Vision

A More Equitable and Inclusive Montgomery County



MARC ELRICH

Thriving Youth and Families

Children need great schools, supportive families, and caring communities to help them succeed in life. We can give them the start they need by providing adequate funding for public schools, access to affordable early childhood education and expanded high school options, and support for programs that relieve stress on families through increased access to affordable housing and better-paying jobs.

A Growing Economy

A healthy business community is essential to our success. We will reinvigorate the county's direct involvement in economic activities by re-examining our regulations to make sure they are sensible, fair, and efficient; opening support centers that help both new and existing businesses; and developing an incubator and innovation climate to help local entrepreneurs bring their ideas into the world.

A Greener County

We recognize the urgency of global warming and will take concrete steps to address climate change. County government has committed to zero Greenhouse Gas emissions by 2035, an ambitious – but achievable – target. We will reduce our footprint by pursuing clean energy, energy efficiency, enhanced building design, reduction of waste, and developing a better transit system for our residents.

Easier Commutes

Moving people and goods more efficiently is an economic imperative and is essential to our quality of life. We will reduce traffic congestion by improving transit options, supporting Metro, encouraging telecommuting and implementing common-sense road improvements.

A More Affordable and Welcoming County

We will focus on initiatives that make Montgomery County a place where all residents can pursue their dreams regardless of race, ethnicity, age or economic circumstances.

Safe Neighborhoods

We will address crime and pedestrian safety issues and seek input from communities across the county on ways to address these issues. We plan to enhance opportunities for walking, biking, and creating neighborhood gathering places.

Effective, Sustainable Government

We will partner with county employees to make County Government more cost-effective and to deliver services more efficiently and responsively.

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 491 square miles (or 317,000 acres) of land area. The County population was 1,058,810 as of July 2017, consisting of 43.80 percent White (non-Hispanic) and 56.20 percent cultural minorities. About 32.60 percent of Maryland's foreign-born population resided in Montgomery County in 2017.

The 2017 median household income was $103,235. According to the Bureau of Labor Statistics (BLS), the County's estimated labor force for December 2018 is 557,856 with an unemployment rate of 2.60 percent. Montgomery County is an employment center with 61.50 percent of employment occupied by persons residing and working in the County. For the 2018 Fall enrollment, 162,680 pupils were registered in the County's schools.

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FY20 Recommended Operating Budget and FY20-FY25 Public Services Program

Marc Elrich, County Executive

March 2019

Montgomery County, Maryland
Office of Management and Budget



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to Montgomery County Government, Maryland for its annual budget for the fiscal year beginning July 1, 2018.

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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OFFICE OF THE COUNTY EXECUTIVE
ROCKVILLE, MARYLAND 20850

Marc Elrich
County Executive

MEMORANDUM

March 15, 2019

TO: Nancy Navarro, President, Montgomery County Council

FROM: Marc Elrich, County Executive

SUBJECT: FY20 Recommended Operating Budget and Public Services Program FY20-FY25

I am pleased to submit to you my Fiscal Year 2020 Operating Budget, my first recommended budget. The total FY20 budget request is $5.723 billion in all funds, with a 2.3 percent increase in tax-supported dollars.

FY20 Recommended Budget by Agency

Agency	Total Budget	Tax Supported
Montgomery County Government	$2,043,314,959	$1,571,753,169
Montgomery County Public Schools	2,647,536,627	2,483,699,617
Montgomery College	310,382,217	262,402,381
M-NCPPC (including Debt Service)	155,471,285	133,723,257
Retiree Health Insurance	127,026,286	121,417,116
Debt Service (MCG)	439,224,240	423,238,640
TOTAL	5,722,955,614	4,996,234,180

OVERVIEW

This budget is a progressive and prudent plan reflecting the values of Montgomery County. This budget also begins to deliver on the promises I made to our residents during the campaign.

To that end, I am proposing a down payment on expanding access to quality early childhood education so that

Montgomery County's young children have a future of opportunity regardless of their family's economic circumstances. I am increasing our investment in a strong, multimodal transportation system that can serve as the backbone of a growing economy. I am focusing our economic development programs on the small businesses of our County to foster long-lasting wealth for our community. Finally, I am proposing several budget modifications to correct several long-term structural deficiencies while simultaneously satisfying the County's longstanding goal to provide 10 percent of total adjusted governmental revenues in reserve. Balancing these competing priorities was not an easy task.

The last decade has been an extremely challenging period for governments across the country - and particularly in the National Capital region. During this time, Montgomery County has been buffeted by the 2008 global economic meltdown and the painful 2013 regional recession, the ripple effects of which are still felt. Solid economic growth is in a dance with lingering uncertainty. The new federal tax law has introduced more uncertainty and volatility in revenue forecasting for all governments. Repeated needless shutdowns of the federal government, including one of historic length just weeks ago, hurt families and businesses across our region. Trade disputes with countries across the globe and inhumane federal immigration enforcement policies at home have derailed and delayed important financial decisions in our community. Finally, the Supreme Court's Wynne decision has permanently reduced income tax revenues by an estimated $30.0 million annually.

As a result of these trends, within days of taking office, I was presented with the troubling news that the final closeout of Fiscal Year 2018 had turned up an unexpected gap of $44 million due to an underperformance of revenues and higher spending than budgeted in Transit and Fire and Rescue Services (FRS). FY18 revenue growth unexpectedly slowed to an anemic 0.3 percent or $14.5 million over FY17 actuals. Income tax revenue estimates flatlined due to the massive changes to Federal tax law. Property tax receipts underperformed due to unanticipated reductions in commercial property valuations. Finally, transfer and recordation taxes fell as the square footage of new construction dropped. Unexpected increases in motor fuel prices and vehicle maintenance costs lead to higher than anticipated spending in operating expenses for FRS and Transit, while increased overtime utilization drove higher spending for personnel expenses particularly in FRS.

Unfortunately, the volatility of the income tax has continued into FY19 and FY20. Estimated quarterly payments were down by more than 30 percent in the final quarter of Calendar Year 2018. This necessitated a downward revision of income tax estimates of $85 million across the two fiscal years. This decline is in line with recent downward revisions in State income tax receipts made by the Maryland Board of Revenue Estimates. The combination of steady job growth with declining quarterly payments suggests volatility in the highest income brackets caused by fluctuations in capital gains. I am hopeful our revenues will regain equilibrium as our residents get through the first tax year cycle with the new Federal tax code.

To address the gap in the current fiscal year, the County Council and I worked together to enact a $45.7 million savings plan in January. Unfortunately, the decline in revenue estimates requires additional action. Therefore, I am proposing we forgo our contribution to the OPEB Trust Fund for FY19. Instead, I am directing these funds into our reserve accounts to satisfy our longstanding fiscal policy goal of holding 10 percent of adjusted governmental revenues in reserve as protection from additional economic shocks. Quite frankly, we do not have the revenues available at this time to satisfy both our OPEB funding policy and our reserves funding policy without making substantial reductions in current services. I will not layoff or furlough current employees to pay for their future retirement healthcare benefits.

The decision to delay OPEB funding for a year is, I believe, the most prudent course of action with just months left in the fiscal year. It is important to note that this action does not alter our commitment to current or future retirees. Their healthcare benefits are fully funded in this budget. However, this action will allow us to closeout our FY19 budget with 9.7 percent in reserve. It also allows me to propose an FY20 budget that funds services, provides a fair compensation increase for our dedicated County employees as fully bargained with their representatives, adheres to our adopted fiscal policies, and addresses some of the structural budget problems which have plagued County government over the last few years.

I intend to put County government on a more sustainable path, and this budget begins that process. I have already directed my senior management team to develop a 10-year financial plan that is grounded in reality and sustainability. As I learned from my own formative years as a manager with a once-iconic department store chain, organizations that do not plan

adequately for the future do not have a future. I envision a plan that details the challenges our community faces and presents affordable ways to address them. This budget provides funding to correct several long-term deficiencies. The budget provides new resources to a variety of departments from FRS and Corrections to Health and Human Services to address budget conditions that drive expensive overtime expenditures and to fix chronic underfunding of programs where appropriations have not kept pace with demands for services. The budget recognizes that computer systems and data storage needs must be adequately funded, or else other programs are cannibalized to pay the bills and snow removal must be accounted for properly. Almost all new programmatic funding in the budget is offset by an equal amount of reductions. Most other new funding in the budget for County government is to cover expenses related to fixed costs and legal obligations ranging from debt service and risk management to employee contracts and healthcare.

In fulfillment of recently concluded labor negotiations, I am including funding for compensation adjustments for the County's workforce. These increases include general wage adjustments of 2.4 percent for employees in the Municipal and County Government Employees Organization (MCGEO) and International Association of Fire Fighters (IAFF) bargaining units (effective November 2019), and 2 percent for non-represented employees (effective July 1, 2019). There is also funding for service increments and longevity steps for eligible employees, as well as performance-based increases for employees in Management Leadership Services and Police Leadership Services. I have also included funding for a deferred service increment for eligible employees in the FOP and MCGEO bargaining units.

THRIVING YOUTH AND FAMILIES

As I indicated during my inaugural address, one of the primary goals of my Administration will be to significantly expand early childhood education. As a former teacher, I know firsthand that the biggest barriers to student success are poverty and economic inequality. Evidence shows that an upfront investment in early childhood education yields large dividends in the future - for both children and society.

My Administration's FY20 recommended budget includes $7 million for an Early Care and Education Initiative, a joint effort of the County Government, Montgomery County Public Schools, and Montgomery College to ensure that the achievement gap gets closed. We will increase the number of seats in school-based classroom and family- and center-based child care settings, improve access to child care, expand training and professional development opportunities for the childcare workforce, and establish a workgroup to resolve barriers to quality childcare in the County.

Closing the achievement gap is not only accomplished in those critical early years, but also during a child's school-age years. In addition to the Early Care and Education Initiative, my FY20 recommended budget includes a total of $2.6 billion for the Montgomery County Public School System (MCPS) - a 2.0 percent increase over FY19 approved. Our County contribution to MCPS increases by $12.0 million and is $2.5 million above the State's Maintenance of Effort level. In addition, MCPS will receive $1 million from the new Early Care and Education Fund. This amount, when combined with an increase in State education funding means that the MCPS budget will increase by $51.1 million in FY20. Despite difficult fiscal conditions, it is imperative that we continue to make investments in K-12 education, including new initiatives to reduce elementary school class sizes and improve programming for special education students and English Language Learners. I remain hopeful that the General Assembly will increase State aid beyond current levels. If current fiscal estimates hold true, this new, higher level of State Funding would provide MCPS resources beyond their requested FY20 budget.

Our children and families also need access to top-notch library and recreational facilities in order to thrive. That's why my FY20 recommended budget includes over $800,000 to ensure that the Wheaton Library and Recreation Center opens on-time and adequate staffing in late summer 2019.

During my time on the County Council and as County Executive, my appreciation for the County's nonprofit community has deepened, as these organizations provide quality services to our residents. I'm recommending over $9.1 million in grants for individual human services programs through community grants. Among other things, services offered by

these organizations help address poverty, provide emergency services, serve disconnected youth in our community, bolster services for seniors and those with disabilities, and help ensure that our immigrant neighbors can access services to become thriving members of our community and defend themselves against unwarranted deportation. The FY20 recommended budget also preserves funding for the County Council's community grants.

A GROWING ECONOMY

The County's economy is at a crossroads. Many of our communities are facing challenges beyond our control, like an aging population, shrinking Federal budgets, and increased poverty. But we are also presented with opportunities to foster continuous economic growth in the County by focusing efforts on starting and expanding local businesses. I believe successful modern economies are built on a foundation of vibrant entrepreneurship, efficient infrastructure, a world-class workforce, and sensible regulations to promote and protect growth opportunities for all. Good neighborhoods, strong schools, and a good quality of life are the result of a healthy economy and the hallmark of Montgomery County for the last 75 years.

My first recommended budget begins paving the way to support opportunities that will create, retain, and attract good jobs by helping businesses grow in our County. My FY20 budget recommendations include the creation of a Regional Business Service Hub Program that will proactively interact and reach out to local businesses and entrepreneurs for assistance needed to grow and expand jobs. We will start developing a County-based Kitchen Incubator/Food Hall to help entrepreneurs translate their great ideas into successful products and to train a workforce to for the County's vibrant food and hospitality industry. Locating the small business solutions teams in our Regional Service Centers allows for additional boots on the ground and more direct in-person access to residents and business Countywide.

While local redevelopment efforts provide greater economic opportunities for our communities, many local businesses are facing difficult challenges thriving during the construction phase. My FY20 recommended budget will add funds to continue providing technical and financial support through the Small Business Assistance Program and the Impact Assistance Fund to eligible small businesses adversely impacted by County-led redevelopment projects. Funding for the Microlending Program will allow continued financial and technical assistance to County entrepreneurs. I will also continue supporting the MOVE Program to attract new businesses and expand local ones to reduce the County's vacant office space.

For growing an innovative economy in the 21st century, Montgomery County has a competitive advantage over other areas because of our proximity to major Federal research and development organizations, including the National Institute of Health (NIH), Federal Drug Administration (FDA), the National Institute of Standards and Technology (NIST), and many others. Over the past decade, we have witnessed the steady growth of key strategic industries like biotech, life sciences, cybersecurity, and health tech in the County.

My budget recommendations continue needed funding to expand the County's bioscience and high-tech industries at all talent levels. The budget retools the County's business incubator system to better serve start-ups and early-stage technology companies with technical mentorship and capital access opportunities. It provides County matching funds to local recipients of Federal Small Business Innovation Research and Small Business Technology Transfer (SBIR/STTR) grants from the NIH, and it continues the UltraMontgomery Initiative to provide a high-speed fiber network that connect people with opportunities and drives economic growth by linking our business, academic and Federal institutions, and transit-oriented smart-growth communities.

County's funding support for two economic development and workforce organizations will continue in FY20. The Montgomery County Economic Development Corporation (MCEDC) will continue leading the County's efforts in growing and diversifying the local economy through marketing, business attraction and retention, and cultivating a local ecosystem of entrepreneurship and innovation. Through collaborative partnerships among public institutions, and our nonprofit and business partners, the County will prepare our students with needed skills and job experience, while also providing

unemployed and underemployed residents with in-demand job-ready skills.

A GREENER COUNTY

Montgomery County must be a leader on environmental issues. My Administration recognizes the urgency of global warming and will take concrete steps to address climate change by exploring creative and common-sense ways to address greenhouse gas emissions at the local level - through clean energy, energy efficiency, enhanced building design, reduction of waste, and better transit options that get cars off our roads. My Administration's FY20 recommended budget begins to accomplish these goals by funding a number of targeted initiatives to help move our environmental objectives forward.

I believe climate change is the defining environmental issue of our time and my Administration is committed to reducing the County's greenhouse gas emissions and impact on climate. Transportation is one of the largest greenhouse gas emissions contributors and my FY20 recommended budget aims to mitigate this impact by including $1.5 million for the new limited stop FLASH service on US 29 to bolster public transportation options. In addition, the Department of Transportation will purchase ten electric Ride On buses in FY20 and continue its efforts to convert street lights to more energy efficient Light Emitting Diode (LED) fixtures through the capital budget. My recommended budget continues support for the Department of General Services program to install solar and other clean energy technologies on County facilities. To date, the program has produced enough clean energy to power more than 800 homes.

EASIER COMMUTES

Congestion continues to be a significant issue for County residents. My Administration's FY20 recommended budget includes funds to continue implementation of a new limited stop, high frequency FLASH bus service on US 29 between the Burtonsville Park-and-Ride Lot and the Silver Spring Transit Center. The new service will open in May 2020. The line will include 18 new state-of-the art stations and a fleet of sixteen 60-foot articulated buses. The FLASH will improve mobility and transit reliability on the corridor with 7.5-minute headways in the morning and afternoon peak periods and 15 minutes at other times. It supports my commitment to improve transit equity in a corridor where 65 percent of residents are minorities, 31 percent speak a language other than English at home, 30 percent of households earn less than half of the area median income, and 12 percent of households have no car. This service will improve travel times along the corridor and provide a higher level of service, but I am also interested in doing more to develop Bus Rapid Transit (BRT) on US 29. A study, expected to be concluded in 2019, is underway to identify modifications that can be made to US 29 between Tech Road and Downtown Silver Spring to enhance the performance of the FLASH bus system and the overall corridor. The study is exploring options to minimize traffic bottlenecks, reduce travel time, improve safety, expand walking access to the FLASH stations, and improve travel time reliability.

Work on other critical transit projects continue as well. This summer a Recommended Alternative will be selected for this BRT on the MD355 corridor. My budget includes funding for environmental studies necessary to move this project forward. After many discussions with State officials, the Maryland Department of Transportation has agreed to reengage on the Corridor Cities Transitway and our County's Department of Transportation is looking at adding additional road capacity (for cars and transit) to upper parts of MD355. In total these improvements will address some of the major bottleneck in Upcounty.

In addition, my FY20 budget continues investment in other critical transportation infrastructure, committing over $30 million to road resurfacing programs and $14 million to bridge maintenance and construction. It is my intention to propose additional funding for street paving should extra dollars remain in our FY19 set asides. Out of an abundance of caution, I have not programmed these Funds until after the winter weather has passed.

A MORE AFFORDABLE AND WELCOMING COUNTY

We have a moral obligation to create a more economically and socially just society. To do so means that we must focus on providing access to safe and affordable housing for our residents.

Within weeks of taking office my Administration launched a housing code enforcement campaign to protect tenant rights and address troubled properties. Rigorous inspections of rental units are critical to safe, affordable housing. To address this issue, my FY20 recommended budget for the Department of Housing and Community Affairs includes over $500,000 in budget enhancements to bolster inspections and tenant rights - including $218,000 in additional funding for the Renter's Alliance to provide information and services to tenants, $144,450 to fund two vacant housing code inspector positions, $102,647 for tenant advocacy services, $100,000 to enhance the Housing Code Inspections Delivery System, and $74,365 for tenant-landlord outreach and educational activities. In addition, a Deputy Director position is being created to focus on preservation and the creation of more affordable housing. To help offset the costs for these enhancements, we are proposing a small ($3.00) increase to rental license fees.

In addition to working for tenant rights as part of an affordable and welcoming community, my Administration continues to support efforts to expand affordable housing and we continue to strive to end chronic homelessness in the County. In FY20, I am recommending a $41.3 million budget for the Montgomery Housing Initiative Fund (HIF), a 16 percent increase ($5.7 million) from the FY19 approved budget. Part of this increase is an additional $2.6 million transfer from the General Fund to HIF. Furthermore, $4.8 million in loan repayments have been added in FY19 and $17 million in funding is planned for FY20 for the Affordable Housing Acquisition and Preservation CIP Project.

I am also recommending funding for the creation of a Senior Home Sharing Pilot Program. This innovative program will connect senior home providers who have a spare room with home seekers interested in a long-term housing option. This home sharing arrangement can work when renters find it difficult to find affordable rental housing and home providers either need extra income or prefer living with another person who can offer social connection and/or assist with tasks, errands, and costs related to property maintenance.

Thanks to prior efforts of the Council, Montgomery County was one of the first jurisdictions in the Country to reach functional zero for veteran homelessness. We've been able to sustain this status due to the County's ongoing commitment to ending homelessness. The County is now aiming to end chronic homelessness in our community. To that end, I am recommending an additional $1 million in the Services to End and Prevent Homelessness budget to help us continue on this path to reach functional zero chronic homelessness in Montgomery County.

SAFE NEIGHBORHOODS

One of my highest priorities while in office is to ensure every neighborhood in the County is a safe neighborhood, not just safe from crime but safe for pedestrians to walk and move about. I am paying close attention to pedestrian safety by overseeing Vision Zero implementation and the County's plans for short- and long-term improvements for the busiest County-maintained roads. Areas with traffic calming improvements like these have seen significant declines in pedestrian collisions.

To ensure those who break the law are held accountable for their actions, I recommend adding funds for the Gang Unit of the State's Attorney's Office and for a new forensic scientist in the Crime Lab to ensure DNA and other evidence is analyzed in a timely manner.

To ensure the public trust, I also recommend adding funds to purchase 250 new dashboard cameras for our Police patrol cars and adding a position to process public information requests for footage created by those cameras and the Police

Department's body-worn camera program. My budget additionally funds the full annual contract for Next Generation 911 service, which will expand the ways people can seek assistance from just a phone call to text and video.

My Administration is building a sustainable and realistic budget. Towards that goal, I am adding twenty positions in FRS to begin closing the structural budget deficiency identified in our analysis of the Net Annual Work Hours. I am also increasing the overtime budget to address actual wages that in previous years had not been used in calculating overtime, leading to an underestimate of what overtime would actually cost. I am also adding overtime to address failures to respond during the periods in the morning and evening when our career personnel are being replaced by our community's volunteers, who cannot always match the career shift hours when transitioning from the work that supports their families to the unpaid work that supports our community.

EFFECTIVE, SUSTAINABLE GOVERNMENT

As County Executive, it is my goal to make County government work better for its residents. This means that government must operate more cost effectively and ensure that the programs it implements are back by evidence of success. It also means that we must implement a budget process that is more transparent and one where public input in the process is encouraged.

