAX SUPPORTED APPROPRIATION	**633,780,453**	**587,158,364**	**1,220,938,817**

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
SECTION B: SPECIAL FUNDS: TAX SUPPORTED (Tax Supported)			
URBAN DISTRICTS FUNDS			
BETHESDA URBAN DISTRICT APPROPRIATION	138,716	3,036,227	3,174,943
SILVER SPRING URBAN DISTRICT APPROPRIATION	2,433,754	1,064,918	3,498,672
WHEATON URBAN DISTRICT APPROPRIATION	1,473,889	542,545	2,016,434
TOTAL URBAN DISTRICTS FUNDS APPROPRIATION	**4,046,359**	**4,643,690**	**8,690,049**
DEPARTMENT OF TRANSPORTATION:			
MASS TRANSIT FUND			
DIVISION OF TRANSIT SERVICES APPROPRIATION	73,950,305	58,166,711	132,117,016
WSTC OPERATING CONTRIBUTION APPROPRIATION	0	109,941	109,941
TOTAL MASS TRANSIT FUND APPROPRIATION	**73,950,305**	**58,276,652**	**132,226,957**
FIRE AND RESCUE SYSTEM			
MONTGOMERY COUNTY FIRE AND RESCUE SERVICE	176,184,420	38,678,000	214,862,420
DEPARTMENT OF RECREATION			
RECREATION APPROPRIATION	24,207,351	13,479,960	37,687,311
DEPARTMENT OF FINANCE			
ECONOMIC DEVELOPMENT FUND APPROPRIATION	143,833	3,966,905	4,110,738
TOTAL SPECIAL FUNDS: TAX SUPPORTED	**278,532,268**	**119,045,207**	**397,577,475**
TOTAL TAX SUPPORTED: GENERAL AND SPECIAL FUNDS	**912,312,721**	**706,203,571**	**1,618,516,292**

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL

SECTION C: DEBT SERVICE

GENERAL OBLIGATION BONDS
(Tax Supported)

GENERAL FUND: GENERAL OBLIGATION BONDS APPROPRIATIONS			
GENERAL COUNTY	0	63,521,610	63,521,610
ROADS & STORM DRAINS	0	74,945,800	74,945,800
PUBLIC HOUSING	0	60,720	60,720
PARKS	0	9,113,810	9,113,810
PUBLIC SCHOOLS	0	150,388,180	150,388,180
MONTGOMERY COLLEGE	0	24,785,350	24,785,350
BOND ANTICIPATION NOTES/COMMERCIAL PAPER	0	5,900,000	5,900,000
BOND ANTICIPATION NOTES/LIQUIDITY & REMARKETING	0	2,500,000	2,500,000
COST OF ISSUANCE	0	1,023,000	1,023,000
TOTAL GENERAL FUND: GENERAL OBLIGATION BONDS APPROPRIATION	**0**	**332,238,470**	**332,238,470**
SPECIAL FUNDS: GENERAL OBLIGATION BONDS APPROPRIATIONS			
FIRE AND RESCUE DEBT SERVICE APPROPRIATION	0	7,678,780	7,678,780
MASS TRANSIT DEBT SERVICE APPROPRIATION	0	20,461,280	20,461,280
RECREATION DEBT SERVICE APPROPRIATION	0	9,477,020	9,477,020
TOTAL SPECIAL FUNDS: GENERAL OBLIGATION BONDS APPROPRIATION	**0**	**37,617,080**	**37,617,080**
TOTAL TAX SUPPORTED DEBT SERVICE: GENERAL OBLIGATION BONDS APPROPRIATION	**0**	**369,855,550**	**369,855,550**

Resolution No.: 18-823

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
LONG & SHORT TERM LEASES AND OTHER DEBT (Tax Supported)			
GENERAL FUND APPROPRIATIONS			
REVENUE AUTHORITY - CONFERENCE CENTER	0	986,640	986,640
CORRECTION SECURITY SYSTEM	0	70,700	70,700
TECHNOLOGY MODERNIZATION PROJECT	0	5,676,100	5,676,100
LIBRARIES PHONE SYSTEM MODERNIZATION	0	127,500	127,500
PUBLIC SAFETY SYSTEM MODERNIZATION	0	2,487,200	2,487,200
SILVER SPRING MUSIC VENUE	0	290,800	290,800
SITE II ACQUISITION	0	400,000	400,000
QUALIFIED ENERGY CONSERVATION BOND	0	594,810	594,810
SPECIAL FUNDS APPROPRIATIONS			
MASS TRANSIT			
RIDE ON BUSES	0	5,982,600	5,982,600
FIRE AND RESCUE			
FIRE AND RESCUE EQUIPMENT	0	4,067,900	4,067,900
FIRE AND RESCUE FUEL MANAGEMENT SYSTEM	0	791,600	791,600
FIRE AND RESCUE APPARATUS REPLACEMENT	0	1,421,900	1,421,900
DEPARTMENT OF RECREATION			
REVENUE AUTHORITY - RECREATION POOLS	0	1,526,360	1,526,360
TOTAL TAX SUPPORTED DEBT SERVICE: LONG & SHORT TERM LEASES AND OTHER DEBT APPROPRIATION	**0**	**24,424,110**	**24,424,110**
TOTAL TAX SUPPORTED DEBT SERVICE APPROPRIATION	**0**	**394,279,660**	**394,279,660**

Resolution No.: 18-823

ORGANIZATION IDENTIFICATION		PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
	OTHER DEBT (Non-Tax Supported)			
MHI - PROPERTY ACQUISITION	0		7,808,010	7,808,010
WATER QUALITY PROTECTION BONDS	0		6,146,000	6,146,000
TOTAL NON-TAX SUPPORTED DEBT SERVICE APPROPRIATION	**0**		**13,954,010**	**13,954,010**
TOTAL DEBT SERVICE APPROPRIATION	**0**		**408,233,670**	**408,233,670**

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ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
SECTION D: GRANT FUNDED OPERATING BUDGET (Non-Tax Supported)			
GRANT FUNDED GENERAL GOVERNMENT DEPARTMENTAL APPROPRIATIONS			
CIRCUIT COURT APPROPRIATION	2,493,952	235,176	2,729,128
OFFICE OF THE STATE'S ATTORNEY APPROPRIATION	134,867	0	134,867
COMMUNITY ENGAGEMENT CLUSTER APPROPRIATION	67,320	0	67,320
OFFICE OF THE COUNTY EXECUTIVE APPROPRIATION	133,178	4,484	137,662
OFFICE OF INTERGOVERNMENTAL RELATIONS APPROPRIATION	0	30,670	30,670
OFFICE OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY APPROPRIATION	768,405	0	768,405
DEPARTMENT OF POLICE APPROPRIATION	148,000	17,000	165,000
SHERIFF'S OFFICE APPROPRIATION	558,819	273,262	832,081
DEPARTMENT OF HEALTH AND HUMAN SERVICES APPROPRIATION	46,469,327	32,407,229	78,876,556
DEPARTMENT OF PUBLIC LIBRARIES APPROPRIATION	211,064	76,513	287,577
DEPARTMENT OF RECREATION APPROPRIATION	82,563	0	82,563
DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS APPROPRIATION	2,182,457	6,059,871	8,242,328
SUBTOTAL DEPARTMENTAL APPROPRIATION	**53,249,952**	**39,104,205**	**92,354,157**
GENERAL GOVERNMENT NON-DEPARTMENTAL ACCOUNTS			
COMPENSATION AND EMPLOYEE BENEFIT ADJUSTMENTS APPROPRIATION	619,888	0	619,888
FUTURE FEDERAL/STATE/OTHER GRANTS APPROPRIATION	0	20,000,000	20,000,000
SUBTOTAL NON-DEPARTMENTAL ACCOUNT APPROPRIATION	**619,888**	**20,000,000**	**20,619,888**
SUBTOTAL GRANT FUND GENERAL GOVERNMENT APPROPRIATION	**53,869,840**	**59,104,205**	**112,974,045**
GRANT FUNDED SPECIAL FUND APPROPRIATIONS			
MASS TRANSIT FUND:			

Resolution No.: 18-823

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
DIVISION OF TRANSIT SERVICES APPROPRIATION	1,859,934	3,205,705	5,065,639
SUBTOTAL GRANT FUNDED SPECIAL FUND APPROPRIATION	**1,859,934**	**3,205,705**	**5,065,639**
TOTAL GRANT FUND OPERATING BUDGET APPROPRIATION: GENERAL FUND AND SPECIAL FUND DEPARTMENTAL AND NON-DEPARTMENTAL ACCOUNTS	**55,729,774**	**62,309,910**	**118,039,684**

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
SECTION E: SPECIAL FUNDS: SELF SUPPORTED FUNDS (Non-Tax Supported)			
WATER QUALITY PROTECTION FUND FUND APPROPRIATION	9,189,829	18,174,820	27,364,649
CABLE TELEVISION FUND APPROPRIATION ** The expenditure of these funds is controlled by the Cable Television Communication Plan	4,168,822	11,902,782	16,071,604
DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS			
MONTGOMERY HOUSING INITIATIVE FUND APPROPRIATION	1,896,770	34,659,280	36,556,050
MONTGOMERY HOUSING INITIATIVE FUND APPROPRIATION	**1,896,770**	**34,659,280**	**36,556,050**
SECTION F: ENTERPRISE FUNDS (Non-Tax Supported)			
DEPARTMENT OF TRANSPORTATION:			
PARKING DISTRICTS FUND:			
PARKING DISTRICT - BETHESDA APPROPRIATION	2,268,697	8,034,571	10,303,268
DEBT SERVICE APPROPRIATION	0	4,633,604	4,633,604
BETHESDA PARKING DISTRICT APPROPRIATION	**2,268,697**	**12,668,175**	**14,936,872**
PARKING DISTRICT - SILVER SPRING APPROPRIATION	2,581,507	8,851,735	11,433,242
PARKING DISTRICT - WHEATON APPROPRIATION	389,084	1,018,708	1,407,792
TOTAL PARKING DISTRICTS FUND APPROPRIATION	**5,239,288**	**22,538,618**	**27,777,906**
LEAF VACUUMING APPROPRIATION	3,320,925	2,803,659	6,124,584
COMMUNITY USE OF PUBLIC FACILITIES APPROPRIATION	3,171,358	8,519,786	11,691,144
PERMITTING SERVICES APPROPRIATION	29,183,145	9,691,684	38,874,829
SOLID WASTE DISPOSAL APPROPRIATION	10,517,776	79,182,952	89,700,728
SOLID WASTE COLLECTION APPROPRIATION	1,508,074	5,334,573	6,842,647
LIQUOR CONTROL FUND:			

Resolution No.: 18-823

ORGANIZATION IDENTIFICATION	PERSONNEL COSTS	OPERATING EXPENSE	TOTAL
LIQUOR CONTROL APPROPRIATION	34,959,512	19,209,207	54,168,719
DEBT SERVICE APPROPRIATION	0	10,992,600	10,992,600
LIQUOR CONTROL APPROPRIATION	**34,959,512**	**30,201,807**	**65,161,319**
TOTAL NON-TAX SUPPORTED; SPECIAL AND ENTERPRISE FUNDS	**103,155,499**	**223,009,961**	**326,165,460**
EMPLOYEE HEALTH SELF INSURANCE FUND APPROPRIATION	3,041,195	240,551,178	243,592,373
SELF INSURANCE INTERNAL SERVICE FUND FUND APPROPRIATION	4,661,445	62,294,172	66,955,617

Section G

FY18 Non-Competitive Contract Award List

Entity	Purpose	Amount	1st Year on list
Agriculture			
Maryland Agricultural Education Foundation, Inc.	Provides for hands on science activities for MCPS elementary schools related to the "Food, Fiber and You, program.	$69,000	FY16
Montgomery Weed Control, Inc.	Provides for control and eradication of noxious weeds on private and public lands as required by State law.	$32,000	FY02 or before
William F. Willard Farms, LLC	Provides for a program that helps to reduce the County's deer population and donate the harvested deer to local food banks for people in need.	$20,000	FY02 or before
	Subtotal:	**$121,000**	
Cable Television Communications Plan			
Montgomery Community Television, Inc. (MCT), also referred to as Access Montgomery Television (AMTV)	Provides for two community media cable television channels and media technology training to County residents and community organizations.	$2,608,164	Prior to FY02
	Subtotal:	**$2,608,164**	
Community Engagement Cluster			
African Women Council Inc.	Provides for leased space at the Nonprofit Village	$11,000	FY18 Community Grant: CE
League of Women Voters of Montgomery County, MD, Inc. Citizen Education Fund	Print/mail the 2018 Primary Election voters' Guide to the household of every new voter registered since the 2016 election.	$8,000	FY18 Community Grant: CE
Liberty's Promise Inc	Provides for an after-school civic engagement program and internship program for low-income, immigrant youth	$65,000	FY18 Community Grant: CE
Liberty's Promise Inc	Provide for an after-school civic engagement program and internships program for low-income immigrant youth, in Montgomery County.	$70,000	FY18 Community Grant: CE
Maryland/Israel Development Center Inc.	Provides for promoting trade and investment between Montgomery County and Israeli businesses	$40,000	FY18 Community Grant: CE
Montgomery County Sister Cities, Inc.	Provides for operating support	$20,400	FY18 Community Grant: CE
Silver Spring Town Center Inc.	Provides for operating support	$40,000	FY18 Community Grant: CC
Vietnamese Americans Services, Inc	Provide outreach services to better assist disadvantaged and hard-to-reach target groups among the Vietnamese population	$35,000	FY18 Community Grant: CC
Vietnamese Americans Services, Inc.	Provide outreach services to better assist disadvantaged and hard-to-reach target groups among the Vietnamese population.	$12,500	FY18 Community Grant: CC
	Subtotal:	**$301,900**	
Correction and Rehabilitation			

Entity	Purpose	Amount	1st Year on list
Adventist HealthCare, Inc., d/b/a Shady Grove Adventist Hospital	Provides for hospital treatment of individuals under the custody of the Department of Corrections and Rehabilitation	$600,000	FY02 or before
Catholic Charities of the Archdiocese of Washington, Inc.	Provides for the Prison Re-Entry Welcome Home Program	$51,150	FY10
Holy Cross Health, Inc. d/b/a Holy Cross Germantown Hospital	Provides for hospital treatment of individuals under the custody of the Department of Corrections and Rehabilitation	$250,000	FY17
Hope Restored	Provide funding to reduce the recidivism rate in Montgomery County.	$10,000	FY18 Community Grant: CC
Hope Restored, Inc	Provide funding to reduce the recidivism rate in Montgomery County	$25,000	FY18 Community Grant: CE
Identity, Inc. a/k/a Identity of Maryland, Inc.	Provides for Spanish language support and community re-entry services	$81,850	FY09
Medical Faculty Associates, Inc.	Provides for hospital in-patient and emergency room radiological interpretation services for individuals under the custody of the Department of Corrections and Rehabilitation	$105,000	FY02 or before
The ARC Montgomery County, Inc.	Provides for custodial services to the administrative areas at the Montgomery County Correctional Facility	$35,000	FY12
	Subtotal:	**$1,158,000**	
County Executive			
Montgomery County Economic Development Corporation	Provides for economic development efforts on behalf of Montgomery County as approved in Council Bill 25-15	$5,007,750	FY16
Rockville Economic Development, Inc. AKA Maryland Women's Business Center	Provides for business counseling, training, and technical assistance to start-up and existing women-owned businesses and entrepreneurs	$40,000	FY18 Community Grant: CE
Rockville Economic Development, Inc. AKA Maryland Women's Business Center	Provide business counseling, training, and technical assistance to start-up and existing women-owned businesses and entrepreneurs	$20,000	FY18 Community Grant: CC
WorkSource Montgomery, Inc.	Provides for workforce development services and the Rx for Employability Program	$1,657,344	FY17
	Subtotal:	**$6,725,094**	
Environmental Protection			
A Wider Circle, Inc.	Provides for operating support and pick-up/delivery services of donated furniture and household items to needy families	$139,920	FY09
Bethesda Green, Inc.	Provides for Sustainability Impact Management (Be Impact) Campaign	$10,000	FY18 Community Grant: CE
Bethesda Green, Inc.	Provide funding for the Be Green Hub: Support to Mentorship Program Build-Â-Up.	$29,708	FY18 Community Grant: CC
C&O Canal Trust, Inc.	Provides for operating support	$30,000	FY18 Community Grant: CE
Conservation Montgomery, Inc.	Provide Home Tree Care 101 classes to teach homeowners how to maintain trees on their private property.	$10,000	FY18 Community Grant: CE

Entity	Purpose	Amount	1st Year on list
Montgomery Countryside Alliance, Inc.	Provides for operating support	$10,000	FY18 Community Grant: CE
Montgomery Countryside Alliance, Inc.	Provide operating support.	$15,000	FY18 Community Grant: CC
One Montgomery Green, Inc.	Provides for operating support for Silver Spring Green and Green Wheaton	$55,000	FY18 Community Grant: CE
Poolesville Green, Inc.	Provides for environmental education and outreach program and to support the Poolesville Community Garden and PHS Green projects	$5,000	FY18 Community Grant: CE
	Subtotal:	**$304,628**	

Finance

Capital Area Asset Building Corporation	Provide financial education and coaching to Latinos of Montgomery County to increase liquid assets, mainstream banking and participation in EITC.	$12,000	FY18 Community Grant: CC
Conference & Visitors Bureau of Montgomery County, Maryland Inc.	Promotes tourism in Montgomery County	$1,535,661	FY02 or before
CoStar Realty Information, Inc.	Provides for online real estate information for the business community in Montgomery County	$19,537	FY02 or before
Foundation for the Asian Pacific American Chamber of Commerce, Inc.	Provides for operating support for outreach to businesses in the Asian Pacific community, to increase awareness of the various business assistance programs available.	$20,000	FY18
Hispanic Business Foundation of Maryland, Inc.	Provides for rental of space in the Wheaton area	$22,000	FY18 Community Grant: CE
Hispanic Chamber of Commerce Montgomery County, Inc.	Provides for operating support for outreach to businesses in the Hispanic business community to increase awareness of the various business assistance programs available.	$25,000	FY18
Life Asset, Inc.	Provide funding for a microloan and training program, helping low-income entrepreneurs start/expand businesses in Montgomery County, creating jobs and financial self-sufficiency.	$14,500	FY18 Community Grant: CC
	Subtotal:	**$1,648,698**	

General Services

A Wider Circle Inc.	Provides for renovation of headquarters	$50,000	FY18 Cost Sharing: MCG
A Wider Circle, Inc.	Provides for renovation of recently-purchased headquarters (carryover of FY17 $50,000 encumbrance)	$0	FY17 Cost Sharing: MCG
Bender JCC of Greater Washington, Inc.	Provides for an inclusive playground for children of all abilities (carryover of FY17 $25,000 encumbrance)	$0	FY17 Cost Sharing: MCG
Bender JCC of Greater Washington, Inc.	Provides for security improvements (carryover of FY17 $25,000 encumbrance)	$0	FY17 Cost Sharing: MCG
Charles E. Smith Jewish Day School of Greater Washington, Inc.	Provides for security improvements to Lower School campus (carryover of FY17 $16,000 encumbrance)	$0	FY17 Cost Sharing: MCG
Charles E. Smith Jewish Day School of Greater Washington, Inc.	Provides for security improvements to Upper School campus (carryover of FY17 $24,000 encumbrance)	$0	FY17 Cost Sharing: MCG

Entity	Purpose	Amount	1st Year on list
Charles E. Smith Jewish Day School of Greater Washington, Inc.	Provides remotely controlled door access controls and video surveillance equipment at the Upper School campus (carryover of FY17 $12,000 encumbrance)	$0	FY17 Cost Sharing: MCG
Congregation Beth El of Montgomery County	Provides for security enhancements (carryover of FY17 $20,000 encumbrance)	$0	FY17 Cost Sharing: MCG
Cornerstone Montgomery, Inc.	Provides for co-location of a homeless shelter and mental health services	$350,000	FY18 Cost Sharing: MCG
Easter Seals Serving DC/MD/VA, Inc.	Provides for renovation of the Inter-Generational Center in Silver Spring (carryover of FY15 $100,000 encumbrance)	$0	FY15 Cost Sharing: MCG
Easter Seals Serving DC/MD/VA, Inc.	Provides for the renovation/expansion of the InterGenerational Center (assisting seniors, children and veterans w/disabilities) including consultation, repair, construction, and equipment (carryover of FY16 $50,000 encumbrance)	$0	FY16 Cost Sharing: MCG
Easter Seals Serving DC/MD/VA, Inc.	Provides for renovation of the Intergenerational Center in Silver Spring (carryover of FY17 $50,000 encumbrance)	$0	FY17 Cost Sharing: MCG
Friends House, Inc	Provides for redevelopment of low-income senior housing	$50,000	FY18 Cost Sharing: MCG
Glen Echo Park Partnership for Arts and Culture, Inc.	Provides for improvements to the Bumper Car Pavilion (carryover of FY17 $67,795 encumbrance)	$0	FY17 Cost Sharing: MCG
Glen Echo Park Partnership for Arts and Culture, Inc.	Provides critical roof replacement and repair as well as addresses leaks in its historic Spanish Ballroom (carryover of FY17 $169,960 encumbrance)	$0	FY17 Cost Sharing: MCG
Glen Echo Park Partnership for Arts and Culture, Inc.	Preserves its historic carousel and band organ	$98,161	FY18 Cost Sharing: MCG
Graceful Growing Together, Inc.	Provides for construction of a community center (carryover of FY15 $125,000 encumbrance)	$0	FY15 Cost Sharing: MCG
Graceful Growing Together, Inc.	Provides for construction and equipping expense for a new 65,000 Gross Square Foot (GSF) Bethesda Community Center (carryover of FY16 $75,000 encumbrance)	$0	FY16 Cost Sharing: MCG
Graceful Growing Together, Inc.	Provides for construction and equipment for the Bethesda community center (carryover of FY17 $100,000 encumbrance)	$0	FY17 Cost Sharing: MCG
Graceful Growing Together, Inc.	Provides for construction and equipment for the Bethesda community center	$100,000	FY18 Cost Sharing: MCG
Hebrew Home of Greater Washington, Inc.	Provides improvements for Revitz House, a HUD-subsidized independent living residence for low-income older adults. (carryover of FY17 $200,000 encumbrance)	$0	FY17 Cost Sharing: MCG
Identity Inc.	Provides for a minibus to increase client participation in various programs	$61,900	FY18 Cost Sharing: MCG

Entity	Purpose	Amount	1st Year on list
Imagination Stage, Inc.	Provides for County share of replacement of HVAC system chillers (carryover of FY17 $48,000 encumbrance)	$0	FY17 Cost Sharing: MCG
Jewish Council for the Aging of Greater Washington, Inc.	Provides for improvements for the safety, accessibility and utility of the JCA Bronfman Center and the Albert & Helen Misler Adult Day Center (carryover of FY16 $50,000 encumbrance)	$0	FY16 Cost Sharing: MCG
Jewish Council for the Aging of Greater Washington, Inc.	Provides for Improvements to the safety, accessibility and utility of the Albert & Helen Misler Adult Day Center	$50,000	FY18 Cost Sharing: MCG
Jewish Foundation for Group Homes, Inc.	Provides for accessibility modifications to homes in order to help allow residents to Age in Place (carryover of FY16 $50,000 encumbrance)	$0	FY16 Cost Sharing: MCG
Jewish Foundation for Group Homes, Inc.	Provides for Group Home Renovations to match a State of Maryland Bond Bill (carryover of FY17 $100,000 encumbrance)	$0	FY17 Cost Sharing: MCG
Jewish Foundation for Group Homes, Inc.	Provides accessibility modifications to homes to address structural/accessibility issues	$100,000	FY18 Cost Sharing: MCG
Jewish Social Service Agency	Provides for renovating the facility to make it safer for clients and staff (carryover of FY15 $75,000 encumbrance)	$0	FY15 Cost Sharing: MCG
Jewish Social Service Agency	Provides for renovation of 6123 Montrose Road facility	$250,000	FY18 Cost Sharing: MCG
Montgomery Community Television, Inc.	Provides for new technology to make it easier for volunteer producers and production staff to provide HD broadcasting and transmit content without use of DVDs (carryover of FY17 $159,422 encumbrance)	$0	FY17 Cost Sharing: MCG
Montgomery Community Television, Inc.	Constructs and establishes electrical power surge, power phasing, and power outage abatement and elimination systems at its main operations site in Rockville (carryover of FY17 $29,717 encumbrance)	$0	FY17 Cost Sharing: MCG
Montgomery Community Television, Inc.	Renovates and updates editing booths and studios in its existing Rockville facility as well as builds an instructional space at the new Alexander House in downtown Silver Spring.	$94,122	FY18 Cost Sharing: MCG
Potomac Community Resources, Inc.	Provides for partial construction costs of a house for individuals with intellectual/developmental disabilities	$50,000	FY18 Cost Sharing: MCG
Rockville Science Center, Inc.	Provides matching funds for a State Bond Bill granted to the RSC in 2014 for the development of a facility (carryover of FY16 $15,000 encumbrance)	$0	FY16 Cost Sharing: MCG
Sandy Spring Museum, Inc.	Provides for the renovation of its pottery shed, weatherizing the building, and the renovation of its education room to make it more usable (carryover of FY16 $30,170 encumbrance)	$0	FY16 Cost Sharing: MCG

Entity	Purpose	Amount	1st Year on list
Silver Spring United Methodist Church	Provides for matching funds from a state bond bill for renovation of Four Corners Community Outreach Site (carryover of FY16 $50,000 encumbrance)	$0	FY16 Cost Sharing: MCG
Strathmore Hall Foundation Inc.	Provides matching funds (G.O. Bonds) to a State grant for capital improvements to Strathmore Mansion (carryover of FY17 $1,398,000 encumbrance)	$0	FY17 Cost Sharing: MCG
The American Film Institute, Inc., aka The American Film Institute	Provides for operating support for the Silver Theatre	$875,675	FY02 or before
The Arc Montgomery County, Inc.	Provides accessibility renovations in two group homes to promote aging in place for seniors with intellectual and developmental disabilities (carryover of FY17 $45,000 encumbrance)	$0	FY17 Community Grant: CC
The ARC of Montgomery, Inc.	Provides for fuel site cleaning and trash removal	$10,042	FY02 or before
The Jewish Federation of Greater Washington, Inc.	Provides for a security vehicle (carryover of FY17 $25,000 encumbrance)	$0	FY17 Cost Sharing: MCG
The Jewish Federation of Greater Washington, Inc.	Provides security cameras on the Charles E Smith campus (carryover of FY17 $148,000 encumbrance)	$0	FY17 Cost Sharing: MCG
The Muslim Community Center, Inc.	Provides for building a facility for at-risk seniors (carryover of FY15 $250,000 encumbrance)	$0	FY15 Cost Sharing: MCG
The Olney Theatre Center for the Arts, Inc.	Provides emergency structural repairs to its main stage orchestra pit and musicians' platform to bring facility into County fire code compliance (carryover of FY17 $25,000 encumbrance)	$0	FY17 Cost Sharing: MCG
The Writers Center, Inc.	Provides for Phase 2 of facility renovations including addition of a second floor, rebuilding the front entrance, and elevator access (carryover of FY15 $250,000 encumbrance)	$0	FY15 Cost Sharing: MCG
The Writers Center, Inc.	Provides for completion of Phase 2 of the facility renovation that includes adding a second floor, rebuilding the front entrance for handicapped access, and installing an elevator (carryover of FY16 $250,000 encumbrance)	$0	FY16 Cost Sharing: MCG
Trustees of the Presbyterian Church at Takoma Park of Montgomery County	Provides for a bond bill match to build a licensed kitchen for food security for low income people and micro-enterprise development (carryover of FY14 $75,000 encumbrance)	$0	FY14 Cost Sharing: MCG
Warren Historic Site Committee, Inc.	Provides for the restoration of the Loving Charity Hall (carryover of FY12 $150,000 encumbrance)	$0	FY10 Cost Sharing: MCG
Warrior Canine Connection, Inc.	Provides for repairs and renovations for a new headquarters to continue healing the visible and invisible wounds of combat Veterans (carryover of FY17 $50,000 encumbrance)	$0	FY17 Cost Sharing: MCG
Warrior Canine Connection, Inc.	Provides for repairs and renovations for a new headquarters to continue healing the visible and invisable wounds of combat Veterans	$50,000	FY18 Cost Sharing: MCG

Entity	Purpose	Amount	1st Year on list
Young Mens Christian Association of Metropolitan Washington (YMCA Bethesda-Chevy Chase)	Provide ADA compliant facilities in order to meet the needs of the elderly and disabled communities	$125,000	FY18 Cost Sharing: MCG
	Subtotal:	**$2,314,900**	