In order to get to a more effective and sustainable government; however, we must true up our budget to reflect where actual expenditures occur. To this end, my FY20 recommended budget resolves several long-standing budget deficiencies in several departments. Without resolving these issues, these Departments must either spend beyond their approved budget level or use funding intended for other programs to pay for those obligations. Due to fiscal constraints, we were not able to fully resolve all of these structural issues; however, I am recommending a total of $12 million in increases to address many of them as described below:

- Snow Removal and Storm Cleanup NDA: $5 million to bring our contingency funding closer to historical actual expenditures;
- Fire and Rescue Service: $2.4 million to begin to fund actual overtime wage rates;
- Correction and Rehabilitation: $2.0 million to restore lapse increases, address medical and food expenses, and electronic monitoring expenditures;
- Health and Human Services: $1.6 million to budget for actual IT expenditures; address the structural deficit in the mandated Community First Choice: Nurse
- Monitoring Program; align the budget for translation services to reflect actual demand;
- General Services and Fleet: $836,391 to address overtime and lapse issues in facilities management and fleet services; and
- County Attorney's Office and Sheriff's Office: $174,329 to address structural budget deficiencies in these offices.

Over the coming months, I look forward to working with Council in implementing a number of changes to the way that County government operates. My Administration will align budgets and our budget decision-making process to our Key Priority Outcomes. Similar to the Capital Improvements Program, the development of the County's operating budget and Public Services Program should occur on a two-year basis. It is my intent that the FY20 budget will be the final one-year operating budget for the County. Moving to a two-year budget cycle will provide more stability for our County departments, agencies, and nonprofit partners; and it will provide us with time to evaluate the effectiveness of programs to ensure that limited tax dollars are being spent in the most efficient way possible.

While my recommended budget ensures that the County meets its policy of holding 10 percent of adjusted governmental revenues in reserve, we intend to reevaluate our reserve policy and move us toward a risk-based reserve policy. In addition, we will be examining the way we estimate our revenues to implement an approach to which mitigates revenue

volatility.

Finally, I have left $10 million set aside for the County Council to allocate for the budget reconciliation process. I tried to address our shared priorities within this constrained budget, but I know there's more to be done and I know other issues will arise. Therefore, I wanted to make sure the Council had resources to address those needs during the appropriations process.

As promised, my budget includes no tax increases. In fact, the property tax rate is decreased slightly to stay within the Charter Limit. However, some property owners will see an increase in their property tax bill due to increased property assessments. The property tax for each owner-occupied residence will include a credit of $692 to limit the burden on homeowners and to maintain a progressive property tax structure in the County.

In order to encourage the implementation of creative ways to strengthen both program performance and customer service for County residents, we have established a new Innovation Fund as a non-departmental account. This fund will be a revolving loan fund internal to County government that will be administered by the Office of Performance and Innovation (formerly CountyStat) and will complement the County's new Lean business process improvement initiative. Loans will be made from the fund on a rolling basis to projects with strong potential to improve customer service and performance results while at the same time reducing costs or generating new County revenue within three to five years. There will be a rigorous application process, and the review committee will be comprised of Administration and Council representative, and members of the community who will make recommendations to the Chief Administrative Officer.

While I am recommending no change to the Water Quality Protection Charge in FY20, I am recommending small increases in the solid waste charges for County residents. These rates have not changed for several years, despite rising costs; the increases are needed to finally address those costs and cover growing operational needs.

In addition, I recommend you approve the FY20 operating budget for the Washington Suburban Sanitary Commission (WSSC) as proposed by the Commission, including the 5 percent increase to the water and sewer rates paid by WSSC ratepayers.

Given the volatility of the capital gains taxes, we cannot simply assume one year's tax revenue forecasts will form an accurate basis for the following year. This year we will begin work in earnest on lean business processes, procurement reform, working toward optimal efficiency, and making sure we get the best value for the dollars we spend.

In conclusion, I look forward to working with you, your Council colleagues, and your outstanding staff in passing this budget. The resources of the Executive Branch are at your disposal as you begin the next phase in the budget process.

Accomplishments and Initiatives

Thriving Youth and Families...

- Expand Senior Planet Montgomery and other public/private partnerships to support more digital economy and digital inclusion training for older adults and affordable access to internet-connected devices.
- Initiated the Early Literacy Reading Program "1,000 Books Before Kindergarten".
- Provide new resources to support tenant advocacy and eviction prevention, increase housing code staffing, provide outreach and education activities related to community policing and housing code enforcement workshops for tenants and landlords, and innovate code enforcement technology improvements to enhance and streamline the housing code inspections process.
- Secured an increase of $34 million in direct State aid, primarily for K-12 Education; secured $59.7 million in State grants for capital funding for school facilities.
- In collaboration with the Montgomery County Public Schools (MCPS), developed a shared data platform to review and monitor the educational status of youth, ensure early intervention services are provided when there are educational concerns, maintain contact between staff in Linkages to Learning (LTL) and Child Welfare Services (CWS), and promote academic achievement/success among our youth.
- Child Welfare Services has developed a Transitioning Youth Learning Collaborative (LC), focused on older youth (ages 17-21) in foster care. The LC's goal is to enhance the preparation and readiness of youth who are aging out of the Child Welfare system by developing a County-wide collaboration of service providers that can work together to ensure that youth aging out-of-care possess the necessary skills to sustain independence and to realize their full potential.
- Implemented an outreach campaign entitled "Growing Family Child Care Opportunities" to support family child care providers interested in starting a family child care home and to advise parents on the importance of choosing licensed care.
- The East County Opportunity Zone Project continues to build a network that supports workforce development, health and wellness, and parent engagement in an

under-served community. It has provided assistance with eviction prevention, utility disconnection prevention, child care services, vocational employment assistance, senior services, behavioral health services, and assistance with somatic health.

- The Early Childhood Services ChildLink Program conducted the Pregnant and Parenting Teen Speaker Series at a total of 5 high schools in FY18, serving a total of 83 teens. The series will expand to six high schools in FY19. This program is one of the Department's strategies to alleviate two-generation poverty.

- Enhanced funding to support staffing in the School Health Services (SHS) program. In FY18, SHS case managed 17,833 children in the Montgomery County Public Schools's system with chronic health conditions, including asthma, diabetes, and life-threatening allergic reactions; and handled 642,237 student visits to Montgomery County Public Schools (MCPS) health rooms, which resulted in 88 percent of children returning to class.

- Grand re-opening of the Good Hope Neighborhood Recreation Center in October 2018. The new 14,000 square foot center includes a new gymnasium/theater, an exercise/weight room, game room, and larger activity/social gathering space. In addition to the sports and fitness programs and social activities, the center will partner with Strathmore to enhance recreational offerings by adding innovative art, music, and educational activities, as well as live performances.

A Growing Economy...

- Allocate funding to implement economic development grant agreements for retention and expansion of jobs and business activities that will support economic growth in Montgomery County.

- Include funding to create a Regional Business Service Hub Program at each County Regional Services Center to support local small business growth.

- Recommend funding to support the creation of a County-based Kitchen Incubator/Food Hall.

- Provide matching funds to support Montgomery County companies who were awarded a Federal Small Business Innovation Research and Small Business Technology Transfer (SBIR/STTR) Phase I or Phase II grant from the National Institutes of Health (NIH) and conduct at least 51 percent of its research and development operations in the County.

- Use social media to impact the discovery by entrepreneurs of new opportunities for growth. Use email distribution of newsletters to encourage participation in

networking/business matchmaking events and instructional business certification events. The participation of the minority, local, and small business vendor community serving Montgomery County has increased.

- Provided more than $537,000 in financial assistance through the Small Business Assistance Program to 17 small businesses in downtown Wheaton that have been adversely impacted by the Wheaton Redevelopment project.

- Collaborated with the Montgomery County Economic Development Corporation and the State of Maryland to offer an economic development fund grant to a biopharmaceutical cell therapy company working on cancer treatments. The company will build an 85,000 square foot office, lab, and manufacturing facility in Rockville, bringing 200 jobs to the County.

- Continued support of the MOVE (Make Office Vacancies Extinct) program by assisting the first microbrewery company with its upfront production costs. The company leases over 9,550 square feet of Class B office space in Rockville, and approximately 75 percent of the space is dedicated for production facility.

- Supported the enactment of the Promoting ext-Raordinary Innovation in Maryland's Economy (PRIME) Act with its economic incentives to attract a multinational technology company to house its second headquarters in Montgomery County.

- Secured a second $1 million down payment in State funding for the Poolesville Economic Development Project.

- Secured $10 million for the first and second installment of a four-year $20 million retention incentive package for a multinational hospitality company to construct its new headquarters in Montgomery County.

- Provided a total of $225,000 in financial assistance through the Impact Assistance Fund to nine companies that are adversely impacted by a redevelopment project initiated by the County, a redevelopment project located on County-owned property, or a redevelopment project constructed by a private entity for use in whole or in part by the County as a public facility.

A Greener County...

- Lead the County's efforts to install 7.6 megawatts of solar and other clean energy

Highlights

technologies on County facilities. To date, the program has produced enough clean energy to power more than 800 homes and lowering greenhouse gas emissions as much as planting 192,000 trees.

- Expand efforts to make it feasible and conducive for businesses that generate food scraps to source separate food scraps, contract for recycling collection service, and recycle more. Continue to evaluate additional alternatives for processing larger volumes of food waste in future years, including the construction of aerobic and anaerobic food scrap processing systems in Montgomery County.

- Developed the Strategic Plan to Advance Composting, Compost Use, and Food Scraps Diversion; consulted with more than 200 stakeholders representing the public and private sectors, to gain valuable expertise and insight, and work together toward consensus on a broad range of relevant issues.

- Establish partnerships with the Latin American Youth Council and the Conservation Corps to have youth assist the Department of Environmental Protection with the maintenance of green infrastructure and the dissemination of information about energy saving initiatives.

- Installed microgrids at the Public Safety Headquarters and the Montgomery County Correctional Facility that now produce clean energy and low-carbon energy to meet the energy needs of these crucial facilities, and enable them to operate independent of the energy grid during normal operations and prolonged power outages.

- Engaged more than 20,000 residents at over 250 events through the Residential Energy Program about ways to reduce their energy use and save money. In addition to discussions about ways to save energy, activities have included swapping inefficient incandescent light bulbs for energy saving LEDs, and helping residents sign up for Quick Home Energy Checkups from their electric utility.

- Supported energy efficiency during FY18, the County's Commercial Property Assessed Clean Energy (C-PACE) Financing program accepted an additional ten projects, resulting in the implementation of more than $6 million in privately funded improvements to commercial buildings.



Easier Commutes...

- Implement new limited stop FLASH bus service on US 29 between the Burtonsville Park-and-Ride Lot and the Silver Spring Transit Center in May 2020. The line will include 18 new station platforms with a fleet of sixteen 60-foot articulated buses. Service will run from 5:30 a.m. through midnight seven days a week with 7.5 minute headways in the morning and afternoon peak periods and 15 minutes at all other times.

- Extended Route 75 Germantown MARC station during weekday peak periods.

- Implement Ride On FLEX bus service in Spring 2019 . This will be a demand response service. There will be 3 geofenced zones - Rockville, Glenmont, and Wheaton. This service will operate with smaller circulator buses that are more flexible to operate along small neighborhood roads. The opportunity to get closer into the neighborhoods and utilize a new "app" to arrange for pickup should attract new riders and revitalize transit use in the areas.

- Secured annual funding of $167 million for Maryland's share of the Washington Metropolitan Area Transit Authority (WMATA) subsidy to support maintenance and system improvement.

- Launch a new computer aided dispatch/automatic vehicle location (CAD/AVL) system that provides critical real time bus arrival/departure information; schedule adherence, route adherence, traveler information output, and fleet management.

- Ride On's new Route 129 (US29) limited stop bus service connecting to the Silver Spring Transit Center began in early calendar year 2018.

- Forty-two Ride On bus shelters located in areas where electric utilities do not have nearby power connections. The solar power provides safety lighting, and there are plans to install solar equipment in 10 additional shelters.

- Obtained a Federal grant to support infrastructure and purchase costs for new electric buses in FY20.

- Implement installation of new LED light fixtures in parking garages to improve lighting and energy efficiency.

- Built and activated HAWK (High-intensity Activated cross Walk) signals at Muddy Branch Road and Harmony Hall Road, MacArthur Blvd. and Dunrobbin Drive, Randolph Road and Livingston Street, Aspen Hill Road and Northgate Shopping Center, Democracy Blvd. and Walter Johnson High School, and Willard Avenue and The Hills Plaza, which were among the first of their kind in Montgomery County.

- Repaired 7,650 streetlight outages, replaced 425 knocked down streetlights, and installed 744 new streetlights Countywide to ensure visibility for motorists and pedestrians.

- Improve pedestrian safety by installing pedestal beacon flashers at Schaeffer Road, Black Rock Road, MD 118 (Germantown Road), and MD 28 (Darnestown Road) along the PEPCO Natural Trail, 566 crosswalks and 529 stop bars to ensure safe, designated crossings for pedestrians.

A More Affordable and Welcoming Community...

- Allocate over $800,000 in funding to support the opening and staffing of the Wheaton Library and Recreation Center.

- Provided $9.1 million in funding for individual organizations through community grants. Among other things, services offered by these organizations help address poverty, provide emergency services, serve disconnected youth in our community, bolster services for seniors and those with disabilities, and help ensure that our immigrant neighbors can access services to become thriving members of our community and defend themselves against deportation.

- Closed 22 multifamily loans providing $103.7 million in County support which will preserve or produce 3,254 total units of which 1,982 units will be affordable. Investments included ten senior housing developments, nine multi-family housing developments for families, two special needs projects and one distressed community project.

- Funding is provided for a new Senior Home Sharing Pilot Program. In FY20, this pilot program will connect senior home providers who have a spare room with home seekers interested in a long-term housing option.

- Invest $63.07 million in affordable housing, including an additional $4.8 million in loan repayments reallocated in FY19 and $17 million planned in FY20 for 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.

- Launched the Montgomery County Homeowner Energy Efficiency Program in conjunction with the Habitat Metro Maryland. This program provides free energy efficiency upgrades to eligible residents.

- Continue to actively underwrite loans to preserve and produce affordable housing. Seven developments, including two senior and five family projects, have been identified for consideration. These developments would preserve or produce 1,500 total and 700 affordable units.

- Collaborate with the Department of Health and Human Services (HHS) and the Housing Opportunities Commission (HOC) to provide rental assistance programs to residents who need it most. Approximately 3,300 households were assisted in FY19 and over 3,500 are projected to be assisted in FY20.

- Manage 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.

- Partnered with Pathways to Housing to apply for a Grant for the Benefit of Homeless Individuals from the Substance Abuse Mental Health Services Administration. The group was awarded $398,929 to hire an integrated team to provide homeless street outreach.

- Launched the Inside (not Outside) Initiative in partnership with the Interagency Commission on Homelessness, with the goal of ending chronic homelessness in the County. In FY18, 250 chronically homeless individuals were placed in permanent housing, more than double the number of people housed than in FY17.

- Participated in the State-wide Rapid Rehousing Learning Collaborative sponsored by the Maryland Department of Housing and Community Development, the National Alliance to End Homelessness, and the University of Maryland. Through this collaboration, the County's Rapid Rehousing program placed 21 households in permanent housing in less than 100 days.

Safe Neighborhoods...

- Continue collaboration with the Family Justice Center, the Department of Police, and the Humane Society to create a temporary boarding/fostering program for pets of domestic violence victims.

- Continue implementation of the Mobile Integrated Healthcare program which aims to reduce ambulance transports and emergency room visits by directing patients with high Emergency Medical Services (EMS) utilization to ongoing, supportive health and human services programs. Under the program, civilians will be hired to replace uniform staff, outreach to opiate overdose patients will begin, and 250 patients will be served.

- Fund four-person staffing for two engines through the recently-awarded Federal Staffing for Adequate Fire and Emergency Response (SAFER) Grant.

- Completed a twelve-year effort to staff all 35 engines with four personnel, allowing for a more rapid fire attack as well as reduced response times to medical calls. Each engine includes a paramedic which expands the availability of paramedics throughout the County and results in quick response to medical calls compared to previous staffing methods.

- Achieved a five-year reaccreditation. Montgomery County Fire and Rescue is one of nearly 250 agencies worldwide with this distinction and is only one of two internationally accredited combination (career and volunteer) fire and rescue departments in Maryland. The accreditation model provides an extensive organizational review, self-assessment, and evaluation process that enables fire and emergency service agencies to examine performance levels and compare them to industry best practices.

- Leveraged funding to increase the availability of dashboard camera and body-worn camera footage for release when requested through the Maryland Public Information Act.

- The Family Justice Center, in collaboration with Domestic Violence Coordinating Council and Montgomery County Public Schools (MCPS), helped coordinate the Ninth Annual Choose Respect Montgomery Healthy Teen Dating Conference, highlighting warning signs of abusive relationships, bystander intervention, and resources available in the community for those involved in abusive relationships. The event was attended by 500 teens, parents, youth service providers, educators, and volunteers.

- Increased weekday staffing at Burtonsville Station 15 to improve response times.

- Enhanced funding for a Forensic Scientist for the Crime Lab to ensure evidence is tested in a timely manner.

Effective, Sustainable Government...

- Montgomery County received the following National Association of Counties (NACo) awards in 2018:

  - Adaptive Signal Control Technology Pilot
  - Advancing Youth Development Training
  - Asian American Youth Mental Health Initiative
  - Automated Lottery Program for Allocated Spirits
  - Beelines: Quality Control Methodology for Addresses

- BIM360 Collaborative Hub
- Building Highly Structured Geo Delivery Systems for E-911CAD
- Capital Open Budget
- Child Welfare Substance Abuse Interventionist
- CIP Budget Analytical and Statistical Information System
- CJCMS (Criminal Justice Case Management System)
- Community Engagement Cluster Automation Project
- Continuous Energy Improvement Program
- Design for Life Property Tax Credit Incentive Program
- Dream Academy
- Electric Vehicle Infrastructure Program
- Engaging a Community in Energy Savings
- Enterprise Integrated Case Management (eICM) System
- Farm Tour: Agricultural Story with a Map
- Fashion Boot Camp
- Geospatial Data and Voice Enabled Artificial Intelligence
- HerTime2Shine
- I Take It Personally Campaign
- Inside Not Outside Initiative
- Interactive Self-Sufficiency Standard
- Life Long Homes - Leveraging Community Resources
- MC Emergency-Providing Critical Information During Local Disasters
- Mobile Integrated Health
- MoCo's Got Talent
- Montgomery County Business Portal
- Montgomery County Microgrids
- Multimedia Strategies and Website Makeover
- Neighborhood Action Teams
- Online Special Event Licenses
- Operating Budget
- Pre-Licensing Program
- Project Management Handbook for Managers and Consultants
- Re-entry Tablet Program
- Residential Rooftop Solar Installation Program
- Ride-On Extra Art in Transit
- Second Thursday Silver Spring Dance
- Sharing our Voice through Podcasting

- Soccer4Change
- The REAL Program
- Using GIS map to Improve Contract Management
- Water Safety Day
- Wheaton Revitalization

✪ Retained the County's AAA bond rating from all three major credit rating agencies in the fall of 2018.

✪ Encumbered $198 million to Minority, Female, and Disabled-Owned (MFD) Business Program vendors, comprising 23.5 percent of eligible spending in FY18 and $115 million to Local Small Business Reserve Program (LSBRP) vendors, comprising 26.8 percent of eligible spending in FY18.

✪ Created a new Early Care and Education initiative by providing $7 million for the expansion, access, and sustainability of quality early care and education programs throughout the County. Investments will be guided primarily by the recommendations of a four-year action plan developed by a cross agency working group with representatives from County Government, Montgomery County Public Schools, Montgomery College, and community partners.

✪ Established a new Innovation Fund by providing $2.0 million for a revolving loan fund internal to County government that will be administered by the Office of Performance and Innovation (formerly CountyStat) for projects that have a strong potential to improve customer service and performance results, while reducing costs or generating new County revenues within three to five years. This fund will complement the County's new Lean business process improvement initiative.

✪ Provided $12.0 million to address a number of structural budget deficiencies in Correction and Rehabilitation, County Attorney's Office, Fire and Rescue Service, Fleet Management, General Services, Health and Human Services, Police Department, Sheriff's Department, and the Snow Removal and Storm Cleanup account to support a more transparent budget.

✪ Received the following awards from the Government Finance Officers Association (GFOA):

- Distinguished Budget Presentation Award for the FY18 Recommended Operating Budget Publication
- Certificate of Achievement Award for Excellence in Financial Reporting for the FY17 Comprehensive Annual Financial Report (CAFR)
- Outstanding Achievement in Popular Annual Financial Reporting for the FY17 Popular Annual Financial Report (PAFR)

- Organized eight listening sessions for over 1,300 residents across the county over a period of four weeks through the Office of Community Partnerships (OCP) to assist the transition process of the County Executive's Office. Helped to organize and staff the transition team meetings along with other administrative support. Partners for the listening sessions included the Community Use of Public Facilities, the Department of Recreation, and the Montgomery Community Media.

- Implemented Phase I of the online budgeting tool, *A Balancing Act. A Balancing Act* is an interactive tool which allows the County to communicate financial information to residents and to solicit their feedback. It increases transparency, accountability, and community member participation. Initiate Phase II with the implementation of the Taxpayer Receipt module. With the implementation of the Taxpayer Receipt module, residents can prepare a simulated "receipt" showing how their taxes are used.



Funding the Budget...

- Recommended a total County budget from all sources for all County agencies of $5,722,943,614 which is $142.0 million or 2.5 percent more than the FY19 budget.

- Recommended tax-supported funding for Montgomery County Government of $2,113,596,639 (including debt service and OPEB funding).

- Recommended tax-supported funding for Montgomery County Government of $1,690,357,999, an increase of 3.9 percent (excluding debt service).

- Funding for Montgomery County Public Schools (MCPS) will increase by $51.1 million or 2 percent. Within this total, the County contribution is $2.5 million over Maintenance of Effort and 0.7 percent higher than FY19.