Health and Human Services

Adventist Healthcare, Inc.	Provide assisted living services for mental health consumers who are referred by the County.	$567,724	FY15
Adventist Healthcare, Inc., d/b/a Shady Grove Adventist Hospital	Provides cancer outreach, education, screening, diagnostic and treatment services for the Cancer Program serving the low-income and minority populations including care coordination and patient navigation for clients screened for cancer	$199,000	FY03
Adventist Healthcare, Inc., d/b/a Washington Adventist Hospital	Provides cancer outreach, education, screening, diagnostic and treatment services for the Cancer Program serving the low-income and minority populations including care coordination and patient navigation for clients screened for cancer	$225,000	FY02 or Before
Affiliated Sante Group	Provide a program through operation of a consumer run drop in center, providing recovery-based services and social/recreational activities for adults recovering from the effects of a psychiatric illness at its Silver Spring location	$111,500	FY15
African Immigrant and Refugee Foundation, Inc.	Provide for transition of African immigrant youth to American society through after school tutoring support and cultural immersion	$10,400	FY18 Community Grant: CE
Alzheimers Disease and Related Disorders Association, National Capital Area Chapter, Inc.	Provides for education and support for Alzheimers disease sufferers and their caregivers, and training to professionals in dealing with the disease.	$98,576	FY10
Am Kolel, Inc.	Provide for the Visitors Project for People with Dementia to provide regular friendly visits to lonely, low-income nursing home residents	$12,500	FY18 Community Grant: CE
American Muslim Senior Society, Inc	Provides for operating support	$35,000	FY18 Community Grant: CE
Asbury Foundation, Inc.	Provide for the Gaithersburg Beloved Community Initiative	$12,000	FY18 Community Grant: CE
Asian American LEAD	Provides high quality after-school youth development programming for a minimum of 29 students at 5 MS to promote academic excellence, positive self-identity, personal health, team building and leadership development	$127,010	FY10
Asian American LEAD	Provides for programs for low-income/underserved Asian Pacific American youth	$60,000	FY18 Community Grant: CE
Asian Indians for Community Service, Inc.	Provide outreach and education services related to the implementation of the Patient Protection and Affordable Care Act - Connector Entity program in the County.	$25,000	FY18

Entity	Purpose	Amount	1st Year on list
Asian Indians for Community Service, Inc.	Provide Diabetes Self-Management Training to Diabetic and Pre-Diabetic residents of the County through Workshops using the Stanford model	$15,000	FY18 Community Grant: CE
Asian Indians for Community Service. Inc.	Provide ethnic friendly resources to seniors; and develop capacity, provide assistance, and outreach to adult mental health victims of minority communities.	$15,000	FY18 Community Grant: CC
Ayuda	Provides interpretation and translation services to ensure equal access to justice for limited-English proficient and deaf community members	$25,000	FY18 Community Grant: CE
B.U.I.L.D	Provides for Crisis Intervention and Gang Intervention Training and Certification for gang intervention and youth violence intervention specialists.	$35,200	FY15
Baby's Bounty MC, Inc.	Provide for staffing to enable provision of health and wellness essentials for newborns born into poverty, homelessness, and other disadvantaged situations.	$20,000	FY18 Community Grant: CC
Bender JCC of Greater Washington	Provides for the Selma Sweetbaum Satellite Program to support at-risk senior adults	$40,000	FY18 Community Grant: CE
Bender JCC of Greater Washington	Provides transportation for the Camp JCC Inclusion Program for children and young adults with disabilities	$25,000	FY18 Community Grant: CE
Bender JCC of Greater Washington, Inc.	Provides education about aging and vision issues to upcounty residents	$4,224	FY02 or Before
Best Buddies International, Inc.	Provides mentoring activities for individuals with developmental disabilities.	$33,420	FY02 or Before
Bethesda Cares, Inc.	Provides meals and outreach services to homeless persons living in the Bethesda area as well as eviction prevention and utility assistance.	$377,158	FY02 or Before
Bethesda Cares, Inc.	Provides for the Zero 2016 Campaign, Operation Homecoming Program for Permanent Supportive Housing targeting Veterans with and without disabilities and those who need ongoing rental assistance and social services support	$202,618	FY16
Bethesda Cares, Inc.	Provide funding for grants to assist low-income county residents, who would otherwise live without working utilities or be evicted/become homeless.	$30,000	FY18 Community Grant: CC
Bethesda Help, Inc.	Provides for the Emergency Food Program	$8,000	FY17
Bethesda Help, Inc.	Provide emergency food assistance	$4,000	FY18 Community Grant: CE
Bethesda Help, Inc.	Provide emergency assistance for rent, utilities and prescriptions to eligible residents of Southern Montgomery County in Bethesda Help's service area.	$6,000	FY18 Community Grant: CC
Bethesda Metro Area Village	Provides for operating support	$15,000	FY18 Community Grant: CE
Big Brothers Big Sisters of the National Capital Area	Provides for Hermanos y Hermanas Mayores Latino Outreach Inititiative	$34,340	FY18 Community Grant: CE
Bradley Hills Village, Inc.	Provides for operating support	$10,000	FY18 Community Grant: CE

Entity	Purpose	Amount	1st Year on list
Capital Area Food Bank	Provides for the Family Markets program (three sites) to serve 200 low income families at each of 27 Family Market events.	$99,880	FY15
Capital Area Food Bank	Provide low-income seniors with monthly grocery bags including shelf-stable items, fresh produce, and nutrition and health resources	$30,000	FY18 Community Grant: CE
Capital Area Food Bank	Provide funding for Family Markets; an enhanced school pantry, client choice program serving 40 pounds of food per month for enrolled families.	$35,000	FY18 Community Grant: CC
Care for Your Health, Inc.	Provide care coordination to patients at high risk to end up in the hospital or death.	$41,000	FY18 Community Grant: CC
CARF, INC	Provides an accreditation survey of mutually agreed upon program(s) in HS BHCS based on established international consensus standards.	$50,000	FY18
Carribean Help Center, Inc.	Provides social service assistance to Caribbean and African immigrants.	$24,374	FY02 or Before
Carribean Help Center, Inc.	Provides for operating support	$20,000	FY18 Community Grant: CE
CASA de Maryland, Inc.	Provides outreach and education on the naturalization process, application assistance, and wraparound financial services	$30,000	FY18 Community Grant: CE
CASA de Maryland, Inc.	Provides linguistically and culturally appropriate social services, case management, and assistance in accessing benefits to low-income immigrants	$93,000	FY18 Community Grant: CE
CASA de Maryland, Inc.	Provides for the Immigration Legal Assistance Program	$100,000	FY18 Community Grant: CE
CASA de Maryland, Inc.	Provide for the Immigration Legal Assistance Program. services.	$50,000	FY18 Community Grant: CC
Catalpha Advertising and Design Inc.	Provides a media advertising campaign to educate residents about rape and sexual assault.	$4,600	FY10
Catholic Charities of the Archdiocese of Washington, Inc.	Provides emergency assistance, including Family Support Specialists	$195,917	FY02 or Before
Catholic Charities of the Archdiocese of Washington, Inc.	Provide therapeutic services and community integration opportunities for adults with multiple disabilities.	$30,000	FY18 Community Grant: CE
Catholic Charities of the Archdiocese of Washington, Inc.	Provides for a bilingual office manager to support emergency assistance, case management, and referral services	$55,000	FY18 Community Grant: CE
Catholic Charities of the Archdiocese of Washington, Inc.	Provides for administrative support for transitional housing and case management for chronically homeless adults	$45,496	FY18 Community Grant: CE
Catholic Charities of the Archdiocese of Washington, Inc.	Provides emergency assistance, case management, information and referral services, and employment and education services to the low-income, largely immigrant community (McCarrick Family Support Services)	$55,000	FY18 Community Grant: CE
Catholic Charities of the Archdiocese of Washington, Inc.	Provide employment referral services and job readiness workshops to Latino and new-immigrant residents	$52,000	FY18 Community Grant: CE

Entity	Purpose	Amount	1st Year on list
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	$48,000	FY18 Community Grant: CE
Catholic Charities of the Archdiocese of Washington, Inc.	Provide comprehensive case management services that address barriers to maintaining long-term housing and achieving self-sufficiency.	$25,000	FY18 Community Grant: CC
Catholic Charities of the Archdiocese of Washington, Inc. (Lt. Joseph P. Kennedy Insitute)	Provides for the Community Companions program	$125,170	FY18 Community Grant: CE
Catholic Charities of the Archdiocese of Washington, Inc. (Lt. Joseph P. Kennedy Institute)	Provide therapeutic services to children and youth with developmental disabilities	$45,000	FY18 Community Grant: CE
Catholic Charities of the Archdiocese of Washington, Inc. (Lt. Joseph P. Kennedy Institute, Inc.)	Provides an ongoing program of after-school care of children, teens and young adults with multiple disabilities.	$75,250	FY02 or Before
Catholic Charities of the Archdiocese of Washington, Inc. (Lt. Joseph P. Kennedy Institute, Inc.)	Provides an ongoing program of specialized services to adults with multiple disabilities.	$321,020	FY02 or Before
Catholic Charities of the Archdiocese of Washington, Inc. (Spanish Catholic Center)	Provide Spanish literacy education for non-literate, Spanish speaking Montgomery County immigrant residents. (Gaithersburg Spanish Literacy Program)	$11,408	FY18 Community Grant: CE
Catholic Charities of Washington, Inc.	Provides for connecting low-income immigrants to medical, dental, health education, and social services	$39,000	FY18 Community Grant: CE
Center for Adoption Support and Education, Inc.	Provides for the Live, Learn, Lead Academy for youth transitioning from foster care to independence	$37,000	FY18 Community Grant: CE
CentroNia, Inc.	Provide high-quality, full-day early childhood education to underserved children in Takoma Park, Maryland.	$40,000	FY18 Community Grant: CC
CentroNia, Inc.	Provides for a full-time coordinator for Pre-K services	$83,232	FY15
Child Center and Adult Services	Provides for the Healthy Mothers, Healthy Babies Program for uninsured low-income women with perinatal depression	$20,000	FY18 Community Grant: CE
Child Center and Adult Services	Provide for theHealthy Mothers Healthy Babies (HMHB) for low-income and uninsured women with perinatal depression.	$45,000	FY18 Community Grant: CC
Chinese Culture and Community Service Center, Inc.	Provide outreach and education services related to the implementation of the Patient Protection and Affordable Care Act - Connector Entity program in the County.	$25,000	FY17
Chinese Culture and Community Service Center, Inc.	Provide essential health services to Chinese Americans with mental health concerns	$25,000	FY18 Community Grant: CE
Chinese Culture and Community Service, Inc.	Provides for the STOP B program	$105,000	FY18 Community Grant: CE
Chinese Culture and Community Services, Inc.	Provide essential health services to Chinese Americans with mental health concerns.	$20,000	FY18 Community Grant: CC
Circle of Rights, Inc.	Provide stroke symptom awareness and prevention alternatives for a healthier lifestyle in multiple languages	$15,000	FY18 Community Grant: CE

Entity	Purpose	Amount	1st Year on list
Colesville Council of Community Congregations, Inc.	Provides a clothes closet (C-4) to provide clothing and household goods to low income families.	$0	FY18
Columbia Lighthouse for the Blind	Provides for the Deaf/Blind program	$25,000	FY18 Community Grant: CE
Comfort Cases Inc.	Provide new essential and comfort items to children entering foster care and other vulnerable children	$10,000	FY18 Community Grant: CE
Community Bridges Incorporated	Provide mentoring, college and career planning and mentoring support for low income girls and families	$45,000	FY18 Community Grant: CE
Community Bridges Incorporated	Provide mentoring, college and career planning a d mentoring support for low income girls and families.	$25,000	FY18 Community Grant: CC
Community Bridges, Inc.	Provides for a program to help girls, between ages 8 and 19, from diverse backgrounds to become exceptional students, positive leaders and healthy young women.	$172,750	FY02 or Before
Community Clinic Inc.	Hire a bilingual Community Outreach Specialist to offer culturally and linguistically competent health-related outreach and education to medically underserved residents.	$25,000	FY18 Community Grant: CC
Community Connections, Inc.	Provides residential rehabilition services for low income emotionally disturbed Montgomery County youth	$143,842	FY02 or Before
Community Health and Empowerment through Education and Research	Provides for connecting vulnerable Long Branch and Takoma Park residents to health and wellness resources	$25,000	FY18 Community Grant: CE
Community Health and Empowerment through Education and Research	Provides for the Lunch & Learn program for low-income youth	$20,000	FY18 Community Grant: CE
Community Health and Empowerment through Education and Research	Connect vulnerable Long Branch and Takoma Park residents to health and wellness resources	$10,000	FY18 Community Grant: CC
Community Health and Empowerment Through Education and Research, Inc.	Provide outreach and education services related to the implementation of the Patient Protection and Affordable Care Act - Connector Entity program in the County.	$25,000	FY17
Community Ministries of Rockville	Provide in-home client services, home repairs, and case management to enable low income frail elderly age in place	$35,000	FY18 Community Grant: CE
Community Ministries of Rockville	Provide support for the Rockville Emergency Assistance Program (REAP)	$15,000	FY18 Community Grant: CE
Community Ministries of Rockville	Provide for the Naturalization Program, childcare/tutoring for LOP adult students' children, and the Family Educational Success Program for Youth	$5,000	FY18 Community Grant: CE
Community Ministries of Rockville	Provide in-home client services, home repairs, and case management to enable low-income elderly to age in place.	$12,000	FY18 Community Grant: CC
Community Ministries of Rockville	Provide for the Rockville Emergency Assistance Program (REAP).	$12,000	FY18 Community Grant: CC
Community Ministries of Rockville	Provide permanent supportive housing for formerly homeless individuals at the Jefferson House Personal Living Quarters (men) and the Rockland House (women).	$20,000	FY18 Community Grant: CC

Entity	Purpose	Amount	1st Year on list
Community Ministries of Rockville	Provide for the Naturalization Program, childcare/tutoring for the children of English language education adult students, and Language Outreach Program staff training.	$5,000	FY18 Community Grant: CC
Community Ministries of Rockville	Enhance healthcare access to healthcare through patient navigation, specialty referrals, and health education: pledging 80% colorectal cancer screening by 2018.	$63,785	FY18 Community Grant: CC
Community Ministries of Rockville	Establish after-school program which mentors and assists underserved youth and their families toward pursuit and successful entry into higher education.	$14,000	FY18 Community Grant: CC
Conflict Resolution Center of Montgomery County	Provides for conflict resolution services in Montgomery County schools, serving youth, families and school staff	$20,000	FY18 Community Grant: CE
Conflict Resolution Center of Montgomery County	Provides for conflict resolution services to assist seniors and their families in Montgomery County	$10,000	FY18 Community Grant: CE
Conflict Resolution Center of Montgomery County	Provide conflict resolution services to assist seniors and their families in Montgomery County.	$6,700	FY18 Community Grant: CC
Conflict Resolution Center of Montgomery County	Provide conflict resolution services in Montgomery County schools, serving youth, families and school staff.	$16,800	FY18 Community Grant: CC
Cornerstone Montgomery, Inc	Housing Support Services - Housing Coordinator & Housing Facilitator	$137,600	FY18
Cornerstone Montgomery, Inc.	Provides a specialized vocational training, supported employment and education program for severely emotionally disturbed adolescents	$122,700	FY02 or Before
Cornerstone Montgomery, Inc.	Provides residential rehabilitation services for adults with serious mental illness by providing supervised living units.	$708,604	FY02 or Before
Cornerstone Montgomery, Inc.	Provides Family Psycho-Education activities	$10,000	FY15
Cornerstone Montgomery, Inc.	Provide case management services to consumers who do not meet the criteria for targeted case management services in the Maryland Public Mental Health System (PMHS).	$96,275	FY16
Court Appointed Special Advocates, Inc. (CASA)	Provides court related services for at-risk youth referred by the County	$111,190	FY02 or Before
Crossroads Community Food Network	Support for farmers market nutrition incentive program and complementary healthy eating education program.	$58,000	FY18 Community Grant: CC
DC Diaper Bank	Provide free and reliable source of diapers and hygiene essentials for children	$10,000	FY18 Community Grant: CE
DC Diaper Bank	Capacity building for low-income families and the community organizations that serve them by regularly supplying diapers, formula, and hygiene products.	$5,000	FY18 Community Grant: CC
Diaspora Resources of Ethiopians in the American Metropoloies. D.R.E.A.M.	Provides for the DREAM center for seniors	$30,000	FY18 Community Grant: CE

Entity	Purpose	Amount	1st Year on list
Don Bosco Cristo Rey Work-Study of the Archdiocese of Washington, Inc.	Provides career mentoring and job skills training to at-risk youth through internship opportunities in certain County government departments	$55,000	FY16
Easter Seals Greater Washington-Baltimore Region, Inc.	Provide support for individuals with disabilities displaced by a center closing to attend the Easter Seals Adult Day Program.	$30,226	FY18 Community Grant: CC
Easter Seals SErving DC|MD|VA	Provides operating support for the Adult Day Program	$25,000	FY18 Community Grant: CE
EduCare Support Services, Inc.	Provide supplemental food assistance to low income families, seniors, persons with disabilities or chronic illness, and other emergency situations	$50,000	FY18 Community Grant: CE
Empowered Women International, Inc	Provide entrepreneurship and workforce training and support services to promote self-sufficiency of immigrant, refugee and low-income women	$25,000	FY18 Community Grant: CE
Ethiopian Community Center in Maryland	Provides for the Preventative Health Care Project	$25,000	FY18 Community Grant: CE
Ethiopian Community Center in Maryland, Inc.	Provide outreach and education services related to the implementation of the Patient Protection and Affordable Care Act - Connector Entity program in the County.	$25,000	FY17
EveryMind Inc.	Provides for the Serving Together program providing coordinated community resources for veterans and their families	$150,000	FY18 Community Grant: CE
EveryMind Inc.	Provide Mental Health First Aid (MHFA) training on how to respond to mental health crises	$35,000	FY18 Community Grant: CE
Everymind, Inc.	Provides a confidential, supportive mental health hotline for County residents and a youth suicide prevention hotline	$234,580	FY02 or Before
Everymind, Inc.	Provides multicultural outreach services for Everymind Inc.'s New Capacity & Outreach for Multicultural Mental Health Opportunities Now program (N'Common)	$209,560	FY07
Everymind, Inc.	Provides increased outreach efforts, community education, community connectivity, service provision, and coordination specific to the Montgomery County military related community (Military Outreach Initiative)	$39,007	FY13
EveryMind, Inc.	Provides state identification cards and birth certificates for individuals who are homeless and have a mental illness or a co-occurring substance use disorder in order to allow behavioral health, medical, entitlements, and other support services	$72,345	FY18
Family Learning Solutions, Inc.	Provides after-school Enrichment Program, mentoring/tutoring services and in-school positive youth development for 30 (9-12th grade) at-risk low-income primary and secondary students via Family Network Connections Program in the down-County area.	$55,550	FY02 or Before

Entity	Purpose	Amount	1st Year on list
Family Learning Solutions, Inc.	Provides for the "I Am College Ready" program	$45,000	FY18 Community Grant: CE
Family Learning Solutions, Inc.	Operating support for the SHOUT program at Gaithersburg High School	$7,500	FY18 Community Grant: CC
Family Services, Inc.	Provides residential rehabilitation and support services to youth 18-22 yrs old	$143,889	FY02 or Before
Family Services, Inc.	Provides residential rehabilitation services for adults with serious and persistent mental illness	$213,869	FY02 or Before
Family Services, Inc.	Provides early intervention services for first time parents who are at risk for engaging in child abuse. Provides intensive home visitation services and home-based family support services.	$558,960	FY06
Family Services, Inc.	Provides substance abuse prevention and recovery support services to adolescents and their families in Montgomery County.	$315,454	FY13
Family Services, Inc.	Provides the local matching funds required to maintain state funding for the state-certified Youth Services Bureau/Regional Youth Services Program administered by this vendor.	$10,338	FY15
Family Services, Inc.	Provides for free comrehensive services to at-risk parents-to-be and parents with children aged birth to 48 months through the Family Discovery Center	$105,840	FY16
Family Services, Inc.	Provides a substance abuse prevention program to high-rish children, their parents/guardians and sibling - "Dare to be You Program".	$149,681	FY17
Family Services, Inc.	Provides a program of monitored child exchange and supervised visitation to children and families when there is a court order that requires that the exchange of children between parents or the visitation of children with a parent be monitored or supervise	$382,288	FY18
Family Services, Inc.	Provides for the Neighborhood Opportunity Network	$100,000	FY18 Community Grant: CE
Family Services, Inc.	Provide academic, social and emotional supports during and after school for at-risk minority males at Gaithersburg Middle School	$40,000	FY18 Community Grant: CE
Family Services, Inc.	Provide support for the Thriving Germantown Community HUB to create a care coordination entity addressing social determinants of health, wellness, and educational success	$57,000	FY18 Community Grant: CC
First African Methodist Episcopal Church of Gaithersburg, Inc	Provides for the SHARE food program for low-income families	$7,410	FY18 Community Grant: CE
Florence Crittenton Home of Washington, DC t/a Crittenton Services of Greater Washington	Provides for two best-practice programs: The SNEAKERS program and The PEARLS Program	$11,234	FY13
Florence Crittenton Services of Greater Washington	Deliver positive youth development program for at-risk teen girls to strengthen life skills, reduce risky behavior, and promote academic success	$55,000	FY18 Community Grant: CC

Entity	Purpose	Amount	1st Year on list
Florence Crittenton Services of Greater Washington dba Crittenton Services of Greater Washington	Provide program for at-risk teen girls to strengthen life skills, reduce risky behavior, and promote academic success	$35,000	FY18 Community Grant: CE
Gaithersburg HELP, Inc.	Provide the basic needs of food, diapers, and formula for low-income residents in Gaithersburg/Montgomery Village area.	$35,000	FY18 Community Grant: CE
Generation Hope	Provides teen parents with tuition support, mentoring, academic/life/professional skills, tutoring, and case management to make college a reality	$15,000	FY18 Community Grant: CE
Generation Hope	Provide teen parents with tuition support, mentoring, academic/life/professional skills, tutoring, and case management to make college a reality.	$5,000	FY18 Community Grant: CC
Greater Stonegate Village	Provides for operating support	$10,000	FY18 Community Grant: CE
growingSOUL Inc	Provide operating support forzero-waste solution for food production, recovery, processing, preservation, distribution and compost apprenticeship-training programs	$20,000	FY18 Community Grant: CE
Heart to Hand	Provides for outreach and education for individuals affected by HIV/AIDS.	$50,000	FY18
Hebrew Home of Greater Washington, Inc.	Provides for operating support for the ElderSAFE Center	$50,000	FY18 Community Grant: CE
Help Africa, Inc.	Provide outreach and education services related to the implementation of the Patient Protection and Affordable Care Act - Connector Entity program in the County.	$25,000	FY17
Holy Cross Health, Inc.	Provides cancer outreach, education, screening, diagnostic and treatment services for the Cancer Program serving the low-income and minority populations.	$50,000	FY03
Home Care Partners Inc.	Provide home aide services to help low-income seniors and adults with disabilities to remain at home.	$20,000	FY18 Community Grant: CC
Home Care Partners, Inc.	Provides home aide services to help low-income seniors and adults with disabilities remain at home	$5,000	FY18 Community Grant: CE
Hope Connections for Cancer Support, Inc.	Provide licensed clinical facilitators to keep up with demand increase for Montgomery County support groups for people with cancer.	$10,000	FY18 Community Grant: CC
Hospice Caring	Provide funds to deliver effective end-of-life and bereavement services to the County's increasingly diverse population by removing cultural and language barriers	$5,000	FY18 Community Grant: CC
Hospice Caring, Inc.	Provides volunteer visits to terminally ill individuals and their families and supports training of volunteers to help provide services	$11,660	FY02 or Before
Hospice Caring, Inc.	Provide non-medical hospice services for the County's increasingly diverse population by removing barriers of language and culture	$10,000	FY18 Community Grant: CE

Entity	Purpose	Amount	1st Year on list
House of Divine Guidance, Inc.	Provide support for winter overflow shelter.	$10,000	FY18 Community Grant: CC
Housing Opportunities Commission	Provides support services for mentally ill adults.	$23,250	FY07
Identity, Inc.	Provides positive youth development programming.	$343,910	FY02 or Before
Identity, Inc.	Provides for case management services to connect Latino youth and families with resources for food, clothing, shelter and other safety net services	$80,000	FY18 Community Grant: CE
Identity, Inc.	Provide for case management services to connect Latino youth and families with resources for food, clothing, shelter and other safety net services.	$49,510	FY18 Community Grant: CC
IMPACT Silver Spring Inc	Provides leadership training courses for Silver Spring residents	$267,740	FY02 or Before
IMPACT Silver Spring Inc	Provides for the Neighborhood Opportunity Network Initiative	$222,640	FY18 Community Grant: CE
Independence Now, Inc.	Provide Options Counseling services, helping individuals leave nursing facilities and re-enter the community by providing education about community-based living options and help applying for supportive services.	$94,460	FY15
Interfaith Works	Provides for the Emergency Support program	$20,000	FY18 Community Grant: CE
Interfaith Works	Provide support for the Interfaith Clothing Center	$10,000	FY18 Community Grant: CE
Interfaith Works	Provides support to assist faith communities in meeting community needs	$80,000	FY18 Community Grant: CE
Interfaith Works	Provides support for Project Inform	$20,000	FY18 Community Grant: CE
Interfaith Works	Provide for Emergency Support program.	$5,000	FY18 Community Grant: CC
Interfaith Works	Provide support for the Interfaith Clothing Center.	$45,000	FY18 Community Grant: CC
Interfaith Works, Inc.	Provide on-site security at Community Vision, 2 Task Court Women's Shelter, and WAWAC. Purchase security cameras, equipment & supplies.	$50,000	FY02 or Before
Interfaith Works, Inc.	Comprehensive program of affordable, permanent supportive housing - 14 adults. HUD Funded.	$61,811	FY02 or Before
Interfaith Works, Inc.	Provides support to co-Lead the 100,000 Homes Campaign as part of the 100,000 Homes Campaign, communication across the county by identifying, locating and obtaining homes for their most vulnerable and chronically homeless consumers.	$454,780	FY05
Interfaith Works, Inc.	Provide overnight sheltered services 7 days a week 8:00 pm -7:00 am for homeless clients. Nov 01-March 31. Case Mgmt. Services as needed.	$144,282	FY06
Interfaith Works, Inc.	Provides for Hyperthermia and Hypothermia. Emergency Shelter Services for homeless persons. Case Management. Bilingual outreach. Meals.	$690,182	FY13

Entity	Purpose	Amount	1st Year on list
Interfaith Works, Inc.	Provides for the Watkins Shelter to serve chronically mentally ill women; Welcome Homes is permanent supportive for women aged 50 and older with medical or psychiatric problems.	$502,624	FY13
Interfaith Works, Inc.	Provides Eviction Prevention & Utility Assistance grants.	$81,524	FY18
Inwood House Development Corporation	Provide heavy chore cleaning of apartments and clutter management for adults who are disabled and extremely low-income at Inwood House	$13,000	FY18 Community Grant: CC
Japanese Americans' Care Fund	Provides for Keiai-no-tsudoi, an annual gathering for Japanese American seniors	$2,510	FY18
Japanese Americans' Care Fund	Provide rent/internet services for a new MD branch.	$25,100	FY18 Community Grant: CC
Jewish Council for the Aging of Greater Washington, Inc	Provides for the Career Gateway program for Montgomery County residents age 50 and over	$36,760	FY18 Community Grant: CE
Jewish Council for the Aging of Greater Washington, Inc	Provides for the Intergenerational Bridges Program	$25,000	FY18 Community Grant: CE
Jewish Council for the Aging of Greater Washington, Inc	Provide for the Intergenerational Bridges program.	$25,000	FY18 Community Grant: CC
Jewish Council for the Aging of Greater Washington, Inc.	Provides subsidized employment in nonprofit agencies to adults 55 and older	$42,437	FY02 or Before
Jewish Council for the Aging of Greater Washington, Inc.	Provides a resource center on intergenerational programs and resources (this includes $100,000 from MCPS)	$202,238	FY02 or Before
Jewish Council for the Aging of Greater Washington, Inc.	Provides support for the Escorted Transportation pilot program to explore, fund and evaluate new and existing approaches to meeting the unmet escorted transportation needs of County residents.	$119,649	FY14
Jewish Council for the Aging of Greater Washington, Inc.	Provides for the 50+ Employment Expo	$75,000	FY18 Community Grant: CE
Jewish Council for the Aging of Greater Washington, Inc.	Provides support to increase the intergenerational volunteer corps	$35,000	FY18 Community Grant: CE
Jewish Foundation for Group Homes, Inc.	Provides 24-hour supervised, group living for an adult with a serious and persistent mental illness	$34,290	FY02 or Before
Jewish Social Service Agency	Provides mental health and substance abuse prevention services and activities to low-income children and their families including assessment, diagnosis, psychotherapy, medication monitoring, and crisis intervention.	$51,021	FY02 or Before
Jewish Social Service Agency (JSSA)	Provides for a social worker specializing in treatment of children and adolescents providing individual, group and family therapy	$35,000	FY18 Community Grant: CE
Jewish Social Service Agency (JSSA)	Provides for a social worker specializing in Early Childhood, serving children under 12 and members of their circle of care	$55,000	FY18 Community Grant: CE
Jewish Social Service Agency (JSSA)	Provides for an Employment Specialist	$30,000	FY18 Community Grant: CE