- Funding for Montgomery College's FY20 Recommended Operating Budget totals $310.4 million. The County's local contribution is at the Maintenance of Effort (MOE) level. The overall County contribution increases by 43.6 percent in total and 81.1 percent on a per student full-time enrollment basis since 2014.

- Tax-supported funding for the Maryland-National Capital Park and Planning Commission (M-NCPPC) increases by $1,655,475 or 1.2 percent from FY19 (including debt service and OPEB funding).

- Fund the Washington Suburban Sanitary Commission's (WSSC) FY20 operating and capital budgets with a 5.0 percent water and sewer rate increase as proposed by the Commission.

- Recommended a property tax rate of $0.9786 per $100 of assessed value and a $692 homeowners' property tax credit. The recommended property tax rate keeps the rate within 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 rate at the level approved by the Council for FY19, preserving an important stable and broad-based revenue source that includes Federal institutions that otherwise pay no taxes in exchange for County services.

Collaboration and Partnerships

Collaborations and Partnerships

Partners:
Office of Inspector General
Description:
The OIG maintains memberships with the Association of Inspectors General (AIG), the Association of Government Accountants (AGA), and the Association of Local Government Auditors (ALGA) which enhance overall performance and broaden our staff's professional perspective. During FY18, our Inspector General served as the First Vice President of the District of Columbia Chapter of AIG. OIG staff members also voluntarily participate in the success of the AIG local Chapter. Investigative Analyst Mollie Habermeier serves on the AIG local Chapter Training Committee, and Investigative Analyst Michael Morgan worked with the AIG National Office to maintain the website for the AIG local chapter.

Citizens Corners

Partners:
Community Engagement Cluster, Department of Public Libraries
Description:
OCP launched countywide Citizenship Corners in partnership with MCPL and the Gilchrist Immigrant Resource Center as part of a national bipartisan effort to encourage eligible immigrants to apply for U.S. citizenship, with information provided in a number of languages.

Thriving Germantown Initiative

Partners:
Community Engagement Cluster, Department of Health and Human Services, Montgomery County Public Schools, Non-Profits
Description:
The Upcounty Regional Office continued to work with the Thriving Germantown Initiative to help secure $1 million in State funds toward establishing a service delivery hub that will co-locate several nonprofit providers who will deliver direct services to Germantown residents in need. The initiative currently has 27 nonprofit, private and government partners who are collaboratively assessing families' needs, determining risks, tracking the success of referrals made for service, and identifying trend data.

Safety and Security in Germantown

Partners:
Community Engagement Cluster, Department of Police, Non-Profits
Description:
The Upcounty Regional Office partnered with the Boys and Girls Club of Greater Washington and Montgomery County Police to improve safety and security measures at the organization's Montgomery County facility in Germantown.

Merchant and Small Business Assistance

Partners:
Community Engagement Cluster, Department of Environmental Protection, Department of Permitting Services, Department of Police, Department of Transportation, Urban Districts, Non-Profits
Description:
The SSRSC is at the forefront of efforts to mitigate the impact on merchants and small businesses of the Purple Line and other construction work in the Regional Area. This has included bringing together the owners of business adjacent to the Studio Plaza development and others in Fenton Village, particularly Bonifant Street; working with the Long Branch Business League and the City of Takoma and the Takoma Langley Crossroads Development Authority in Langley Park; assisting the neighborhoods surrounding the Montgomery Hills and Brookville Road commercial hubs. The mitigation efforts have included setting up direct financial assistance to businesses impacted by County projects; increased way-finding signage; improved presence in social media; and directing access to technical assistance and other resources.

Collaboration

Partners:
Office of Intergovernmental Relations
Description:
As reflected under "Accomplishments," the Office of Intergovernmental Relations continued to collaborate extensively throughout the year with the County Executive, County Council, Department Directors, departmental liaisons and other key staff, independent agencies, the County's many Boards, Committees and Commissions, and other stakeholders involved in federal and State matters.

County's Small Business Assistance Program

Partners:
Office of Public Information, Community Engagement Cluster, Department of Finance, Department of Recreation, Department of Transportation
Description:

The Public Information Office and the Wheaton Urban District Advisory Committee have been working with other departments including Transportation, Finance, Recreation, and the Mid-County Regional Services Office, to inform area businesses of eligibility for the County's Small Business Assistance program during the construction of the new 14-story County office building in Wheaton. PIO is undertaking a major, ongoing, multi-faceted effort to keep residents in the community updated on the project's progress, and to make them aware that businesses are open during construction.

Montgomery County Services

Partners:
Office of Public Information, Community Engagement Cluster, Department of Health and Human Services, Department of Public Libraries
Description:
MC311's Community Engagement Team has partnered with multiple County departments to educate County residents of the wide range of services offered through Montgomery County Government. MC311 has implemented strategies to engage customers through face-to-face meetings, public forums, and social media. By utilizing partnerships with libraries, home owners associations, neighborhood associations, and other similiar entities, the Community Engagement Team has taken the "*311 experience*" to the community.

Use of Emergency Management Communications Platform on Election Day

Partners:
Montgomery County Board of Elections, Office of Emergency Management and Homeland Security
Description:
The Board has dramatically improved its field support, responsiveness, and ability to communicate swiftly and effectively with up to 250 polling places on Election Day, at no additional cost to County taxpayers. The Office of Emergency Management and Homeland Security offered the use of its public alert notification system, which can also be used for targeted communication and text response. During the 2016 Presidential Election, the Board experimented with a pilot project, expanded its use in the 2018 Gubernatorial Election, and intends to expand this partnership to communicate with employees and with early voting sites for the 2020 Presidential Election.

Operating Budget Forums

Partners:
Office of Management and Budget, Community Engagement Cluster, Office of the County Executive

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

Cross Departmental Issue Coordination

Partners:
Office of Management and Budget
Description:
OMB facilititated operating budget cluster meetings to promote collaboration, information sharing, cost-savings, and efficiency among departments. Specific areas of focus included: Safe Neighborhoods; Thriving Youth and Families; Digital Evidence Management and e-Discovery; Pedestrian Safety/Vision Zero; and Technology.

Project Search

Partners:
Office of Management and Budget, Office of Human Resources
Description:
Partnered with the Office of Human Resources to provide opportunities for Project Search participants to intern at OMB. Since 2013, OMB has hosted eight Project Search participants and hired two of those participants to permanent positions.

Collective Bargaining

Partners:
Office of Management and Budget, Office of the County Attorney, Department of Finance, Montgomery County Fire and Rescue Service, Office of Human Resources, Department of Police
Description:
OMB, in partnership with the Office of Human Resources, County Attorney, Finance, Police, and Fire & Rescue Service served on the County's collective bargaining negotiating team.

Community Grant Outreach Forums

Partners:
Office of Management and Budget, County Council
Description:
OMB partnered with staff from the County Council to conduct three information and training sessions on the County's Community Grant application and award process. The sessions were held across the County and were attended by 310 representatives from community non-profit organizations.

Tranisition Workshops

Partners:
Office of Management and Budget, Office of the County Executive
Description:
OMB provided support and assistance at the County Executive's Transition Outcome Team meetings.

Disaster Recovery and Continuity of Enterprise Financial Systems

Partners:
Department of Finance, Office of Emergency Management and Homeland Security, Department of Technology Services
Description:
Collaborated with the Department of Technology Services and the Office of Emergency Management and Homeland Security (OEMHS) to secure grant funding for OEMHS to assist in formulating a strategy to address disaster recovery and operational continuity of the County's critical enterprise financial systems in the event of a prolonged outage. $300K of grant funding has already been secured. This grant will be used to develop a disaster recovery and continuity of operation solution for the County's ERP system.

Implement Online Credit Card & E-check Payment Options

Partners:
Department of Finance, Department of Health and Human Services, Department of Liquor Control
Description:
Assisted the following departments and programs with implementing an on-line credit card and e-check payment option: Health and Human Services (HHS) Short Term Rental and Child Care/Proclass, Department of Liquor Control (DLC) Solicitor, iStore Ads, and DLC Licensees.

Prevailing Wage Workshop

Partners:
Office of Procurement
Description:
On March 7, 2018, Office of Procurement coordinated an event for staff to offer brief remarks at the Silver Spring Library regarding the mission of the Prevailing Wage Program and the importance of complying with the Prevailing Wage Law.

Super Matchmaker Conference

Partners:
Office of Procurement, Non-Profits
Description:
On March 29, 2018, the Division of Business Relations and Compliance participated in a business matchmaking event for current and potential entrepreneurs in collaboration with the Capital Regional Minority Suppliers.

Introduction to Government Contracting

Partners:
Office of Procurement, Non-Profits
Description:
On April 18, 2018, the Division of Business Relations and Compliance (BRC) collaborated with the Asian American Chamber of Commerce at the Lerch, Early and Brewer Chartered Bethesda Law Firm as a resource to provide information on the BRC mission and accomplishments.

Government Procurement Conference

Partners:
Office of Procurement
Description:
On April 19, 2018, the Division of Procurement Operations collaborated with the Federal Government at the Walter E. Washington Convention Center in Washington, D.C. to provide information and literature during Business matchmaking sessions.

Washington Surburban Sanitary Commission (WSSC) to Business

Partners:
Office of Procurement, Washington Suburban Sanitary Commission
Description:
On April 27, 2018, the Division of Business Relations and Compliance collaborated with the Washington Suburban Sanitary Commission (WSSC) at the WSSC Tap into Business event to offer information and technical assistance at a booth.

How To Do Business With Montgomery County

Partners:
Office of Procurement, Non-Profits
Description:
On June 19, 2018, the Division of Business Relations and Compliance collaborated with the Maryland Procurement Technical Assistance Center (PTAP) at the Small Business Resource Center in Baltimore, Maryland for a presentation by staff and to provide information and technical assistance.

Educational and Business Planning Events

Partners:
Office of Procurement, Non-Profits
Description:
The following were hosted or presented in part by the Division of Business Relations and Compliance:September 20, 2017 and February 28, 2018 - Minority Business Enterprise (MBE), Disadvantaged Business Enterprise, Airport Disadvantage Business Enterprise, Small Business Enterprise Certification Workshops for Minority Businesses.October 3, 2017 the Division of Business Relations and Compliance delivered programmatic information in Hanover, Maryland at the MBE Application Assistance Workshop that was a collaboration with the Maryland Department of Transportation (MDOT).

Facilities Management

Partners:
Department of General Services
Description:
2018 NACO Award: Using GIS Maps to Improve Contract Management in Facilities Maintenance.

Americans with Disabilities Act

Partners:
Department of General Services
Description:
Supported the Department of Technology Services to improve the accessibility of the County's website, including creating accessible map solutions to replace older non-accessible static maps.

Office of Energy and Sustainability

Partners:
Department of General Services
Description:
Continue to coordinate the public use of $41 million in direct financial benefits and other policy commitments as a result of the merger of Pepco Holdings Incorporated and Exelon Corporation. Financial benefits included seed capital for the nation's first Green Bank, funding for low- and moderate-income weatherization, workforce development, and other programs.Implemented two nationally recognized microgrid projects under a public-private partnership. The Public Safety Headquarters (PSHQ) and the Montgomery County Correctional Facility (MCCF) projects combine clean and low-carbon technologies to allow the facilities to operate independently from the utility grid. Received 2018 NACo Achievement Award for this initiative.Continue

to coordinate the policy and public benefits from the merger of Altagas Ltd and WGL holdings to benefit public infrastructure, multifamily housing, and other uses.

Planning and Development

Partners:
Department of General Services
Description:
Secured $80 million in private investment in FY18, and a cumulative investment of $178 million since FY14.Creation of 502 total new housing units including 123 units of affordable housing.

Building Design & Construction

Partners:
Department of General Services
Description:
Received 2018 NACo Achievement Award for authoring a Project Mangement Handbook for Project Managers and Consultants.

Glen Echo Park

Partners:
Department of General Services
Description:
An agreement with the National Park Service was executed July 20, 2018. The Cooperative Agreement delegates all management and operation at Glen Echo Park to Montgomery County. Doing so ensures the Park's operation during federal closures and ensures continuity of programming, as well timely building and grounds maintenance.

Acquisition of New Complements of Transit Buses for Expansion of Routes and Services

Partners:
Division of Fleet Management Services
Description:
Montgomery County is adding new types of buses to the fleet (Rapid Transit Buses, Microbuses, Electric Buses, and 60-foot Articulated Buses). In conjunction with the Department of Transportation (DOT) Division of Transit Services, DFMS developed specifications and completed a Request for Proposals (RFP). During the build cycle, DFMS will participate in on-site inspections.

Business Eviction and Response Team Program (B.E.R.T.)

Partners:
Office of Consumer Protection, Sheriff's Office
Description:
OCP collaborated with the Montgomery County's Sheriff's Office regarding the award-winning Business Eviction Response Team (B.E.R.T.) program to safeguard and return personal property to consumers after the eviction process concluded.

"Scambuster" Videos and Alerts

Partners:
Office of Consumer Protection, Office of Broadband Programs
Description:
OCP's consumers participated in the "Scambuster" videos and alerts that are created by County Cable Montgomery. In these videos, the consumers explain how they were faced with a scam, how they recognized the scam, and how they were able to "bust" the scam and not become a victim.

Vision Zero

Partners:
Department of Police, County Council, Office of Emergency Management and Homeland Security, Department of Health and Human Services, Department of Transportation, Maryland-National Capital Park and Planning Commission, Non-Profits
Description:
Continue to collaborate with the County government partners; the State Highway Administration; and several other associations, committees, and offices in the second year of the 2-year Vision Zero action plan.

Helping Victims of Domestic Violence

Partners:
Department of Police, Department of Correction and Rehabilitation, Department of Health and Human Services, Sheriff's Office, State's Attorney's Office, Non-Profits
Description:
MCPD continues to be a partner in the Family Justice Center, which offers comprehensive services for victims of domestic violence.

Police Cadet Program

Partners:
Department of Police, Montgomery College

Description:
The Department continues to partner with Montgomery College to maintain the Montgomery County Police Cadet Program.

School Resource Officer (SRO) Program & Critical Incident Response Training

Partners:
Department of Police, Montgomery County Public Schools
Description:
Partnership with the Montgomery County Public Schools to operate a School Resource Officer (SRO) program and provide training related to critical incident response.

Mental Health and Substance Abuse

Partners:
Department of Police, Department of Health and Human Services
Description:
Ongoing partnerships with HHS to provide critical services including support to the Crisis Intervention Team; the Opiate Overdose Response Program; and the Stop, Triage, Engage, Educate, and Rehabilitate (STEER) program, which deflects low-risk individuals with substance use disorders away from the criminal justice system and directly into community-based treatment.

Keeping Seniors Safe Program

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

Embracing Diversity

Partners:
Department of Police, Office of Human Rights
Description:
Expanded community partnerships through the Office of the Chief, including the African American, Asian, Hispanic, Latino, and LGBTQ liaison committees, and the Interfaith community working group. The partnerships help aid investigations and responses to the increase in the number of bias incidents in the County.

Integration of Community Emergency Response Team into OEMHS Plans

Partners:
Office of Emergency Management and Homeland Security, Montgomery County Fire and Rescue Service
Description:
Integration of the MCFRS Community Emergency Response Team into OEMHS plans and field operations, including volunteer and donations management planning.

Data Sharing Platform with Montgomery County Public Schools

Partners:
Department of Health and Human Services, Montgomery County Public Schools
Description:
Children, Youth, and Family Services and MCPS have developed a shared data platform to review and monitor the educational status of youth. The two programs piloted are Linkages to Learning (LTL) and Child Welfare Services foster care. The goal is to ensure early intervention services are provided when there are educational concerns, maintain close collaborative contact between staff in both agencies, and promote academic achievement/success among our students.

East County Opportunity Zone Network

Partners:
Department of Health and Human Services, Department of Recreation, Non-Profits
Description:
The East County Opportunity Zone Project continues to build a network that supports workforce development, health and wellness, and parent engagement in an under-served community. It has provided assistance with eviction prevention, utility disconnection prevention, childcare services, vocational employment assistance, senior services, behavioral health services, and assistance with somatic health.

Homelessness Coordinated Entry System

Partners:
Department of Health and Human Services, Non-Profits
Description:
Services to End and Prevent Homelessness worked with the Continuum of Care system, a County-wide public-private partnership, to implement a strategy for prioritizing individuals and families for housing and services based on their needs. The new Coordinated Entry System maximizes resources by using a common assessment tool to assign the most appropriate housing intervention based on a household's vulnerability.

Circle Time with Friends

Partners:
Department of Health and Human Services, Department of Public Libraries, Department of Recreation
Description:
Early Childhood Services ChildLink partnered with Montgomery County Public Libraries and the Department of Recreation to raise the importance and awareness of early literacy by offering Circle Time with Friends. This forum allows parents and caregivers to interact with their children through reading and participating in activities and allows children to learn social skills by interacting with their peers. The program will be expanded to other recreation centers.

Volunteer Income Tax Assistance

Partners:
Department of Health and Human Services, Non-Profits
Description:
The Community Action Agency Volunteer Income Tax Assistance program (VITA) served 1,936 households, helping individuals and families receive almost $5 million in tax refunds, including $1.3 million in Earned Income Tax Credit (EITC) refunds. Seventy-seven volunteers supported the program, giving over 2,100 hours.

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 contribute to the salary of a Senior Information Technology Specialist who serves as the System Administrator and liaison with the software vendor, in addition to a County Senior Accountant to manage the distribution of funds. Representatives from each entity participate on various committees to make decisions that impact the operations of the other partners. Recreation, Parks, and CUPF are currently working together on a Governance Group for the purpose of selecting a replacement vendor for ActiveMONTGOMERY. The Group will solicit, select, integrate, and transition the new vendor into a joint operating system to serve the needs of all three Agencies.

Community Use of Public Facilities

Partners:
Office of Community Use of Public Facilities, County Council, Department of

General Services, Department of Police, Department of Public Libraries, Maryland-National Capital Park and Planning Commission, Montgomery County Public Schools

Description:

The Community Use of Public Facilities (CUPF) works with various entities to enable the community to use public facilities for a variety of activities when not in use by the tenant organization. This includes schools, public libraries, Montgomery Park fields, and meeting rooms in County buildings. CUPF reimburses the Montgomery County Board of Education for the cost impacts of community use, funds two subsidy programs, returns funds to the general fund, and contributes to special maintenance projects.

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 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.

Connected Communities

Partners:

Department of Public Libraries, Montgomery County Public Schools, Non-Profits

Description:

Ensure that all middle school students at MCPS 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.

Strong and Vibrant Montgomery

Partners:

Department of Public Libraries, Office of Consumer Protection, Office of Human Resources, Non-Profits

Description:

Provided workforce development programs targeting job seekers to include workshops on job search strategies, successful interviewing, resume writing, applying for jobs with Montgomery County, LinkedIn Bootcamps, and career re-entry seminar series for women. Business programs offer classes in English and Spanish for entrepreneurs and small business owners on starting a business,

business finance basics, social media for small businesses, building a website for small business, and an online high school diploma program. Financial Literacy offerings include programs on divorce and money, financial planning 101, envisioning your financial future, planning for retirement, entrepreneurship, and protecting against identity theft. The Health and Human Services (HHS) Safe Spaces program at two branches offers a location for late night activities for at-risk teenagers.

Technology and Programming

Partners:
Department of Public Libraries, Department of Technology Services, Non-Profits
Description:
Media labs engage youth 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 are available 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.

ActiveMontgomery

Partners:
Department of Recreation, Office of Community Use of Public Facilities, Maryland-National Capital Park and Planning Commission
Description:
In partnership with Community Use of Public Facilities and Montgomery County Parks, ActiveMontgomery provides residents with online registration and access to programs, classes, events, and facility use. This system streamlines operations providing customers and constituents with ease of use encouraging community participation.

Excel Beyond the Bell

Partners:
Department of Recreation, Montgomery County Public Schools, Non-Profits
Description:
In partnership with MCPS and the Collaboration Council, the Excel Beyond the Bell program serves over 2,400 youth and is continuously growing to help close the achievement opportunity gap among MCPS students.

TeenWorks

Partners:
Department of Recreation, Department of Technology Services, Maryland-National

Capital Park and Planning Commission, Montgomery County Public Schools, Non-Profits

Description:

- In partnership with the Maryland Park Service, Conservation Jobs Corps (CJC), and the Maryland-National Capital Park and Planning Commission (M-NCPPC), TeenWorks prepares young people for jobs in an increasingly green economy through conservation and environmental stewardship. The program provides participants ages 14-17 with opportunities for skills development, personal growth, and the satisfaction of completing projects that benefit our County and State natural resources.

- In partnership with Transcend, Maryland's Promise, and the National Center for Children and Families, TeenWorks ensures vulnerable youth receive priority referrals for youth employment opportunities.

- Partnership between Seniors and TeenWorks to employ youth to provide computer literacy training to seniors.

- In partnership with the Hispanic Business Foundation, TeenWorks provides employability and financial literacy skills to newly arrived Latino youth who earn a stipend for participation.

- In collaboration with Worksource Montgomery, TeenWorks provides referrals for disconnected youth (young adults not in school or working) to employment and training opportunities.

Maryland 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 and state recreation departments, MNCPPC and a number of senior sports organization to program 28 Senior Olympic events throughout the County and State on an annual basis.

Proactive Prevention Strategy

Partners:

Department of Recreation, Department of Police, Non-Profits

Description:

In partnership with Montgomery County Police, we seek to strengthen the relationship between youth and law enforcement to 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.

Youth Soccer Partnerships

Partners:
Department of Recreation, Department of Health and Human Services, Non-Profits
Description:
Montgomery County Recreation's expanded soccer program (Soccer4Change) targets vulnerable youth with Identity, the City of Gaithersburg, and the Department of 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, providing bilingual staff, providing free uniforms and transportation to address barriers that often prevent students from participating in school-based programs.