Entity	Purpose	Amount	1st Year on list
Jewish Social Service Agency (JSSA)	Provides for a Senior Services Case Manager to manage the daily living needs of frail seniors, allowing them to age in place	$40,000	FY18 Community Grant: CE
Jewish Social Service Agency (JSSA)	Provide support for an Employment Specialist	$12,500	FY18 Community Grant: CC
Kids in Need Distributors, Inc.	Provides Weekend Food Bags / Smart Sacks Program - Expansion	$50,000	FY18
Kids in Need Distributors, Inc.	Provides for use of effective models to increase the number of Montgomery County Public School elementary students being served by the Weekend Food bag/ SmartSacks Program	$50,000	FY18
Kids in Need of Defense (KIND)	Provide pro bono legal services for unaccompanied immigrant and refugee youth	$10,000	FY18 Community Grant: CE
Kids in Need of Defense (KIND)	Provide pro-bono legal services for unaccompanied immigrant and refugee minors.	$40,000	FY18 Community Grant: CC
Kids in Need of Distributors, Inc.	Provide funds to purchase food to be distributed to MCPS (K-8) Free and Reduced Meal eligible children	$10,000	FY18 Community Grant: CC
Korean Association of the State of Maryland Metro Area, Inc.	Provides social services to Korean speaking people with limited English proficiency who reside in the County.	$28,146	FY02 or Before
Korean Community Service Center of Greater Washington	Prvoides emergency financial assistance and wraparound social services to low-income Asian American and immigrant residents	$20,000	FY18 Community Grant: CE
Korean Community Service Center of Greater Washington	Provide social services, counseling, and continuing education for low-income senior Asian American and immigrant residents of Eastern Montgomery County	$10,000	FY18 Community Grant: CE
Korean Community Service Center Of Greater Washington	Provides for the Keystone Project to assist victims of domestic violence in the Korean community	$55,000	FY18 Community Grant: CE
Korean Community Service Center Of Greater Washington	Provides for Strengthening Asian Families through Empowerment and Services (SAFES) program	$55,000	FY18 Community Grant: CE
Korean Community Service Center of Greater Washington	Provide social services, counseling, and continuing education for low-income senior Asian American and immigrant residents of Eastern Montgomery County.	$10,000	FY18 Community Grant: CC
Korean Community Service Center of Greater Washington, Inc.	Provides outreach services to low-income Montgomery County residents with limited English proficiency	$48,614	FY07
Korean Community Service Center of Greater Washington, Inc.	Provide outreach and education services related to the implementation of the Patient Protection and Affordable Care Act - Connector Entity program in the County.	$25,000	FY17
Latin American Youth Center, Inc.	Provides for Gang Prevention programs	$149,641	FY10
Latino Child Care Association of Maryland, Inc.	Provides for operating support	$6,489	FY18 Community Grant: CE

Entity	Purpose	Amount	1st Year on list
LEAD4LIFE, Inc.	Provide services to disconnected youth with a concentration on the African American population through a Positive Youth Development approach	$20,000	FY18 Community Grant: CE
Legal Aid Bureau, Inc.	Provides legal representation and consultation to seniors regardless of income and focuses on legal issues related to benefits such as Social Security, Medicare, eviction, housing and nursing homes	$76,830	FY02 or Before
Legal Aid Bureau, Inc.	Provide enhanced access to healthcare insurance for low-income underserved children in Montgomery County with direct advocacy, outreach and education.	$40,000	FY18 Community Grant: CE
Little Falls Village	Provides for operating support	$10,000	FY18 Community Grant: CE
Low Vision Center, Inc. of Montgomery County, MD	Develop a comprehensive Low Vision Course to present to seniors and families throughout Montgomery County utilizing County Senior Center facilities.	$9,994	FY18 Community Grant: CC
Lutheran Social Services of the National Capital Area	Provides emergency rental/utility assistance and safety net services for refugee families	$30,000	FY18 Community Grant: CE
Lutheran Social Services of the National Capital Area	Provide funds for emergency rental/utility assistance and safety net services for refugee families.	$30,000	FY18 Community Grant: CC
Madison House Autism Foundation	Provides support for an Agricultural Education Coordinator	$25,000	FY18 Community Grant: CE
Madison House Autism Foundation	Provides for the Jobs Program	$25,000	FY18 Community Grant: CE
Manna Food Center	Provides for the Smart Sacks program for elementary school students	$40,000	FY18 Community Grant: CE
Manna Food Center	Provide fresh produce to people experiencing hunger and rescuing produce from farmers markets that may otherwise be composted or discarded	$23,000	FY18 Community Grant: CE
Manna Food Center	Prvoides support for a mobile kitchen	$25,000	FY18 Community Grant: CE
Manna Food Center	Provide support for a mobile kitchen.	$10,000	FY18 Community Grant: CC
Manna Food Center	Provide for the Smart Sacks program for elementary school students.	$14,000	FY18 Community Grant: CC
Manna Food Center	Provide fresh produce to people experiencing hunger and rescuing produce from farmers markets that may otherwise be composted or discarded.	$12,000	FY18 Community Grant: CC
Manna Food Center, Inc.	Provides distribution of food to hungry and low income residents of Montgomery County.	$204,906	FY02 or Before
Manna Food Center, Inc.	Provides Weekend Food Bags / Smart Sacks Program - Expansion	$50,000	FY18
Manna Food Center, Inc.	Provides for use of effective models to increase the number of Montgomery County Public School elementary students being served by the Weekend Food bag/ SmartSack	$50,000	FY18
Mary's Center for Maternal Health and Childcare	Provide health education and social services for un/under-insured residents	$20,000	FY18 Community Grant: CE

Entity	Purpose	Amount	1st Year on list
Maryland Farmers Market Association Inc.	Provide an incentive program for Supplemental Nutrition Assistance Program (SNAP) recipients to shop at county farmers markets for local foods.	$26,620	FY15
Maryland Treatment Centers, Inc.	Provides a day treatment program for delinquent youth	$428,834	FY10
Maryland Treatment Centers, Inc.	Provides comprehensive after-school substance abuse treatment to adolescents involved with Crossroads Youth Opportunity Center (CYOC) and the Up County Youth Opportunity Center (UCYOC).	$80,000	FY13
Maryland Vietnamese Mutual Association, Inc.	Provides various support services including tutoring, empowerment and mentoring (TEAM) Program, VPEP, GAPS and NAAS to the immigrant community in Montgomery County	$71,130	FY10
Maryland Vietnamese Mutual Association, Inc.	Provide outreach and education services related to the implementation of the Patient Protection and Affordable Care Act - Connector Entity program in the County.	$25,000	FY17
Meals on Wheels of Central Maryland, Inc.	Provide salary & fringe for a part-time site coordinator to oversee meal delivery and services to homebound elderly and disabled residents.	$13,000	FY18 Community Grant: CC
Mercy Health Clinic	Provides for medical staff to provide primary care for low-income, uninsured patients and patients who have Medicaid	$50,000	FY18 Community Grant: CE
Mercy Health Clinic	Provide support for the on-site pharmacy program providing medications to low-income, uninsured adult residents of Montgomery County.	$35,000	FY18 Community Grant: CC
Metropolitan Washington Ear	Provides access to current news and information to people who are blind, visually impaired, or have a physical disability.	$57,940	FY02 or Before
Mid County United Ministries	Provide funds to help low income residents who are disconnected or have a pending disconnection for a utility.	$26,000	FY18 Community Grant: CC
Mid-County United Ministries, Inc.	Provides staffing to assist low-income residents who are experiencing housing related and other emergencies	$19,365	FY02 or Before
Mininstries United Silver Spring Takoma Park, Inc.	Provides for eviction, first month's rent, utility, prescription and other emergency assistance programs	$15,000	FY18 Community Grant: CE
Ministries United Silver Spring Takoma Park, Inc.	Provide funds to help clients with eviction, utilities, prescriptions, food and other types of assistance.	$30,000	FY18 Community Grant: CC
Mobile Medical Care, Inc.	Provides for expanded access to primary care at Mobile Med's East County clinic	$30,000	FY18 Community Grant: CE
Mobile Medical Care, Inc.	Provide for expanded access to primary care at MobileMed's clinic in East Montgomery County	$20,832	FY18 Community Grant: CC
Montgomery County Collaboration Council for Children, Youth and Families	Provides for a Disproportionate Minority Contact Reduction Coordinator	$100,000	FY18
Montgomery County Collaboration Council for Children, Youth and Families, Inc.	Provides for implementation of Healthy Montgomery Behavioral Health Task Force recommendations.	$24,500	FY18

Entity	Purpose	Amount	1st Year on list
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provides community based services for youth with intensive mental health needs and their families and wrap around services to prevent youth violence and gang activities	$855,635	FY07
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provide administration for the Conservation Corp Program by soliciting proposals, contracting with the selected vendors, and overseeing the contract results	$551,880	FY12
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provides for operating support	$42,030	FY14
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provides for InfoMontgomery	$100,368	FY14
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provide substance abuse prevention activities to promote Opioid Misuse Prevention program.	$82,044	FY17
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provides the Bridges to the Future program which expands and sustains the existing Child and Adolescent System of Care (SOC) by adding a specialized Child Crisis Stabilization Service to the current Crisis Services program to reach, engage, and provide se	$987,500	FY17
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provides for administration and monitoring of funds locally designated for pathway to services; Montgomery County's local access mechanism (LAM), a single point of contact for families and providers to access services for children with severe social, emot	$50,000	FY18
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provides for administration and monitoring of funds locally designated for state-certified Youth Service Bureaus (YSB): community-based and non-residential entities providing delinquency prevention; youth suicide prevention; drug and alcohol abuse prevent	$52,500	FY18
Montgomery County Federation of Families for Children's Mental Health, Inc.	Provides support services to children with mental, emotional, and behavioral disorders and their families	$332,272	FY05
Montgomery County Maryland Bar Foundation, Inc	Provide access to pro bono/low fee legal advice and services to self represented litigants within the Family Court	$10,000	FY18 Community Grant: CE
Montgomery County Maryland Bar Foundation, Inc.	Montgomery County Maryland Bar Foundation provides pro bono legal services to low income citizens of the County who have no other means to employ an attorney. Legal Services primarily include: consumer, family, and individual.	$51,530	FY02 or Before
Montgomery County Maryland Bar Foundation, Inc.	Provide legal services for Pro Bono case referrals and brief advice at legal advice clinics to low income residents.	$40,000	FY18 Community Grant: CC
Montgomery County Muslim Foundation	Provides for the Senior and Social and Transportation program	$65,000	FY18 Community Grant: CE

Entity	Purpose	Amount	1st Year on list
Montgomery County Muslim Foundation	Provides for a youth empowerment program	$5,000	FY18 Community Grant: CE
Montgomery County Muslim Foundation	Provides for operating support	$100,000	FY18 Community Grant: CE
Montgomery County Muslim Foundation	Support food program to assist needy residents.	$10,000	FY18 Community Grant: CC
Montgomery Hospice, Inc.	Provide professional grief support to individuals and manage volunteer services to support patients and their families	$39,953	FY18 Community Grant: CE
Montgomery Hospice, Inc.	Provide compassionate, specialized medical and emotional care for children with life-limiting illnesses, keeping children in their homes surrounded by family.	$15,000	FY18 Community Grant: CC
MoverMoms, Inc	Provides for operating support	$30,000	FY18 Community Grant: CE
NAMI Montgomery County	Provide educational classes, support groups, and outreach presentations for caregivers of, and individuals living with, mental illness in Montgomery County.	$5,000	FY18 Community Grant: CC
NAMI Montgomery County	Provide educational classes, support groups and outreach presentations for family members of and individuals living with mental illness	$15,000	FY18 Community Grant: CE
NAMI Montgomery County	Provide mental health education and support for teachers and youth through presentations and an evidence based suicide prevention program	$15,000	FY18 Community Grant: CE
NAMI Montgomery County	Provide mental health education and support for teachers and youth through presentations and an evidence based suicide prevention program.	$5,000	FY18 Community Grant: CC
NAMI Montgomery County (MD), Inc.	Provides a parent training program for families of individuals suffering from mental illness	$8,122	FY04
Nourish Now Inc.	Provides for the Family Food Distribution Program, which provides direct food assistance to families and individuals	$25,000	FY18 Community Grant: CE
Nourish Now Inc.	Provides for operating support for the food recovery program	$20,000	FY18 Community Grant: CE
Nueva Vida, Inc.	Deliver Physical and Behavioral Health Education Workshops and Feria de Salud for Disadvantaged Latino Families	$41,388	FY18 Community Grant: CC
Olney Help, Inc.	Provide emergency food and financial assistance for rent, utilities and prescriptions to avoid eviction, utility shut-off, or lapse in medication	$10,000	FY18 Community Grant: CE
Olney Help, Inc.	Provide emergency food and financial assistance for rent, utilities and prescriptions to avoid evictions, utility shut-off, or lapse in medication	$9,000	FY18 Community Grant: CC
Olney Home For Life Inc.	Provide free transportation and Friendly Daily Calls and Weekly Visits to seniors in Olney and surrounding areas	$12,500	FY18 Community Grant: CE
On Our Own of Montgomery County, MD. Inc.	Provides a consumer-run drop-in center for mentally ill adults	$216,806	FY02 or Before
Parent Encouragement Program, Inc.	Provide for a parent education program for low-income Latino parents	$20,000	FY18 Community Grant: CE

Entity	Purpose	Amount	1st Year on list
People Encouraging People Inc.	Provide Forensic Assertive Treatment services to Comprehensive Reentry Program Participants who are adult offenders diagnosed with major mental health illness and co-occurring behavioral disorders.	$207,000	FY17
Poolesville Area Senior Center, Inc	Provides for operating support	$20,800	FY18 Community Grant: CE
Posz, Inc.	Provides pharmacy services for HIV and communicable disease clients	$25,000	FY02 or Before
Potomac Community Resources, Inc.	Provides support services to people with developmental disabilities that helps them to participate in community activities.	$75,090	FY02 or Before
Potomac Community Resources, Inc.	Provides for operating support	$30,000	FY18 Community Grant: CE
Potomac Community Resources, Inc.	Provide respite care programs for Montgomery County teens and adults with profound to moderate intellectual and/or developmental disabilities.	$50,000	FY18 Community Grant: CC
Pride Youth Services, Inc	Provides for African American youth to develop resiliency and self-efficacy skills necessary to live productive lives	$15,000	FY18 Community Grant: CE
Pride Youth Services, Inc.	Provide outreach and education services related to the implementation of the Patient Protection and Affordable Care Act - Connector Entity program in the County.	$25,000	FY17
Pride Youth Services, Inc.	Provide for African American youth develop resiliency and self-efficacy skills necessary to live productive lives.	$5,000	FY18 Community Grant: CC
Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides 'one stop' services to sexually and physically abused children.	$331,275	FY02 or Before
Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides for Care for Kids health program, plus speciality care coordination, asthma management, teen pregnancy prevention.	$1,327,194	FY02 or Before
Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides community-based minority outreach and health education services	$313,329	FY02 or Before
Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides health care services for low-income, uninsured adults (Montgomery Cares)	$11,998,689	FY02 or Before
Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides pharmaceutical support services for low-income persons with a mental illness	$56,209	FY03
Primary Care Coalition of Montgomery County, Maryland, Inc.	Provide data analysis and performance management support, to HHS and its partnering organizations, related to the Patient Protection and Affordable Care Act (ACA).	$50,000	FY17
Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides for a coordinated referral system for specialty dental care	$22,650	FY18 Community Grant: CE
Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides for specialty care coordination for children with chronic and serious medical conditions.	$98,000	FY18
Proyecto Salud Clinic	Provide care management for vulnerable individuals with chronic conditions.	$50,000	FY18 Community Grant: CC
Proyecto Salud Clinic	Provide patient navigation and facilitation of cancer screenings.	$37,870	FY18 Community Grant: CC

Entity	Purpose	Amount	1st Year on list
Qiagen	Provides for Quantiferon-TB Gold Tubes.	$20,000	FY18
Rainbow Community Development Center	Provide emergency assistance for rent, utilities and temporary homelessness	$2,800	FY18 Community Grant: CC
Rainbow Place Shelter for Homeless Women	Provide overnight winter shelter and whatever support is needed to transition from homelessness for adult homeless women.	$40,000	FY18 Community Grant: CC
Rainbow Place Shelter for Homeless Women, Inc.	Provides emergency shelter for women at Rainbow Shelter	$44,548	FY02 or Before
Red Wiggler Foundation, Inc.	Provide opportunities for youth and adults with and without disabilities to work, learn, and grow healthy food	$30,000	FY18 Community Grant: CE
Red Wiggler Foundation, Inc.	Provide opportunities for youth and adults with and without developmental disabilities to work, learn, and grow healthy food.	$30,000	FY18 Community Grant: CC
Reginald S. Lourie Center for Infants and Young Children, Inc.	Provides Court Related Mental Health Services/ Attachment and Bonding Studies, Attachment Centered Evaluation and Treatment Services for Child Welfare Services	$113,430	FY03
Reginald S. Lourie Center for Infants and Young Children, Inc.	Provides Juvenile Court-related mental health services or clients referred by the County	$163,210	FY03
Relias Learning	Provides the Behavioral Health Essential training package to support the Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation process.	$52,000	FY18
Rockville Help Incorporated	Provide emergency financial assistance for rent, security deposits, utilities, and prescriptions to families in need in Rockville MD.	$9,000	FY18 Community Grant: CC
Rosaria Communities Foundation, Inc.	Provides professional staff to oversee and grow the operations to ensure housing for people with physical and intellectual disabilities	$20,000	FY18 Community Grant: CE
Shawn M. Flower DBA Choice Research Associates	Provide comprehensive evaluation services for the Reentry Program for Adult Offenders with Co-Occurring Substance Abuse and Mental Health Disorders as they are released from legal confinement.	$31,430	FY17
Silver Spring Village, Inc.	Provides operating support to build and sustain Village activities to help older residents live independently	$30,000	FY18 Community Grant: CE
Spanish-Speaking Community of Maryland, Inc.	Provides consultations with case workers to address needs of low-income families and immigrants	$10,000	FY18 Community Grant: CE
Spirit Club Foundation, Inc	Provides for greater access to health-related opportunities for low-income people with disabilities to promote health and independence	$10,000	FY18 Community Grant: CE
Sports Plus Group, Inc.	Provide increased social, pre-employment and sports programs for children and teens with autism	$2,500	FY18 Community Grant: CC
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	FY18 Community Grant: CE

Entity	Purpose	Amount	1st Year on list
St. Camillus Catholic Church Food Pantry	Provide for nutritionally adequate, culturally appropriate food to be distributed to families in need.	$5,000	FY18 Community Grant: CC
St. Camillus Church	Provides for nutritionally adequate, culturally appropriate food to be distributed to families in need	$17,000	FY18 Community Grant: CE
St. Joseph's House, LTD	Provides for home-based care, before and after school, for students with multiple and severe disabilities	$15,000	FY18 Community Grant: CE
Stepping Stones Shelter	Provide employment counseling to homeless and formerly homeless families to enable them to find jobs and increase their income.	$60,000	FY18 Community Grant: CC
Suburban Hospital, Inc.	Provides community cancer outreach education, screening, diagonostic, and treatment services for the Cancer Program targeting the low-income and minority populations	$50,000	FY03
T.A.S.C., Inc.-Treatment Alternatives for Safe Communities, Inc.	Provides the STEER Program which is a criminal justice deflection program that re-routes individuals with substance use disorder (SUD) who may face potential charges for low level offenses and deflects these individuals to appropriate Behavioral Health Tr	$300,000	FY18
The Arc Montgomery County, Inc.	Provides recreational services after school, all day during the summer, and on all Montgomery County holidays	$57,810	FY02 or Before
The Arc Montgomery County, Inc.	Provides for fully-inclusive after-school social, educational and recreational opportunities for youth with intellectual and developmental disabilities	$20,000	FY18 Community Grant: CE
The Arc Montgomery County, Inc.	Provide medical child care tuition waivers for families experiencing temporary financial crises.	$12,500	FY18 Community Grant: CC
The Arc Montgomery County, Inc.	Provide a proven model of classroom-, practice- and internship-based employment supports for young adults with intellectual and developmental disabilities.	$42,000	FY18 Community Grant: CC
The Arc Montgomery County, Inc.	Replace existing window blinds with new products that meet Federal safety guidelines for a child care environment.	$7,400	FY18 Community Grant: CC
The Community Foundation for the National Capital Region	Provides for the administration of the entity and the awarding of grants through a competitive process that will support services aimed at aupporting and stabilizing children, youth and families with their multiple needs aimed towards closing the achievem	$625,000	FY18
The Community Foundation for the National Capital Region (Montgomery County Food Council)	Provides for operating support	$25,000	FY18 Community Grant: CE
The Community Foundation for the National Capital Region (Montgomery County Food Council)	Provides for continued planning, implementation and oversight of the "A Food Secure Montgomery" plan.	$80,000	FY18
The Community Foundation for the National Capital Region (Montgomery County Food Council)	Provide for operating support	$10,000	FY18 Community Grant: CC

Entity	Purpose	Amount	1st Year on list
The Community Foundation for the National Capital Region (Montgomery County Food Council)	Provide salaries for Food Council staff to facilitate the implementation of the Montgomery County Food Security and Food Action Plans	$20,000	FY18 Community Grant: CC
The Dwelling Place, Inc.	Provides funding for HUD superNOFA as a match for the permanent supportive housing	$33,775	FY13
The Friendship Heights Neighbors Network Corporation	Provides for operating support	$10,000	FY18
The Friendship Heights Neighbors Network Corporation	Provides for operating support	$10,000	FY18 Community Grant: CE
The George B. Thomas, Sr. Learning Academy	Provides for operating support for expansion of Saturday School in the Clarksburg community	$25,000	FY18 Community Grant: CE
The George B. Thomas, Sr. Learning Academy, Inc.	Provides Saturday School for tutoring and mentoring to enhance the academic performance and achievement of children in grades 1 through 12.	$965,531	FY03
The 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	FY18 Community Grant: CE
The Montgomery County Coalition for the Homeless Inc.	Provide case management for formerly homeless adults in CHIP to help decrease recidivism and costly unnecessary usage of public systems.	$62,130	FY18 Community Grant: CC
The Montgomery County Coalition for the Homeless Inc.	Provide case management services to single adults with severe mental illness and/or co-occurring disorders who are experiencing homelessness	$30,000	FY18 Community Grant: CC
The Montgomery County Coalition for the Homeless Inc.	Provide 24/7 emergency shelter including cased management and supportive services for men experiencing homelessness.	$30,000	FY18 Community Grant: CC
The Montgomery County Coalition for the Homeless, Inc.	Provides programs for homeless mentally ill men and women providing meals, case management, and rehabilitative services.	$524,639	FY02 or Before
The Montgomery County Coalition for the Homeless, Inc.	Provides emergency and overnight shelter to homeless men	$245,639	FY02 or Before
The Montgomery County Coalition for the Homeless, Inc.	Provides safe, permanent, and supportive housing for needy Montgomery County residents	$529,793	FY03
The Montgomery County Coalition for the Homeless, Inc.	Provides permanent support and transitional housing (Seneca Hights Apartments)	$97,927	FY05
The Montgomery County Coalition for the Homeless, Inc.	Provides housing and support for chronically homeless persons (Home First Program)	$592,477	FY07
The Montgomery County Coalition for the Homeless, Inc.	Provides affordable, permanent, supportive housing to homeless individuals and families	$881,190	FY07
The Montgomery County Coalition for the Homeless, Inc.	Provides funding for winter overflow shelters for homeless men.	$1,820,321	FY13
The Montgomery County Coalition for the Homeless, Inc.	Provides permanent supportive affordable housing for formerly homeless individuals.	$457,383	FY13

Entity	Purpose	Amount	1st Year on list
The Montgomery County Coalition for the Homeless, Inc.	Provides for the 100,000 Homes Campaign, communication across the county, identifyng, locating and obtaining homes for their most vulernable and chronically homeless consumers	$107,809	FY13
The Montgomery County Coalition for the Homeless, Inc.	Provides for the Zero 2016 Campaign, Operation Homecoming Program for Permanent Supportive Housing targeting Veterans with and without disabilities and those who need ongoing rental assistance and social services support	$86,500	FY16
The Montgomery County Coalition for the Homeless, Inc.	Provide intensive Housing Location services to adult offenders who had been diagnosed with mental health illness and co-occurring behavioral disorders as they are deemed appropriate to transition directly into the community based residential treatments.	$242,400	FY17
The Montgomery County Coalition for the Homeless, Inc.	Provides for case management/support services for formerly homeless families in the Partnership for Permanent Housing	$397,810	FY17
The Montgomery County Coalition for the Homeless, Inc.	Provides for security at the men's shelter	$50,000	FY18
The Muslim Community Center Inc	Provide clinical case management for Medicare, Medicaid and uninsured Montgomery County Residents	$15,000	FY18 Community Grant: CE
The Muslim Community Center Inc	Provide handicap access shuttle van transportation services for patients from major public transportation hubs in the area to the Clinic	$40,000	FY18 Community Grant: CE
The Muslim Community Center Inc.	Provide clinical case management for Medicare, Medicaid and uninsured Montgomery County residents.	$21,000	FY18 Community Grant: CC
The Muslim Community Center Inc.	Provide secure and reliable information technology infrastructure that would protect over 15,000 patient health information records.	$11,000	FY18 Community Grant: CC
The Muslim Community Center, Inc DBA MCC Medical Clinic	Provides for implementation of quality measures consistent with the standard of care for controlling diabetes and other chronic diseases	$30,000	FY18 Community Grant: CE
The National Capital B'nai B'rith Assisted Housing Corporation (dba the Edwards Building).	Provide for Medication Administration and Overnight Security along for at-risk elders	$25,500	FY18 Community Grant: CE
The National Center for Children and Families	Provides for critical transitional housing services for families residing in the Greentree Shelter	$275,000	FY18 Community Grant: CE
The National Center for Children and Families, Inc.	Provides a cash match to Housing and Urban Development (HUD) Continuum of Care grants for Case management	$129,847	FY10
The National Center for Children and Families, Inc.	Provides for respite care and wraparound services for undocumented male youth for 90 days in the Greentree Adolescent Program.	$125,000	FY18

Entity	Purpose	Amount	1st Year on list
The National Compadres Network	La Cultura Cura Training for staff in culturally and evidence based trauma informed practice in order to implement the needed supports for youth at highest risk and gang involved youth in the community.	$24,999	FY18
The Nonprofit Village Center, Inc.	Provides for operating support	$75,000	FY18 Community Grant: CE
The Nonprofit Village Center, Inc.	Provide shared space, back office services, equipment and training for 30 organization members of the Nonprofit Village.	$10,000	FY18 Community Grant: CC
The Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides community-based minority outreach and health education services (LIEED)	$106,848	FY18
The Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides community-based minority outreach and health education services (AAHI)	$473,647	FY18
The Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides community-based minority outreach and health education services (LHI)	$317,793	FY18
The Primary Care Coalition of Montgomery County, Maryland, Inc.	Provides community-based minority outreach and health education services (AAHP)	$21,385	FY18
The Reading Connection, Incorporated	Provide books, literacy experiences and associated activities for at-risk children and families living in emergency shelters and transitional/affordable housing.	$23,562	FY18 Community Grant: CC
The Reginald S. Lourie Center for Infants and Young Children	Provides for operating support	$64,431	FY18 Community Grant: CE
The Reginald S. Lourie Center for Infants and Young Children	Provides for mental health crisis intervention services for youth	$35,000	FY18 Community Grant: CE
The Rock Creek Foundation for Mental Health, Inc.	Provides residential rehabilitation services for adults with mental illness	$81,000	FY02 or Before
The Rock Creek Foundation for Mental Health, Inc.	Provides a highly supervised residential rehabilitation program for head-injured adults with a serious and persistent mental illness.	$209,560	FY02 or Before
The Senior Connection of Montgomery County Inc.	Provides for support the Contractor's efforts to recruit, vet, train, and schedule volunteers who provide escorted transportation services to County seniors.	$30,000	FY18
The Senior Connection of Montgomery County, Inc.	Provides supportive services to seniors in Montgomery County	$114,172	FY05
The Shepherd's Table Inc.,	Provides Homeless In-Reach and Outreach services to homeless individuals at Progress Place	$211,902	FY02 or Before
The Tree House Child Advocacy Center of Montgomery County, MD. Inc.	Provides 'one stop' services to sexually and physically abused children.	$1,078,070	FY18
TransCen, Inc.	Provides support services for people with disabilities	$34,740	FY02 or Before
University of Florida	Provides for Specialty Lab Test for TB.	$1,500	FY18
Upcounty Community Resources	Provide for a Weekend Enrichment/Respite program for individuals with developmental and intellectual disabilities	$5,000	FY18 Community Grant: CC

Entity	Purpose	Amount	1st Year on list
Upcounty Community Resources, Inc.	Provides support for expansion of activities for adults with developmental disabilities	$35,000	FY18 Community Grant: CE
Upcounty Community Resources, Inc.	Provides for a Weekend Enrichment/Respite program for individuals with intellectual and developmental disabilities	$10,000	FY18 Community Grant: CE
Upper Montgomery Assistance Network	Provides for emergency financial assistance to families facing homelessness or loss of a vital utility service	$10,000	FY18 Community Grant: CE
Upper Montgomery Assistance Network	Provide emergency financial assistance to families facing homelessness or loss of vital utility services	$40,000	FY18 Community Grant: CC
Upwardly Global	Funds to help skilled refugees and immigrants overcome the acculturation and workforce barriers keeping them from professional employment and economic stability.	$10,000	FY18 Community Grant: CC
Us Helping Us	Provides for outreach and education for individuals affected by HIV/AIDS.	$50,000	FY18
Vietnamese Americans Services, Inc	Provides for a health care program for the Vietnamese community	$25,000	FY18 Community Grant: CE
Vietnamese Americans Services, Inc.	Provide improvement to health care accessibility of the Vietnamese community in Montgomery County.	$7,000	FY18 Community Grant: CC
Village of Takoma Park Inc.	Provides for operating support	$4,000	FY18 Community Grant: CE
Villages of Kensington, Inc.	Prvoides for operating support	$10,000	FY18 Community Grant: CE
Washington Regional Association of Grantmakers	Provides for operating support for the Financial Reporting and management Institute (FIRM) program for nonprofit development	$41,616	FY15
Washington Regional Association of Grantmakers	Provides for the Financial Reporting and management Institute (FIRM)	$121,332	FY15
Washington Regional Association of Grantmakers	Provide support for Montgomery Moving Forward.	$10,000	FY18 Community Grant: CC
Washington Regional Association Of Grantmakers - Nonprofit Montgomery	Provide training for county nonprofits in program evaluation (MORE Program)	$35,000	FY18 Community Grant: CE
Washington Regional Association Of Grantmakers - Nonprofit Montgomery	Provides for the Moving Montgomery Forward program	$10,000	FY18 Community Grant: CE
Washington Youth Foundation, Inc.	Provides after-school and weekend English and math tutoring program for low income students who have limited English proficiency in Montgomery County.	$48,052	FY07
Washington Youth Foundation, Inc.	Provides a mentoring program for youth who are enrolled in secondary schools in Montgomery County.	$71,130	FY10
Way Station Inc.	Provides site-based and in-home respite care services to children and adolescents who are referred by the County and its designeed.	$110,000	FY05
William Wendt Center for Loss and Healing, Inc.	Provides mental health, outreach, and support to individuals affected by HIV/AIDS	$45,160	FY09
Winter Growth, Inc	Provide supportive services to seniors to help them maintain memory and maintain strength and balance	$17,500	FY18 Community Grant: CE

Entity	Purpose	Amount	1st Year on list
Women Who Care Ministries	Provides for the childrens' weekend backpack program and Montgomery Village Food Center	$145,000	FY18 Community Grant: CE
Women Who Care Ministries, Inc.	Provides Weekend Food Bags / Smart Sacks Program - Expansion	$50,000	FY18
Women Who Care Ministries, Inc.	Provides for use of effective models to increase the number of Montgomery County Public School elementary students being served by the Weekend Food bag/ SmartSack	$50,000	FY18
WorkSource Montgomery, Inc.	Provide workforce development services for internationally-trained health professionals	$33,348	FY17
YMCA of Metropolitan Washington	Provide at-risk youth with trauma-informed, academic-focused, out-of-school-time enrichment services, intensive homework help and mentoring, and other services for adults	$71,000	FY18 Community Grant: CC
YMCA of Metropolitan Washington, Inc.	Provides mentors to children in foster homes for the Youth Links Mentoring Program	$70,950	FY02 or Before
YMCA of Metropolitan Washington, Inc.	Provides an after-school program for middle school youth in the high-risk community of Rosemary Hills. Program includes mentoring, life-skills training, homework help, and literacy improvement	$111,971	FY13
YMCA of Metropolitan Washington, Inc.	Provides the local matching funds required to maintain state funding for Regional Youth Services information and referral; youth, family and group counseling; parent education and community outreach.	$8,500	FY15
YMCA of Metropolitan Washington, Inc.	Provide case management and training for volunteers in an intensive one-on-one mentoring program for court-involved male youth of color	$10,000	FY18 Community Grant: CE
YMCA of Metropolitan Washington, Inc. (Bethesda-Chevy Chase)	Provides for prevention, early intervention, and community development services to elementary, middle and high school-aged youth.	$61,400	FY02 or Before
YMCA of Metropolitan Washington, Inc. (Silver Spring)	Provides substance abuse prevention services for youth in the Carroll Avenue/Quebec Terrace areas of Silver Spring	$39,090	FY02 or Before
	Subtotal:	**$49,377,564**	

Housing and Community Affairs

A Wider Circle, Inc.	Provides for the Professional Development Center	$45,000	FY18 Community Grant: CE
A Wider Circle, Inc.	Provides support for the Neighborhoods to Call Home program within the HIF	$200,000	FY18
Asian Pacific American Legal Resource Center	Provide legal assistance to low-income Asian immigrants seeking immigration relief.	$30,000	FY18 Community Grant: CE
Asian Pacific American Legal Resource Center	Provide immigration legal services to the low-income Asian Pacific Islander community in Montgomery County.	$10,000	FY18 Community Grant: CC

Entity	Purpose	Amount	1st Year on list
Asian-American Homeownership Counseling, Inc.	Provides for foreclosure/eviction prevention services, homeownership and financial education	$57,018	FY18 Community Grant: CE
CASA de Maryland, Inc.	Provides for Housing Initiative Funds (HIF) for tenant counseling and housing initiatives	$250,000	FY04
CASA de Maryland, Inc.	Provides for Housing Initiative Funds (HIF) for the Pine Ridge Community Center	$146,340	FY06
CASA de Maryland, Inc.	Provides vocational training for low-income immigrant workers at the Rockville Welcome Center	$45,000	FY18 Community Grant: CE
CASA de Maryland, Inc.	Provides for the Long Branch Economic Development Program	$100,000	FY18 Community Grant: CE
CASA de Maryland, Inc.	Provides additional support above amount provided by HIF to the Pine Ridge Community Center	$25,830	FY18 Community Grant: CE
CASA de Maryland, Inc.	Provides additional support above amount provided by HIF for the Tenant Counseling and Housing Initiatives Program	$15,000	FY18 Community Grant: CE
CollegeTracks, Inc.	Help low-income, first generation to college high school students get admitted to college or technical school with enough financial aid to attend	$200,000	FY18 Community Grant: CE
CollegeTracks, Inc.	Provides program for low-income, first-generation-to-college students to enroll, persist, and graduate from college or technical school	$100,000	FY18 Community Grant: CE
CollegeTracks, Inc.	Help 500 low-income, first-generation-to-college students to enroll, persist, and graduate from college or technical school.	$30,000	FY18 Community Grant: CC
Collegiate Directions, Inc.	Funding to provide six years of comprehensive support for low-income students in Montgomery County to access and complete college.	$55,000	FY18 Community Grant: CC
Cultural & Diversity Enrichment Services-USA,Inc (CADES-USA)	Provides programming for immigrant youth	$34,000	FY18 Community Grant: CE
Eastern Montgomery Emergency Assistance Network, Inc.	Provide emergency assistance for rent and utilities.	$12,000	FY18 Community Grant: CC
Eastern Montgomery Emergency Assistance Network, Inc.	Provide emergency assistance for rent and utilities to low-income residents of eastern Montgomery County	$15,000	FY18 Community Grant: CE
Fenton Village, Inc.	Brand, promote and preserve 200 small local businesses in Fenton Village.	$5,000	FY18 Community Grant: CC
Future Link, Inc.	Provides for an extensive outreach program providing individualized academic and career supports for at-risk youth	$30,000	FY18 Community Grant: CE
Future Link, Inc.	Provide internship work experiences for at-risk County youth keeping them motivated, persisting with their education, and on-track towards self-sufficiency.	$27,300	FY18 Community Grant: CC
Habitat for Humanity Metro Maryland, Inc.	Provide necessary health and safety home repairs to low-income homeowners	$20,000	FY18 Community Grant: CE

Entity	Purpose	Amount	1st Year on list
Habitat for Humanity Metro Maryland, Inc.	Repair homes of low-income seniors, focusing on the incorporation of design for life features, allowing seniors to age in place.	$25,000	FY18 Community Grant: CC
Housing Unlimited Inc	Provides for operating support	$30,000	FY18 Community Grant: CE
Housing Unlimited Inc	Expand the organization's permanent affordable housing for persons who are homeless and have psychiatric disabilities.	$50,000	FY18 Community Grant: CC
Housing Unlimited, Inc.	Provides for Community Housing Development Organization (CHDO) operating support	$19,000	FY02 or before
Interfaith Works	Provide job training, one-on-one counseling, and long-term placement services for homeless and very low-income members of our community.	$33,000	FY18 Community Grant: CE
Interfaith Works	The Vocational Services Program seeks to enhance staffing so participants can access job readiness and support services for long-term stability.	$30,000	FY18 Community Grant: CC
Junior Achievement of Greater Washington	Provide funding for Economics for SuccessÂ® as well as piloting a Finance ParkÂ® in Montgomery County.	$20,000	FY18 Community Grant: CE
Latin American Youth Center	Provides for a mentoring program for middle school boys of color	$35,000	FY18 Community Grant: CE
Latin American Youth Center	Provide youth, ages 16-24, out-of-school time activities including internships, job readiness activities, industry-specific training, and job placement services.	$40,000	FY18 Community Grant: CC
Leadership Montgomery	Provides for the Corporate Volunteer Council program	$15,000	FY18 Community Grant: CE
Leadership Montgomery	Provides for the Corporate Volunteer Council program	$5,000	FY18 Community Grant: CC
Montgomery County Historical Society, Inc.	Provides for education and outreach programs	$110,000	FY02 or before
Montgomery Housing Partnership	Provide Play & Learn programs (for ages 3-5) and Homework Clubs (ages 5-12) at affordable housing properties.	$75,000	FY18 Community Grant: CC
Montgomery Housing Partnership, Inc.	Provides for Community Housing Development Organization (CHDO) operating support	$51,000	FY02 or before
Montgomery Housing Partnership, Inc.	Provides for the Focused Neighborhood Revitalization Program	$120,000	FY06
Rebuilding Together Montgomery County	Provides for assistance to low-income homeowners including home repairs, accessibility modifications, and referrals to other community resources	$300,000	FY02 or before
Rebuilding Together Montgomery County	Provide critical home repairs, energy efficiency upgrades, and accessibility modifications to low-income homeowners	$31,000	FY18 Community Grant: CE
Rebuilding Together Montgomery County	Provide critical home repairs for low-income homeowners in Montgomery County.	$30,000	FY18 Community Grant: CC
Sunflower Bakery, Inc.	Provides for preparing young adults with developmental or other cognitive disabilities for employment through skilled, on-the-job training	$23,400	FY18 Community Grant: CE

Entity	Purpose	Amount	1st Year on list
Sunflower Bakery, Inc.	Expand Sunflowerâ€™s engagement with businesses to secure employment for graduates, provide 16 weeks in-house internship, employee development and job matching.	$21,140	FY18 Community Grant: CC
The Montgomery County Coalition for the Homeless Inc.	Provides additional support for the Partnership for Permanent Housing (PPH) program within the HIF	$170,326	FY18
The National Center for Children and Families	Provides for the FutureBound Transitional Housing Program for young adults who are homeless	$35,000	FY18 Community Grant: CE
The National Center for Children and Families	Provide for the FutureBound Transitional Housing Program for young adults who are homeless	$20,000	FY18 Community Grant: CC
Washington Youth Foundation Inc.	Provides for educational and academic support for low-income immigrant students	$50,000	FY18 Community Grant: CE
	Subtotal:	**$2,791,354**	
Human Resources			
The Alliance for Workplace Excellence, Inc.	Provides education, awareness, and recognition to employers for excellent workplace practices	$25,000	FY18 Community Grant: CE
The Ivymount School, Inc	Provides for the Project SEARCH program	$40,000	FY18 Community Grant: CE
The Ivymount School, Inc.	Provides financial support for the Project SEARCH program	$30,000	FY14
TransCen, Inc.	Provides support for a public intern project for people with disabilities	$50,000	FY14
UnionSoft, LLC	Provides for an automated grievance tracking and document management system	$7,995	FY14
	Subtotal:	**$152,995**	
NDA - Conference and Visitors Bureau			
Conference and Visitors Bureau of Montgomery County, Maryland Inc.	Promotes tourism in Montgomery County	$1,535,661	FY02 or before
	Subtotal:	**$1,535,661**	
NDA - Legislative Branch Communications Outreach			
Educational Video in Spanish, Inc.	Provides for production and broadcast of four episodes of LÃ-nea Directa, the region's longest running television program dedicated to Latino public service	$20,000	FY16
	Subtotal:	**$20,000**	
Police			
Animal Welfare League of Montgomery County, Inc.	Provides for operating support	$15,450	FY13
Montgomery County Partners for Animal Well-Being, Inc.	Provide veterinary care assistance to adopters who adopt a pet that has a pre-existing medical condition	$5,000	FY18 Community Grant: CE
Second Chance Wildlife Center, Inc.	Provides for operating support	$70,000	FY10
	Subtotal:	**$90,450**	

Entity	Purpose	Amount	1st Year on list
Public Libraries			
Imagination Library Of Montgomery County, Maryland Inc	Provides for mailing free, age-appropriate books to children from birth to age five	$10,000	FY18 Community Grant: CE
Imagination Library of Montgomery County, Maryland, Inc	Provide for mailing free, age-appropriate books to children from birth to age five.	$3,000	FY18 Community Grant: CC
Literacy Council of Montgomery County	Provides for free functional reading and writing lessons to adults who live or work in Montgomery County as well as English as a second language to foreign-born adults and tutor training for volunteer certification	$141,000	FY02 or before
Montgomery County Coalition for Adult English Literacy	Provides for strengthening the countywide adult English literacy network with resources, training, collaborations, and advocacy to support a thriving community and optimal workforce	$1,657,058	FY08
	Subtotal:	**$1,811,058**	
Recreation			
Adventist Community Services of Greater Washington, Inc.	Provides for operating support for the Piney Branch Pool	$150,000	FY15
Adventist Community Services of Greater Washington, Inc.	Provide a free summer camp for culturally, economically and geographically disadvantaged youth of East Montgomery County	$50,000	FY18 Community Grant: CE
Adventist Community Services of Greater Washington, Inc.	Provide November and December holiday meals to economically vulnerable community members as part of the ACSGW Thrive Initiative.	$9,000	FY18 Community Grant: CC
Audubon Naturalist Society of the Central Atlantic States. Inc.	Provide "Unplug and Play-in-Nature" out-of-school-time programs for students in five MCPS Title I elementary schools for the 2017-18 school year.	$13,000	FY18 Community Grant: CC
Boys & Girls Clubs of Greater Washington, Inc.	Provide nutrition, fitness, healthy lifestyle, and positive relationship education to Germantown/Up-county youth, ages 5-18.	$5,000	FY18 Community Grant: CC
Boys & Girls Clubs of Greater Washington, Inc.	Provide comprehensive after-school academic enrichment program to raise academic proficiency of underserved youth through homework assistance, tutoring, and reading time.	$44,277	FY18 Community Grant: CC
Community Services Foundation Corporation aka Community Services Foundation	Implement academic intervention (reading/math/computers) and health-wellness training at the Rock Creek Terrace Community Center, which serves first-generation immigrant youth.	$20,000	FY18 Community Grant: CC
Cross Match Technologies, Inc	Provides for hardware and software for Live Scan background screenings	$20,000	FY18
Devenio, Inc.	Provides for a dance program for teens and adults with cognitive/developmental disabilities	$10,000	FY18 Community Grant: CE
Elite Soccer Youth Development Academy, Inc.	Provides for a soccer program for youth	$12,000	FY18 Community Grant: CE

Entity	Purpose	Amount	1st Year on list
Elite Soccer Youth Development Academy, Inc.	Funding to increase the number of children participating in a soccer program designed to reduce obesity and encourage alternative healthy behaviors.	$20,000	FY18 Community Grant: CC
Equipment Connections for Children, Inc.	Provides support for storage rental facility, equipment repairs, insurance, and staff wages	$10,000	FY18 Community Grant: CE
Equipment Connections for Children, Inc.	Support Equipment Donation Program which connects costly adaptive equipment from children with disabilities who outgrow the equipment to children who need it.	$5,000	FY18 Community Grant: CC
GapBuster, Inc.	Provides for services to at-risk students, exposing them to the STEM fields and engaging them in meaningful community service	$100,000	FY18 Community Grant: CE
Girls on the Run of Montgomery County, Inc.	Provides program scholarships and shoes to underserved girls	$15,000	FY18 Community Grant: CE
Graceful Growing Together, Inc.	Provides operating support for implementation of the new Bethesda community center.	$35,000	FY18 Community Grant: CE
Great and Small, Inc. dba Great and Small	Provides operating support for equine-assisted programs serving individuals with special needs	$10,000	FY18 Community Grant: CE
Great and Small, Inc. dba Great and Small	Operating support for equine-assisted programs serving individuals with special needs.	$9,000	FY18 Community Grant: CC
Heritage Tourism Alliance of Montgomery County, Inc.	Provides for operating support for Heritage Montgomery	$100,000	FY18 Community Grant: CE
Hispanic Business Foundation of Maryland, Inc.	Provides Youth Development Services including after school paid internships to underserved high school students and tutoring and mentorship services.	$30,000	FY18 Community Grant: CE
Horizons Greater Washington Inc	Funding for out-of-school time program for low-income students.	$10,000	FY18 Community Grant: CC
Housing Opportunities Community Partners, Inc.	Provide a three-week summer STEM robotics day camp to 100 low-income at-risk youth grades 1-8.	$37,000	FY18 Community Grant: CC
Identity, Inc.	Provides for Saving Lives Through Soccer: Conflict Resolution and Social Integration for At-Risk Latino Youth	$130,000	FY18 Community Grant: CE
Identity, Inc.	Funding for Saving Lives through Soccer program.	$30,000	FY18 Community Grant: CC
IMPACT Silver Spring, Inc.	Provides for support for out-of-school athletic program for youth in Long Branch	$87,500	FY18 Community Grant: CE
IMPACT Silver Spring, Inc.	Provide for the support of out-of-school at6hletic program for youth in LongBranch.	$10,000	FY18 Community Grant: CC
interPLAY Orchestra, Inc.	Provides for a transportation program for adults with disabilities to participate in a music-based recreational therapy program	$5,000	FY18 Community Grant: CE
Japanese Americans' Care Fund, Inc.	Provides for Keiai-no-tsudoi, an annual gathering for Japanese American seniors	$2,510	FY18 Community Grant: CE
Jewish Council for the Aging of Greater Washington, Inc.	Provides for bus services in areas that surround the five full-service senior centers	$584,860	FY14

Entity	Purpose	Amount	1st Year on list
KEEN Greater DC, LLC	Provide free exercise/fitness program to youth with significant disabilities	$10,000	FY18 Community Grant: CE
Leveling the Playing Field, Inc.	Provides support for a Resource Director	$20,000	FY18 Community Grant: CE
Leveling the Playing Field, Inc.	Provides for operating support	$20,000	FY18 Community Grant: CE
Maryland Senior Olympics Commission LTD	Provides for operating support	$25,000	FY18 Community Grant: CE
MdBio Foundation, Inc.	Provide summer education and career exploration for rising seventh and eighth grade minority and female students in STEM	$6,020	FY18 Community Grant: CE
Moco Kidsco, Inc. dba Kid Museum	Provides unique interactive experiences for elementary and middle school-aged children that integrate hands-on science, technology, engineering, art & math learning	$25,000	FY18
Moco Kidsco, Inc. dba Kid Museum	Provides for operating support	$40,000	FY18 Community Grant: CE
Moco Kidsco, Inc. dba Kid Museum	Provides for "Coding Corps" training for youth-led coding jams at EBB schools during the summer	$25,000	FY18
Moco Kidsco, Inc. dba Kid Museum	Provide low-income youth access to high-quality STEM programming that helps narrow the achievement gap and supports positive youth development.	$52,500	FY18 Community Grant: CC
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provides for the Excel Beyond the Bell program	$446,000	FY15
Montgomery County Collaboration Council for Children, Youth, and Families, Inc.	Provides reporting for Child First programs	$15,000	FY17
Our Voices Matter - Maryland, Inc.	Provides support for the African American Student Achievement Action Group	$24,440	FY18 Community Grant: CE
Passion for Learning, Inc.	Provide digital technology and high school -college readiness skills for low income middle school students	$25,000	FY18 Community Grant: CE
Passion for Learning, Inc.	Provide college readiness skills and preparations for economically disadvantaged middle school youth.	$23,000	FY18 Community Grant: CC
Per Scholas, Inc.	Funding for technology education, access, training and job placement services for out-of-school youth who are under- or unemployed.	$40,000	FY18 Community Grant: CC
Rockville Science Center, Inc.	Provide funding to increase hours of operations and activities offered by the Maker Space in the Rockville memorial Library.	$7,500	FY18 Community Grant: CC
Scotland Storm Community Development Inc.	Provide fee academic and sports programs for underserved youth from the historic Scotland community	$20,000	FY18 Community Grant: CE
Span Learning, LLC	Provides for the development of Digital Badging for KID Musuem and Passion for Learning for STEM coding activities	$20,000	FY18
The First Tee of Greater Washington, DC	Provide social, fun, healthy, and life enhancing opportunities for girls to keep them engaged and enjoying golf in Montgomery County	$10,000	FY18 Community Grant: CC

Entity	Purpose	Amount	1st Year on list
Thor Teams Inc.	Provide tutoring to fifteen needy Middle and High School youth in Damascus, Maryland during FY 2018.	$15,000	FY18 Community Grant: CC
Unity Christian Fellowship Incorporated	Provides for the Educational and Life Skills Program for youth to excel academically and socially	$27,220	FY18 Community Grant: CE
Unity Christian Fellowship Incorporated	Provides for the Game Changer Conference for Young Males	$10,919	FY18 Community Grant: CE
Unity Christian Fellowship Incorporated	Provide for the Educational and Life Skills Program activities to help Montgomery County youth excel academically and socially.	$8,000	FY18 Community Grant: CC
YMCA of Metropolitan Washington, Inc.	Provides for after-school programming at Einstein High School	$100,000	FY14
	Subtotal:	**$2,579,746**	

Sheriff

Catholic Charities of the Archdiocese of Washington, Inc.	Provide pro-bono legal immigration services for survivors of violence and abuse	$15,000	FY18 Community Grant: CE
Catholic Charities of the Archdiocese of Washington, Inc.	Provide pro-bono legal immigration services for survivors of violence and abuse.	$54,679	FY18 Community Grant: CC
Court Watch Montgomery Inc.	Provides recommendations for strengthening court protection for domestic violence victims and their children	$20,000	FY18 Community Grant: CE
DVS Legal Services, Inc.	Provide legal services for families impacted by domestic violence for protective orders and family law cases.	$20,000	FY18 Community Grant: CE
House of Ruth Maryland	Sustain full-time family/child therapist presence at the Montgomery County Family Justice Center serving victims of intimate partner violence.	$20,000	FY18 Community Grant: CC
Montgomery County Family Justice Cente	Provide for emergency services and the security and sustained well-being for families affected by domestic violence	$30,000	FY18 Community Grant: CE
The CareerCatchers, Inc.	Provide individualized employment counseling and vocational services to survivors of domestic violence	$30,000	FY18 Community Grant: CE
The CareerCatchers, Inc.	Provide individualized, and sustained employment counseling and vocational services to survivors of domestic abuse.	$19,000	FY18 Community Grant: CC
The Greater Washington Jewish Coalition Against Domestic Abuse	Provide critical crisis services to victims of domestic abuse and their children	$55,000	FY18 Community Grant: CE
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	FY18 Community Grant: CE
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	$55,000	FY18 Community Grant: CE
The Greater Washington Jewish Coalition against Domestic Violence	Facilitate dating abuse prevention workshops in Montgomery County Public Schools and provide critical counseling services to participants in need.	$12,500	FY18 Community Grant: CC
The Muslim Community Center Inc.	Provides for the domestic violence program	$25,000	FY18 Community Grant: CE

Entity	Purpose	Amount	1st Year on list
	Subtotal:	**$421,179**	
Technology Services			
Gandhi Brigade Inc	Provides for youth leadership development and employment potential through media training, community engagement, and community service	$45,000	FY18 Community Grant: CE
Gandhi Brigade Incorporated	Provides for the Youth Media Festival	$14,000	FY13
Gandhi Brigade, Inc.	Provide for youth leadership development and employment potential th rough media training, community engagement, and community service.	$25,000	FY18 Community Grant: CC
Montgomery Community Television, Inc.	Provides for video production, training, and services	$2,608,164	FY02 or before
Older Adults Technology Services, Inc.	Provides for planning, design, and delivery of intensive high-quality technology training programs designed specifically for older adult learners	$100,000	FY17
	Subtotal:	**$2,792,164**	
Transit Services			
Jewish Council for the Aging	Provides for fixed route service to communities in Montgomery County (Tobytown,surrounding area.) These areas do not have the density to warrant regular fixed route service.	$413,375	FY17
Jewish Council for the Aging	Provides for Transportation information referral through Connect-a-Ride connects an individual with services and other programs that are available	$153,860	FY02 or before
Transportation Action Partnership	Provides for alternative transportation outreach to alleviate congestion, and thereby meet the Master Plan-stipulated mode share objective, manage parking needs N.Beth TMD	$572,190	FY02 or before
	Subtotal:	**$1,139,425**	
Transportation			
Graffiti Abatement Partners, Inc.	Provides for graffiti abatement	$15,000	FY02 or before
Montgomery Weed Control, Inc.	Provides for spraying of public lands and rights of way	$32,000	FY02 or before
	Subtotal:	**$47,000**	
	Total:	**$77,940,980**	

Entity	Purpose	Amount	1st Year on list
	Developmentally Disabled Providers		
Health and Human Services			
Abilities Network Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Ardmore Enterprises Inc.	Provides for residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY18
CHI Centers, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Chimes, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Christian Assisted Living for Mentally Retarded Adults (CALMRA, Inc.)	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Community Options, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY16
Community Services for Autistic Adults and Children, Inc. (CSAAC)	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Community Support Services, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Compass Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Devotion Care, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY17
Family Service Foundation, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Full Citizenship of Maryland, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before

Entity	Purpose	Amount	1st Year on list
Head Injury Rehabilitation and Referral Services, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
IHCOS Care Associates, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY16
Inclusion Services, Inc. (formerly known as Sykesville Woods Services, Inc.)	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY16
Jewish Foundation for Group Homes, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Jewish Social Service Agency	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Jewish Vocational Services	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Jubilee Association of Maryland, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
LaTonya's House, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY16
Lt. Joseph P. Kennedy Institute, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Medsource Community Services, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
National Children's Center, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Q-Care Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY16

Entity	Purpose	Amount	1st Year on list
Rehabilitation Opportunities Incorporated	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
St. Coletta of Greater Washington, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY10
Supported Employment Enterprises Corporation (SEEC)	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Target Community & Educational Services, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
The Arc Montgomery County, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
The Caroline Center, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
The Rock Creek Foundation for Mental Health, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
The Treatment and Learning Centers, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
Work Opportunities Unlimited Contracts, Inc.	Provides residential, vocational, supported employment, day habilitation, individual and family support services to persons with developmental disabilities.	$0	FY02 or Before
	DD Total:	**$14,729,712**	
	Grand Total:	**$92,670,692**	

Resolution No.:	18-824
Introduced:	May 25, 2017
Adopted:	May 25, 2017

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Approval of and Appropriation for the FY 2018 Operating Budget of the Montgomery County Public School System

Background

1. As required by the Education Article, Sections 5-101 and 5-102 of the Maryland Code, the Board of Education sent to the County Executive and the County Council the FY 2018 Operating Budget for the Montgomery County Public School (MCPS) system as shown below.