Senior Transportation

Partners:
Department of Recreation, Department of Health and Human Services, Department of Transportation
Description:
The Senior Programs Team works closely with the Department of Transportation (DOT) and the Department of Health and Human Services Aging and Disability Services to provide coordinated and efficient transportation services to seniors living in the county. This includes transportation to five senior centers and four Active Adult program locations.

Partnership with First Tee of Greater Washington

Partners:
Department of Recreation, Non-Profits
Description:
First Tee of Greater Washington offers free golf instruction to 4th and 5th grade participants in Recreation's Club Adventure program in the East County area. Instruction includes driving range skills and putting green practice that provide participants a first time golf experience.

Medication Take-Back Program

Partners:
Department of Recreation, Department of Health and Human Services, Department of Police
Description:
This program partners with Police and HHS Aging and Disability Services to encourage seniors to bring in old or expired medications so that they can be disposed of properly. A pharmacist is often present to answer medication-related questions.

Coffee with a Cop

Partners:
Department of Recreation, Department of Police
Description:
This program has expanded from its pilot launch in 2016 from one initial location to multiple sites. Montgomery County Police designed the program for seniors to speak with a Community Liaison Officer in an informal and relaxed setting, to answer questions, share information, and report any concerns regarding criminal activity.

Private and Public Projects

Partners:
Department of Permitting Services, Office of the County Executive, Department of General Services, Department of Housing and Community Affairs, Department of Transportation, Maryland-National Capital Park and Planning Commission, Non-Profits
Description:
Collaborated extensively to help numerous private and public projects successfully open including, but not limited to United Therapeutics' new Net Zero Building; Oliver T. Carr's very complex project interfacing with the Purple Line, the Capital Crescent Trail, and the new Bethesda Metro platform; the Elizabeth House; Jezreel Housing; Chevy Chase Lake; the Wheaton Redevelopment Office Building; Marriott's new World Headquarters, etc.

Improve Quality of Plans

Partners:
Department of Permitting Services
Description:
Collaborated with the Association of Structural Engineers Metro Washington to improve the quality of plans and to develop a checklist of necessary information for demolition projects to avoid demolition/alteration related collapses.

Assisted Communities to Resolve Life Safety Property Issues

Partners:
Department of Permitting Services, Community Engagement Cluster, Department of Housing and Community Affairs
Description:
Assisted communities to resolve life safety property issues, including dangerous electrical feeds, unsafe structures, aging condo and HOA infrastructure, illegal and unsafe site work, etc.

Assessing Terrorism Risks on Public Streets

Partners:
Department of Permitting Services, Office of the County Executive, Department of Police, Division of Transit Services, Department of Transportation, Maryland-National Capital Park and Planning Commission
Description:
Assessed terrorism risks on public streets and sidewalks and strategies to minimize these risks, including sidewalk cafe regulations.

Maryland Sustainable Growth Commission

Partners:
Department of Permitting Services, Department of Environmental Protection
Description:
Collaborating with Maryland Department of Environment, other jurisdictions, and stakeholders on the Maryland Sustainable Growth Commission.

Rental Assistance

Partners:
Department of Housing and Community Affairs, Department of Health and Human Services, Housing Opportunities Commission
Description:
Utilize resources from the MHI fund to support rental assistance programs in DHCA, HHS, and the HOC. Over 3,500 households are projected to be assisted in FY20.

State & Federal Agencies

Partners:
Department of Housing and Community Affairs
Description:
DHCA works closely with the Maryland Department of Housing and Community

Development; the Maryland Department of Labor, Licensing, and Regulation; the Maryland-National Capital Park and Planning Commission; the U. S. Department of Housing and Urban Development; and other regulatory agencies regarding a variety of housing-related issues.

Agreement Between DEP (Solid Waste) and DHCA (Housing Code Enforcement)

Partners:
Department of Housing and Community Affairs, Department of Environmental Protection
Description:
This agreement states that DHCA is responsible for the enforcement of laws, rules, and regulations governing storage of solid waste and recyclable materials located on residential property in Montgomery County, other than that which has been placed at the curb for collections. It is estimated that 150 tons of trash was removed as a result of the clean and lien program and the Alternative Community Service (ACS) concentrated neighborhood efforts of litter removal from bi-weekly collection of street debris in targeted neighborhoods and streets.

Delegation of Enforcement Authority and MOU between DPS and DHCA

Partners:
Department of Housing and Community Affairs, Department of Permitting Services
Description:
Through this agreement, inspectors from either department can cite violations of either Chapter 26 or Chapter 59, eliminating the need for duplicative and unnecessary inspections. This is a more efficient use of staff resources and enhances customer service by minimizing the confusion inherent in requiring the involvement of both departments to resolve a single complaint.

Code Enforcement Task Force Initiative

Partners:
Department of Housing and Community Affairs, Department of Police
Description:
Participate in an informal Code Enforcement Task Force initiative established by the County Police, Community Policing Division to address severe violations requiring a joint effort to gain compliance.

Montgomery College, HHS, Community Partners

Partners:

Department of Housing and Community Affairs, Department of Health and Human Services, Montgomery College, Non-Profits

Description:

Landlord Tenant Affairs worked with the Department's Senior Fellow to conduct workshops regarding seniors and their unique housing issues and to develop a course regarding management in senior buildings that is currently being taught at Montgomery College in Rockville, in partnership with Montgomery County HHS, Montgomery College, and our community partners.

Health and Human Services

Partners:

Department of Housing and Community Affairs, Department of Health and Human Services

Description:

The MPDU program is finalizing procedures with HHS to give priority for rental MPDUs to persons exiting homelessness, and is working to increase the number of nonprofit organizations signing MPDU master leases to serve lower income households.

Cost Share Program

Partners:

Office of Agriculture

Description:

The OAG is partnering with Maryland Agricultural & Resource Based Industry Development Corporation (MARBIDCO) to provide a cost share grant program for farmers. This is a public-private partnership that assists farmers in cost sharing a portion of the installation cost of deer fence and other agricultural needs.

Sugarland Road Broadband Pilot Project

Partners:

Office of Agriculture , Department of Technology Services

Description:

The Office of Agriculture is continuing its partnership (which began in 2013) with DTS and Comcast to obtain the easements required for future phases of the project. Phase I is expected to be completed in late Summer 2019.Additional information can be found at: https://montgomerycountymd.gov/cable/Sugarland/sugarland-comcast.html.

Agricultural land preservation funding

Partners:

Office of Agriculture , Department of Finance, Office of Intergovernmental

Relations

Description:

The Office of Agriculture is collaborating with the County Delegation, the Office of Intergovernmental Relations and the Department of Finance to identify a long term, sustainable source of funding for the County's Agricultural Preservation Program.

"I Take it Personally" Campaign

Partners:

Department of Liquor Control, Department of Police

Description:

DLC and Police launched a public awareness campaign to prevent drunk driving and patron over-consumption.

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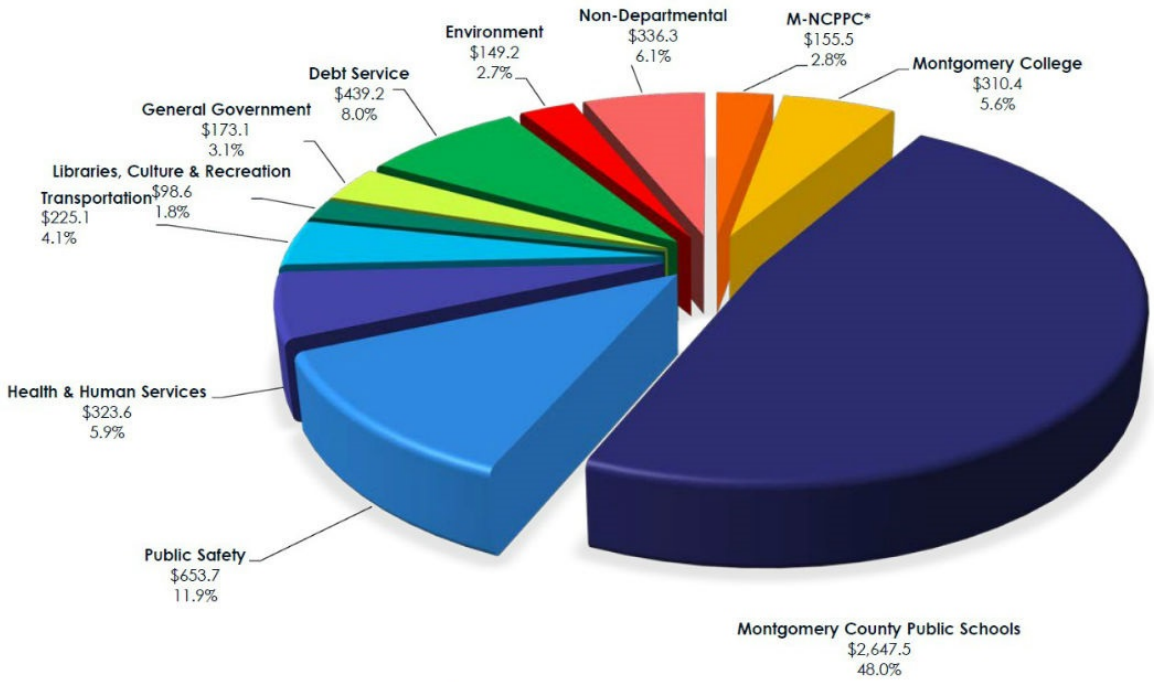
FY20 Expenditures by Function (millions)

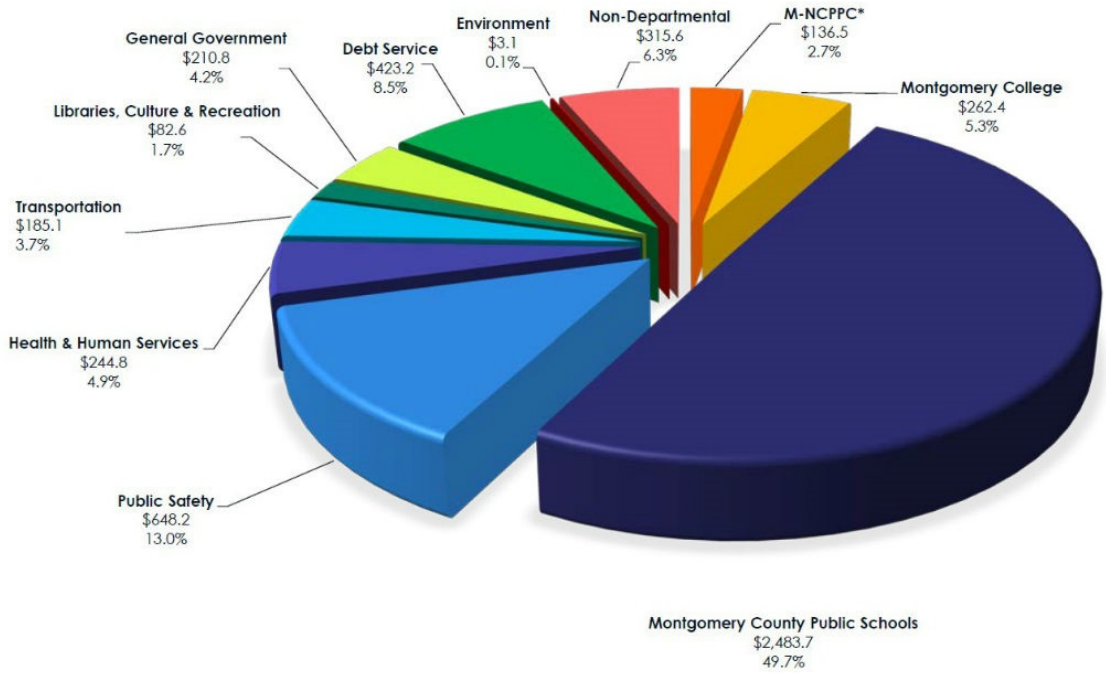
WHERE THE MONEY GOES

TOTAL EXPENDITURES - $5,722.9



*Total M-NCPPC includes $7.3 million debt service.

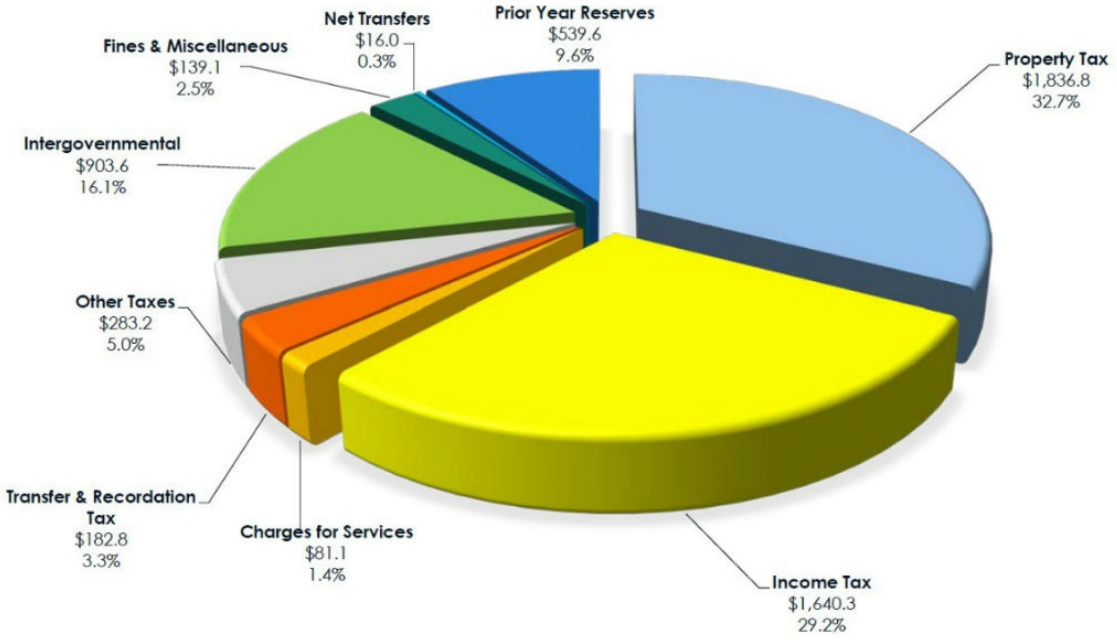
TAX SUPPORTED EXPENDITURES - $4,996.2



FY20 Tax Supported Agencies and Funds (millions)

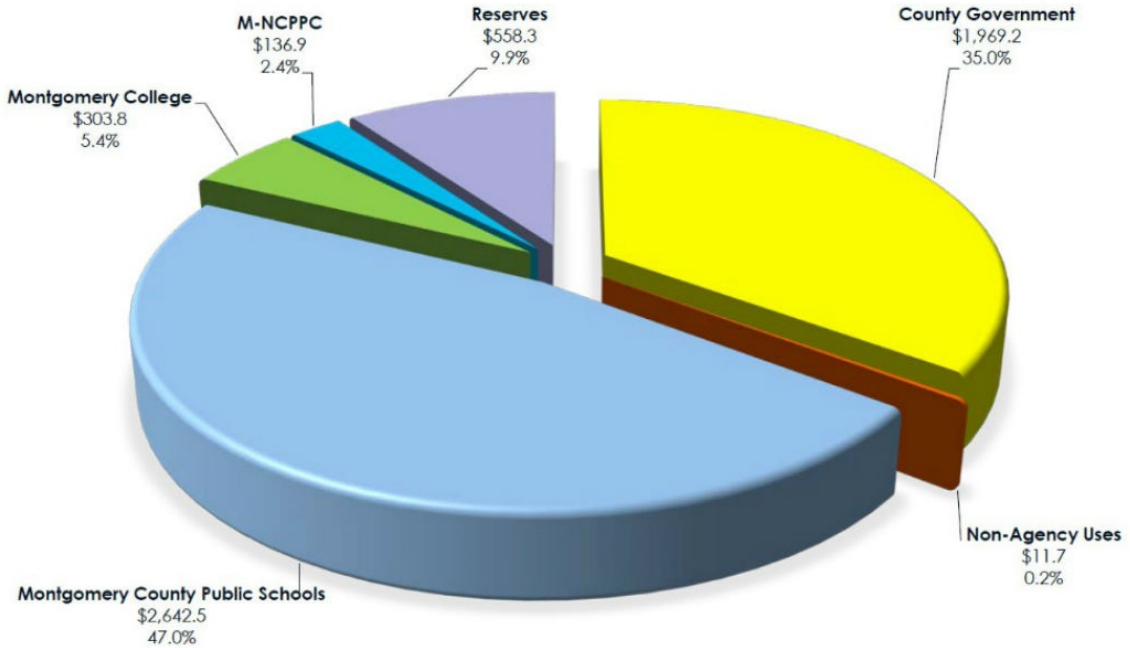
WHERE THE MONEY COMES FROM

TOTAL RECOMMENDED RESOURCES - $5,622.5



WHERE THE MONEY GOES*

TOTAL RECOMMENDED USES of FUNDS - $5,622.5

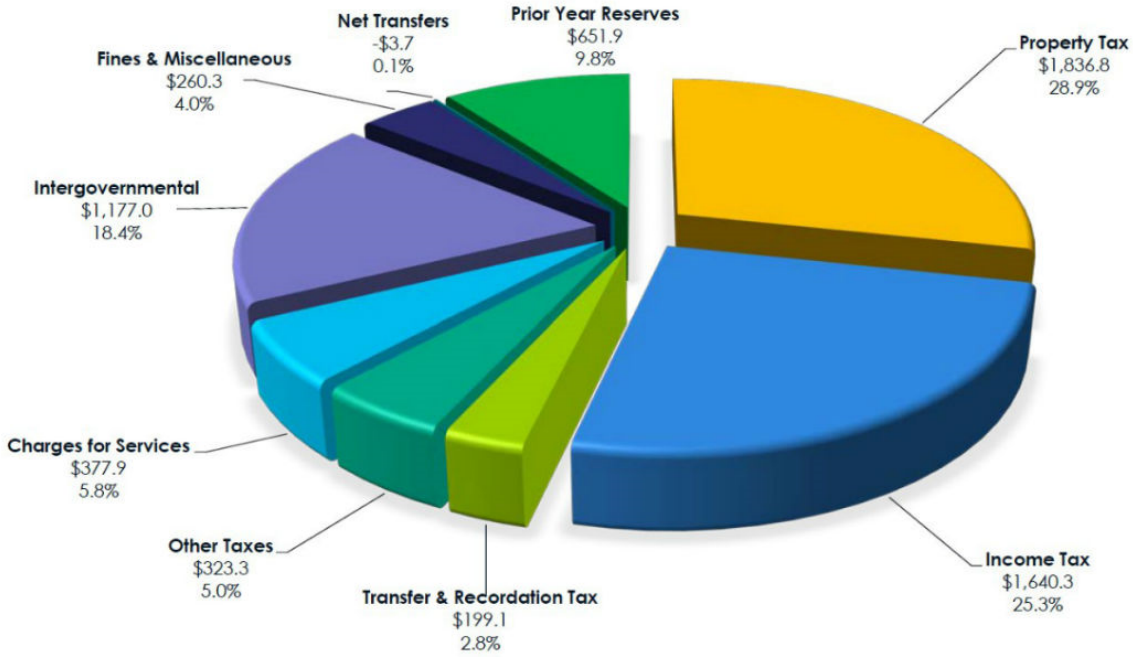


* This total covers the full Operating Budget and funds to the CIP, Debt Service, and Reserves. Of this amount $4,996,234,180 is recommended in the Operating Budget.

FY20 All Agencies / All Funds (millions)

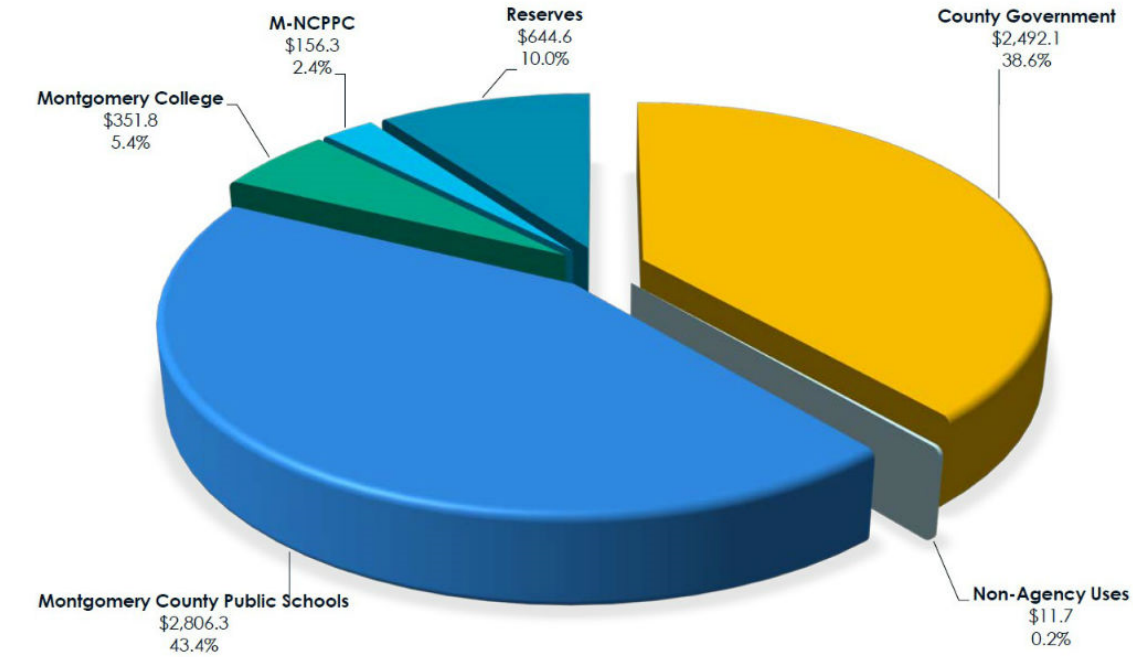
WHERE THE MONEY COMES FROM

TOTAL RECOMMENDED RESOURCES - $6,462.8



WHERE THE MONEY GOES*

TOTAL RECOMMENDED USES OF FUNDS: $6,462.8



* This total covers the full Operating Budget and funds to the CIP, Debt Service, and Reserves. Of this amount $5,722,943,614 is recommended in the Operating Budget.