2. The Executive sent to the Council his recommendations regarding this budget on March 14, 2017.

3. As required by Section 304 of the County Charter, notice of public hearing was given and a public hearing was held.

4. The appropriation in this resolution is based on the following projected revenues for FY 2018:

State:	$679,944,975
Federal:	$ 74,779,459
Other:	$ 10,057,940
Enterprise:	$ 64,549,977

5. This appropriation requires a local contribution of $1,663,280,683 to Montgomery County Public Schools.

6. The FY 2018 County appropriation for MCPS continues the Council's efforts from FY 2017 to provide MCPS with additional resources for programs and services to address the opportunity and academic achievement gap. During 2017, MCPS will launch data dashboards to the community highlighting "Learning, Accountability and Results" by individual school and district-wide addressing the multiple measures that determine student success. MCPS plans to update these dashboards throughout the school year to enable schools, MCPS, and the community to view the most recent data and to evaluate trends over time. The Council expects

that these reporting efforts will include data and measures that evaluate whether the additional funding provided by the Council is reducing the opportunity and academic achievement gap for students as intended.

7. Of the funds appropriated in this resolution, $58,560,510 is appropriated to meet the State's FY 2018 requirement for the County to fund the shift of teacher pension costs from the State to the County. The State requires that this payment be included in the calculation of the Maintenance of Effort requirement, and that the Montgomery County Public Schools must reimburse the State for this amount of teacher pension costs.

8. This resolution re-appropriates the full amount of FY 2017 MCPS Current Fund balance or $22,783,303 from the MCPS Current Fund balance, whichever amount is less.

9. This resolution requires that MCPS use $5,000,000 from the Group Insurance Employee Benefits Fund balance as an FY 2018 budget resource.

10. The Superintendent submitted to the Council proposed changes by State category to meet the approved expenditure level as reflected in this appropriation.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. The Council approves the FY 2018 Operating Budget for the Montgomery County Public School system and appropriates the funds as shown below.

FY 2018 OPERATING BUDGET FOR MONTGOMERY COUNTY PUBLIC SCHOOLS

The Council approves and appropriates the following amounts:

I. Current Funds	BOE Request February 2017	Council (Reduction/ Addition)	Council Approved Budget
Category			
1 Administration	48,980,000	2,484,697	51,464,697
2 Mid-level Administration	148,989,827	(392,803)	148,597,024
3 Instructional Salaries	994,862,535	(242,201)	994,620,334
4 Textbooks and Instructional Supplies	26,066,768	(741,934)	25,324,834
5 Other Instructional Costs	14,511,274	290,575	14,801,849
6 Special Education	337,308,503	(140,101)	337,168,402
7 Student Personnel Services	11,993,045	86,939	12,079,984
8 Health Services	3,630	-	3,630
9 Student Transportation	105,370,657	(371,577)	104,999,080
10 Operation of Plant and Equipment	135,893,298	(345,328)	135,547,970
11 Maintenance of Plant	36,299,737	(371,577)	35,928,160
12 Fixed Charges	594,253,901	(4,881,594)	589,372,307
14 Community Services	938,089	-	938,089
Subtotal, including specific grants	**2,455,471,264**	**(4,624,904)**	**2,450,846,360**
Less Specific Grants	81,728,876	461,922	82,190,798
Subtotal, Spending Affordability	**2,373,742,388**	**(5,086,826)**	**2,368,655,562**

II. Enterprise Funds

37 Instructional Television Fund	1,697,504	-	1,697,504
51 Real Estate Management Fund	3,932,647	-	3,932,647
61 Food and Nutritional Services Fund	54,213,534	-	54,213,534
71 Field Trip Fund	2,313,743	-	2,313,743
81 Entrepreneurial Fund	4,090,053	-	4,090,053
Subtotal, Enterprise Funds	**66,247,481**	**-**	**66,247,481**
TOTAL BUDGET for MCPS	**2,521,718,745**	**(4,624,904)**	**2,517,093,841**

2. This resolution appropriates $6,731,204 for the account titled "Provision for Future Supported Projects", which provides funds for specific programs designated in a grant, contribution, reimbursement, or other non-county funding source received in FY 2018. When MCPS receives funds for a program from one of these sources, MCPS may transfer funds from this appropriation to the program. The following conditions are established on the use of this transfer authority:

   a) The program must not require any present or future County funds.

   b) Subject to the balance in the account, any amount can be transferred in FY 2018 for any program which meets at least one of the following four conditions: (1) the amount is $200,000 or less; (2) the program was funded in FY 2017; (3) the program was included in the FY 2018 budget; (4) the program was funded by the Council in a supplemental or special appropriation in FY 2018. Any program that does not meet one of these four conditions must be funded by a supplemental or special appropriation.

   c) MCPS must notify the Executive and the Council within 30 days after each transfer.

3. Any appropriation authorized in this resolution for any expenditure funded by non-County funds is contingent on the receipt of the non-County funds.

4. This resolution re-appropriates or appropriates revenue received from non-County sources for programs funded in whole or in part from those non-County funds:

   a) together with matching County funds, if any; and

   b) to the extent that the program period approved by the non-County source encompasses more than one fiscal year, in order to complete the grant program under the terms of receipt of the non-County revenues.

5. This resolution re-appropriates the fund balance of the Warehouse account.

6. The Council continues the procedure for transfers adopted in Resolution 12-889. This procedure applies only to the non-County portion of grant programs, and therefore only applies to those grant programs for which MCPS keeps separate accounts for County and non-County funds.

   a) The Council will not take action on these transfers, so the transfers will be automatically approved after 30 days, as provided by State law.

   b) MCPS staff must report each transfer to the Executive and the Council within 30 days after the transfer.

7. The following provision applies when MCPS receives more non-County funds than were budgeted for a project that also receives some County funds:

   a) Council approval is not required to substitute non-County funds for County funds. In this case, there is no change in the appropriation.

   b) Council approval is required to increase the appropriation. The Council may decide to substitute non-County funds for the County funds instead of increasing the appropriation.

10. This resolution re-appropriates encumbered appropriations, permitting them to be spent in FY 2018. Unencumbered appropriations lapse at the end of FY 2017 except as re-appropriated elsewhere in this resolution.

This is a correct copy of Council action.

Linda M. Lauer

Linda M. Lauer, Clerk of the Council

#12 - Montgomery College Operating Budget

Resolution No.:	18-825
Introduced:	May 25, 2017
Adopted:	May 25, 2017

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Approval of and Appropriation for the FY 2018 Operating Budget for Montgomery College

Background

1. As required by the Education Article, Section 16-301 of the Maryland Code, the Board of Trustees sent to the County Executive and the County Council an FY 2018 Operating Budget for Montgomery College.

2. The Executive sent to the Council his recommendations regarding this budget.

3. As required by Section 304 of the County Charter, notice of public hearing was given and a public hearing was held.

4. The appropriation in this resolution is based on the following projected resources for all funds for FY 2018:

Tax Supported:	
State Aid:	$35,794,377
Tuition & Tuition Related Charges:	$79,073,170
Other Student Fees:	$ 1,346,287
Other Tax-supported Revenues:	$ 6,561,815
Non-Tax Supported:	
Enterprise Funds:	$28,707,295
Grants:	$22,973,000
MC 50th Endowment:	$ 263,000

5. This appropriation requires a local contribution of $139,983,727 to Montgomery College. The tax-supported appropriation is $262,759,376.

6. This resolution re-appropriates $2,559,470 of FY 2017 Montgomery College Current Fund Balance. This leaves Montgomery College with a budgeted reserve of $3,824,919 for FY 2018. This represents 3.0% of budgeted resources in the Current Fund, minus the County contribution, consistent with Council Resolution 17-312, *Reserve and Selected Fiscal Policies.*

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. The Council approves the FY 2018 Operating Budget for Montgomery College and appropriates the funds as shown on page 3 of this resolution.

2. Any appropriation for and spending on any project funded by non-County funds is contingent on the receipt of the non-County funds.

3. The Council re-appropriates encumbered appropriations, permitting them to be spent in FY 2018. Any unencumbered appropriation lapses at the end of FY 2017, except as re-appropriated elsewhere in this resolution.

FY18 Montgomery College Operating Budget

The Council approves and appropriates the following amounts.

		Tax-Supported Funds				Non Tax-Supported Funds								TOTAL ALL
	Category	Current Fund	Grants	Maintenance and Repair	Sub-total tax-supported funds	WDCE[1]	Auxiliary Services	Cable TV	Grants	Transpor-tation	50th Anniv. Endowment	Major Facilities Reserve Fund	Sub-total, non-tax supported funds	Grand Total
10	Instruction	89,711,109			89,711,109	9,950,088							9,950,088	99,661,197
40	Academic Support	43,002,765			43,002,765	3,427,587		1,683,725					5,111,312	48,114,077
50	Student Services	33,105,457			33,105,457	2,957,275							2,957,275	36,062,732
60	Operations& Maintenance	43,765,655		350,000	44,115,655	1,400,000						3,500,000	4,900,000	49,015,655
70	Institutional Support	46,816,992			46,816,992								-	46,816,992
80	Scholarships/Fellowships	5,607,398			5,607,398	50,000							50,000	5,657,398
	Auxiliary Services						1,638,620			4,100,000			5,738,620	5,738,620
	50th Anniv Endowment				-						263,000		263,000	263,000
	Grants and Contracts		400,000		400,000				22,244,655				22,244,655	22,644,655
	TOTAL	262,009,376	400,000	350,000	262,759,376	17,784,950	1,638,620	1,683,725	22,244,655	4,100,000	263,000	3,500,000	51,214,950	313,974,326

1 WDCE = Workforce Development and Continuing Education

80-82

4. The Council re-appropriates or appropriates revenue received from non-County sources for any program funded in whole or in part from those non-County funds:

   a) together with matching County funds, if any; and

   b) to the extent that the program period approved by the non-County source encompasses more than one fiscal year in order to complete the grant program, under the terms of receipt of non-County revenues.

5. The Council continues the procedure for transfers adopted in Resolution 12-890. This procedure applies only to the non-County portion of grant programs, and it applies only to those grant programs for which the College keeps separate accounts for County and non-County funds.

   a) The Council will not take action on these transfers, so the transfers will be automatically approved after 30 days, as provided by State law.

   b) College staff must report each transfer to the Executive and the Council within 30 days.

6. This resolution appropriates $1,000,000 for the account titled "Various State, Federal, & Private Grants & Contracts", which provides funds for specific programs designated in a grant, contribution, reimbursement, or other non-county funding source received in FY 2018. When the College receives funds for a program from one of these sources, the College may transfer funds from this appropriation to the program. The following conditions are established on the use of this transfer authority:

   a) The program must not require any present or future County funds.

   b) Subject to the balance in the account, any amount can be transferred in FY 2018 for any program which meets at least one of the following four conditions: (1) the amount is $200,000 or less; (2) the program was funded in FY 2017; (3) the program was included in the FY 2018 budget; (4) the program was funded by the Council in a supplemental or special appropriation in FY 2018. Any program that does not meet one of these four conditions must be funded by a supplemental or special appropriation.

   c) The College must notify the Executive and the Council within 30 days after each transfer.

This is a correct copy of Council action.

Linda M. Lauer

Linda M. Lauer, Clerk of the Council

#13 - Park and Planning Commission Operating Budget

Resolution No:	18-826
Introduced:	May 25, 2017
Adopted:	May 25, 2017

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Approval of the Montgomery County Portion of the FY 2018 Maryland-National Capital Park and Planning Commission Operating Budget and Approval of the FY 2018 Planning Activities Workprogram

Background

1. As required by the Maryland Code, Land Use Article, Section 18-104, the Maryland-National Capital Park and Planning Commission (M-NCPPC) sent to the County Executive the Montgomery County portion of the FY 2018 Operating Budget. The Planning Board also submitted to the Council the Semi-Annual Report, which includes the workprogram for Planning Activities in the Montgomery County Park and Planning Departments.

2. The Executive sent to the County Council the proposed budget with his recommendations.

3. As required by Section 304 of the County Charter, notice of a public hearing was given and a public hearing was held on the Operating Budget and the Executive's recommendations.

Action

The County Council for Montgomery County, Maryland approves the following resolution for the Maryland-National Capital Park and Planning Commission:

1. The Council approves the FY 2018 Operating Budget in the amounts shown below.

Part I. Administration Fund

	M-NCPPC Jan 2017 Request	Council Changes		Distribution of Non-Departmental Labor Costs (Note 1)	Council Approved Expenditures
		Additions	Subtractions		
Commissioners' Office	1,176,198			28,390	1,204,588
Planning Department					
Planning Director's Office	1,115,698			19,986	1,135,684
Management Services	2,303,760			40,753	2,344,513
Functional Planning & Policy	2,987,840			51,655	3,039,495
Area 1	1,219,902			37,556	1,257,458
Area 2	2,142,478			41,267	2,183,745
Area 3	1,742,020			53,506	1,795,526
Dev. Applications & Regulatory Coordination	931,062			41,095	972,157
Information Technology and Innovation	3,477,395			47,401	3,524,796
Research and Special Projects **(Note 5)**	1,468,927		(50,000)	19,556	1,438,483
Support Services **(Note 3)**	2,239,863		(22,573)	-	2,217,290
Subtotal Planning	**19,628,945**	**-**	**(72,573)**	**352,775**	**19,909,147**
Central Administrative Services					
Department of Human Resources and Management **(Notes 3 & 4)**	2,225,575		(15,776)	42,222	2,252,021
Department of Finance **(Notes 3 & 4)**	3,334,279		(23,635)	65,012	3,375,656
Legal Department **(Notes 3 & 4)**	1,368,467		(9,701)	42,078	1,400,844
Merit System Board	83,121			2,186	85,307
Internal Audit Division **(Notes 3 & 4)**	256,084		(1,816)	7,069	261,337
Support Services **(Note 4)**	657,844		(4,663)	-	653,181
Subtotal Central Administrative Services	**7,925,370**	**-**	**(55,591)**	**158,567**	**8,028,346**
Nondepartmental **(Notes 1 & 2)**	2,263,058		(86,666)	(539,732)	1,636,660
Total Administration Fund	**30,993,571**	**-**	**(214,830)**	**-**	**30,778,741**

Note 1: The M-NCPPC Proposed Budget for FY18 contained budgeted labor cost targets for items under collective bargaining negotiations. These targets were budgeted in the Non-Departmental Account. With labor negotiations concluded this adjustment distributes the non-departmental budget authority to the applicable divisions. This only applies to the tax supported funds.

Note 2: Reductions in proposed funding for reclassification marker

Note 3: Reductions in CIO/CWIT chargebacks

Note 4: Reductions in CAS Departments

Note 5: Elimination of contractual funding for Missing Middle study

Part II. Park Fund

	M-NCPPC Jan 2017 Request	Council Changes		Distribution of Non-Departmental Labor Costs (Note 1)	Council Approved Expenditures
		Additions	Subtractions		
Director of Parks	1,691,035			41,050	1,732,085
Public Affairs & Community Partnerships **(Notes 8 & 18)**	2,906,278		(84,112)	54,259	2,876,425
Management Services **(Note 20)**	1,884,536	113,229		33,928	2,031,693
Information Technology & Innovation **(Notes 17 & 18)**	2,319,436	100,000	(5,000)	23,180	2,437,616
Park Planning and Stewardship **(Notes 9 & 14)**	5,186,457		(126,387)	112,381	5,172,451
Park Development **(Notes 9, 15, 16 & 18)**	3,395,134		(92,512)	108,696	3,411,318
Park Police **(Note 18)**	14,699,032		(1,000)	230,959	14,928,991
Horticulture, Forestry & Environmental Education **(Note 18)**	9,851,020		(16,600)	185,795	10,020,215
Facilities Management **(Note 18)**	12,270,870		(24,510)	219,963	12,466,323
Northern Parks **(Notes 6, 7, 9, 13 & 18)**	10,540,405		(223,956)	174,636	10,491,085
Southern Parks **(Notes 6, 7, 9, 18 & 20)**	13,966,954		(353,338)	250,488	13,864,104
Support Services **(Notes 3, 4, 10, 11, 12, 18 & 19)**	12,128,270		(1,625,142)		10,503,128
Subtotal Park Operations	**90,839,427**	**213,229**	**(2,552,557)**	**1,435,335**	**89,935,434**
Nondepartmental **(Notes 1 & 2)**	6,923,012		(321,541)	(1,435,335)	5,166,136
Debt Service	5,511,210		-	-	5,511,210
Total Park Fund	**103,273,649**	**213,229**	**(2,874,098)**	-	**100,612,780**

Note 1: The M-NCPPC Proposed Budget for FY18 contained budgeted labor cost targets for items under collective bargaining negotiations. These targets were budgeted in the Non-Departmental Account. With labor negotiations concluded this adjustment distributes the non-departmental budget authority to the applicable divisions. This only applies to the tax supported funds.

Note 2: Reductions in proposed funding for reclassification marker

Note 3: Reductions in CIO/CWIT chargebacks

Note 4: Reduction in Finance Department chargeback
Note 6: NNI/Meadows/Reforestation Maintenance not funded
Note 7: Stormwater/Bioretention Management vehicle not funded
Note 8: Volunteer Coordinator not funded
Note 9: Delay hiring of new positions
Note 10: Debt service on Capital Equipment ISF not funded
Note 11: Risk Management ISF chargeback reduced
Note 12: Prepay non-personnel items with FY17 savings
Note 13: Mini excavator not funded
Note 14: Reduction in capital outlay funding
Note 15: ADA Assistant position charged to CIP
Note 16: Quality Assurance Officer position charged to CIP
Note 17: WiFi in Parks initiative
Note 18: Contractual increases not funded
Note 19: Internship program not funded
Note 20: Position moved from Southern Parks to Management Services mid-year

Part III. Grants

	M-NCPPC Jan 2017 Request	Council Changes		Distribution of Non-Departmental Labor Costs (Note 1)	Council Approved Expenditures
		Additions	Subtractions		
Admin Fund Future Grants	150,000	-			150,000
Park Fund Future Grants	400,000	-			400,000
Total Expenditures	**550,000**	-			**550,000**

Part IV. Self Supporting Funds

	M-NCPPC Jan 2017 Request	Council Changes		Distribution of Non-Departmental Labor Costs (Note 1)	Council Approved Expenditures
		Additions	Subtractions		
Enterprise Fund	9,297,797	-			9,297,797
Property Management Fund	1,311,100	-			1,311,100
Total Expenditures	**10,608,897**	-		-	**10,608,897**

Part V. Advanced Land Acquisition Debt Service Fund

	M-NCPPC Jan 2017 Request	Council Changes		Distribution of Non-Departmental Labor Costs (Note 1)	Council Approved Expenditures
		Additions	Subtractions		
Debt Service	155,550	-			155,550
Total Expenditures	**155,550**	-		-	**155,550**

Part VI. Internal Service Fund

	M-NCPPC Jan 2017 Request	Council Changes		Distribution of Non-Departmental Labor Costs (Note 1)	Council Approved Expenditures
		Additions	Subtractions		
Risk Management Fund	3,359,940	-			3,359,940
Capital Equipment Fund	8,100,151	-	-		8,100,151
CIO/CWIT Fund **(Note 21)**	988,919	-	(96,824)		892,095
Total Expenditures	**12,449,010**	-	(96,824)	-	**12,352,186**

Note 21: Reductions in expenditures: defund one proposed position and one proposed project

Part VII. Special Revenue Fund

	M-NCPPC Jan 2017 Request	Council Changes		Distribution of Non-Departmental Labor Costs (Note 1)	Council Approved Expenditures
		Additions	Subtractions		
Park Activities	1,846,425	-			1,846,425
Planning Activities	3,788,200	-			3,788,200
Total Expenditures	**5,634,625**	-	-	-	**5,634,625**

2. This resolution includes funds to provide (a) merit pay increments, (b) cost of living adjustments, and/or (c) lump sum payments that do not exceed the amount proposed in the Commission's FY 2018 budget.

3. The Council finds that seasonal labor is an essential part of staffing the Department of Parks. The Council supports the funding requested in the FY 2018 M-NCPPC budget for seasonal labor. The Department may also spend other funds on seasonal labor, as appropriate. The Council does not intend that seasonal employees be hired to replace existing full-time employees or to fill jobs that are appropriately filled by full-time employees, but otherwise should be used to the maximum extent possible to implement the Department's workprogram.

4. The Council requests that the Planning Board send to the Council and to the Executive, within 20 days after the end of each quarter, a budget report for that quarter.

5. The Council requests that the Planning Board send to the Council and to the Executive, within 20 days after the end of each quarter, a report of authorized positions (career and contractual) and filled versus vacant positions (career and contractual) on the first day of each month.

6. The Council appropriates $150,000 for Future Grants in the Administration Fund and $400,000 for Future Grants in the Park Fund, which provide funds for specific programs designated in a grant, contribution, reimbursement, or other non-county funding source received in FY 2018. If the actual amount received exceeds the limit in either the Administration or Park Fund, the Commission may use the total of $550,000 as the limit for both funds after notifying the Council in writing of this intent (including information on prospective grants). Whenever M-NCPPC receives funds for a program from a grant source, M-NCPPC may transfer funds from these appropriations to the program. The following conditions are established on the use of this transfer authority:

   a) The program must not require any present or future County funds.

   b) Subject to the balance in the account, any amount can be transferred in FY 2018 for any program that meets at least one of the following four conditions: (1) the amount is $200,000 or less; (2) the program was funded in FY 2017; (3) the program was included in the FY 2018 budget; (4) the program was funded by the Council in a supplemental or special appropriation in FY 2018. Any program that does not meet one of these four conditions must be funded in a supplemental or special appropriation.

   c) M-NCPPC must notify the Executive and the Council after each transfer within one month after the transfer occurs.

7. The Council approves the revenue transfer of $890,700 from the County Government General Fund to the Interagency Agreements Special Revenue Fund for maintenance of Montgomery County Public School fields.

8. The Council appropriates $3,464,941 from the Water Quality Protection Fund, which consists of $380,300 to the Planning Department and $3,084,641 to the Department of Parks, for expenses incurred to perform the following activities:

- Maintenance and Management of Streams, Lakes, Ponds, Non-tidal Wetlands, and Stormwater Management Facilities;
- Compliance with NPDES Permit for Industrial Sites;
- Compliance with NPDES Municipal Permit for Small, Separate, Storm Sewer Systems;
- Special Protection area reviews and enforcement (not covered by fees);
- Developing and monitoring stream buffers;
- Forest conservation reviews and enforcement in and abutting stream buffers;
- Environmental sections on comprehensive master plans related to water quality; and
- Review of stormwater management concepts.

9. The Council appropriates $100,000 from the Cable Fund to the Department of Parks for a WiFi in the Parks pilot program.

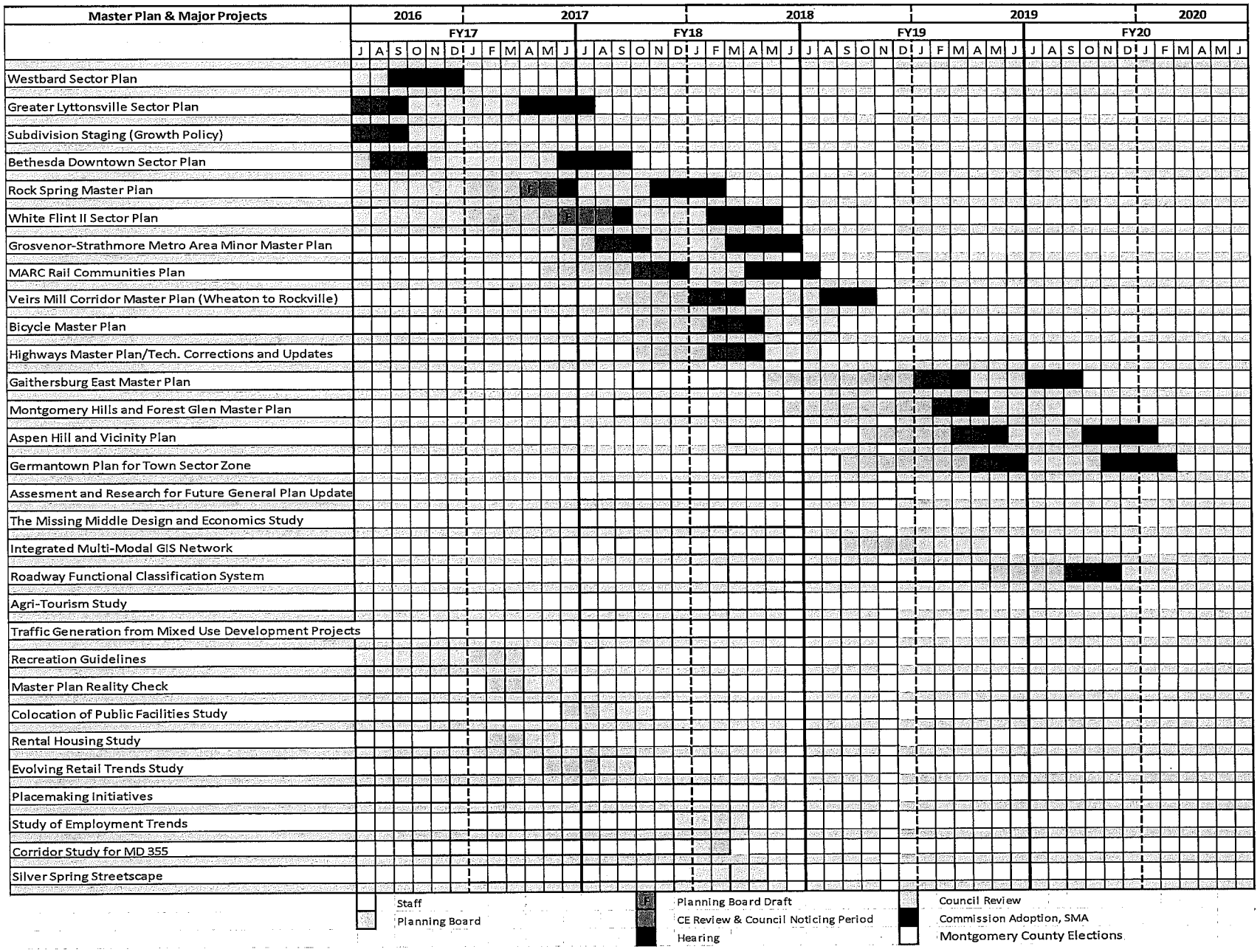
10. The Council approves the master plan schedule attached to this resolution.

This is a correct copy of Council action.

Linda M. Lauer

Linda M. Lauer, Clerk of the Council

FY18 Adopted Master Plan and Major Projects Schedule
May 2017



#14 - Washington Suburban Transit Commission Administrative Expense Budget

Resolution No.:	18-827
Introduced:	May 25, 2017
Adopted:	May 25, 2017

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Approval of the FY 2018 Administrative Expense Budget of the Washington Suburban Transit Commission

Background

1. As required by Section 87-15 of the County Code, the Washington Suburban Transit Commission sent to the County Executive and to the County Council a FY 2018 administrative expense budget.

2. The Executive sent to the Council his recommendations regarding this budget.

3. As required by Section 304 of the County Charter, notice of public hearing was given, and a public hearing was held by the Council.

Action

The County Council for Montgomery County, Maryland approves the following resolution for the Washington Suburban Transit Commission:

The Council approves the FY 2018 administrative expense budget in the amount of $334,035, of which $109,941 is the Montgomery County share.

This is a correct copy of Council action.

Linda M. Lauer

Linda M. Lauer, Clerk of the Council

#15 - Aggregate Operating Budget – Requires 7 affirmative votes

Resolution No.:	18-828
Introduced:	May 25, 2017
Adopted:	May 25, 2017

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Approval of the FY 2018 Aggregate Operating Budget

Background

1. Section 305 of the County Charter requires the affirmative vote of 7 Councilmembers to approve the aggregate operating budget if that budget exceeds the adopted spending affordability guidelines then in effect. Section 305 excludes from the aggregate operating budget:

   - Specific grants;
   - Enterprise Funds;
   - Tuition and tuition-related charges at Montgomery College;
   - Washington Suburban Sanitary Commission.

2. Section 20-60 of the County Code requires the Council to set spending affordability guidelines by resolution no later than the second Tuesday in February. The guidelines must specify a ceiling on the aggregate operating budget for FY 2018.

3. Section 305 of the Charter requires that at least 6 Councilmembers must approve the aggregate operating budget if that budget exceeds the budget for the preceding year by more than the rate of inflation, as measured by the annual average increase in the Consumer Price Index for all urban consumers in the Washington-Baltimore Metropolitan area for the 12-month period preceding December 1, which was 1.14% percent for the 12-month period preceding December 1, 2016.

4. On May 26, 2016, in Resolution 18-511, the Council approved the FY 2017 aggregate operating budget in the amount of $4,641,025,741. If that aggregate operating budget increased at the 1.14% percent rate of inflation for the 12-month period preceding December 1, 2016, it would be $4,693,933,434.

5. In Resolution No. 18-725 adopted February 14, 2017, the Council adopted the following spending affordability guideline for the FY 2017 aggregate operating budget.

- FY 2018 ceiling on the aggregate operating budget $4,733,846,255

Action

The County Council for Montgomery County, Maryland approves the following resolution:

The Council approves the FY 2018 aggregate operating budget in the amount of $4,796,849,791 , as calculated on the attached page. Because the FY 2018 aggregate operating budget exceeds the adopted spending affordability guidelines, 7 affirmative votes are required to adopt this resolution.

This is a correct copy of Council action.

Linda M. Lauer

Linda M. Lauer, Clerk of the Council

The FY 2018 aggregate operating budget excludes enterprise funds, specific grants, and tuition and tuition-related charges at the College and it is calculated as follows.

Fund or District	Appropriation
General Fund	1,220,938,817
Fire District	214,862,420
Economic Development Fund	4,110,738
Mass Transit	132,226,957
Recreation District	37,687,311
Urban District	8,690,049
Montgomery County Public Schools	2,368,655,562
Montgomery College	262,759,376
Maryland-National Park and Planning Commission:	
Administration Fund	30,778,741
Park Fund	95,101,570
Debt Service on County Bonds and Leases	394,279,660
Debt Service on Park Bonds	5,666,760
Current Revenue for the Capital Budget	66,165,000
Current Revenue for PAYGO	34,000,000
Total Appropriations	4,875,922,961
Less College Tuition and Tuition-Related Charges	(79,073,170)
FY 2018 AGGREGATE OPERATING BUDGET	**4,796,849,791**
SUMMARY:	
Montgomery County Public Schools	2,368,655,562
Montgomery College Total	262,759,376
County Government	1,498,373,972
Maryland-National Park and Planning Commission	123,829,911
Retiree Health Insurance Pre-Funding	122,192,720
Debt Service on County Bonds and Park Bonds	399,946,420
Current Revenue and PAYGO for Capital Budget	100,165,000
TOTAL APPROPRIATIONS	4,875,922,961
Less College Tuition and Tuition-Related Charges	(79,073,170)
FY 2018 AGGREGATE OPERATING BUDGET	**4,796,849,791**
Aggregate Operating Budget for FY 2017	4,641,025,741
$ increase	155,824,050
% change	3.36%

Resolution No.:	18-830
Introduced:	May 25, 2017
Adopted:	May 25, 2017

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Approval of the FY 2018 Capital and Operating Budgets for the Washington Suburban Sanitary Commission

Background

1. Section 17-202 of the Public Utilities Article of the Maryland Code requires the Washington Suburban Sanitary Commission (WSSC) each year to submit proposed capital and operating budgets to the County Executives of Montgomery and Prince George's Counties for their recommendations. The Executives in turn transmit the budgets to the respective County Councils for amendment and approval. Both Councils, through joint action, may recommend rates for water consumption and sewer use charges and ad valorem tax levies as the Councils deem necessary.

2. The Montgomery County Council on October 25, 2016, by Resolution No. 18-646 recommended the following spending control limits for the FY18 Water and Sewer Capital and Operating Budgets:

Water and Sewer Rate Increase	3.5%
New Water and Sewer Debt	$570,022,000
Water and Sewer Debt Service	$260,457,000
Water and Sewer Operating Fund Expenditures	$730,522,000

3. The Prince George's County Council on November 1, 2016 by Resolution No. CR-088-2016 recommended the following limits.

Water and Sewer Rate Increase	3.5%
New Water and Sewer Debt	$570,022,000
Water and Sewer Debt Service	$260,457,000
Water and Sewer Operating Fund Expenditures	$730,522,000

4. In accordance with Section 17-202 of the Public Utilities Article of the Maryland Code, the WSSC submitted to the Executives of Montgomery and Prince George's Counties the

proposed capital and operating budgets for FY 2018 and the record of the public hearing held by the Commission on those budgets.

5. The Executives of Montgomery and Prince George's Counties transmitted to the respective Councils their recommendations on the Commission's proposed budgets.

6. The Montgomery County Council advertised and held public hearings on the Commission's proposed budgets on the proposed CIP and the proposed operating budget.

7. The Montgomery County Council recommended approval of the Commission's FY 2018 Capital Budget with the following changes: amend the expenditures for the five Blue Plains capital projects with the latest estimates from DC Water. The Montgomery County Council recommended approval of the Commission's FY 2018 Operating Budget with the following changes: reduce debt service expenditures by $386,000 to align with updated Blue Plains capital budget estimates from DC Water and return this amount to water and sewer fund balance; reduce projected revenue reductions resulting from the Customer Affordability program by $456,000 and return this amount to water and sewer fund balance. These recommendations were transmitted to the Prince George's County Council by letter dated May 11, 2017.

8. The Prince George's County Council advertised and held a public hearing on the Commission's proposed budgets.

9. The Prince George's County Council recommended approval of the Commission's FY 2018 Operating Budget with the same changes recommended by the Montgomery County Council. These recommendations were transmitted to the Montgomery County Council by letter dated May 11, 2017.

10. On May 11, 2017, the Montgomery County and Prince George's County Councils jointly reviewed and approved the WSSC capital and operating budgets agreeing on all proposed changes.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. The following amounts and workyears are approved for the budget of the WSSC for the fiscal year beginning July 1, 2017 and ending June 30, 2018.

	Operating	Capital
Salaries and Wages	$120,919,385	$ 30,008,906
Heat, Light & Power	22,028,260	--
Regional Sewage Disposal	53,617,000	--
Contract Work	--	453,397,029
Consulting Engineers	--	57,813,906
All Other Items	273,455,532	144,289,475
Debt Service	271,216,000	--
Total	$741,236,177	$685,509,316

Workyears Authorized: 1,776

2. The Capital Budget includes the first year of the FY 2018-2023 Capital Improvements Program as detailed in Appendix A (Water) and Appendix B (Sewerage), which are attached and incorporated.

3. In adopting WSSC's FY 2018 operating budget, the Counties and the Commission recognize that although total operating debt service is $271,216,000 and equals 36.6% of the total operating budget, water and sewer operating debt service, the portion of debt service supported by water and sewer rate revenues, is $257,071,000 or 35.4% of the water and sewer operating budget.

4. The Montgomery County Council recommends that the Commission establish water consumption and sewer use rates and charges as detailed in Appendix C, effective July 1, 2017.

5. The Montgomery County Council recommends that the Commission establish the account maintenance fee for all customers as detailed in Appendix D, effective July 1, 2017.

6. The Montgomery County Council recommends that the Commission establish the infrastructure investment fee for all customers as detailed in Appendix E, effective July 1, 2017.

7. The Commission may adopt certain miscellaneous fees and charges as detailed in Appendix F, effective July 1, 2017, and the Commission may delegate to the General Manager the authority to adopt any new fees and charges that may be needed between that date and adoption of the FY 2019 Budget.

8. Any supplement to the WSSC approved FY 2018 Budget must be submitted in accordance with §17-202 of the Public Utilities Article of the Maryland Code.

9. The Commission must acknowledge the recommendations of the respective County governing bodies regarding certain policies, procedures, and practices, and must:

a) obtain the approval of both Councils before increasing operating expenditures above $741,236,177;

b) obtain the approval of both Councils before transferring any funds from any approved expenditure category in the operating or capital budget which exceeds 5% of the approved amount. This transfer authority does not apply to the amount approved for debt service; and

c) furnish monthly status reports to each Council and Executive on the fiscal and budgetary activities of the Commission under the approved operating and capital budgets, starting with the end of the first quarter of the fiscal year. These reports must be submitted not later than 45 days after the last day of each month.

This is a correct copy of Council action.

Linda M. Lauer

Linda M. Lauer, Clerk of the Council

FY'18 ESTIMATES FOR
SIX-YEAR CAPITAL IMPROVEMENTS PROGRAM - WATER
(In Thousands)

PROJECT NUMBER	PROJECT NAME	LAND AND RIGHTS OF WAY	PLANNING/ DESIGN FEES	CONSTRUCTION COSTS	OTHER COSTS	FY'18 TOTAL
MONTGOMERY COUNTY						
W-3.02	Olney Standpipe Replacement	$ -	$ 328	$ 3,211	$ 531	$ 4,070
W-46.14	Clarksburg Area Stage 3 Water Main, Parts 1, 2, & 3	-	475	1,129	241	1,845
W-46.15	Clarksburg Elevated Water Storage Facility	-	93	2,760	428	3,281
W-46.24	Clarksburg Area Stage 3 Water Main, Part 4	-	68	427	74	569
W-46.25	Clarksburg Area Stage 3 Water Main, Part 5	-	165	1,108	191	1,464
W-90.04	Brink Zone Reliability Improvements	-	600	3,200	480	4,280
W-138.02	Shady Grove Standpipe Replacement	-	317	4,416	473	5,206
	MONTGOMERY COUNTY SUBTOTALS	**$ -**	**$ 2,046**	**$ 16,251**	**$ 2,418**	**$ 20,715**
BI-COUNTY						
W-73.19	Potomac WFP Outdoor Substation No. 2 Replacement	$ -	$ 105	$ 1,030	$ 113	$ 1,248
W-73.21	Potomac WFP Corrosion Mitigation	-	40	650	70	760
W-73.22	Potomac WFP Pre-Filter Chlorination & Air Scour Improvements	-	824	8,241	907	9,972
W-73.30	Potomac WFP Submerged Channel Intake	-	1,450	-	73	1,523
W-73.32	Potomac WFP Main Zone Pipeline	-	400	8,240	864	9,504
W-73.33	Potomac WFP Consent Decree Program	400	2,000	4,000	600	7,000
W-127.01	Bi-County Water Tunnel	-	673	120	40	833
W-139.02	Duckett & Brighton Dam Upgrades	-	1,175	8,528	970	10,673
W-161.01	Large Diameter Water Pipe & Large Valve Rehabilitation Program	-	4,553	34,972	1,976	41,501
W-172.05	Patuxent WFP Phase II Expansion	-	1,730	6,800	426	8,956
W-172.07	Patuxent Raw Water Pipeline	-	200	3,600	380	4,180
W-172.08	Rocky Gorge Pump Station Upgrade	-	900	6,000	690	7,590
W-202.00	Land & Rights-of-Way Acquisition - Bi-County Water	2,375	-	-	-	2,375
	BI-COUNTY SUBTOTALS	**$ 2,775**	**$ 14,050**	**$ 82,181**	**$ 7,109**	**$ 106,115**

FY'18 ESTIMATES FOR
SIX-YEAR CAPITAL IMPROVEMENTS PROGRAM - WATER
(In Thousands)

PROJECT NUMBER	PROJECT NAME	LAND AND RIGHTS OF WAY	PLANNING/ DESIGN FEES	CONSTRUCTION COSTS	OTHER COSTS	FY'18 TOTAL
PRINCE GEORGE'S COUNTY						
W-12.02	Prince George's County HG415 Zone Water Main	$ -	$ 3	$ 1,821	$ 274	$ 2,098
W-34.02	Old Branch Avenue Water Main	-	374	7,480	786	8,640
W-34.03	Water Transmission Improvements 385B Pressure Zone	-	150	12,000	1,215	13,365
W-34.04	Branch Avenue Water Transmission Improvements	-	50	12,800	754	13,604
W-34.05	Marlboro Zone Reinforcement Main	-	5	2,300	346	2,651
W-62.05	Clinton Zone Water Storage Facility Implementation	-	150	4,300	470	4,920
W-65.10	St. Barnabas Elevated Tank Replacement	-	181	3,927	616	4,724
W-84.02	Ritchie Marlboro Road Transmission Main & PRV	-	10	5,150	516	5,676
W-84.03	Smith Home Farms Water Main	-	62	294	53	409
W-84.04	Westphalia Town Center Water Main	-	60	203	39	302
W-84.05	Prince George's County 450A Zone Water Main	-	1,463	-	146	1,609
W-93.01	Konterra Town Center East Water Main	-	7	46	8	61
W-105.01	Marlton Section 18 Water Main, Lake Marlton Avenue	-	39	297	50	386
W-111.05	Hillmeade Road Water Main	-	30	2,678	406	3,114
W-119.01	John Hanson Highway Water Main, Part 1	-	300	5,700	600	6,600
W-120.14	Villages of Timothy Water Main, Part 1	-	1	23	4	28
W-120.15	Villages of Timothy Water Main, Part 2	-	5	51	8	64
W-120.16	Villages of Timothy Water Main, Part 3	-	3	45	7	55
W-123.14	Old Marlboro Pike Water Main	-	16	160	26	202
W-123.20	Oak Grove/Leeland Roads Water Main, Part 2	-	20	2,000	302	2,322
W-137.02	South Potomac Supply Improvement, Phase 1	-	10	20	2	32
W-137.03	South Potomac Supply Improvement, Phase 2	-	975	-	49	1,024
W-147.00	Collington Elevated Water Storage Facility	-	21	100	13	134
	PRINCE GEORGE'S COUNTY SUBTOTALS	**$ -**	**$ 3,935**	**$ 61,395**	**$ 6,690**	**$ 72,020**
	GRAND TOTAL WATER PROJECTS	**$ 2,775**	**$ 20,031**	**$ 159,827**	**$ 16,217**	**$ 198,850**

FY'18 ESTIMATES FOR
SIX-YEAR CAPITAL IMPROVEMENTS PROGRAM - SEWER
(In Thousands)

PROJECT NUMBER	PROJECT NAME	LAND AND RIGHTS OF WAY	PLANNING/ DESIGN FEES	CONSTRUCTION COSTS	OTHER COSTS	FY'18 TOTAL
MONTGOMERY COUNTY						
S-25.03	Twinbrook Commons Sewer	$ -	$ 12	$ 75	$ 13	$ 100
S-25.04	Mid-Pike Plaza Sewer Main, Phase 1	-	9	103	17	129
S-25.05	Mid-Pike Plaza Sewer Main, Phase 2	-	254	2,529	417	3,200
S-84.47	Clarksburg Triangle Outfall Sewer, Part 2	-	15	512	79	606
S-84.60	Cabin Branch Wastewater Pumping Station	-	50	1,155	120	1,325
S-84.61	Cabin Branch WWPS Force Main	-	28	100	19	147
S-84.65	Tapestry Wastewater Pumping Station	-	50	235	43	328
S-84.66	Tapestry WWPS Force Main	-	-	32	5	37
S-84.67	Milestone Center Sewer Main	-	120	300	63	483
S-84.68	Clarksburg Wastewater Pumping Station	-	252	-	38	290
S-84.69	Clarksburg WWPS Force Main	-	87	-	13	100
S-85.21	Shady Grove Station Sewer Augmentation	-	11	1,046	159	1,216
S-103.16	Cabin John Trunk Sewer Relief	-	186	5,259	817	6,262
	MONTGOMERY COUNTY SUBTOTALS	**$ -**	**$ 1,074**	**$ 11,346**	**$ 1,803**	**$ 14,223**
BI-COUNTY						
S-22.06	Blue Plains WWTP: Liquid Train Projects, Part 2	$ -	$ 2,819	$ 10,205	$ 130	$ 13,154
S-22.07	Blue Plains WWTP: Biosolids Management, Part 2	-	554	1,978	25	2,557
S-22.09	Blue Plains WWTP: Plant-wide Projects	-	2,743	4,208	70	7,021
S-22.10	Blue Plains WWTP: Enhanced Nutrient Removal	-	8,462	19,874	283	28,619
S-22.11	Blue Plains: Pipelines & Appurtenances	-	2,536	10,262	128	12,926
S-103.02	Piscataway WWTP Bio-Energy Project	-	3,550	250	190	3,990
S-170.08	Septage Discharge Facility Planning & Implementation	-	500	1,792	229	2,521
S-170.09	Trunk Sewer Reconstruction Program	-	27,900	107,700	13,300	148,900
S-203.00	Land & Rights-of-Way Acquisition - Bi-County Sewer	95	-	-	-	95
	BI-COUNTY SUBTOTALS	**$ 95**	**$ 49,064**	**$ 156,269**	**$ 14,355**	**$ 219,783**

FY'18 ESTIMATES FOR
SIX-YEAR CAPITAL IMPROVEMENTS PROGRAM - SEWER
(In Thousands)

PROJECT NUMBER	PROJECT NAME	LAND AND RIGHTS OF WAY	PLANNING/ DESIGN FEES	CONSTRUCTION COSTS	OTHER COSTS	FY'18 TOTAL
PRINCE GEORGE'S COUNTY						
S-27.08	Westphalia Town Center Sewer Main	$ -	$ 18	$ 88	$ 16	$ 122
S-28.18	Konterra Town Center East Sewer	-	57	380	66	503
S-43.02	Broad Creek WWPS Augmentation	-	1,489	15,468	848	17,805
S-57.92	Western Branch Facility Upgrade	-	400	1,500	95	1,995
S-57.94	Western Branch WWTP Incinerator Emissions Control	-	1,321	7,402	872	9,595
S-68.01	Landover Mall Redevelopment	-	74	452	79	605
S-75.19	Brandywine Woods Wastewater Pumping Station	-	12	44	9	65
S-75.20	Brandywine Woods WWPS Force Main	-	5	28	5	38
S-75.21	Mattawoman WWTP Upgrades	-	-	3,633	-	3,633
S-86.19	Karington Subdivision Sewer	-	3	150	23	176
S-96.14	Piscataway WWTP Facility Upgrades	-	3,742	2,918	333	6,993
S-131.05	Pleasant Valley Sewer Main, Part 2	-	51	284	50	385
S-131.07	Pleasant Valley Sewer Main, Part 1	-	105	722	124	951
S-131.10	Fort Washington Forest No. 1 WWPS Augmentation	-	234	1,044	192	1,470
	PRINCE GEORGE'S COUNTY SUBTOTALS	**$ -**	**$ 7,511**	**$ 34,113**	**$ 2,712**	**$ 44,336**
	GRAND TOTAL SEWER PROJECTS	**$ 95**	**$ 57,649**	**$ 201,728**	**$ 18,870**	**$ 278,342**

WASHINGTON SUBURBAN SANITARY COMMISSION
WATER AND SEWER RATE SCHEDULE

APPROVED FOR IMPLEMENTATION JULY 1, 2017

Average Daily Consumption by Customer Unit During Billing Period (Gallons Per Day)	Water Rates Per 1,000 Gallons		Sewer Rates Per 1,000 Gallons		Combined Water & Sewer Rates Per 1,000 Gallons	
	Effective		Effective		Effective	
	July 1, 2016	July 1, 2017	July 1, 2016	July 1, 2017	July 1, 2016	July 1, 2017
0-49	$ 3.38	$ 3.53	$ 4.30	$ 4.42	$ 7.68	$ 7.95
50-99	3.78	3.95	5.03	5.17	8.81	9.12
100-149	4.18	4.37	5.85	6.01	10.03	10.38
150-199	4.67	4.88	6.76	6.95	11.43	11.83
200-249	5.46	5.71	7.36	7.56	12.82	13.27
250-299	5.92	6.19	7.97	8.19	13.89	14.38
300-349	6.27	6.55	8.50	8.74	14.77	15.29
350-399	6.53	6.83	8.92	9.16	15.45	15.99
400-449	6.78	7.09	9.12	9.37	15.90	16.46
450-499	6.98	7.29	9.40	9.66	16.38	16.95
500-749	7.10	7.42	9.60	9.86	16.70	17.28
750-999	7.27	7.60	9.81	10.08	17.08	17.68
1,000-3,999	7.41	7.75	10.23	10.51	17.64	18.26
4,000-6,999	7.58	7.92	10.46	10.75	18.04	18.67
7,000-8,999	7.68	8.03	10.62	10.91	18.30	18.94
9,000 & Greater	7.81	8.16	10.90	11.20	18.71	19.36

Current Flat Rate Sewer Charge - $105.00 per quarter
Proposed Flat Rate Sewer Charge - $108.00 per quarter

ACCOUNT MAINTENANCE FEES

APPROVED FOR IMPLEMENTATION JULY 1, 2017

Meter Size	Approved FY'17 Quarterly Charges	Approved FY'18 Quarterly Charges
Small Meters		
5/8" to 1"	$ 16.00	$ 16.00
Large Meters		
1-1/2"	16.00	16.00
2"	27.00	27.00
3"	66.00	66.00
4"	142.00	142.00
6"	154.00	154.00
8"	200.00	200.00
10"	246.00	246.00
Detector Check Meters		
2"	33.00	33.00
4"	177.00	177.00
6"	255.00	255.00
8"	461.00	461.00
10"	633.00	633.00
Fire Service Meters		
4"	182.00	182.00
6"	293.00	293.00
8"	452.00	452.00
10"	682.00	682.00
12"	989.00	989.00

This is a quarterly fee which is prorated based on the length of the billing cycle.

All 1-1/2" meters are now included under the Large Meters category.

INFRASTRUCTURE INVESTMENT FEES

APPROVED FOR IMPLEMENTATION JULY 1, 2017

Meter Size	Approved FY'17 Quarterly Charges	Approved FY'18 Quarterly Charges
Small Meters		
5/8"	$ 11.00	$ 11.00
3/4"	12.00	12.00
1"	14.00	14.00
Large Meters		
1-1/2"	90.00	90.00
2"	185.00	185.00
3"	585.00	585.00
4"	813.00	813.00
6"	1,265.00	1,265.00
8"	2,845.00	2,845.00
10"	4,425.00	4,425.00
Fire Service Meters		
4"	499.00	499.00
6"	616.00	616.00
8"	2,524.00	2,524.00
10"	2,714.00	2,714.00
12"	5,214.00	5,214.00

This is a quarterly fee which is prorated based on the length of the billing cycle.

FY'18 APPROVED FEES AND CHARGES
(Effective July 1, 2017)

	APPROVED CHARGE
1. INSPECTION FEES	
Water/Sewer Connection Hookup, Well/Septic Hookup, Plumbing and Gasfitting Inspections	
New Single Family Detached Dwellings	$726
New Attached Dwellings (townhouse/multiplex excluding apartments)	726
All Other Residential:	
Water/Well Hookup	99
Meter Yoke Inspection (meter only installation)	99
Water Hookup Converting from Well (includes 2 inspections)	198
Sewer/Septic Hookup	99
First Plumbing Fixture	99
Each Additional Fixture	33
SDC Credit Fixture Inspection (per fixture)	33
Minimum Permit Fee	200
Permit Reprocessing Fee	60
Long Form Permit Refund Fee	200
Long Form Permit Re-Issue Fee	200
All Non-Residential:	
Plan Review (without Permit Application)	
50 Fixtures or Less	395
51-200 Fixtures	1,340
Over 200 Fixtures	2,670
2nd or 3rd Review (with or without Permit Application)	
50 Fixtures or Less	160
51-200 Fixtures	300
Over 200 Fixtures	640
Water/Well Hookup	170
Meter Yoke Inspection (meter only installation)	170
Sewer/Septic Hookup	170
FOG Interceptor	170
First Plumbing Fixture	170
Each Additional Fixture	44
SDC Credit Fixture Inspection (per fixture)	27
Minimum Permit Fee	253
Permit Reprocessing Fee	60
Long Form Permit Refund Fee	253
Long Form Permit Re-Issue Fee	253

FY'18 APPROVED FEES AND CHARGES
(Effective July 1, 2017)

	APPROVED CHARGE
2. SITE UTILITY (ON-SITE) REVIEW FEE	
Base Fee	$3,301
Additional Fee per 100 feet	302
Minor (Waived) Site Utility (On-Site) Fee	874
3. LICENSE FEES FOR THE REGULATED TRADES	
Reciprocal Master Plumber, Gasfitter	
- Initial Registration per type	93/2 years
- Registration Renewal all types	85/2 years
- Late Registration Renewal	50
Examined	
- Master Plumber, Gasfitter	
- Initial Registration per type	105/4 years
- Registration Renewal all types	105/4 years
- Late Registration Renewal	50
- Cross-Connection Technician Registration	25
- Sewer and Drain Cleaner Registration and Renewal	40/2 years
- Sewer and Drain Cleaner Late Registration Renewal	20
- Journeyman License	
- Initial Registration per type	30/2 years
- Registration Renewal	30/2 years
- Late Registration Renewal	20
- License Transfer Fee	30
- License Replacement Fee	15
- Apprentice License Registration/Renewal	10
4. SHORT FORM PERMIT FEE (up to 3 fixtures) – Non-Refundable	82

FY'18 APPROVED FEES AND CHARGES
(Effective July 1, 2017)

		APPROVED CHARGE
5.	**FEE FOR SALE OF COPIES OF PLANS, PLATS & 200' REFERENCE MAPS**	
	Xerographic	$6.00/sheet
6.	**FEE FOR SALE OF WSSC PLUMBING AND FUEL GAS CODE (PLUMBING CODE) and Cross Connection Control Manual**	
	Sale of Plumbing Regulation (per book)	33/book
7.	**SEPTIC HAULER DISCHARGE PERMIT STICKER**	
	CATEGORY I	
	Residential & Septic Waste & Grease	
	1 - 49 Gallons	250/vehicle
	50 - 799 Gallons	4,009vehicle
	800 - 2,999 Gallons	11,434/vehicle
	3,000 Gallons and Up	27,120/vehicle
	January through June	50% of fee
	Transfer and/or Replacement Permit Sticker	93
	Industrial/Special Waste Disposal Fee	325/1,000 gallons
	Zero Discharge Permit Fee	93
	Temporary Discharge Permit Fee	85 + Sewer Rate/1,000 gallons
	Sewer Rate – Domestic Low Strength Wastewater	10.14/1,000 gallons of truck capacity
	Sewer Rate – Domestic High Strength Wastewater	54.00/1,000 gallons of truck capacity
8.	**LONG FORM PERMIT TRANSFER FEE**	152
9.	**SMALL METER REPLACEMENT FEE** (at Customer Request)	211
10.	**METER REPLACEMENT FEE** (Damaged or Stolen Meter)	
	5/8" Encoder (outside)	150
	5/8" Encoder	150
	3/4" Encoder (outside)	151
	3/4" Encoder	160
	1" Encoder (outside)	196
	1" Encoder	198
	1-1/2"	750
	2" Standard	1,100
	3" Compound	3,190

FY'18 APPROVED FEES AND CHARGES
(Effective July 1, 2017)

		APPROVED CHARGE
4"	Compound	$3,960
6"	Compound	5,830
2"	MVR	1,210
3"	MVR	2,239
4"	MVR	3,207
6"	MVR	4,921
4"	FM w/2" MVR	8,239
6"	FM w/3" MVR	9,820
8"	FM w/4" MVR	11,495
10"	FM w/6" MVR	14,225
12"	FM	16,250
11. METER TESTING FEES		
5/8" to 1"		253
1-1/2"		424
2" and up		473
12. SUB-METER INSTALLATION FEES		
One-time Sub-Meter Charge - Small		261
One-time Sub-Meter Charge - Large		528
One-time Inspection Fee		50
Minimum Permit Inspection Fee		200
13. TAPPER LICENSE FEE		
Permit Fee		363
Duplicate Fee		33
14. TEMPORARY FIRE HYDRANT CONNECTION FEE		
3/4" Meter - Deposit		
2 Weeks or Less w/approved payment record		0
Over 2 Weeks/Less than 2 weeks w/unapproved payment record		376
3" Meter - Deposit		
2 Weeks or Less w/approved payment record		0
Over 2 Weeks/Less than 2 weeks w/unapproved payment record		2,420
Service Charge		
2 Weeks or Less (3/4" meter)		49
2 Weeks or Less (3" meter)		130
Over 2 Weeks (3/4" and 3" meters)		159

FY'18 APPROVED FEES AND CHARGES
(Effective July 1, 2017)

	APPROVED CHARGE
Water Consumption Charge - 3/4" Meter	Current approved rate for 1,000 gallons ADC; $30 minimum
Water Consumption Charge - 3" Meter	Current approved rate for 1,000 gallons ADC; $195 minimum
Late Fee for Return of Meter	7/day
Fee on Unpaid Temporary Fire Hydrant Meter Billings	1½%/month
Loss/Destruction of Meter	Replacement Cost
Loss/Destruction of Wrench	40
15. FEE FOR TRUCK INSPECTIONS WITH ATTACHED FIRE HYDRANT METER	50/2 years
16. WATER TURN-OFF, TURN-ON FEE	
Small Meter Turn-Off	77
Small Meter Turn-On	77
Large Meter Turn-Off	203
Large Meter Turn-On	214
17. FEASIBILITY REVIEW FEE (NON-SEP)	
Feasibility Review & Report Fee Deposit (can be deferred as deficit when extension is completed)	9,377
Feasibility Submission Fee (Non-Refundable)	1,512
18. INDUSTRIAL DISCHARGE CONTROL PROGRAM FEES BY CATEGORY	
Industrial users subject to Categorical Pretreatment Standards (less than 5,000 gpd) (double visit)	4,020
Industrial users subject to Categorical Pretreatment Standards (greater than 5,000 gpd) (double visit)	6,160
Non-Discharging Categorical Industries (zero discharge)	1,083