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How to Read the Budget

INTRODUCTION

The County Executive's Recommended Operating Budget and Public Services Program (PSP) contains a comprehensive picture of the Executive's recommendations for the fiscal 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 **2018**
- **Current Year** - Fiscal Year **2019**
- **Next Year** - Fiscal Year **2020**

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 recommended budgets for Legislative Branch departments should be directed to Mary Jane Berry, 240-777-7930.

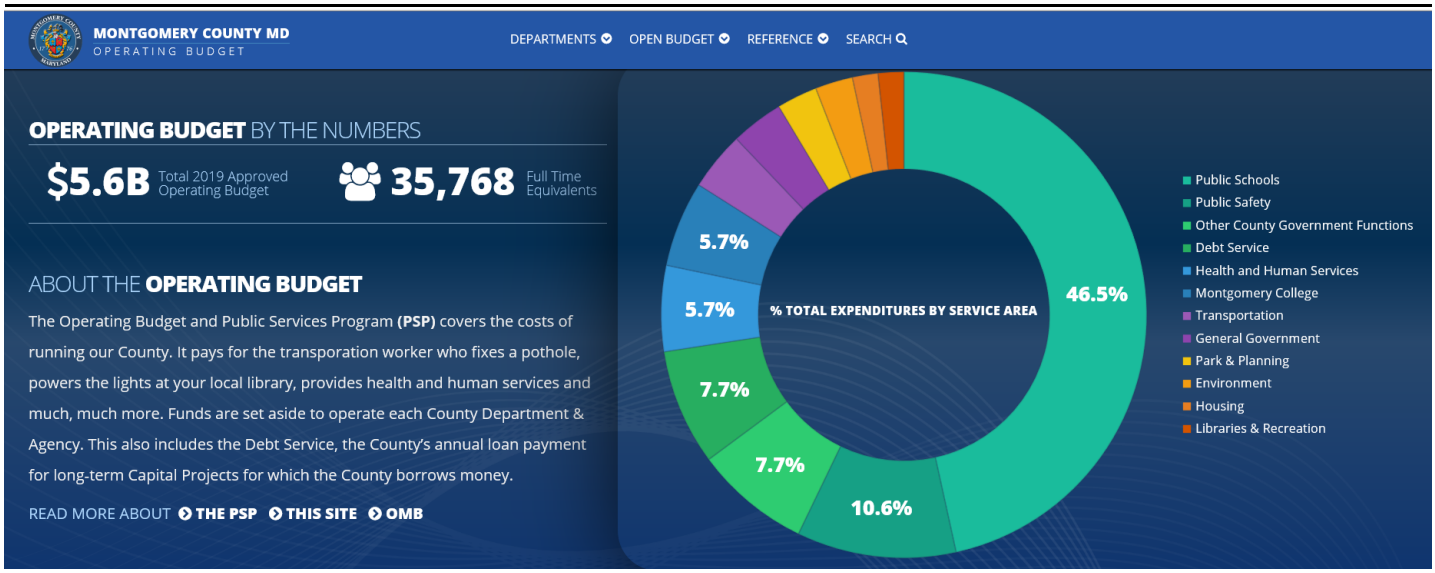
OPEN BUDGET

To replace, consolidate, and enhance numerous failing legacy financial systems, the Office of Management and Budget (OMB) developed an in-house budget analysis and statistical information application called BASIS. Using an intuitive and accessible user-interface design, BASIS provides residents, analysts, departments, and management with instant access to budget and performance data in a clear and concise fashion. This scalable solution ensures evolving budget needs are met in a cost-effective manner.

Open BASIS Budget Features Include:

- Interactive charts, visualizations, tables, maps and videos;
- A Custom Google Search Engine for fast results finding;
- Downloadable Publications, Individual Sections/Chapters;
- Filter Previous Years' Data and Content;
- Export & Discover data, tables and visualizations;
- Mobile (works on smartphones, tablets and desktops);
- American with Disabilities Act (ADA) Compliant; and
- Instantly translatable into 90+ languages.

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



BALANCING ACT TOOL

Beginning with the FY20 operating budget development, the Office of Management and Budget (OMB) implemented a new, interactive budget simulation tool, Balancing Act. This tool gives residents the opportunity to provide direct input in how they would prioritize County spending by trying their hand at balancing the County's budget. For FY20, over 3,000 individuals provided input through the budget simulation tool, and over 60 individuals participated in an interactive budget forum hosted by OMB. Results from the budget simulation and forum were shared with the County Executive and Chief Administrative Officer and were taken into consideration when developing the Executive's FY20 Recommended Budget.

CONTENTS OF THE OPERATING BUDGET DOCUMENT

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

County Executive's Budget Message and Highlights

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

Operating Budget Process**

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

Fiscal Policy**

This chapter describes the policies of Montgomery County government with respect to taxes, spending, and debt management, including short-term policies and initiatives. The purpose of fiscal policy is to provide guidance for sound

public practice in the planning and financing of public expenditures, including the policy assumptions under which budget and tax decisions are made.

Revenues**

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

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

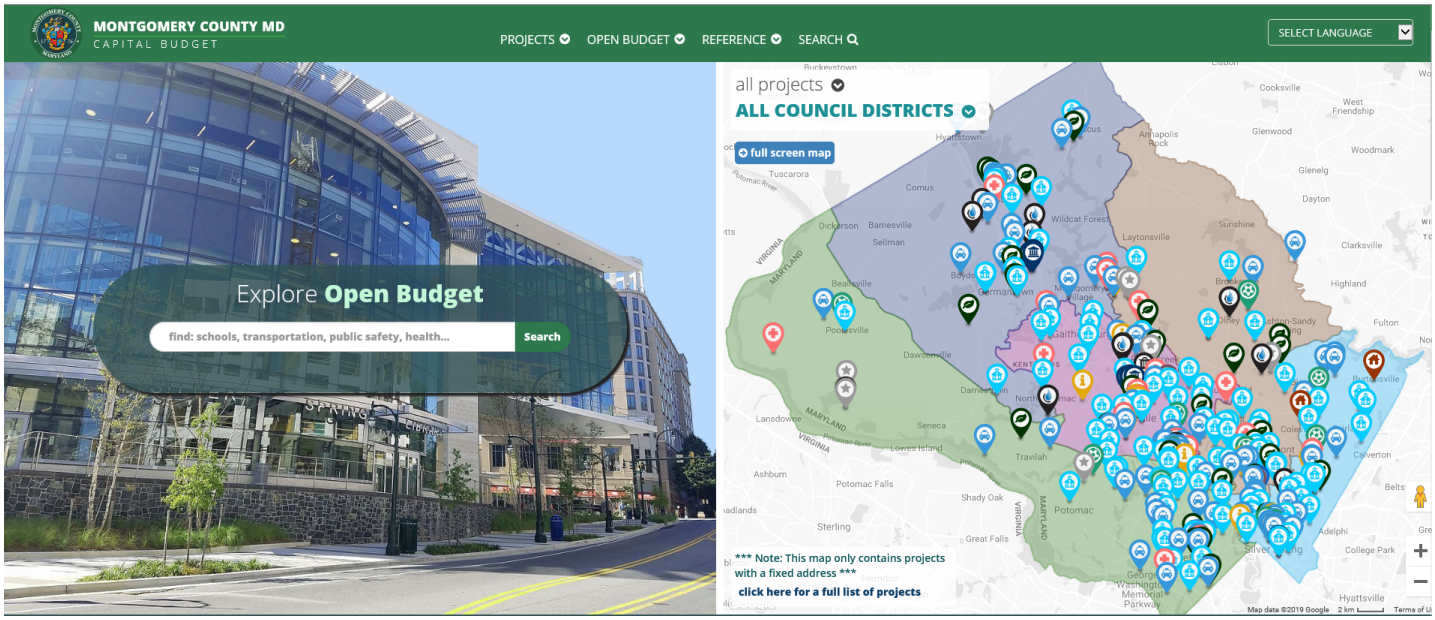
Capital Improvements Program (CIP)**

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

If you are interested in information about a the capital budget, please use our Open Capital Budget website which includes the folllowing features:

- Breakdown of projects by category, sub-category, council district, planning area, regional service area and status;
- Interactive map with filtering capabilities by project type and location;
- Complete project details filterable by year and version, including downloadable Project Description Forms (PDF) and data;
- Comprehensive Capital Budget schedules, reports, and chapters;
- Robust Search Engine for quickly finding results;
- ADA compliant, works on any device / browser.

The information is available at montgomerycountymd.gov/capitalbudget.



Debt Service

Debt service is the amount the County must pay each year for the principal and interest on the County's bonded and other indebtedness. Debt service is presented both in terms of the specific bond allocations by category and fund and by sources of revenue, including six-year projections of debt service requirements.

Workforce/Compensation**

This chapter includes detailed information about negotiated settlements with certified employee bargaining units and unrepresented employees. General data related to group insurance, disability protection, and employee retirement plans are also presented.

Agency Summaries

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

County Government Recommended Department Budgets

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

- Legislative Branch (the County Council and legislative offices and boards);
- Judicial Branch (Circuit Court and State's Attorney); and

- Executive Branch (departments with functions related to general government; public safety; transportation; health and human services; libraries, culture, and recreation; community development and housing; environment; and other county functions).

The presentations include: the department's mission statement; the relationship to the County's priority outcomes; accomplishments and initiatives; performance measures; description and cost of programs; recommended expenditure, revenue, and workforce allocations for the department; recommended changes for next fiscal year's budget; charges to other departments, and information about future fiscal impacts. For more detailed information about department displays, see the section on "Department Budget Presentations" below.

Non-Departmental Accounts (NDAs)

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

Budget Summary Schedules

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

Glossary

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

DEPARTMENT BUDGET PRESENTATIONS

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

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

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

County Priority Outcomes: denotes which of the County Executive's seven priority outcomes 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 recommended 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 FY19 and FY20 figures represent performance goals for the relevant program.

Program Recommended Changes: a table displays the recommended program expenditures and FTEs compared to the prior fiscal year, including an itemization of key changes within individual programs based on recommended budget actions. Budget changes that relate to a unique program are listed individually within each program recommended changes chart. Budget changes that affect more than one program, such as compensation changes, are summarized in a multi-program adjustment item for each affected program.

Budget Summary: summary data for the department, including actual expenditures for the prior fiscal year, the recommended budget and estimated expenditures for the current fiscal year, and the recommended budget for the coming fiscal year. The presentation includes, by fund, expenditures within appropriation category (Personnel Costs, Operating Expenses, Capital Outlay, and Debt Service); personnel requirements (full-time and part-time positions and FTEs); and related revenue sources. Appropriation categories and related components within the Budget Summary include:

- Salaries and Wages: The cost of all salary expenses for both full-time and part-time positions, including other personnel cost adjustments (e.g., overtime, shift differential, multilingual pay, etc.)
- Employee Benefits: Social security, group insurance, and retirement. Additional information regarding employee benefits may be found in the Workforce/Compensation chapter of this document.
- Operating Expenses: Those costs required to support the operations of the agency, including such items as contracted services, printing, motor pool, and office supplies.
- Debt Service (for M-NCPPC, Parking Lot Districts, Solid Waste Disposal, 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 $10,000 or more and a useful life of more than one year.

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

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

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

- Additional items funded in next year's recommended budget for new or expanded services;
- Decreases from last year's approved budget relating to reduction in service or elimination of one-time funding in the base for printers, servers, etc.;
- Proposed compensation adjustments;
- Group insurance and retirement rate adjustments;
- Rate adjustments for other expenses such as motor pool, printing and mail, risk management, etc.;
- Increases or reductions in charges to or from other departments (including charges to the CIP);
- Shifts in resources to another department;
- Other personnel cost adjustments, including changes related to annualization of current year increments; position or job class reclassifications; staff turnover; and lapse changes; and
- Other operating expense changes, including inflation adjustments for contracts, rent, etc.

The presentation is organized under two categories: first by items with service impacts, then by other adjustments with no service impacts. Under each category, the items are organized by largest to smallest dollar value change. For items that affect a single program, the name of the relevant program is shown in parentheses. If no program is shown, the adjustment affects several programs.

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

Verb and Definition
Add - New funding for services that presently do not exist.
Enhance - More funding for 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 in funding, but not elimination of an existing service.
Restore - To reverse a previous recommendation to Shift or Reduce a service.
Replace - County assumption of responsibilities previously provided by a non-county entity or funded by a restricted grant (e.g. Federal/State/private).

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).
Re-align - budget adjustment with no impact on service due to more efficient service delivery or change in service demand.
Shift - The transfer of service delivery and attendant costs between County Government departments; 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 recommended expenditures and FTEs.

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

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

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

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

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

** Included only in the Recommended version of the Budget Publication

Operating Budget Process

INTRODUCTION

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

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

THE BUDGET PROCESS

Fiscal Year

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

Operating and Capital Budgets

Under the County Charter (Section 303), the complete County Executive's Recommended Budget includes the CIP, published by January 15 in even-numbered calendar years; the Capital Budget, published annually by January 15; and this document, the Operating Budget and PSP, published annually by March 15.

Further information about the PSP can be found later in this section. For further information about the Capital Budget/CIP, please refer to the Capital Improvements Program section of this document.

Spending Affordability Process

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

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

Along with the guidelines, the Council also adopts recommended spending allocations for the tax-supported budgets of County Government, the Board of Education, Montgomery College, the Maryland-National Capital Park and Planning Commission, debt service, and current revenue funding for the CIP.

By March 31, each agency and the Executive must also specify how, if necessary, they would reduce the budget request to reach the Council allocation.

The Charter requires the Council to approve the Operating and Capital Budgets by June 1. An aggregate operating budget that exceeds the aggregate operating budget for the preceding fiscal year by a percentage increase greater than the annual average increase of the Consumer Price Index for all urban consumers (CPI-U) in the Washington-Baltimore Metropolitan area (or any successor index) for the 12 months preceding December first of each year requires the affirmative vote of six Councilmembers. An aggregate operating budget which exceeds the SAG ceiling on the aggregate operating budget then in effect requires the affirmative vote of seven Councilmembers. The Council approved spending affordability guidelines and allocations are displayed in the Spending Affordability Comparison chart at the end of this chapter.

Limits on Revenues

Section 305 of the County Charter includes a limit on the annual increase in property tax revenues. An amendment approved in 2008 requires that real property tax revenues, with the exception of new construction and property whose zoning or use has changed, may not increase by more than the prior year revenues plus the percentage increase in the Washington-Baltimore Metropolitan area CPI-U unless there is an unanimous vote of nine Councilmembers to exceed that limit.

Operating Budget Preparation and Executive Review

Requirements for submission of, and action on, County budgets are contained in Article 3 of the County Charter. Departments and agencies prepare budget requests within guidelines established by the Executive (for the departments) and by law (for other agencies of government). These are submitted on scheduled dates for analysis by the Office of Management and Budget (OMB) and are reviewed by the Executive during the period January-March. The Executive recommends a budget which balances all agency expenditures with projected revenues to the Council by March 15.

Public Hearings

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

Public hearings are advertised in County newspapers. Speakers must register with the Council Office to testify at the public hearings. Persons wishing to testify should call the Council Office to register 240.777.7803. If it is not possible to testify in person at the hearings, written testimony is acceptable and encouraged. For further information and dates of the Council's public hearings on the County Executive's Recommended Operating Budget, contact the Legislative Information Office at 240.777.7910. Hearings are held in the Council Hearing Room of the Stella B. Werner Council Office Building, unless otherwise specified.

Council Budget Review

After receiving input from the public, the Council begins its review of the Executive's Recommended Operating Budget. Each agency budget is reviewed by a designated Council committee. Agency and Office of Management and Budget (OMB) representatives meet with these committees to provide information and clarification concerning the recommended budget and

agency programs. In April and May, the full Council meets in regular sessions, reviews the recommendations of its committees, and takes final action on each agency budget.

Operating and Capital Budget Approval

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

Amending the Approved Operating and Capital Budgets

The Operating and Capital Budgets may be amended at any time after adoption by the Council.

Supplemental appropriations are recommended by the County Executive, specify the source of funds to finance the additional expenditures, and may occur any time after July 1 of the fiscal year. A supplemental appropriation that would comply with, avail the County of, or put into effect a grant or a Federal, State, or County law or regulation, or one that is approved after January 1 of any fiscal year, requires an affirmative vote of five Councilmembers. A supplemental appropriation for any other purpose that is approved before January 1 of any fiscal year requires an affirmative vote of six Councilmembers. The Executive may disapprove or reduce a supplemental appropriation, and the Council may re-approve the appropriation, as if it were an item in the annual budget.

Special appropriations are recommended by either the County Executive or County Council, specify the source of funds to finance the additional expenditures, and are used when it is necessary to meet an unforeseen disaster or other emergency or to act without delay in the public interest. The Council may approve a special appropriation after public notice by news release, and each special appropriation must be approved by not less than six Councilmembers.

Transfers of appropriation which do not exceed ten percent of the original appropriation, may be accomplished by either: the County Executive, for transfers within or between divisions of the same department; or by the County Council, for transfers between departments, boards or commissions, or to new accounts.

Public Services Program (PSP)

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

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

The Charter requires that the annual budget, submitted in conjunction with the PSP, be consistent with the six-year program.

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

An estimate of the impact of the PSP on County revenues is included, where applicable, in the program descriptions or in the fiscal data for the department or agency. Impact on the program of the Capital Budget is included, where applicable, in the program descriptions; future fiscal impacts; or in facility plans, when the program or service delivery will require expanded, additional, or replacement facilities that are scheduled in the CIP.

BUDGETING FOR OUTCOMES

Creating an effective and sustainable County Government is one of the County Executive's top priorities. As a way to achieve that goal, the Executive is focused on how to use budgeting to drive innovation and turn resources into real results in Montgomery County.

This approach begins with using priority outcomes as a focal point for budgeting; connecting resources necessary to achieve those outcomes; using performance data and evidence to make budget decisions; fostering competition and collaboration; rewarding services that obtain results and shifting dollars from programs that are ineffective; engaging residents in the budget process; and focusing on the return on investment.

When allocating resources under this approach, budgeting maximizes the value of the dollars that are spent.

OPEN BUDGET

To replace, consolidate, and enhance numerous failing legacy financial systems, OMB developed an in-house budget analysis and statistical information application called BASIS. Using an intuitive and accessible user-interface design, BASIS provides residents, analysts, departments, and management with instant access to budget and performance data in a clear and concise fashion. This scalable solution ensures evolving budget needs are met in a cost-effective manner.

Open BASIS Budget features include:

- Interactive charts, visualizations, tables, maps and videos
- A Custom Google Search Engine for fast results finding
- Downloadable Publications, Individual Sections / Chapters
- Filter Previous Years' Data and Content
- Export & Discover data, tables, and visualizations
- Mobile (works on smartphones, tablets and desktops)
- American with Disabilities Act (ADA) Compliant
- Instantly translatable into 90+ languages

For more, please visit the following website (available throughout the year): http://montgomerycountymd.gov/openbudget

BALANCING ACT TOOL

Beginning with the FY20 operating budget development, the Office of Management and Budget (OMB) implemented a new, interactive budget simulation tool, Balancing Act. This tool gives residents the opportunity to provide direct input on how they would prioritize County spending by trying their hand at balancing the County's budget. For FY20, over 3,000

individuals provided input through the budget simulation tool, and over 60 individuals participated in an interactive budget forum hosted by OMB. Results from the budget simulation and forum were shared with the County Executive and Chief Administrative Officer, and were taken into consideration when developing the Executive's FY20 Recommended Budget.

APPENDICES TO THIS SECTION

Government Structure

This section shows the organizational entities that compose Montgomery County government.

Government Accounting Methods and Funds

This section describes the funds and accounting mechanisms used to manage County resources.

Spending Affordability Comparison

This section includes the Council approved spending affordability guidelines and allocations.

Montgomery County Functional Organization Chart

This chart displays the organizational structure of departments and agencies for the County government.

Montgomery County Government Public Documents

This table contains a list of all budget-related public documents, including the approximate dates of publication and how they may be obtained.

Montgomery County Map

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

Budget Process Flow Chart

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

GOVERNMENT STRUCTURE

County Government Organization

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

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

Montgomery County Public Schools (MCPS), under the authority of the Board of Education (BOE);

Montgomery College (MC), the County's two-year community college, under the authority of its Board of Trustees;

Maryland-National Capital Park and Planning Commission (M-NCPPC), a bi-county agency which manages public parkland and provides land use planning, with administration shared with Prince George's County;

Washington Suburban Sanitary Commission (WSSC), a bi-county agency which provides water and sewer service to Montgomery and Prince George's Counties;

Housing Opportunities Commission (HOC), the County's public housing authority; and

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

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

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

An organization chart is included at the end of this section to assist the reader to understand the relationship between the Executive's Recommended Budget and the various agencies of government in Montgomery County.