FY'18 APPROVED FEES AND CHARGES
(Effective July 1, 2017)

	APPROVED CHARGE
Significant Industrial User (less than 25,000 gpd) (single visit – priority pollutant sampling)	$4,020
Significant Industrial User (greater than 25,000 gpd) (double visit – priority pollutant sampling)	6,160
Penalty Charge for Late Fee Payment	5% of fee
19. FEES FOR SALE OF CONTRACT SPECIFICATIONS, CONTRACT SPECIFICATION BOOKS, DRAWINGS, DESIGN MANUALS, STANDARD DETAILS, AND GENERAL CONDITIONS	
Construction Specifications/Drawings	
Utility Contracts	15
Facility Contracts	40-450
Construction Standard Details	55
Construction General Conditions & Standard Specifications	44
SEP Construction General Conditions & Standard Specifications	44
Procurement Specifications/Drawings/General Conditions	
With Routine Specifications	No charge
With Complex/Voluminous Specifications	35-200
20. WATERSHED USE PERMIT FEES	
Seasonal Watershed Use Permit	70
Single Day Watershed Use Permit	6
Boat Mooring (April 1 – November 15)	80
Boat Mooring (November 16 – March 31)	55
Boat/Craft Removal Fee	100
Monthly Storage Fee for Removed Boats	80
Rental for the Azalea Garden	75/4 hours
Rental for the Bio-Brick Pavillion	75/4 hours
Boarding Stable Entrance Permit	250
Adjacent Landowner Entrance Permit	80
Picnic Permit	6/groups of 1-5 persons 12/groups of 6-10 persons 18/groups of 11-15 persons
21. CALL BACK FEE (small meters, plumbers)	91
22. CALL BACK FEE (large meters, plumbers)	198
23. MISSED APPOINTMENT FEE	
First Missed Appointment or Turn-On	88
Each Additional Missed Appointment	110

FY'18 APPROVED FEES AND CHARGES
(Effective July 1, 2017)

	APPROVED CHARGE
24. PATUXENT WATERSHED CIVIL CITATION FEE (STATE MANDATED)	
First offense	$150
Each additional offense within calendar year	300
25. CONNECTION REDEMPTION FEE	38
26. CONNECTION ABANDONMENT FEE	
County Roads (Except Arterial Roads) - Water	1,452
County Roads (Except Arterial Roads) - Sewer	1,847
State Roads and County Arterial Roads - Water	1,760
State Roads and County Arterial Roads - Sewer	2,200
27. FIRE HYDRANT INSPECTION FEE	121/hydrant
Controlled Access Surcharge Fee	25
28. UTILITY EROSION AND SEDIMENT CONTROL PERMIT FEE	
Minor Projects	.14 per linear ft.
Major Projects	.18 per linear ft.
Minimum for Major Projects	120
29. EROSION AND SEDIMENT CONTROL TRAINING CERTIFICATION SESSION FEE	66/session, per participant
30. FEE FOR SALE OF EROSION AND SEDIMENT CONTROL FIELD GUIDE	10
31. CIVIL CITATION FEES - SEDIMENT CONTROL, THEFT OF SERVICE, AND PLUMBING CIVIL CITATIONS (STATE MANDATED)	
First Offense	250
Second Offense	500
Third Offense	750
Each Violation in Excess of Three	1,000

FY'18 APPROVED FEES AND CHARGES
(Effective July 1, 2017)

	APPROVED CHARGE
32. CHARGE FOR PHOTOCOPIES OF WSSC DOCUMENTS (per copied page)	
Readily Available Source Material	$.25/page (single side)
Certified Copy of Readily Available Source Material	.50/page (single side)
Scanning Documents	.25/page (single side)
(A reasonable fee may be charged for time in excess of two hours expended by WSSC in searching for requested records or preparing such records for inspection and copying.)	
33. DISHONORED CHECK FEE & ELECTRONIC PAYMENT FEE (applies to all dishonored checks and all dishonored electronic payments)	38
34. FIRE HYDRANT FLOW TEST FEE	
No Current Test	645
Current Test	78
35. SHUT DOWN/CHARGE WATER MAIN FEE	995
Shut Down/Complex Water Main Fee	1,864
36. RIGHT-OF-WAY RELEASE REVIEW FEE	995/document
37. FEE FOR REVIEW AND INSPECTION OF SITE WORK POTENTIALLY IMPACTING WSSC PIPELINES	
Simple Review	363
Complex Review	1,895
Inspection	242/inspection
38. FEE FOR WSSC PIPELINE DESIGN MANUAL	90
39. CHLORINATION CONFIRMATION TEST FEE	237/first test
Re-Test or Additional Tests	150/hour
40. METER REINSTALLATION CORRECTION FEE	374
41. SEWER METER MAINTENANCE FEE	10,912/year
Quarterly Calibrations	2,728/quarter

FY'18 APPROVED FEES AND CHARGES
(Effective July 1, 2017)

	APPROVED CHARGE
42. DISCHARGE AUTHORIZATION PERMIT FEE	
Significant Industrial User – Initial Permit	$4,779/4 years
Significant Industrial User – Renewal	2,343/4 years
Initial zero-discharge CIU Permit	1,815/4 years
Reissued zero-discharge CIU Permit	1,210/4 years
Temporary Discharge Permit (Non – SIU)	4,779
43. SALE OF WSSD LAWS	
Bound Volume	75
Supplements	36
44. PROPERTY INSPECTION FEE	93
45. DESIGN REVIEW	
Development is More than 10 Residential Units or Commercial	6,500
Development is 10 Residential Units or Less	3,250
46. CONSTRUCTION SERVICES FEE	12% of construction bond costs less design review fee
Re-Test or Additional Tests or Inspector Overtime	190/hour
47. SYSTEMS INSPECTION GROUP REVIEW FEE FOR ADDITIONAL REVIEWS OF CONTRACT DOCUMENTS AND AS-BUILTS	190/hour
48. EXTRA REVIEW FEE	
Minor Additional Reviews of Unsigned or Signed Plans (per review)	1,045
Major/Splitting Additional Reviews of Unsigned or Signed Plans (per review)	2,133
Per Site Utility/Minor Utility Additional Signed or Unsigned Plan Review	
Site Utility	1,268
Minor Utility	330
Per Hydraulic Planning Analysis/Systems Planning Forecast Application	
Additional Review of Required Data (per application)	715
49. RIGHT-OF-WAY ACQUISITION REIMBURSEMENT FOR SEP FEE	Actual
50. HYDRAULIC PLANNING ANALYSIS AND SYSTEM PLANNING FORECAST	
Modeling and Re-Modeling Fee - up to 3 parts	1,391
Modeling and Re-Modeling Fee - per part over 3	605/part

FY'18 APPROVED FEES AND CHARGES
(Effective July 1, 2017)

		APPROVED CHARGE
	Pressure Sewer Review Fee (per system)	$319
51.	**ENVIRONMENTAL SITE REVIEW FEE**	
	With Database Search Conducted by WSSC	330
	With Database Search Submitted by Applicant	250
52.	**IN-HOUSE DESIGN DEPOSIT**	Total estimated design costs
53.	**PARTIAL RELEASE**	1,210
54.	**OFF-PROPERTY SERVICE CONNECTION REIMBURSEMENT**	Prevailing service connection fee
55.	**SERVICE CONNECTION APPLICATION AND INSPECTION FEE** (per permit)	2,178/water and/or sewer connection
56.	**FACILITIES DESIGN GUIDELINES FEE**	30
57.	**RELOCATION DESIGN REVIEW FEE**	6,500
	Inspection for MOU Project	600 minimum charge up to 4 hours
58.	**DISCHARGE FEE – Food Service Establishment (FSE)**	
	Full Permit FSE	467
	Best Management Practices Permit FSE	132
59.	**LOBBYIST REGISTRATION FEE (STATE MANDATED)**	100
60.	**FEASIBILITY REVIEW FEE FOR ON-SITE TAKEOVER PROJECTS**	847
61.	**CREDIT CARD SURCHARGE** (Applies to customer payment of any fee/charge by credit card (MasterCard and Visa) other than water and sewer billing.)	2% of amount charged
62.	**FEE FOR THE PREPARATION OF HOLD HARMLESS AGREEMENT**	929
63.	**GOVERNMENT REFERRED PLAN REVIEW FEE**	
	Major Development – Over 10 Units	1,513
	Minor Development – 10 or Less Units	726
	Re-Review Fee for Major Development	726
	Re-Review Fee for Minor Development	363
64.	**WAREHOUSE RESTOCKING FEE**	33

FY'18 APPROVED FEES AND CHARGES
(Effective July 1, 2017)

		APPROVED CHARGE
65.	**RESIDENTIAL OUTSIDE METER HOUSING UPGRADE/PIPE ALTERATION**	$5,687
66.	**FEE FOR TRANSCRIBED TAPE OF A HEARING OR MEETING**	Prevailing Fee Charged by Court Reporter
67.	**PRE-SCREEN RE-SUBMISSION FEE**	330
68.	**CROSS CONNECTION FEE**	
	Test Report Fee (per report)	30
	Base Fee for High Hazard Commercial Water Customer (per month)	13
	Base Fee for All Other Commercial Water Customer (per month)	7
69.	**SITE UTILITY INSPECTION FEE**	
	Base Fee	1,100
	Pipeline (per foot)	5.60
70.	**NAME/TRANSFER OF OWNERSHIP FEE**	198
71.	**PROTEST FILING FEE**	605

FY'18 APPROVED FEES AND CHARGES
(Effective July 1, 2017)

SYSTEM DEVELOPMENT CHARGE

		APPROVED CHARGE EFFECTIVE JULY 1, 2016	APPROVED CHARGE MAXIMUM ALLOWABLE CHARGE
73.	**System Development Charge**		
	Apartment		
	Water	$896	$1,289
	Sewer	1,140	1,643
	1-2 toilets/residential		
	Water	1,344	1,937
	Sewer	1,710	2,461
	3-4 toilets/residential		
	Water	2,240	3,227
	Sewer	2,850	4,105
	5 toilets/residential		
	Water	3,135	4,517
	Sewer	3,991	5,749
	6+ toilets/residential (per fixture unit)		
	Water	88	128
	Sewer	115	167
	Non-residential (per fixture unit)		
	Water	88	128
	Sewer	115	167

Resolution No.:	18-831
Introduced:	May 25, 2017
Adopted:	May 25, 2017

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Approval of the FY 2018 Cable Communications Plan

Background

1. Section 8A-27(a) of the County Code provides that "All access grants, franchise fees, and other moneys received by the County from any franchisee may be spent only under a budget approved by the Council and in accordance with the County Cable Communications Plan."

2. Section 8A-27(b) of the County Code provides that "The Cable Communications Plan must be proposed by the County Executive to the Council annually and may be amended at any time."

3. Section 6.2.2 of the 2016 Cable Franchise Agreement with Comcast of Potomac, LLC. provides that Comcast must pay a grant to the County of 3% of Gross Revenues each quarter to be used for PEG and institutional network capital expenses. Paragraph 8 of Exhibit D of the Franchise Agreement provides that this grant may be used for capital and non-capital support for PEG purposes, including expenditures on PEG and FiberNet.

4. Section 8(b)(1) of the 2016 Franchise Agreement with Starpower Communications, L.L.C, doing business as RCN, provides that Starpower must pay a grant to the County of 3% of Gross Revenues to the County to be used for PEG and Institutional Network. Paragraph 3 of Exhibit F of the Franchise Agreement provides that this grant may be used for capital or non-capital support for PEG purposes.

5. Section 6.2.2 of the 2006 Franchise Agreement with Verizon provides that Verizon must pay a grant to the County of 3% of Gross Revenues each quarter to be used for PEG and institutional network purposes.

6. Section 8 of the Franchise Agreement with Starpower (doing business as RCN) and Section 7 of the Franchise Agreements with Verizon and Comcast provides that each franchisee must pay, for the life of the franchise, a franchise fee of 5% of annual gross revenues.

General Provisions

1. Purpose and Effect: This Cable Communications Plan constitutes the County's formal direction for the use of resources required to be provided under Sections 7 and 8 of the Franchise Agreements with Comcast and Starpower (doing business as RCN); and Sections 3, 6, and 7 of the Franchise Agreement with Verizon.

   In FY 2018, these resources must be deposited by the County in its Cable TV Special Revenue Fund, and this Cable Communications Plan directs the use of the revenues in this Fund.

2. Spending Authority under the Time Period Governed by This Plan: This Cable Communications Plan provides spending authority for FY 2018. Resources appropriated in FY 2018 that are not encumbered by the County on or before June 30, 2018 must remain in the Cable TV Special Revenue Fund and be available for spending in future years.

3. Carryover: Resources provided to the County as a result of the requirements of the Franchise Agreements with Comcast, Starpower (doing business as RCN), and Verizon, but not specifically allocated in the Cable Communications Plan to the General Fund, must remain in the Cable TV Special Revenue Fund and be available to be allocated in future years.

4. Future Fiscal Years: No estimate shown for any fiscal year after FY 2018 reflects any commitment or decision by the Council, and any such estimate should not be taken as prejudging any decision regarding activities or allocations, either in absolute or relative amounts, of expenditures for future years.

5. Management of Funds: All equipment, personnel, and other resources approved in the Cable Communications Plan for funding from the Cable TV Special Revenue Fund must be managed so that the resources are reasonably available to all users of the cable system and provide benefits to the subscribing public and the franchisee.

6. Affirmative Action and MFD Procurement Procedures: The Board of Directors of Montgomery Community Television, Inc. (MCT), doing business as Montgomery Community Media (MCM), must adopt and follow an Affirmative Action Plan and procedures for procurements from minority-, female-, and disabled-owned businesses (MFD) that take into account both the requirements of the Franchise Agreements with Comcast, Starpower (doing business as RCN), and Verizon and relevant provisions of the County Code.

7. Financial Disclosure: The County must not spend any FY 2018 funds allocated to MCT until all members of the Board of Directors and the Executive Director of MCT have filed a financial disclosure statement with the Ethics Commission for the 2017 calendar year.

8. FY 2019-2024 Cable Plan: The Executive must submit a preliminary six-year Cable Communications Plan for FY 2019 through FY 2024 to the Council no later than January 15, 2018. The Executive submitted a preliminary six-year Cable Communications Plan for

FY 2018 through FY 2023 to the Council on January 13, 2017. The Preliminary Cable Communications Plan must include: (a) a list of known PEG activities and funding needs for FY 2019 through FY 2024; (b) a preliminary plan for prioritizing PEG funding needs within the context of the County's long-term vision for Cable television; (c) any capital project expenditures proposed to be funded through the plan; (d) changes to approved multi-year expenditures; and (e) updated projections of plan revenues for FY 2019 through FY 2024.

9. Reporting Requirements: The Executive must submit a quarterly summary report to the Council detailing revenues received by source for the Cable Plan and the levels of the Cable Fund Balance at the close of the prior quarter. The intent is to ensure that all revenues beyond those foreseen in the approved Cable Plan are explicitly identified and allocated by the Government Operations and Fiscal Policy Committee.

FY 2018 Cable Communications Plan Description

The FY 2018 Cable Communications Plan provides funding for cable franchise administration (Department of Technology Services, County Attorney's Office, and outside professional services); for municipal equipment and support; for public, educational, and government access programming (Office of Public Information, Council, Montgomery College, Montgomery County Public Schools, and Montgomery Community Television, Inc.); for the Legislative Branch Communications Outreach non-departmental account (NDA); for the Interagency Technology Fund (ITF); and for other miscellaneous cable-related activities.

The attached table details the approved expenditures from the Cable TV Special Revenue Fund for the following purposes in FY 2018:

Franchise Administration

A. Funds are allocated to the Department of Technology Services to administer the Franchise Agreements with Comcast, Starpower (doing business as RCN), and Verizon, including inspecting construction, testing signal quality, responding to residents' complaints, budgeting franchise fee and grant funds received from the cable operator, managing the contract to provide public access services, supporting an advisory committee, administering Federal Communications Commission rules and regulations, preparing for and negotiating franchise agreements, and advising elected officials on related policy matters.

B. Funds are allocated to the County Attorney's Office to support the in-house staff costs associated with advising the Department of Technology Services and elected officials on related matters.

C. Funds are allocated to hire outside professional services to advise or represent the County in areas of specialized telecommunications needs.

Municipal Support

D. Funds are allocated for sharing franchise fee revenue with the municipal co-franchisors in accordance with the formula in Section 8A-29 of the County Code.

E. Funds are allocated to support the 3 PEG channels allocated to (1) the City of Rockville; (2) the City of Takoma Park; and (3) the Montgomery County Chapter of the Maryland Municipal League. Funds are allocated from the Capital Equipment Support Grants, according to the requirements of Section 8(b)(1) of the Franchise Agreement with Starpower (doing business as RCN), the requirements of Section 6.2 of the Franchise Agreement with Comcast, the requirements of 6.2 of the Franchise Agreement with Verizon, and from the PEG Support Fund. Funds are allocated from the PEG Support Fund to the extent that the Participating Municipalities meet all applicable matching-fund requirements in the Settlement Agreement.

County Government Access Programming

F. Funds are allocated for managing the County Government Channel, maintaining County Government Channel video equipment, closed captioning of County Government programming, and for the operation of the Technical Operations Center to monitor and adjust technical quality of PEG Programming.

Funds are allocated to the Office of Public Information for in-house staff and contractors to produce Executive Branch programming for the County Government Channel.

Funds are allocated to the Council for in-house staff and contractors to produce programming for the Council and Legislative Branch agencies.

Funds are allocated to the Montgomery County portion of the Maryland-National Capital Park and Planning Commission for contractors to provide cable-related services, including webcasting and services needed to produce programming for the Planning Board and the Parks Department.

Educational Access Programming

G. Funds are allocated to Montgomery College to produce educational programs and operate a cable channel with in-house staff.

H. Funds are allocated to Montgomery County Public Schools to produce educational programs for children, parents, and teachers; carry Board of Education meetings; and run other educational programming of interest to County residents.

Public Access Programming

I. Funds are allocated for Montgomery Community Television, Inc., to perform services in FY 2018 specified in its contract with the County, including the following:

(1) produce and schedule two public access channels, including disseminating information on the daily program schedule;
(2) train community producers and technicians in program production and assist residents and community organizations in developing locally produced or locally sponsored programming;
(3) provide and maintain a central access studio, field production equipment, and editing facilities for use by community producers in program production;
(4) maintain all video equipment provided to MCT or purchased by MCT with cable company or County funds;
(5) produce local interest and public affairs programming;
(6) promote and encourage programming representing a diversity of community interests and needs; and
(7) perform outreach and create programming in the down-county area.

PEG Network

J. For FY 2018, funds are allocated for PEG equipment replacement, for joint PEG programming/promotion, PEG network engineering and administration, closed captioning of select PEG programming, and for PEG programming to provide access to cable by community organizations.

The Council wishes to encourage the most cost-effective operations of the PEG Channels and has directed the PEG Governance Board to enhance the sharing of equipment, facilities, and personnel. All funds appropriated for PEG equipment replacement must be administered by the Office of Cable and Broadband Services. Before spending any funds for this purpose, the PEG Governance Board must report to the Council and the Executive on their plans for the purchase and allocation of replacement equipment. The Council intends that preference be given to purchases of equipment and facilities that can be shared by more than one PEG Channel.

The Council encourages the municipal co-franchisors to develop plans for purchasing equipment, using engineering expertise available from the other PEG Channels and the Office of Cable and Broadband Services, and acquiring equipment that facilitates the sharing of resources with other PEG channels.

Before the PEG Governance Board may spend funds allocated for PEG joint Programming/Promotion, the Governance Board must report its general plans to the Council and the Executive.

Institutional Telecommunications

K. The County continues to expand the FiberNet network to meet the telecommunications needs of County agency facilities. The Department of Technology Services must develop and implement a FiberNet buildout plan that identifies facilities with the greatest need for high-speed voice, data, and video transmissions and for which FiberNet offers lower cost service than private sector telecommunications providers. User agencies must notify the

Council before paying any fee to or entering into any agreement with any private provider, if using FiberNet to serve specific facilities is more advantageous to the County. The Council will then consider if adjustments to the funded FiberNet buildout schedule are warranted to avoid paying excessive fees to private providers for telecommunications service to any specific facility.

Allocation of FiberNet fibers to Montgomery College from the County FiberNet is subject to a construction memorandum of understanding between the College and the County signed on December 26, 2012, as well as approval by the Interagency Technology Policy and Coordination Committee.

Support of Legislative Branch Communications Outreach NDA

L. In FY 2018, the Council approved a transfer of $540,000 to the Legislative Branch Communications Outreach NDA to strengthen the capacity of the Legislative Branch offices to inform constituent communities of issues that directly affect them and to ensure that these communities' concerns are effectively taken into account.

Support of the Interagency Technology Fund (ITF)

M. In FY 2018, the Interagency Technology Fund will not receive any funding to support priority projects as approved by the ITPCC. However, in support of the Interagency Technology Policy and Coordination Committee (ITPCC) work program, $100,000 is allocated to the Maryland National Capital Park and Planning Commission for a pilot "WiFi in the Parks" project.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

The Council approves the attached Cable Communications Plan as described in this resolution and appropriates cable communications grant resources and settlement funds as provided in the Cable Communications Plan and this resolution and any amendments to either that the Council adopts for FY 2018.

This is a correct copy of Council action.

Linda M. Lauer

Linda M. Lauer, Clerk of the Council

FY18 CABLE COMMUNICATIONS PLAN (in $000's)

		ACTUAL FY16	APP FY17	EST FY17	APP FY18	Proj. FY19	Proj. FY20	Proj. FY21	Proj. FY22	Proj. FY23
1	BEGINNING FUND BALANCE	1,905	1,636	2,140	1,619	37	496	437	381	524
2	**REVENUES**									
3	Franchise Fees[1]	17,792	17,661	17,877	17,987	17,868	17,942	18,018	18,095	18,095
4	Gaithersburg PEG Contribution	174	170	171	168	165	164	164	163	163
5	PEG Operating Grant[1 2 7]	1,722	4,120	4,223	4,158	4,013	3,991	3,968	3,946	3,946
6	PEG Capital Grant[1 2 7]	5,734	6,517	6,543	6,674	6,747	6,814	6,882	6,951	6,951
7	FiberNet Operating & Equipment Grant[2]	1,354	0	0	0	0	0	0	0	0
8	Interest Earned	22	27	43	75	107	138	170	188	188
9	TFCG Application Review Fees	327	150	404	250	150	150	150	150	150
10	Miscellaneous	213	0	0	0	0	0	0	0	0
11	TOTAL ANNUAL REVENUES	27,338	28,644	29,261	29,312	29,050	29,200	29,352	29,493	29,493
12	TOTAL RESOURCES-CABLE FUND	29,244	30,280	31,401	30,930	29,087	29,696	29,789	29,875	30,018
13	**EXPENDITURE OF RESTRICTED FUNDS[2]**									
14	**A. EXPENDTITURE OF RESTRICTED CAPITAL FUNDS**									
15	**Municipal Capital Support[3]**									
16	Rockville Equipment	1,126	931	935	953	964	973	983	993	993
17	Takoma Park Equipment	903	217	222	228	225	227	229	232	232
18	Municipal League Equipment	903	217	222	228	225	227	229	232	232
19	SUBTOTAL	2,932	1,365	1,379	1,409	1,414	1,428	1,442	1,456	1,456
20	**PEG Capital**	698	779	791	759	813	957	1,191	1,319	1,319
21	**ultraMontgomery - CIP**	0	680	680	680	680	680	680	680	680
22	**FiberNet - CIP**	2,870	3,693	3,693	3,890	3,840	3,750	3,569	3,496	3,496
24	(Must be greater or equal to Line 6) SUBTOTAL	6,500	6,517	6,543	6,738	6,747	6,814	6,882	6,951	6,951
25	**B. EXPENDITURE OF OTHER RESTRICTED FUNDS**									
26	**Municipal Franchise Fee Distribution[3]**									
27	City of Rockville	753	757	754	758	765	770	774	778	778
28	City of Takoma Park	259	243	245	246	244	245	246	247	247
29	Other Municipalities	319	268	270	271	272	274	276	278	278
30	SUBTOTAL	1,331	1,268	1,269	1,275	1,282	1,289	1,296	1,303	1,303
31	**Municipal Operating Support[3]**									
32	Rockville PEG Support	57	300	211	211	286	279	272	266	266
33	Takoma Park PEG Support	57	458	469	462	446	443	441	438	438
34	Muni. League PEG Support	57	458	469	462	446	443	441	438	438
35	SUBTOTAL	172	1,215	1,149	1,135	1,178	1,166	1,154	1,142	1,142
36	SUBTOTAL	1,503	2,483	2,418	2,410	2,460	2,455	2,450	2,446	2,446
37	TOTAL EXPENDITURES OF RESTRICTED FUNDS	8,003	9,000	8,961	9,148	9,207	9,269	9,333	9,397	9,397
38	NET TOTAL ANNUAL REVENUES	19,335	19,644	20,300	20,164	19,843	19,930	20,019	20,097	20,097
39	NET TOTAL RESOURCES-CABLE FUND	21,241	21,280	22,440	21,782	19,880	20,426	20,456	20,478	20,621
40	**EXPENDITURES OF NON-RESTRICTED FUNDS**									
41	**A. Transmission Facilities Coordinating Group**									
42	TFCG Application Review	200	220	220	250	231	237	243	250	250
43	SUBTOTAL	200	220	220	250	231	237	243	250	250
44	**B. FRANCHISE ADMINISTRATION**									
45	Personnel Costs - Cable Administration	887	916	948	1,067	999	1,046	1,095	1,146	1,146
46	Personnel Costs - DTS Administration	85	81	81	81	88	92	96	101	101
47	Personnel Costs - Charges for County Atty	123	115	115	116	125	131	138	144	144
48	Operating	90	71	76	71	75	77	79	81	81
49	Engineering & Inspection Services	94	68	89	78	71	73	75	77	77
50	Legal and Professional Services	8	118	118	100	124	127	131	134	134
51	SUBTOTAL	1,286	1,369	1,427	1,513	1,482	1,546	1,613	1,683	1,683
52	SUBTOTAL	1,486	1,589	1,647	1,763	1,712	1,783	1,856	1,933	1,933
53	**C. MONTGOMERY COUNTY GOVERNMENT - CCM**									
54	**Media Production & Engineering**									
55	Personnel Costs	517	670	702	703	731	765	801	839	839
56	Operating	88	31	31	31	33	34	35	36	36
57	Contracts - TV Production	88	87	87	77	92	94	97	99	99
58	New Media, Webstreaming & VOD Services	44	58	58	58	61	62	64	66	66
59	SUBTOTAL	738	847	879	869	916	956	997	1,040	1,040
60	**Public Information Office**									
61	Personnel Costs	795	796	661	774	867	908	951	996	996

62	Operating Expenses	11	12	12	11	13	13	14	14	14
63	Contracts - TV Production	0	0	0	0	0	0	0	0	0
64	**SUBTOTAL**	**806**	**808**	**673**	**786**	**880**	**921**	**964**	**1,009**	**1,009**
65	**County Council**									
66	Personnel Costs	551	589	589	610	638	667	696	726	726
67	Operating Expenses	8	13	18	11	14	14	14	15	15
68	Contracts - TV Production	174	152	152	152	159	163	168	172	172
69	General Sessions and Committee Meetings	200	101	101	101	106	109	112	115	115
70	Multi-Lingual/Cultural Production Services	91	0	0	0	0	0	0	0	0
71	**SUBTOTAL**	**1,024**	**855**	**860**	**874**	**917**	**953**	**990**	**1,028**	**1,028**
72	**MNCPPC**									
73	Contracts - TV Production	0	99	99	99	103	106	109	112	112
74	New Media, Webstreaming & VOD Services	24	24	24	24	26	26	27	28	28
75	**SUBTOTAL**	**24**	**123**	**123**	**123**	**129**	**132**	**136**	**140**	**140**
76	**SUBTOTAL**	**2,592**	**2,633**	**2,535**	**2,652**	**2,842**	**2,962**	**3,087**	**3,216**	**3,216**
77	**D. MONTGOMERY COLLEGE - MC ITV**									
78	Personnel Costs	1,456	1,535	1,535	1,601	1,673	1,751	1,834	1,920	1,920
79	Operating Expenses	86	86	86	83	90	93	95	98	98
80	**SUBTOTAL**	**1,542**	**1,621**	**1,621**	**1,684**	**1,763**	**1,844**	**1,929**	**2,018**	**2,018**
81	**E. PUBLIC SCHOOLS - MCPS ITV**									
82	Personnel Costs	1,548	1,606	1,606	1,564	1,750	1,832	1,918	2,009	2,009
83	Operating Expenses	106	137	137	133	144	148	152	156	156
84	**SUBTOTAL**	**1,654**	**1,743**	**1,743**	**1,698**	**1,894**	**1,980**	**2,070**	**2,164**	**2,164**
85	**F. COMMUNITY ACCESS PROGRAMMING[4]**									
86	Personnel Costs	2,042	2,103	2,103	2,095	2,292	2,400	2,513	2,631	2,631
87	Operating Expenses	67	67	67	65	70	72	74	76	76
88	Rent & Utilities	396	411	411	425	431	442	454	466	466
89	New Media, Webstreaming & VOD Services	23	23	23	23	24	25	26	26	26
90	**SUBTOTAL**	**2,528**	**2,604**	**2,604**	**2,608**	**2,818**	**2,940**	**3,067**	**3,200**	**3,200**
91	**G. PEG OPERATING**									
92	Operating Expenses	123	181	181	161	190	195	201	206	206
93	Youth and Arts Community Media	80	100	100	100	105	108	111	114	114
94	Community Engagement	91	91	91	91	95	98	101	103	103
95	Closed Captioning	163	163	163	163	171	189	189	189	189
96	Technical Operations Center (TOC)	3	10	10	9	10	11	11	11	11
97	Mobile Production Vehicle	8	19	19	0	20	20	21	22	22
98	**SUBTOTAL**	**469**	**565**	**565**	**525**	**592**	**622**	**633**	**645**	**645**
99	**H. FIBERNET OPERATING**									
100	FiberNet - Personnel Charges for DTS	693	766	536	717	835	874	915	958	958
101	FiberNet - Operations & Maintenance DTS	895	1,126	1,417	1,276	1,181	1,212	1,245	1,279	1,279
102	FiberNet - Network Operations Center	816	910	910	910	910	910	910	910	910
103	FiberNet - Personnel Charges for DOT	101	101	101	101	110	115	120	126	126
104	FiberNet - Operations & Maintenance DOT	723	882	882	943	925	950	975	1,002	1,002
105	**SUBTOTAL**	**3,228**	**3,784**	**3,845**	**3,946**	**3,960**	**4,061**	**4,166**	**4,274**	**4,274**
106	**TOTAL EXPENDITURE OF UNRESTRICTED FUNDS**	**13,500**	**14,539**	**14,559**	**14,875**	**15,581**	**16,192**	**16,808**	**17,451**	**17,451**
107	**TOTAL EXPENDITURE OF RESTRICTED FUNDS**	**8,003**	**9,000**	**8,961**	**9,148**	**9,207**	**9,269**	**9,333**	**9,397**	**9,397**
108	**TOTAL EXPENDITURES - PROGRAMS**	**21,503**	**23,539**	**23,520**	**24,023**	**24,787**	**25,461**	**26,141**	**26,848**	**26,848**
109	**I. OTHER**									
110	Indirect Costs Transfer to Gen Fund	614	649	649	725	764	800	837	876	876
111	Indirect Costs Transfer to Gen Fund (ERP & MCTime)	-	-	-	-	0	0	0	0	0
112	Telecom Transfer to the Gen Fund	-	5	5	5	-	-	-	-	-
113	Transfer to the General Fund	4,787	4,673	4,673	5,500	2,500	2,458	1,890	1,087	1,087
114	Legislative Community Communications NDA	490	490	490	540	540	540	540	540	540
115	Transfer to the Maryland-National Capital Park and Planning Commission	-	-	-	100	-	-	-	-	-
116	**SUBTOTAL**	**5,891**	**5,817**	**5,817**	**6,870**	**3,804**	**3,798**	**3,267**	**2,503**	**2,503**
117	**TOTAL EXPENDITURES**	**27,394**	**29,357**	**29,338**	**30,893**	**28,591**	**29,259**	**29,408**	**29,350**	**29,350**
118	**J. ADJUSTMENTS**									
119	Prior Year Adjustments	(291)	0	0	0	0	0	0	0	0
120	Encumbrance Adjustment	0	444	444	0	0	0	0	0	0
121	CIP - Designated Claim on Fund	0	0	0	0	0	0	0	0	0
122	**TOTAL ADJUSTMENTS**	**(291)**	**444**	**444**	**0**	**0**	**0**	**0**	**0**	**0**
123	**FUND BALANCE**	**2,140**	**479**	**1,619**	**37**	**496**	**437**	**381**	**524**	**1,844**

124	**FUND BALANCE PER POLICY GUIDANCE[5]**	**1,451**	**1,427**	**1,466**	**1,465**	**1,450**	**1,458**	**1,467**	**1,475**	**1,475**
125	**K. SUMMARY - EXPENDITURES BY FUNDING SOURCE**									
126	Transfer to Gen Fund-Indirect Costs	614	649	649	725	764	800	797	834	834
127	Transfer to Gen Fund-Mont Coll Cable Fund[6]	1,542	1,621	1,621	1,684	1,763	1,844	1,929	2,018	2,018
128	Transfer to Gen Fund-Public Sch Cable Fund[6]	1,654	1,743	1,743	1,698	1,894	1,980	2,070	2,164	2,164
129	Transfer to CIP Fund	2,870	4,817	4,817	4,570	4,520	4,430	4,249	4,176	4,176
130	Transfer to Gen Fund-Other	4,787	4,673	4,673	5,500	2,500	2,458	1,890	1,087	1,087
131	Transfer to Gen Fund-Telecom	4,787	5	5	5	-	-	-	-	-
132	Transfer to the General Fund-Legislative Branch NDA	490	490	490	540	540	540	540	540	540
133	Transfer to the Maryland-National Capital Park and Planning Commission	-	-	-	100	-	-	-	-	-
134	**FUND TRANSFERS SUBTOTAL**	**16,745**	**13,998**	**13,998**	**14,821**	**11,981**	**12,052**	**11,475**	**10,819**	**10,819**
135	**Cable Fund Expenditure of Unrestricted Funds**	**10,303**	**11,176**	**11,196**	**11,494**	**11,924**	**12,368**	**12,809**	**13,269**	**13,269**
136	**Cable Fund Direct Expenditures**	**10,649**	**15,803**	**15,784**	**16,072**	**16,611**	**17,207**	**17,933**	**18,531**	**18,531**
137	**Cable Fund Personnel**	**3,751**	**4,034**	**3,732**	**4,169**	**4,393**	**4,598**	**4,812**	**5,035**	**5,035**
138	**Cable Fund Operating**	**11,685**	**11,769**	**12,052**	**11,903**	**12,218**	**12,609**	**13,081**	**13,455**	**13,455**

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 a greements, 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 fe es, and corresponding expenditures (Municipal Franchise Fees/Pass-throughs, PEG Capital/Equipment Grants, and PEG Operating Revenue) are contractually required by franchise, municipal, and se ttlement agreements, and by the County Code, and may only be used for permissible federal purposes and in a manner consistent with applicable agreements.
3. Municipal payments are estimates. Actual paymens will be calculated based upon actual revenue received, subscriber numbers and formulas specified within the Municipal MOU's.
4. Montgomery Community Television, Inc., d/b/a Montgomery Community Media, is designated as a sole source contractor to prov ide community access media services.
5. Fund balance per policy guidance is calculated as 8% of total non -restricted revenues (franchise fees, tower fees, and invest ment income).

#19 - Property Tax Rates –Does not require 9 affirmative votes

Resolution No.:	18-832
Introduced:	May 25, 2017
Adopted:	May 25, 2017

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Tax Levy Resolution - Fiscal Year 2018

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. In accordance with Chapters 14 and 52 of the County Code and the Tax-Property Article of the Maryland Code, the Council sets the following tax rates and other charges on all assessable real and personal property for FY 2018. The rates are in dollars per $100 of assessed value. In accordance with the Tax-Property Article, the tax rate for personal property is 2.5 times the tax rate for real property.

DISTRICT or AREA	**FOR THE USE OF:**	**Rate in $ per $100**	
Montgomery County		**Real**	**Personal**
	General County, MCPS, and Montgomery College	0.7484	1.8710
Special Districts			
Washington Suburban Transit	County - for mass transit facilities and services, including administrative expenses of Washington Suburban Transit Commission	0.0580	0.1450
Fire Tax	County	0.1089	0.2723
Recreation	County	0.0240	0.0600
Storm Drainage	County	0.0000	0.0000
Sanitary	WSSC Front Foot Benefit Charges	WSSC estimate	

Urban Districts

		Rate in $ per $100	
		Real	**Personal**
Bethesda	County	0.0120	0.0300
Silver Spring	County	0.0240	0.0600
Wheaton	County	0.0300	0.0750

Noise Abatement Districts

Bradley	County	0.0000	0.0000
Cabin John	County	0.0000	0.0000

Parking Lot Districts

1. On property used for commercial or industrial purposes

Bethesda	County	0.0000	0.0000
Montgomery Hills	County	0.0000	0.0000
Silver Spring	County	0.0000	0.0000
Wheaton	County	0.0000	0.0000

2. On property zoned or recommended for commercial or industrial purposes, but not so used

Bethesda	County	0.0000	0.0000
Montgomery Hills	County	0.0000	0.0000
Silver Spring	County	0.0000	0.0000
Wheaton	County	0.0000	0.0000

Maryland-National Capital Park & Planning Commission in Montgomery County

				Rate in $ per $100	
				Real	Personal
Montgomery County	I. Advance Land Acquisition Revolving Fund			0.0010	0.0025
Metropolitan District					
	II. Park Fund	Real	Personal		
	Mandatory	0.0360	0.0900		
	Maintenance	0.0080	0.0200		
	Discretionary	0.0114	0.0285		
	Total Metropolitan District Tax Rate			0.0554	0.1385
Regional District	III. Administration Fund				
	Mandatory	0.0120	0.0300		
	Discretionary	0.0052	0.0130		
	Total Regional District Tax Rate			0.0172	0.0430

Local Special Taxing Districts

Battery Park	Citizens Association	0.0400	0.1000
Oakmont	Citizens' Committee	0.0400	0.1000
Village of Drummond	Citizens' Committee	0.0480	0.1200
Village of Friendship Heights	Village Council	0.0400	0.0400

County Development Districts and Special Taxing Districts

District	Special tax per $100 of assessed value	Special benefit assessment per Equivalent Dwelling Unit.
Kingsview Village Center	$0.074	$164.12
West Germantown	$0.161	$0.00
White Flint	$0.1125	$0.00

2. Section 305 of the County Charter requires 9 affirmative votes if the property tax revenue in FY 2018 from real property that existed in FY 2017 (with certain exceptions listed in Section 305) increases more than the rate of inflation. The property tax levied under this resolution will result in a revenue increase that does not exceed the rate of inflation. Therefore, 9 affirmative votes are not required to adopt this resolution.

3. The State of Maryland adopted the following tax rates on all assessable real property for FY 2018. The rates are expressed in dollars per $100 of assessed value.

On the real property of public utilities	$0.280
On all other real property	$0.112

4. Section 310 of the Charter limits the target reserve in the General Fund planned for the end of FY 2018 to a maximum of 5% of the revenue in the General Fund in FY 2017. The Office of Management and Budget estimates that revenue in the General Fund in FY 2017 will be $3,351.0 million, and 5% of this is $167.6 million. The target reserve in the General Fund planned for the end of FY 2018 does not exceed the Charter limit.

5. The constant yield tax rate requirement applies only to the General Fund tax rate for real property. The State calculated this rate to be $0.7541 for FY 2018. The Council sets the General Fund rate at $0.7484 for FY 2018. Since the rate the Council sets for the General Fund does not exceed the constant yield tax rate, the Council was not required to have previously informed the public and to have held a public hearing to give the public a chance to comment. However, on April 4, 2017, in Resolution 18-759, the Council stated its intent to consider a General Fund rate of $0.7734, which exceeds the constant yield tax rate. The Council placed an advertisement of this intent in a newspaper of general circulation, and the Council held the public hearing on April 25, 2017.

This is a correct copy of Council action.

Linda M. Lauer

Linda M. Lauer, Clerk of the Council

#20 - Substitution of Current Revenue for General Obligation Bonds

Resolution No.:	18-833
Introduced:	May 25, 2017
Adopted:	May 25, 2017

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: County Council

SUBJECT: Authority to Substitute Current Revenue for General Obligation Bonds in FY 2018

Background

1. On January 17, 2017, the County Executive recommended that the County Council approve the use of $34.0 million of current revenue to replace general obligation bonds in FY 2018 for projects included in the Capital Improvements Program for FY 2017-2022.

2. The Council reviewed the Executive's proposed budgets and approved amendments as authorized by the County Charter.

3. On May 18, 2017, the Council assumed that $34.0 million in current revenue would be substituted for general obligation bonds in FY 2018.

Action

The County Council for Montgomery County, Maryland approves the following resolution:

1. The Council authorizes the Executive to substitute $34.0 million in General Fund current revenue for general obligation bonds in FY 2018. These funds can be substituted for general obligation bond funds for any project which is funded with County general obligation bonds and for which the debt service is appropriated from a tax-supported fund.

2. The Executive must notify the Council not later than 30 days after each substitution.

This is a correct copy of Council action.

Linda M. Lauer

Linda M. Lauer, Clerk of the Council

Resolution No.: 18-834
Introduced: April 4, 2017
Adopted: May 25, 2017

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

By: Council President at the request of the County Executive

SUBJECT: Property Tax Credit for Income Tax Offset

Background

1. County Code Section 52-86 authorizes the County Council by resolution to set the rate or amount of the property tax credit to offset certain income tax revenues resulting from a County income tax rate higher than 2.6%.

2. The County Executive has recommended the amount of property tax credit under County Code Section 52-86 for the tax year beginning July 1, 2017 to be $692 for each eligible taxpayer.

3. A public hearing was held on April 25, 2017.

Action

The County Council for Montgomery County, Maryland approves the following action:

The amount of the property tax credit under County Code Section 52-86 for the tax year beginning July 1, 2017 is $692 for each eligible taxpayer.

This is a correct copy of Council action.

Linda M. Lauer

Linda M. Lauer, Clerk of the Council

Resolution No.:	18-863
Introduced:	June 20, 2017
Adopted:	June 27, 2017

COUNTY COUNCIL
FOR MONTGOMERY COUNTY, MARYLAND

Lead Sponsor: Government Operations and Fiscal Policy Committee

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SUBJECT: Approval of the County's Tax Supported Fiscal Plan Summary for the FY18-23 Public Services Program

Background

1. Section 302 of the County Charter states in part: *The County Executive shall submit to the Council, not later than March 15 of each year, comprehensive six-year programs for public services and fiscal policy. The six-year programs shall require a vote of at least five Councilmembers for approval or modification. Final Council approval of the six-year programs shall occur at or about the date of budget approval.*

2. Starting in 1992, the Council's Government Operations and Fiscal Policy Committee (known until December 2010 as the Management and Fiscal Policy Committee) has collaborated with the Office of Management and Budget and the Department of Finance to develop and refine County fiscal projections. The result has been continuous improvement in how best to display such factors as economic and demographic assumptions, individual agency funds, major known commitments, illustrative expenditure pressures, gaps between projected revenues and expenditures, and productivity improvements. This work has also increased the County's ability to harmonize the fiscal planning methodologies of the four tax supported agencies. Each version of the fiscal projections, or six-year fiscal plan, is a snapshot in time that reflects the best estimate of future revenues and expenditures as of that moment, as well as a specific set of fiscal policy assumptions.

3. On June 29, 2010 the Council approved policies on reserve and other fiscal matters in Resolution No. 16-1415. Action clause 5 states: *The County should adopt a fiscal plan that is structurally balanced, and that limits expenditures and other uses of resources to annually available revenues. The fiscal plan should also separately display reserves at policy levels, including additions to reserves to reach policy level goals.* On November 29, 2011 the Council strengthened these policies in Resolution No. 17-312, which retained the fiscal plan language and replaced the earlier resolution.

4. Pursuant to these policies, on June 29, 2010 the Council approved the Tax Supported Fiscal Plan Summary for the FY11-16 Public Services Program in Resolution No. 16-1416. On June 28, 2011 the Council approved the Tax Supported Fiscal Plan Summary for the FY12-17 Public Services Program in Resolution No. 17-184. On June 26, 2012 the Council approved the Tax Supported Fiscal Plan Summary for the FY13-18 Public Services Program in Resolution No. 17-479. On June 25, 2013 the Council approved the Tax Supported Fiscal Plan Summary for the FY14-19 Public Services Program in Resolution No. 17-800. On June 17, 2014 the Council approved the Tax Supported Fiscal Plan Summary for the FY15-20 Public Services Program in Resolution No. 17-1137. On June 30, 2015 the Council approved the Tax Supported Fiscal Plan Summary for the FY16-21 Public Services Program in Resolution No. 18-205. On June 28, 2016 the Council approved the Tax Supported Fiscal Plan Summary for the FY17-22 Public Services Program in Resolution No. 18-544.

5. On June 20, 2017 the Council introduced a resolution on the Tax Supported Fiscal Plan Summary for the FY18-23 Public Services Program. On June 22, 2017 the Government Operations and Fiscal Policy Committee reviewed the Fiscal Plan Summary.

Action

The County Council for Montgomery County, Maryland approves the Tax Supported Fiscal Plan Summary for the FY18-23 Public Services Program, as outlined on the attached pages. This summary reflects:

(1) current information on projected revenues and non-agency expenditures for the six-year period, which must be updated as conditions change. To keep abreast of changed conditions the Council regularly reviews reports on economic indicators, revenue estimates, and other fiscal data.

(2) the policy on expanded County reserves established in Resolution No. 17-312 and the amendments to the Revenue Stabilization Fund law in Bill 36-10, which the Council approved on June 29, 2010.

(3) other specific fiscal assumptions listed in the summary.

This is a correct copy of Council action.

Linda M. Lauer

Linda M. Lauer, Clerk of the Council

County Council Approved FY18-23 Public Services Program

Tax Supported Fiscal Plan Summary

($ in Millions)

		App. FY17	Est. FY17	% Chg. FY17-18	App. FY18	% Chg. FY18-19	Projected FY19	% Chg. FY19-20	Projected FY20	% Chg. FY20-21	Projected FY21	% Chg. FY21-22	Projected FY22	% Chg. FY22-23	Projected FY23
		5-26-16		App/App	5-25-17										
	Total Revenues														
1	Property Tax	1,738.7	1,737.6	1.8%	1,770.2	3.1%	1,825.0	3.3%	1,884.4	2.8%	1,936.6	3.0%	1,995.5	3.1%	2,058.0
2	Income Tax	1,487.6	1,486.4	4.7%	1,557.9	4.2%	1,623.3	3.7%	1,683.0	4.0%	1,749.9	4.7%	1,832.6	4.5%	1,914.6
3	Transfer/Recordation Tax	165.8	179.8	2.8%	170.4	2.5%	174.6	2.5%	178.9	2.4%	183.3	3.7%	190.1	4.5%	198.7
4	Other Taxes	278.3	277.9	1.5%	282.5	1.4%	286.4	1.4%	290.5	1.4%	294.6	1.3%	298.5	1.2%	302.2
5	Other Revenues	1,027.7	1,035.3	2.4%	1,052.5	0.1%	1,053.9	-0.3%	1,050.9	0.1%	1,052.2	0.5%	1,057.2	0.4%	1,061.6
6	**Total Revenues**	**4,698.1**	**4,717.0**	**2.9%**	**4,833.5**	**2.7%**	**4,963.3**	**2.5%**	**5,087.7**	**2.5%**	**5,216.5**	**3.0%**	**5,373.9**	**3.0%**	**5,535.1**
7															
8	**Net Transfers In (Out)**	**14.0**	**12.5**	**145.0%**	**34.3**	**-48.8%**	**17.6**	**2.4%**	**18.0**	**2.5%**	**18.4**	**2.5%**	**18.9**	**2.5%**	**19.4**
9	**Total Revenues and Transfers Available**	**4,712.1**	**4,729.5**	**3.3%**	**4,867.8**	**2.3%**	**4,980.9**	**2.5%**	**5,105.7**	**2.5%**	**5,234.9**	**3.0%**	**5,392.8**	**3.0%**	**5,554.4**
10															
11	**Non-Operating Budget Use of Revenues**														
12	Debt Service	388.2	380.2	3.0%	399.9	5.2%	420.8	4.3%	439.0	4.5%	458.6	2.9%	472.1	3.1%	486.7
13	PAYGO	34.0	34.0	0.0%	34.0	0.0%	34.0	0.0%	34.0	0.0%	34.0	0.0%	34.0	0.0%	34.0
14	CIP Current Revenue	45.8	59.1	44.6%	66.2	47.7%	97.7	-23.0%	75.3	12.7%	84.8	-7.6%	78.3	0.0%	78.3
15	Change in Other Reserves	-53.3	-33.8	20.9%	-42.2	101.0%	0.4	-50.3%	0.2	-11.0%	0.2	9.8%	0.2	8.0%	0.2
16	Contribution to General Fund Undesignated Reserves	16.2	29.8	-60.4%	6.4	236.1%	21.5	-69.7%	6.5	-13.4%	5.7	1.9%	5.8	19.9%	6.9
17	Contribution to Revenue Stabilization Reserves	25.6	26.0	6.2%	27.7	5.5%	29.2	-26.4%	21.5	-56.7%	9.3	6.5%	9.9	4.0%	10.3
18	Set Aside for other uses (supplemental appropriations)	0.1	0.0	-100.0%	0.0	n/a	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0
19	**Total Other Uses of Resources**	**456.5**	**495.2**	**7.8%**	**492.0**	**26.8%**	**623.7**	**-4.4%**	**596.5**	**2.7%**	**612.5**	**1.3%**	**620.3**	**2.6%**	**636.5**
20	**Available to Allocate to Agencies (Total Revenues+Net Transfers-Total Other Uses)**	**4,255.6**	**4,234.3**	**2.6%**	**4,375.8**	**-0.4%**	**4,357.2**	**3.5%**	**4,509.2**	**2.5%**	**4,622.4**	**3.2%**	**4,772.5**	**3.0%**	**4,918.0**
21															
22	**Agency Uses**														
23															
24	Montgomery County Public Schools (MCPS)	2,311.6	2,292.1	2.5%	2,368.7										
25	Montgomery College (MC)	261.6	255.2	0.5%	262.8										
26	MNCPPC (w/o Debt Service)	120.6	120.6	4.4%	125.9										
27	MCG	1,561.9	1,566.4	3.6%	1,618.5										
28	**Agency Uses**	**4,255.6**	**4,234.3**	**2.8%**	**4,375.8**	**-0.4%**	**4,357.2**	**3.5%**	**4,509.2**	**2.5%**	**4,622.4**	**3.2%**	**4,772.5**	**3.0%**	**4,918.0**
29	**Total Uses**	**4,712.1**	**4,729.5**	**3.3%**	**4,867.8**	**2.3%**	**4,980.9**	**2.5%**	**5,105.7**	**2.5%**	**5,234.9**	**3.0%**	**5,392.8**	**3.0%**	**5,554.4**
30	**(Gap)/Available**	**0.0**	**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**

Assumptions:

1. Property taxes are at the Charter Limit with a $692 credit. The FY18 weighted propety tax rate is 2.51 cents lower than FY17. Other taxes are at current rates.
2. Reserve contributions are consistent with legal requirements and the minimum policy target.
3. PAYGO, debt service, and current revenue reflect the Amended FY17-22 Capital Improvements Program.
4. State Aid, including MCPS and Montgomery College, is not projected to increase from FY18-23.

County Council Approved FY18-23 Public Services Program

Tax Supported Fiscal Plan Summary

($ in Millions)

		App. FY17	Est. FY17	% Chg. FY17-18	App. FY18	% Chg. FY18-19	Projected FY19	% Chg. FY19-20	Projected FY20	% Chg. FY20-21	Projected FY21	% Chg. FY21-22	Projected FY22	% Chg. FY22-23	Projected FY23
31	**Beginning Reserves**														
32	**Unrestricted General Fund**	119.3	113.0	19.7%	142.8	4.5%	149.2	14.4%	170.7	3.8%	177.3	3.2%	182.9	3.1%	188.7
33	**Revenue Stabilization Fund**	254.7	254.4	10.1%	280.4	9.9%	308.1	9.5%	337.3	6.4%	358.8	2.6%	368.1	2.7%	378.0
34	**Total Reserves**	374.1	367.4	13.1%	423.2	8.1%	457.3	11.1%	508.0	5.5%	536.0	2.8%	551.0	2.8%	566.7
35															
36	**Additions to Reserves**														
37	**Unrestricted General Fund**	16.2	29.8	-60.4%	6.4	236.1%	21.5	-69.7%	6.5	-13.4%	5.7	1.9%	5.8	19.9%	6.9
38	**Revenue Stabilization Fund**	25.6	26.0	8.2%	27.7	5.5%	29.2	-26.4%	21.5	-56.7%	9.3	6.5%	9.9	4.0%	10.3
39	**Total Change in Reserves**	41.8	55.8	-18.4%	34.1	48.8%	50.7	-44.6%	28.0	-46.7%	14.9	4.7%	15.7	9.9%	17.2
40															
41	**Ending Reserves**														
42	**Unrestricted General Fund**	135.5	142.8	10.1%	149.2	14.4%	170.7	3.8%	177.3	3.2%	182.9	3.1%	188.7	3.7%	195.6
43	**Revenue Stabilization Fund**	280.3	280.4	9.9%	308.1	9.5%	337.3	6.4%	358.8	2.6%	368.1	2.7%	378.0	2.7%	388.3
44	**Total Reserves**	415.8	423.2	10.0%	457.3	11.1%	508.0	5.5%	536.0	2.8%	551.0	2.8%	566.7	3.0%	583.9
45	**Reserves as a % of Adjusted Governmental Revenues**	**8.4%**	**8.5%**		**8.9%**		**9.7%**		**10.0%**		**10.0%**		**10.0%**		**10.0%**
46	**Other Reserves**														
47	**Montgomery College**	4.5	7.3	3.5%	4.6	0.0%	4.6	0.0%	4.6	0.0%	4.6	0.0%	4.6	0.0%	4.6
48	**M-NCPPC**	5.1	8.1	-2.2%	5.0	6.0%	5.3	3.2%	5.5	2.8%	5.6	3.0%	5.8	3.1%	6.0
49	**MCPS**	0.0	22.8	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0
50	**MCG Special Funds**	2.0	14.4	-61.9%	0.7	14.4%	0.9	3.8%	0.9	3.2%	0.9	3.1%	0.9	3.7%	1.0
51	**MCG + Agency Reserves as a % of Adjusted Govt Revenues**	**8.6%**	**9.6%**		**9.1%**		**9.9%**		**10.2%**		**10.2%**		**10.2%**		**10.2%**
52	**Retiree Health Insurance Pre-Funding**														
53	Montgomery County Public Schools (MCPS)	**63.1**	**63.1**		**74.2**		**79.4**		**86.7**		**96.8**		**103.7**		**105.0**
54	Montgomery College (MC)	**1.5**	**1.5**		**2.6**		**2.8**		**3.0**		**3.1**		**3.3**		**3.3**
55	MNCPPC	**1.8**	**1.8**		**2.1**		**1.8**		**1.7**		**1.5**		**1.4**		**1.4**
56	MCG	**43.5**	**43.5**		**43.4**		**43.6**		**47.0**		**50.2**		**53.4**		**51.9**
57	**Subtotal Retiree Health Insurance Pre-Funding**	**109.9**	**109.9**		**122.2**		**127.6**		**140.4**		**151.6**		**161.9**		**161.7**
58	**Adjusted Governmental Revenues**														
59	**Total Tax Supported Revenues**	**4,698.1**	**4,717.0**	2.9%	**4,833.5**	2.7%	**4,963.3**	**2.5%**	**5,087.7**	**2.5%**	**5,216.5**	**3.0%**	**5,373.9**	**3.0%**	**5,535.1**
60	**Capital Projects Fund**	**130.7**	**130.7**	34.6%	**176.0**	0.5%	**176.9**	**-16.3%**	**148.1**	**4.1%**	**154.1**	**4.2%**	**160.6**	**0.0%**	**160.6**
61	**Grants**	**115.8**	**115.8**	1.4%	**117.4**	2.3%	**120.1**	**2.4%**	**122.9**	**2.5%**	**126.0**	**2.5%**	**129.1**	**2.5%**	**132.3**
62	**Total Adjusted Governmental Revenues**	**4,944.7**	**4,963.6**	3.7%	**5,126.9**	2.6%	**5,260.4**	**1.9%**	**5,358.7**	**2.6%**	**5,496.5**	**3.0%**	**5,663.6**	**2.9%**	**5,828.0**