GOVERNMENT ACCOUNTING METHODS AND FUNDS

The accounting records of Montgomery County Government for tax supported funds are maintained on a modified accrual basis, with revenues being recorded only when available and measurable, and expenditures recorded when goods or services are received and liabilities incurred. Accounting records for proprietary and trust funds are maintained on the accrual basis, with all revenues recorded when earned and expenses recorded at the time liabilities are incurred, without regard to receipt or payment of cash. The principal funds of the County government are:

Tax Supported Funds	Non-Tax Supported Funds:
MCPS: Current Fund	MCPS: Grant, Food Service, and other Enterprise Funds
Montgomery College: Current and Emergency Repair Funds	Montgomery College: Grant, Continuing Education, Cable Television, and Auxiliary Funds
M-NCPPC: Administration, Parks, and Advance Land Aquisition Revolving Fund (ALARF) Funds	M-NCPPC: Grant, Enterprise, Property Management, and Special Revenue Funds
Montgomery County Government: General, Recreation, Urban Districts, Mass Transit, Fire Tax District, and Economic Development Funds	Montgomery County Government: Grant, Solid Waste (Collection and Disposal), Vacuum Leaf Collection, Parking Districts, Cable Television, Liquor Control, Permitting Services, Community Use of Public Facilities, Water Quality Protection, and Montgomery Housing Initiative Funds
Debt Service associated with General and Special Tax Supported Funds	Debt Service associated with Non-Tax Supported Funds
Current Revenue to the CIP (including Pay As You Go (PAYGO)	Housing Opportunities Commission and Revenue Authority

Tax Supported Funds	Non-Tax Supported Funds:
Revenue Stabilization Fund contributions	WSSC

General Fund

The General Fund is the principal operating fund for the County government. It is used to account for all financial resources except those required by law, County policy, and generally accepted accounting principles to be accounted for in another fund.

Special Revenue Funds

Special revenue funds account for activities supported, in part, by special taxes on specific geographical areas, user charges or service fees from those benefiting from special services, or a combination of both. Special revenue funds have been established (listed below).

TAX SUPPORTED SPECIAL REVENUE FUNDS

Economic Development Fund: accounts for grant, loan, and loan repayment activity to assist in attracting and retaining business operations in Montgomery County.

Fire Tax District Fund: accounts for fiscal activity related to the receipt of dedicated property taxes for fire service and the provision of fire and rescue services throughout Montgomery County.

Mass Transit Facilities Fund: accounts for fiscal activity related to planning, developing, and operating County government transit programs.

Recreation Fund: accounts for the receipt and use of recreation taxes, program fees, and other resources for the County's Recreation District.

Revenue Stabilization Fund: accounts for the accumulation of resources during periods of economic growth and prosperity, when revenue collections exceed estimates. Funds may then be drawn upon during periods of economic slowdown, when collections fall short of revenue estimates.

Urban District Funds: account for the receipt and use of resources related to the maintenance and enhancement of the Bethesda, Silver Spring, and Wheaton business districts.

NON-TAX SUPPORTED SPECIAL REVENUE FUNDS

Cable TV Fund: accounts for fiscal activity related to the receipt and use of grants from the County's cable television franchisees (Comcast, RCN, and Verizon) and receipts due to the County over several years as the result of the transfer of ownership of the cable system from the original franchisee to the current owner. Franchise fee payments from the cable company are deposited in this Fund and used to defray costs of cable-related activities of various departments and agencies of County government and to pay municipal co-franchisor expenses as required by County law. Income in excess of the Cable fund's operating requirements may be transferred to the General Fund and used to finance general government operations.

Grants Fund: accounts for the Federal and State grant-funded activities of the tax supported General Fund and Special

Revenue Funds.

Montgomery Housing Initiative Fund: accounts for fiscal activity related to financing, supplementing, and constructing affordable residential facilities for eligible participants.

Water Quality Protection Fund: accounts for fiscal activity related to maintenance of certain stormwater management facilities, a related loan program to help property owners upgrade such facilities, and a water quality protection charge on certain properties.

Internal Service Funds

These funds are used for the financing of goods and services provided by one department or agency to other departments and agencies of the County government on a cost-reimbursement basis. The following are the Internal Service Funds used by Montgomery County government:

Central Duplicating Fund: accounts for fiscal activity related to printing and postage services provided to the user agencies, including assessments to departments for mail services and "chargeback" transfers from departments using printing and photocopy services.

Employee Health Benefits Self Insurance Fund: accounts for fiscal activity related to health, life, vision, dental, and long-term disability insurance needs of the participating governmental agencies.

Motor Pool Fund: accounts for operating revenues and expenses related to the automotive and other motorized equipment needs of the user departments of Montgomery County.

Liability and Property Coverage Self-Insurance Fund: accounts for fiscal activity related to liability, property, and workers' compensation needs of participating governmental agencies.

Debt Service Fund: The Debt Service Fund accounts for fiscal activity related to the payment of principal, interest, and related costs of general obligation debt, long-term leases, and short-term financing.

Capital Projects Fund

The Capital Projects Fund accounts for fiscal activity related to the acquisition or construction of major capital facilities.

Permanent Funds

Permanent funds are used to account for resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs -- that is, for the benefit of the government or its citizenry.

Enterprise Funds

Enterprise funds account for activities: 1) that are financed with debt secured solely by a pledge of the net revenues from the fees and charges of the activity; 2) where the pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs such as depreciation or debt service; or 3) in certain situations, where a fee is charged to users for goods and services. The following are the enterprise funds used by Montgomery County Government:

Community Use of Public Facilities Fund: accounts for fiscal activity related to making public space, such as schools, available to community organizations, commercial users, and others during non-school hours.

Liquor Fund: the Montgomery County Department of Liquor Control has a monopoly on all wholesale sales of alcoholic beverages and retail sales of distilled spirits in the County. This fund accounts for the operations of the County government's liquor retail stores, the liquor warehouse, and the administration of the Department of Liquor Control. Income in excess of the Department's operating requirements is transferred to the General Fund and used to finance general government operations.

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

Permitting Services Fund: accounts for all fiscal activity related to the collection and use of building permit fees and other charges related to the development process.

Solid Waste Fund: accounts for fiscal activity of all solid waste disposal operations, including recycling, for the County and County contracted refuse collection within the Solid Waste Collection District.

Vacuum Leaf Collection Fund: provides two vacuum leaf collections to residents in the down County area during the late fall/winter months.

Fiduciary Funds

Fiduciary funds account for assets held by the County in a trustee capacity or as an agent for individual private organizations, other governmental units, and/or other funds. The following are the fiduciary funds used by Montgomery County government:

Agency Funds: account for the administration of assets that are received by the County incidentally in connection with the discharge of its responsibilities. The County uses these funds for special assessment development districts and holding property tax payment.

Private-Purpose Trust Funds: include trust arrangements under which principal and income benefit individuals, private organizations, or other governments. Also included in these funds is the endowment fund for the Strathmore Hall Foundation, to which the County has contributed and which provides funds for operation of the facility.

Investment Trust Fund: accounts for the external portion of the County's external investment pool that belongs to legally separate entities and non-component units.

Pension and Other Employee Benefit Trust Funds: account for resources that are required to be held in trust for the members and beneficiaries of such pension and employee benefit plans.

Other Special Revenue Funds

Other special revenue funds do not have appropriations within the Operating Budget; however, their fund balances are re-appropriated as part of the miscellaneous provisions of the appropriation resolution.

Drug Enforcement Forfeitures Fund: accounts for the receipt of cash and other property forfeited to the County during drug enforcement operations. Fund resources are used for law enforcement and drug education programs.

New Home Warranty Security Fund: accounts for the collection of warranty fees from builders and the payment of homeowner claims against builders.

Rehabilitation Loan Fund: a revolving loan fund, established with General Fund money, to help income-eligible homeowners finance rehabilitation required to make their homes conform to applicable Montgomery County Code

requirements.

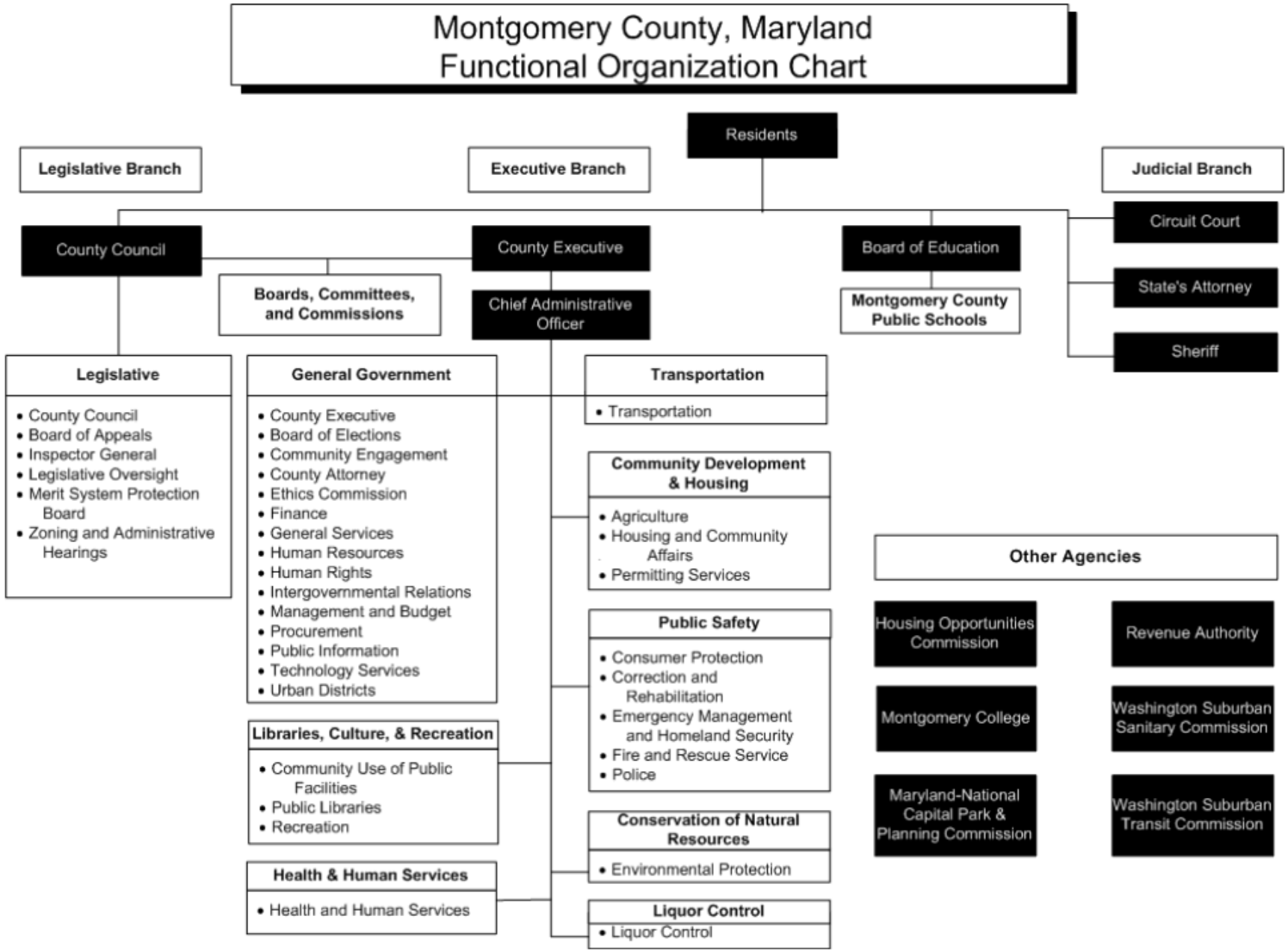
Restricted Donations Fund: accounts for donations and contributions received by the County that are restricted for use in specific County programs.

SPENDING AFFORDABILITY COMPARISON

(Dollars in Millions)

	A CATEGORY	B FY19 CC Approved 5-24-18	C FY19 Estimate 3-15-19	D FY20 CC SAG 2-12-19	E FY20 CE Recommended 3-15-19	F FY20 % Chg App / Rec	G FY20 $ Chg App / Rec
1	Property Tax	1,808.4	1,786.5		1,836.8	1.6%	28.4
2	Income Tax	1,585.2	1,542.9		1,640.3	3.5%	55.2
3	Transfer/Recordation Tax	162.9	180.6		182.8	12.2%	19.8
4	Other Tax	273.7	278.3		283.2	3.5%	9.5
5	General State/Fed/Other Aid	880.5	884.9		903.6	2.6%	23.1
6	All Other Revenue	217.6	225.2		220.3	1.2%	2.6
7	**Revenues**	**4,928.3**	**4,898.4**		**5,066.9**	**2.8%**	**138.6**
8	Net Transfers In (Out)	34.9	26.1		16.0	-54.2%	(18.9)
9	Set Aside: Potential Supplementals	-	-		(13.0)	n/a	(13.0)
10	Set Aside: Other Claims	4.0	4.0		(1.0)	-125.0%	(5.0)
11	Beginning Reserve: Total	488.4	461.5		539.6	10.5%	51.2
11a	Revenue Stabilization Fund	308.3	308.7		340.801006	10.6%	32.5
11b	Reserve: Undesignated	180.1	152.8		198.759725	10.4%	18.7
12	**TOTAL RESOURCES**	**5,455.6**	**5,389.9**		**5,608.5**	**2.8%**	**152.9**
13	**APPROPRIATIONS**						
14	**Capital Budget:**						
15	CIP Current Revenue	(35.6)	(26.3)	(78.7)	(36.9)	3.6%	(1.3)
16	CIP PAYGO	(33.0)	(33.0)	(32.0)	(32.0)	-3.0%	1.0
17	**Operating Budget:**						
18	MCPS	(2,444.1)	(2,425.9)	(2,442.3)	(2,483.7)	1.6%	(39.6)
19	College, Total	(265.5)	(261.2)		(262.4)	-1.2%	3.1
20	Less College Tuition	76.9	74.2		74.6	-3.0%	(2.3)
21	College, Net	(188.7)	(187.0)	(186.0)	(187.8)	-0.4%	0.8
22	County Government	(1,501.4)	(1,524.7)	(1,501.4)	(1,571.8)	4.7%	(70.4)
23	M-NCPPC	(125.2)	(123.5)	(125.2)	(126.5)	1.0%	(1.2)
24	Retiree Health Insurance Prefunding	(128.8)	(39.2)	(141.6)	(121.4)	-5.8%	7.4
24	Other: (Unallocated) / GAP	0.0	-		0.0	n/a	(0.0)
25	**Total Operating Budget:**	**(4,465.1)**	**(4,374.6)**		**(4,565.7)**	**2.3%**	**(100.6)**
26	**Debt Service:**						
27	All County Debt Service	(389.2)	(386.3)	(439.2)	(397.5)	2.1%	(8.4)
28	M-NCPPC Debt Service	(6.6)	(6.6)	-	(7.3)	9.9%	(0.7)
29	MCG Long Term Leases (b)	(24.3)	(23.5)	-	(25.7)	6.0%	(1.5)
30	**TOTAL APPROPRIATIONS**	**(4,953.7)**	**(4,850.4)**	**(4,946.4)**	**(5,065.1)**	**2.2%**	**(111.4)**
31	(incl. Capital, Operating & Debt Service)						
32	**Aggregate Operating Budget**	**(4,876.8)**	**(4,776.2)**	**(4,946.4)**	**(4,990.5)**	**2.3%**	**(113.7)**
33	(excludes College tuition)						
34	Revenue Stabilization Fund (new $s)	(29.7)	(32.1)		(20.2)	-31.8%	9.4
35	**Ending Reserve: Total**	**501.9**	**539.6**		**543.4**	**8.3%**	**41.5**
36a	Revenue Stabilization Fund	**338.0**	**340.80**		**361.0**	**6.8%**	**23.1**
36b	Ending Reserve: Designated	**-**	**-**		**-**	**n/a**	**-**
36c	Ending Reserve: Undesignated	**163.9**	**198.76**		**182.3**	**11.2%**	**18.4**
37	**Maximum AOB without 6 votes**	**(4,857.3)**			**(4,977.8)**		
38	(Prior Year AOB + inflation as shown)	**1.26%**			**2.07%**		

a) Based on latest revenue and expenditure estimates as prepared by Department of Finance and OMB.
b) Long term leases of Montgomery County Government are considered equivalent to debt service.

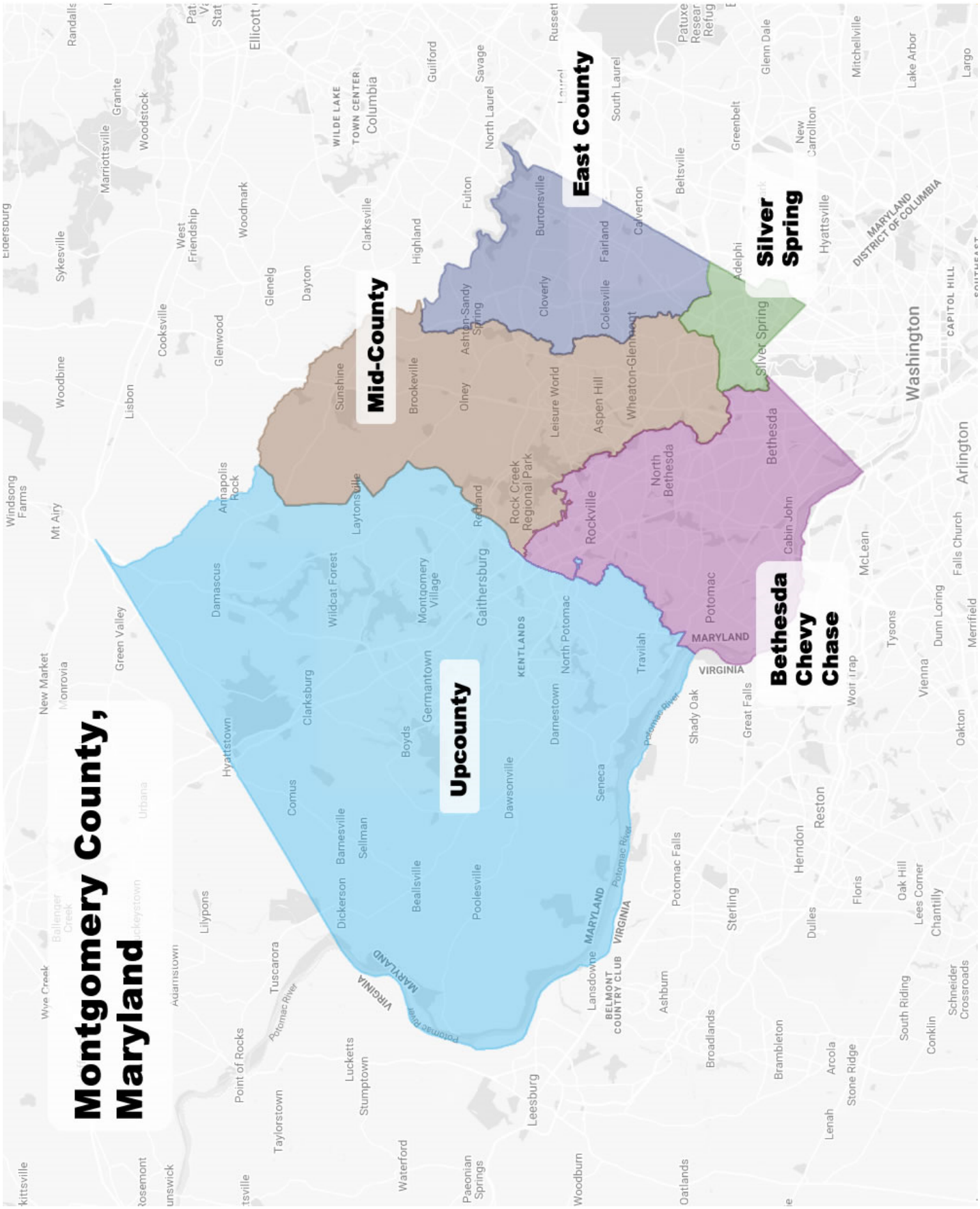

Montgomery County, Maryland
Functional Organization Chart
Residents
Legislative Branch
Executive Branch
Judicial Branch
County Council
County Executive
Board of Education
Circuit Court
State's Attorney
Sheriff
Boards, Committees, and Commissions
Chief Administrative Officer
Montgomery County Public Schools
Legislative
• County Council
• Board of Appeals
• Inspector General
• Legislative Oversight
• Merit System Protection Board
• Zoning and Administrative Hearings
General Government
• County Executive
• Board of Elections
• Community Engagement
• County Attorney
• Ethics Commission
• Finance
• General Services
• Human Resources
• Human Rights
• Intergovernmental Relations
• Management and Budget
• Procurement
• Public Information
• Technology Services
• Urban Districts
Transportation
• Transportation
Community Development & Housing
• Agriculture
• Housing and Community Affairs
• Permitting Services
Public Safety
• Consumer Protection
• Correction and Rehabilitation
• Emergency Management and Homeland Security
• Fire and Rescue Service
• Police
Libraries, Culture, & Recreation
• Community Use of Public Facilities
• Public Libraries
• Recreation
Conservation of Natural Resources
• Environmental Protection
Health & Human Services
• Health and Human Services
Liquor Control
• Liquor Control
Other Agencies
Housing Opportunities Commission
Revenue Authority
Montgomery College
Washington Suburban Sanitary Commission
Maryland-National Capital Park & Planning Commission
Washington Suburban Transit Commission

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

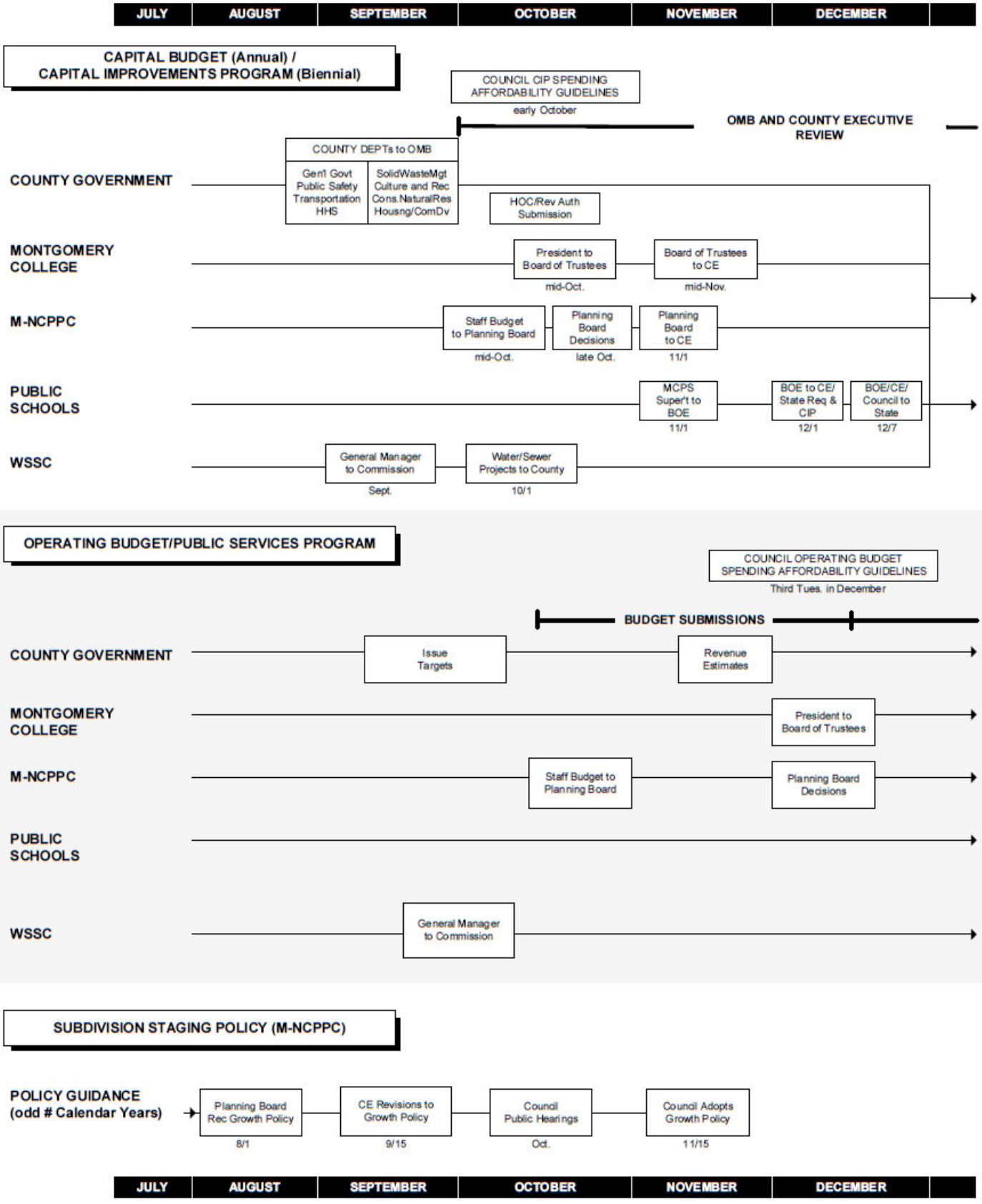
DATE	ITEM	AVAILABILITY
January 15th (even calendar years)	**COUNTY EXECUTIVE'S RECOMMENDED CAPITAL BUDGET AND CAPITAL IMPROVEMENTS PROGRAM (CIP)** *County Executive's Transmittal; Introductory Sections; County Government Departments; HOC; Revenue Authority; MCPS; Montgomery College; M-NCPPC; WSSC*	www.montgomerycountymd.gov/omb Reference copies at public libraries Office of Management and Budget (240.777.2800) (for purchase on limited basis)
January 15th (odd calendar years)	**COUNTY EXECUTIVE'S RECOMMENDED CAPITAL BUDGET AND AMENDMENTS TO (PRIOR YEAR) CAPITAL IMPROVEMENTS PROGRAM** *County Executive's Transmittal; Capital Budget; Amendments*	www.montgomerycountymd.gov/omb
March 15th	**COUNTY EXECUTIVE'S RECOMMENDED OPERATING BUDGET AND PUBLIC SERVICES PROGRAM** *County Executive's Transmittal; Financial Summaries; Legislative, Judicial, Executive Branch Departments; MCPS; Montgomery College; M-NCPPC; WSSC*	www.montgomerycountymd.gov/omb Reference copies at public libraries Office of Management and Budget (240.777.2800) (for purchase on limited basis)
March 31st	**FISCAL PLAN** *Contains estimates of costs and revenues over the six-year planning period for all Montgomery County special and enterprise funds and many Agency funds.*	www.montgomerycountymd.gov/omb Office of Management and Budget (240.777.2800)
June 15th (odd calendar years)	**PLANNING BOARD RECOMMENDED GROWTH POLICY - STAFF DRAFT**	Reference copies from M-NCPPC (301.495.4610)
mid-July (even calendar years)	**APPROVED OPERATING AND CAPITAL BUDGETS, AND APPROVED CAPITAL IMPROVEMENTS PROGRAM** *PSP and CIP Appropriation and Approval Resolutions; Operating Budget, CIP and Capital Budget Summaries; Project Description Forms for County Government Programs, HOC, Revenue Authority, MCPS, Montgomery College, M-NCPPC, and WSSC*	www.montgomerycountymd.gov/omb Reference copies at public libraries Office of Management and Budget (240.777.2800) (for purchase on limited basis)
mid-July (odd calendar years)	**APPROVED OPERATING AND CAPITAL BUDGETS, AND APPROVED AMENDMENTS TO THE CAPITAL IMPROVEMENTS PROGRAM** *PSP and CIP Appropriation and Approval Resolutions; Operating and Capital Budget Summaries; and selected Project Description Forms for County Government Programs, HOC, Revenue Authority, MCPS, Montgomery College, M-NCPPC, and WSSC*	Reference copies at public libraries Office of Management and Budget www.montgomerycountymd.gov/omb (240.777.2800) (for purchase on limited basis)
August 1 (odd calendar years)	**PLANNING BOARD RECOMMENDED GROWTH POLICY - FINAL DRAFT**	Reference copies from M-NCPPC (301.495.4610)

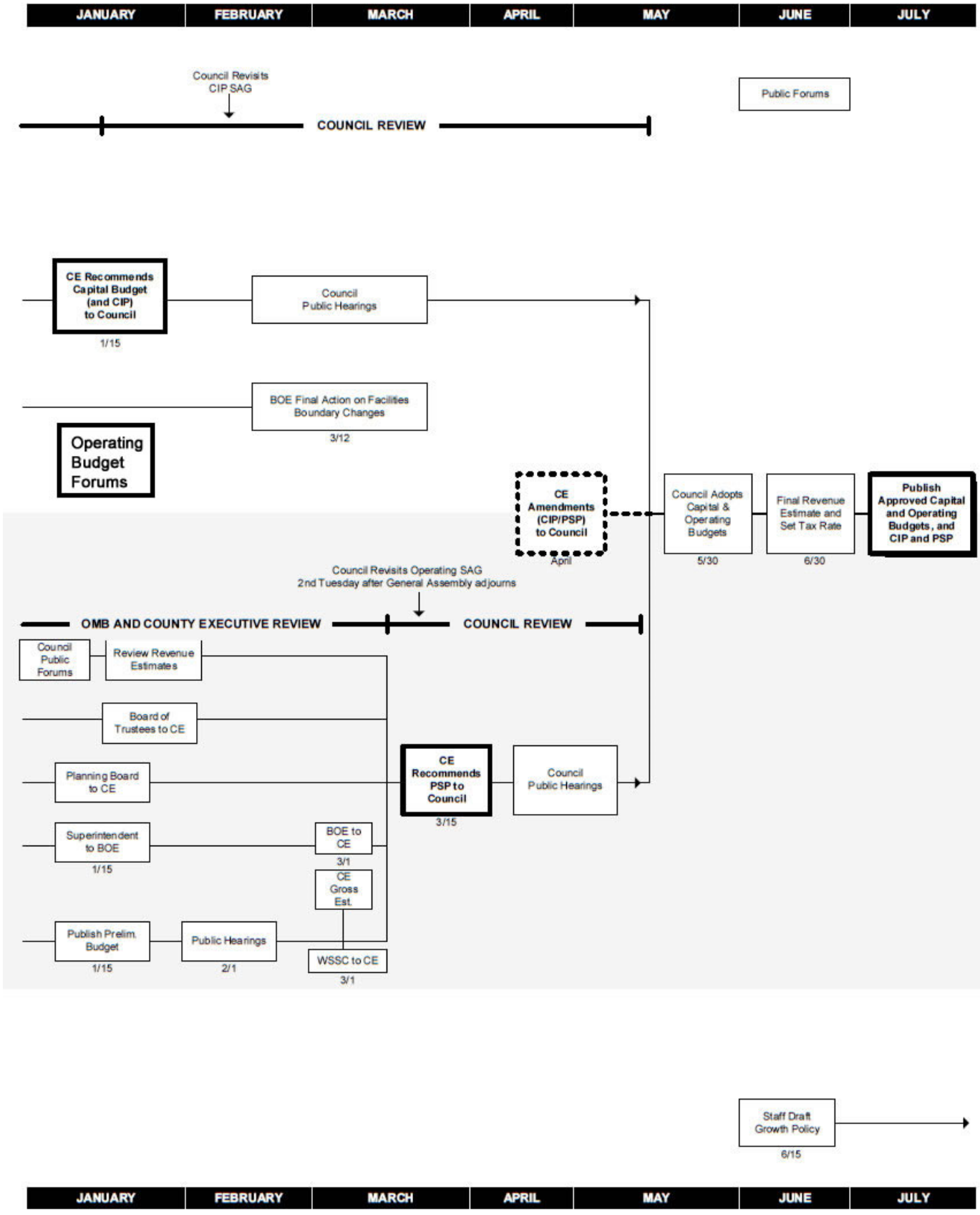
MONTGOMERY COUNTY PUBLIC DOCUMENTS: ANNUAL BUDGETS, GROWTH POLICY, AND OTHER SOURCES OF INFORMATION

DATE	ITEM	AVAILABILITY
Late December	**COMPREHENSIVE ANNUAL FINANCIAL REPORT**	Reference copies at public libraries: Department of Finance (240.777.8860) www.montgomerycountymd.gov/finance (on limited basis)
Quarterly	**ECONOMIC INDICATORS**	Department of Finance (240.777.8866) www.montgomerycountymd.gov/finance
Monthly (To update the Economic Indicators Report)	**ECONOMIC UPDATE**	Department of Finance (240.777.8866) www.montgomerycountymd.gov/finance
Annually	**ANNUAL INFORMATION STATEMENT**	Department of Finance (240.777.2020) www.montgomerycountymd.gov/finance (on limited basis)
Available throughout the year	**MONTGOMERY COUNTY HISTORICAL SOCIETY INFORMATION**	Montgomery County Historical Society (301.340.2825) www.montgomeryhistory.org
Available throughout the year	**MONTGOMERY COUNTY DEMOGRAPHIC INFORMATION**	Maryland-National Capital Park and Planning Commission: Montgomery County Planning Board(301.650.5600) www.montgomeryplanning.org/research


Montgomery County, Maryland
Upcounty
Mid-County
East County
Silver Spring
Bethesda Chevy Chase
Rockville
North Bethesda
Bethesda
Silver Spring
Washington
Arlington
Gaithersburg
Germantown
Rock Creek Regional Park
Potomac
Cabin John
Leisure World
Aspen Hill
Wheaton-Glenmont
Colesville
Fairland
Burtonsville
Cloverly
Ashton-Sandy Spring
Olney
Brookeville
Sunshine
Laytonsville
Redland
Montgomery Village
Wildcat Forest
Damascus
Clarksburg
Hyattstown
Comus
Barnesville
Sellman
Dickerson
Beallsville
Poolesville
Dawsonville
Darnestown
North Potomac
Travilah
Seneca
Potomac Falls
Sterling
Herndon
Reston
Dulles
Ashburn
Broadlands
Brambleton
Lansdowne
Leesburg
Lucketts
Stumptown
Taylorstown
Point of Rocks
Tuscarora
Lilypons
Adamstown
Urbana
Green Valley
New Market
Monrovia
Mt Airy
Windsong Farms
Woodbine
Lisbon
Cooksville
Glenwood
Glenelg
Dayton
Woodmark
West Friendship
Sykesville
Marriottsville
Granite
Woodstock
Randalls
Ellicott
Columbia
Guilford
Savage
North Laurel
Fulton
Highland
Clarksville
Savage
Russett
Laurel
South Laurel
Greenbelt
Beltsville
Calverton
Adelphi
Hyattsville
New Carrollton
Glenn Dale
Mitchellville
Lake Arbor
Largo
Tysons
Vienna
Dunn Loring
Merrifield
Falls Church
McLean
Oakton
Woir Trap
Great Falls
Shady Oak
Floris
Oak Hill
Lees Corner
Chantilly
South Riding
Conklin
Schneider Crossroads
Arcola
Stone Ridge
Lenah
Oatlands
Woodburn
Paeonian Springs
Waterford
Potomac River
MARYLAND
VIRGINIA
KENTLANDS
BELMONT COUNTRY CLUB
MARYLAND DISTRICT OF COLUMBIA
CAPITOL HILL
WILDE LAKE TOWN CENTER

BUDGET PROCESS FLOW CHART




JANUARY
FEBRUARY
MARCH
APRIL
MAY
JUNE
JULY
Council Revisits CIP SAG
COUNCIL REVIEW
Public Forums
CE Recommends Capital Budget (and CIP) to Council
1/15
Council Public Hearings
BOE Final Action on Facilities Boundary Changes
3/12
Operating Budget Forums
CE Amendments (CIP/PSP) to Council
April
Council Adopts Capital & Operating Budgets
5/30
Final Revenue Estimate and Set Tax Rate
6/30
Publish Approved Capital and Operating Budgets, and CIP and PSP
Council Revisits Operating SAG
2nd Tuesday after General Assembly adjourns
OMB AND COUNTY EXECUTIVE REVIEW
COUNCIL REVIEW
Council Public Forums
Review Revenue Estimates
Board of Trustees to CE
Planning Board to CE
CE Recommends PSP to Council
3/15
Council Public Hearings
Superintendent to BOE
1/15
BOE to CE
3/1
CE Gross Est.
Publish Prelim. Budget
1/15
Public Hearings
2/1
WSSC to CE
3/1
Staff Draft Growth Policy
6/15
JANUARY
FEBRUARY
MARCH
APRIL
MAY
JUNE
JULY

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Fiscal Policy

INTRODUCTION

Definition and Purpose of Fiscal Policy

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

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

The purposes of fiscal policy for the PSP/Operating Budget are:

- **Fiscal Planning for Public Expenditures and Revenues.** Fiscal policy provides guidance for good public practice in the planning of expenditures, revenues, and funding arrangements for public services. It provides a framework within which budget, tax, and fee decisions should be made. Fiscal policy provides guidance toward a balance between program expenditure requirements and available sources of revenue to fund them. Fiscal planning considers long-term trends and projections in addition to annual budget planning.
- **Setting Priorities Among Programs.** Clearly defined and quantified fiscal limits encourage setting priorities by government managers and elected officials, thus helping to ensure that the most important programs receive relatively more funding.
- **Assuring Fiscal Controls.** Fiscal policies relating to County procurement of goods and services, to payment of salaries and benefits, to debt service, and to other expenditures are all essential to maintaining control of government costs over time.

Organization of this Section

Following are the major fiscal policies currently applied to the PSP/Operating Budget and financial management of Montgomery County (see the Recommended CIP for policies that relate more directly to the CIP). Numerous other fiscal policies that relate to particular programs or issues are not included here but are believed to be consistent with the guiding principles expressed below.

The presentation of fiscal policies is in the following order:

- Policies for fiscal control
- Policies for expenditures and allocation of costs
- Short-term fiscal and service policies
- Current CIP fiscal policies
- Policies for governmental management

- Policies for revenues and program funding
- Fiscal policy for user fees and charges
- Framework for fiscal policy

FISCAL CONTROL POLICIES

Structurally Balanced Budget

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

Reserves

The County must have a goal of maintaining an unrestricted General Fund balance of five percent of the prior year's General Fund revenues and building up a total reserve of ten percent of revenues including the Revenue Stabilization Fund by FY20, as defined in the Revenue Stabilization Fund law (Section 20-65, Montgomery County Code).

Use of One-Time Revenues

One-time revenues and revenues in excess of projections must be applied first to restoring reserves to policy levels or as required by law. If the County determines that reserves have been fully funded, then one-time revenues should be applied to non-recurring expenditures which are one-time in nature, PAYGO for the CIP in excess of the County's targeted goal, or to unfunded liabilities. Priority consideration should be given to unfunded liabilities for retiree health benefits (OPEB) and pension benefits prefunding.

PAYGO

The County should allocate to the CIP each fiscal year as PAYGO at least ten percent of the amount of general obligation bonds planned for issue that year.

Fiscal Plan

The County should adopt a fiscal plan that is structurally balanced, and that limits expenditures and other uses of resources to annually available resources. The fiscal plan should also separately display reserves at policy levels, including additions to reserves to reach policy level goals.

Budgetary Control

The County will exercise budgetary control (maximum spending authority) over Montgomery County government through County Council approval of appropriation authority within each department and special fund in two categories: Personnel Costs and Operating Expenses; over the Montgomery County Public Schools and Montgomery College through appropriations in categories set forth by the State; over the County's portion of the Maryland-National Capital Park and Planning Commission (M-NCPPC) activities through approval of work programs and budgets; and over the Washington Suburban Transit Commission through appropriation of an operating contribution.

Budgetary control over the Washington Suburban Sanitary Commission (WSSC) is exercised following joint review with

Prince George's County through approval of Operating and Capital Budgets, with recommended changes in sewer usage charges and rates for water consumption.

Budgetary control over the Housing Opportunities Commission (HOC) and the Montgomery County Revenue Authority is limited to approval of their capital improvements programs and to appropriation of an operating contribution to the Housing Opportunities Commission.

Financial Management

The County will manage and account for its Operating and Capital Budgets in accordance with Generally Accepted Accounting Principles (GAAP) as set forth by the Governmental Accounting Standards Board (GASB).

Basis of Budgeting/Accounting Method

The County's basis of accounting used in the preparation and presentation of its Comprehensive Annual Financial Report (CAFR) is consistent with GAAP for governments.

The County maintains its accounting records for tax supported budgets (the General Fund, special revenue funds, and Capital Projects fund supported by general tax revenues) and permanent funds on a modified accrual basis, with revenues recorded when available and measurable, and expenditures recorded when the services or goods are received and the liabilities are incurred. Accounting records for proprietary funds and fiduciary funds, including private-purpose trust funds, are maintained on the accrual basis, with all revenues recorded when earned and expenses recorded at the time liabilities are incurred, without regard to receipt or payment of cash. Agency funds are also accounted for on the full accrual basis of accounting.

The County's basis of budgeting for tax-supported and proprietary and trust fund budgets is consistent with the existing accounting principles except as noted below.

- The County does not legally adopt budgets for trust funds.
- The County legally adopts the budgets for all enterprise funds.
- For the Motor Pool and Central Duplicating Internal Service Funds, the appropriated budgets for those funds are reflected in the appropriated budgets of the operating funds (General Fund, special revenue funds, etc.) that are charged back for such services, and in a reappropriation of the prior year's Internal Service Fund fund balance. For the Liability and Property Coverage Self-Insurance and Health Self-Insurance Internal Service Funds, appropriation exists both in a separate legally adopted budget for each fund, and in the appropriated budgets of the operating departments that are charged back for such services.
- Debt service payments and capital outlay are included in the operating budgets of proprietary funds.
- Proprietary fund budgets do not include depreciation and amortization. Instead, capital outlay and construction costs, as applicable, are budgeted in the operating and capital funds, respectively, at the time of purchase and/or encumbrance. Proprietary fund budgets also do not include bad debts.
- The County does not budget for the retirement of Commercial Paper Bond Anticipation Notes (BANs). The outstanding balance of any BANS issued are retired with the issuance of general obligation bonds.
- Certain amounts, such as those relating to the purchase of new fleet vehicles and certain inter-fund services such as permitting and solid waste services, are budgeted as fund expenditures but are reclassified to inter-fund transfers for accounting purposes.
- Year-end GAAP incurred but not reported (IBNR) adjustment amounts in the self-insurance internal service funds are not budgeted; any such adjustments to IBNR claims reserve as of year-end are incorporated into the budget preparation process of the following fiscal year.

- Proprietary fund budgets include the annual required contribution to pre-fund retiree health insurance benefit costs; however, certain pre-funded retiree health insurance related costs in the proprietary funds and General Fund may be reclassified for accounting purposes.
- Proceeds from debt issued specifically for Montgomery Housing Initiative (MHI) affordable housing/property acquisition is classified as a resource in the MHI fund.
- The County does not budget for the annual change in fair market value of its investments, which is included in revenue for accounting purposes.
- The County does not budget for the operating results of the Montgomery County Conference Center, owned by the County and administered by a third party; instead, the budget includes cash distributions between the parties that represent distribution of net operating revenues and reimbursement for net operating losses.

Internal Accounting Controls

The County will develop and manage its accounting system to provide reasonable assurance regarding: (1) the safeguarding of assets against loss from unauthorized use or disposition; and (2) the reliability of financial records for preparing financial statements and maintaining accountability for assets. "Reasonable assurance" recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the evaluation of costs and benefits requires estimates and judgments by management.

Audits

The County will ensure the conduct of timely, effective, and periodic audit coverage of all financial records and actions of the County, its officials, and employees in compliance with local, state, and federal law.

POLICIES FOR EXPENDITURES AND ALLOCATION OF COSTS

Content of Budgets

The County will include in the Operating Budget all programs and facilities which are not included in the Capital Improvements Program. There are three major impacts of the Capital Improvements Program (CIP) on Operating Budgets: debt service; current revenues applied to the CIP for debt avoidance or for projects which are not debt-eligible; and presumed costs of operating newly opened facilities. Please refer to the Capital Improvements Program (CIP) section in this document for more detail.

Expenditure Growth

The Charter (Section 305) requires that the County Council annually adopt and review spending affordability guidelines for the Operating Budget, including guidelines for the aggregate Operating Budget. The aggregate Operating Budget excludes Operating Budgets for: enterprise funds; grants; tuition and tuition-related charges of Montgomery College; and the Washington Suburban Sanitary Commission. County law implementing the Charter requires that the Council set expenditure limits for each agency, as well as for the total, in order to provide more effective guidance to the agencies in the preparation of their budget requests.

Spending affordability guidelines for the Capital Budget and Capital Improvements Program are adopted in odd-numbered calendar years. They have been interpreted in subsequent County law to be limits on the amount of general obligation debt and Park and Planning debt that may be approved for expenditure for the first and second years of the CIP and for the entire six years of the CIP.

Any aggregate budget that exceeds the guidelines then in effect requires the affirmative vote of seven Councilmembers for approval.

The Executive advises the Council on prudent spending affordability limits and makes budget recommendations for all agencies consistent with realistic prospects for the community's ability to pay, both in the upcoming fiscal year and in the ensuing years.

Consistent with the Charter (Section 302) requirement for a six-year Public Services Program, the Executive continues to improve long-range displays for operating programs.

Allocation of Costs

The County will balance the financial burden of programs and facilities as fairly as possible between the general taxpayers and those who benefit directly, recognizing the common good that flows from many public expenditures, the inability of some citizens to pay the full costs of certain benefits, and the difficulty of measuring the relationship between public costs and public or private benefits of some services.

Tax Duplication Avoidance

In accordance with law, the County will reimburse those municipalities and special taxing districts which provide public services that would otherwise be provided by the County from property taxes.

Expenditure Reduction

The County will seek expenditure reductions whenever possible through efficiencies, reorganization of services, and through the reduction or elimination of programs, policies, and practices which have outlived their usefulness. The County will seek interagency opportunities to improve productivity.

Shared Provision of Service

The County will encourage, through matching grants, subsidies, and other funding assistance, the participation of private organizations in the provision of desirable public services when public objectives can be more effectively met through private activity and expertise and where permitted by law.

Public Investment in Infrastructure

The County will, within available funds, plan and budget for those facilities and that infrastructure necessary to support its economy and those public programs determined to be necessary for the quality of life desired by its citizens.

Cost Avoidance

The County will, within available funds, consider investment in equipment, land or facilities, and other expenditure actions, in the present, to reduce or avoid costs in the future.

Procurement

The County will make direct or indirect purchases through a competitive process, except when an alternative method of procurement is specifically authorized by law, is in the County's best interest, and is the most cost-effective means of procuring goods and services.

Use of Restricted Funds

In order to align costs with designated resources for specific programs or services, the County will generally first charge expenses against a restricted revenue source prior to using general funds. The County may defer the use of restricted funds based on a review of the specific transaction.

SHORT-TERM FISCAL AND SERVICE POLICIES

Short-term policies are specific to the budget year. They address key issues and concerns that frame the task of preparing a balanced budget that achieves the County Executive's priorities within the context of current and expected economic realities.

In May 2015, the Supreme Court upheld the decision of the Maryland Court of Appeals in the *Wynne* income tax case, which held that the State of Maryland's failure to allow a credit with respect to the County income tax for out-of-state income taxes paid to other states for certain income earned in those states violates the Commerce Clause of the United States Constitution. As a result of the decision, the County's revenue baseline has been reduced to reflect the retroactive liability from past income tax filings as well as the ongoing annual impact related to the change in the taxability of this source of income. The annual impact of this ruling is estimated to be approximately $30 million, and the repayment to the State for retroactive liability from past income tax filings is estimated to be $143 million spread over 20 quarters starting in the third quarter of FY21. The County's revenue forecasts reflect this repayment schedule.

The FY20 budget development was impacted by FY18 actuals and reduced FY19 and FY20 revenue estimates. FY18 revenue growth unexpectedly slowed to an anemic 0.3%, or $14.5 million over FY17 actuals. Changes in the Federal tax code and a deceleration of property assessment growth contributed to reductions in FY18 income and property taxes compared to estimates. And slow downs in real estate transactions resulted in reductions in FY18 recordation and transfer tax collections. As a result of these revenue shortfalls, overtime and fuel overspending for Fire and Rescue Services, and higher than estimated Transit fuel costs, the County ended FY18 $44 million below the anticipated reserves target. In FY19, the County now anticipates a shortfall in income and property tax revenues in excess of $64 million, primarily driven by lower than anticipated income tax receipts. The January and February 2019 income tax distributions were significantly lower than expected, attributable primarily to continued changes in taxpayer behavior related to federal tax law. H.R. 1, the Tax Cuts and Jobs Act of 2017 (TCJA), was signed into law in December 2017, enacting substantial changes to Federal income tax policy. The impact that the provisions of this law will have on the County's economic and fiscal outlook is still uncertain. Statewide, estimated quarterly income tax payments were down by more than 30% in the final quarter of Calendar Year 2018. As a result of these revenue trends, FY20 income tax estimates have been reduced by over $42 million, and property tax revenues have been reduced by over $22 million compared to previous estimates. By February, 2019, the Budget Director estimated an FY20 budget gap of over $186 million based on updated, reduced revenue estimates, reserve requirements, and contingency planning for weather events.

The following additional factors and events shaped the budget environment and helped to drive budget planning for FY20:

- Low inflation has resulted in a relatively small increase in expected property tax revenues in FY20.
- Increased costs associated with labor agreements, the operating costs of new facilities, and other costs related to programmatic obligations.
- The need to address prior underbudgeting for some Fire and Rescue, Correction and Rehabilitation, and Transit services.
- Uncertainty regarding potential reductions in Federal and State revenues or costs shifted to the County by the State.
- Lingering uncertainty regarding the economic and fiscal impacts of the Tax Cuts and Jobs Act of 2017.
- Uncertainty regarding the economic and programmatic impacts of other possible changes in Federal budgets, policies, and laws.

To cope with these fiscal challenges while ensuring that the County Executive's priorities are met, the County implemented a number of short-term policies and initiatives to control FY19 spending and reduce the FY20 budget gap:

- Implemented a mid-year savings plan to reduce spending across all departments and agencies. The Savings Plan approved by Council included $45.7 million in savings from County Government, Montgomery County Public Schools, Montgomery College, and the Maryland-National Capital Park and Planning Commission;
- Identified areas for further analysis to reduce overspending in selected departments;
- Maintained a position exemption process requiring special approval to fill most vacancies;
- Continued restrictions on new procurements over $50,000, including procurements funded by current revenue in the Capital Improvements Program;
- Maintained systems for identifying turnover cost savings to avoid the need for reductions that negatively impacted services;
- Required that departments with projected overspending in their mid-year expenditure analysis implement corrective actions; and
- Continued initiatives undertaken to maintain the County's fiscal policies and its commitments to the bond rating agencies to protect its AAA bond rating.

In preparing the FY20 operating budget submissions, departments were asked to submit budget reductions of 2 percent for public safety departments and 4 percent for non-public safety departments. At the same time, the County Executive emphasized that the County would continue to focus on preserving core services consistent with the Executive's priority outcomes.

After the departments submitted their budgets, the Office of Management and Budget coordinated several high-level working groups or "clusters." The clusters focused on the following cross-cutting issues affecting multiple departments:

- Thriving Youth and Families,
- Safe Neighborhoods,
- Digital Evidence Management (e-Discovery).

The clusters included all departments affected by - or affecting - the cluster issue. Department heads or designees attended cluster meetings. The purpose of these clusters, which facilitates a collaborative approach to budgeting in the County, was to review existing programs and policies within the County and determine if there were enhancements or efficiencies which could be made across County Government. The cluster analysis was incorporated into the County Executive's decision making process.

Since his inauguration in December, 2018, the County Executive has committed to take the following actions to further strengthen the County's future budget practices:

- Adopt a two year budget and ten year fiscal plan to ensure financial sustainability;
- Align budgets and budget decision making to achieve Key Priority Outcomes;
- Evaluate reserves and revenue estimating policies to mitigate revenue volatility;
- Initiate a new revolving Innovation Fund to pilot initiatives that can efficiently improve customer service and performance results;
- Implement a Lean business process improvement program; and
- Increase public input into the budget process.

There were also challenges in developing the Recommended Biennial FY19-24 Capital Improvements Program (CIP) as the County chose to: 1) maintain reduced levels of General Obligation debt to improve future operating budget flexibility, 2)

reallocate tax-supported cash contributions from the capital budget to support FY20 operating budget needs, and 3) subsequently provided budget amendments to address large cost increases in several projects and significant reductions in impact tax funding. In order to maintain support for key priorities such as education, economic development, core infrastructure and critical transportation projects with reduced resources, very few new projects were included in the Recommended Biennial FY19-24 CIP, and a number of previously approved projects were reduced or deferred.

Together with the long-term policies described elsewhere in this chapter, the short-term policies described here have allowed the County to construct a balanced, fiscally responsible FY20 budget consistent with current economic and fiscal realities while achieving the County Executive's key priority outcomes.

CURRENT CIP FISCAL POLICIES

Policy on Eligibility for Inclusion in the CIP

Capital expenditures included as projects in the CIP should:

- Have a reasonably long useful life, or add to the physical infrastructure and capital assets of the County, or enhance the productive capacity of County services. Examples are roads, utilities, buildings, and parks. Such projects are normally eligible for debt financing.
- Generally have a defined beginning and end, as differentiated from ongoing programs in the PSP.
- Be related to current or potential infrastructure projects. Examples include facility planning or major studies. Generally, such projects are funded with current revenues.
- Be carefully planned to enable decision makers to evaluate the project based on complete and accurate information. In order to permit projects to proceed to enter the CIP once satisfactory planning is complete, a portion of "programmable expenditures" (as used in the Bond Adjustment Chart) is deliberately left available in a set-aside for future needs.

Policy on Funding CIP with Debt

Much of the CIP should be funded with debt. Capital projects usually have a long useful life and will serve future taxpayers as well as current taxpayers. It would be inequitable and an unreasonable fiscal burden to make current taxpayers pay for many projects out of current tax revenues. Bond issues, retired over approximately 20 years, are both necessary and equitable.

Projects deemed to be debt eligible should:

- Have a useful life at least approximately as long as the debt issue with which they are funded.
- Not be able to be funded entirely from other potential revenue sources, such as intergovernmental aid or private contributions.
- Special Note: With a trend towards more public/private partnerships, especially regarding projects aimed at the revitalization or redevelopment of the County's central business districts, there are more instances when public monies leverage private funds. These instances, however, generally bring with them the "private activity" or private benefit (to the County's partners) that make it necessary for the County to use current revenue as its funding source. It is County fiscal policy that financing in partnership situations ensure that tax-exempt debt is issued only for those improvements that meet the IRS requirements for the use of tax-exempt bond proceeds.

Policy on General Obligation Debt Limits

General obligation debt usually takes the form of bond issues, and pledges general tax revenue for repayment. Paying principal and interest on general obligation debt is the first claim on County revenues. By virtue of prudent financial management and the long-term strength of the local economy, Montgomery County has maintained the highest quality rating of its general obligation bonds, AAA. This top rating by Wall Street rating agencies assures Montgomery County of a ready market for its bonds and the lowest available interest rates on that debt.

Debt Capacity

To maintain the AAA rating, the County considers the following guidelines in deciding how much additional County general obligation debt may be issued in the six-year CIP period:

Overall Debt as a Percentage of Assessed Valuation. This ratio measures debt levels against the property tax base, which generates the tax revenues that are the main source of debt repayment. Total debt, both existing and proposed, should be kept at about 1.5 percent of full market value (substantially the same as assessed value) of taxable real property in the County.

Debt Service as a Percentage of the General Fund. This ratio reflects the County's budgetary flexibility to adapt spending levels and respond to economic condition changes. Required annual debt service expenditures should be kept at about ten percent of the County's total General Fund. The General Fund excludes other special revenue tax supported funds.

Overall Debt per Capita. This ratio measures the burden of debt placed on the population supporting the debt and is widely used as a measure of an issuers' ability to repay debt. Total debt outstanding and annual amounts issued, when adjusted for inflation, should not cause real debt per capita (i.e., after eliminating the effects of inflation) to rise significantly.

Ten Year Payout Ratio. This ratio reflects the amortization of the County's outstanding debt. A faster payout is considered a positive credit attribute. The rate of repayment of bond principal should be kept at existing high levels and in the 60-75 percent range during any ten-year period.

Per Capita Debt to Per Capita Income. This ratio reflects a community's economic strength as an indicator of income levels relative to debt. Total debt outstanding and annual amounts proposed should not cause the ratio of per capita debt to per capita income to rise significantly above about 3.5 percent.

These ratios will be calculated and reported each year in conjunction with the capital budget process, the annual financial audit and as needed for fiscal analysis.

Policy on Terms for General Obligation Bond Issues

Bonds are normally issued in a 20-year series, with 5 percent of the series retired each year. This practice produces equal annual payments of principal over the life of the bond issue, which means declining annual payments of interest on the outstanding bonds, positively affecting the pay-out ratio (see Debt Limits, below). Thus annual debt service on each bond issue is higher at the beginning and lower at the end. When bond market conditions warrant, or when a specific project would have a shorter useful life, then different repayment terms may be used. General Obligation bonds are secured by the unlimited taxing authority pledge of the County.

Policy on Other Forms of General Obligation Debt

The County may issue other forms of debt as appropriate and authorized by law. From time to time, the County issues Commercial Paper/Bond Anticipation Notes (BANs) for interim financing to take advantage of favorable interest rates within rules established by the Internal Revenue Service.

Policy on Use of Revenue Bonds

Revenue bonds are secured by the pledge of particular revenues to their repayment in contrast to general obligation debt, which pledges general tax revenues. The revenues pledged may be those of a Special Revenue fund, or they may be derived from the funds or revenues received from or in connection with a project. Amounts of revenue debt to be issued should be limited to ensure that debt service coverage ratios shall be sufficient to ensure ratings at least equal to or higher than ratings on outstanding parity debt. Such coverage ratios shall be maintained during the life of any bonds secured by that revenue stream.

Policy on Use of Appropriation-backed Debt

Various forms of appropriation-backed debt may be used to fund capital improvements, facilities, or equipment issued directly by the County or using the Montgomery County Revenue Authority or another entity as a conduit issuer. Under such an arrangement, the County enters into a long-term lease with the conduit issuer and the County lease payments fund the debt service on the bonds. Appropriation-backed debt is useful in situations where a separate revenue stream is available to partially offset the lease payments, thereby differentiating the project from those typically funded with general obligation debt. Because these long-term leases constitute an obligation of the County similar to general debt, the value of the leases is included in debt capacity calculations.

Policy on Issuance of Taxable Debt

Issuance of taxable debt may be useful in situations where private activity or other considerations make tax-exempt debt disadvantageous or ineligible due to tax code requirements or other considerations. The cost of taxable debt will generally be higher because investors are not able to deduct interest earnings from taxable income. Taxable debt may be issued in instances where the additional cost of taxable debt, including legal, marketing, and other up-front costs and the interest cost over the life of the bonds, is outweighed by the advantages in relation to the financing objectives to be achieved.

Policy on Use of Interim Financing

Interim Financing may be useful in situations where project expenditures are eligible for long-term debt, but permanent financing is delayed for specific reasons, other than affordability. Interim Financing should have an identified ultimate funding source, and should be repaid within the short-term. An example for interim financing would be in a situation where an offsetting revenue, such as land sale proceeds, will be available in the future to pay off a portion of the amounts borrowed, but the exact amounts and timing of the repayment are uncertain.

Policy on Use of Short-Term Financing

Short-term financing (terms of seven years or less) may be appropriate for certain types of equipment or system financings, where the term of the financing correlates to the useful life of the asset acquired, or in other cases where the expected useful life is long, but due to the nature of the system, upgrades are frequent and long-term financing is not appropriate. Short-term financings in the CIP are also of a larger size or magnitude than smaller purchases typically financed with short-term Master Lease financing.

Policy on Use of Current Revenues

Use of current revenues to fund capital projects is desirable as it constitutes "pay-as-you-go" financing and, when applied to debt-eligible projects, reduces the debt burden of the County. Decisions to use current revenue funding within the CIP have immediate impacts on resources available to annual operating budgets, and require recognition that certain costs of public

facilities should be supported on a current basis rather than paid for over time.

Current revenues from the General Fund are used for designated projects which have broad public use and which fall outside any of the specialized funds. Current revenues from the Special and Enterprise Funds are used if the project is associated with the particular function for which these funds have been established.

The County has the following policies on the use of current revenues in the CIP:

- Current revenues must be used for any CIP projects not eligible for debt financing by virtue of limited useful life.
- Current revenues should be used for CIP projects consisting of limited renovations of facilities, for renovations of facilities which are not owned by the County, and for planning and feasibility studies.
- Current revenues may be used when the requirements for capital expenditures press the limits of bonding capacity.
- Except for excess revenues which must go to the Revenue Stabilization Fund, the County will, whenever possible, give highest priority for the use of one-time revenues from any source to the funding of capital assets or other nonrecurring expenditures so as not to incur ongoing expenditure obligations for which revenues may not be adequate in future years.

Policy on Use of Federal and State Grants and Other Contributions

Grants and other contributions should be sought and used to fund capital projects whenever they are available on terms that are to the County's long-term fiscal advantage. Such revenues should be used as current revenues for debt avoidance and not for debt service.

Policy on Minimum Allocation of PAYGO

PAYGO is current revenue set aside in the operating budget, but not appropriated, and is used to replace bonds for debt eligible expenditures. To reduce the impact of capital programs on future years, the County will fund a portion of its CIP on a pay-as-you-go basis. Pay-as-you-go funding will save money by eliminating interest expense on the funded projects. Pay-as-you-go capital appropriations improve financial flexibility in the event of sudden revenue shortfalls or emergency spending. It is the County's policy to allocate to the CIP each fiscal year as PAYGO at least ten percent of the amount of general obligation bonds planned for issue that year.

Policy on Operating Budget Impacts

In the development of capital projects, the County evaluates the impact of a project on the operating budget and displays such impacts on the project description form. The County shall not incur debt or otherwise construct or acquire a public facility if it is unable to adequately provide for the subsequent annual operation and maintenance costs of the facility.

Policy on Taxing New Private Sector Development

As part of a fair and balanced tax system, new development of housing, commercial, office, and other structures should contribute directly toward the cost of the new and improved transportation and other facilities required to serve that development. To implement this policy, the County has established the following taxes:

Impact Tax - Transportation. The County Council established new rates and geographical boundaries for transportation impact taxes in November 2016, and rates were subsequently increased in February 2018. These taxes are levied at four zone rate schedules: transit-oriented and urban Red Policy Areas (former Metro Station Policy Areas), mixed urban/suburban Orange Policy Areas (formerly part of the general impact district), suburban Yellow Policy Areas (formerly part of the general impact tax district), and rural Green Policy Areas (e.g. agricultural reserve).

Impact Tax - Schools. Most residential development in Montgomery County is subject to an impact tax for certain school facilities. The rates are the same countywide but vary by housing type, commensurate with the average student generation rates of that type of residential development. The County Council established new School Impact Tax rates effective February 2018.

School Facilities Payment. A school facilities payment is applied at subdivision review to residential development projects located in a school cluster where enrollment exceeds adopted standards. The school facilities payment is made on a per-student basis, based upon standard student generation rates of that type of residential development. As of March 1, 2017, the School Facilities Payment only applies to development projects that were included in a preliminary plan of subdivision prior to this date.

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

Development Districts. Legislation enacted in 1994 established a procedure by which the Council may create a development district. The creation of such a special taxing district allows the County to issue low-interest, tax-exempt bonds that are used to finance the infrastructure improvements needed to allow the development to proceed. Taxes or other assessments are levied on property within the district, the revenues from which are used to pay the debt service on the bonds. Development is, therefore, allowed to proceed, and improvements are built in a timely manner. Only the additional, special tax revenues from the development district are pledged to repayment of the bonds. The County's general tax revenues are not pledged. The construction of improvements funded with development district bonds is required by law to follow the County's usual process for constructing capital improvements and, thus, must be included in the Capital Improvements Program.

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

GOVERNMENTAL MANAGEMENT POLICIES

Productivity

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

Employee Involvement

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

Intergovernmental Program Efforts

The County will seek program efficiencies and cost savings through cooperative agreements and joint program efforts with

other County agencies, municipalities, regional organizations, and the State and Federal governments.

Alternative Service Delivery

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

Risk Management

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

Employee Compensation

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

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

Pension Funds

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

Retiree Health Benefits Trust

The County phased-in full pre-funding of its Actuarially Determined Contribution (ADC), from the previous pay-as-you-go approach, beginning with contributions to one or more trust funds established for that purpose, over an eight-year period beginning with FY08. This approach allows the County to use a discount rate higher than its operating investment rate for accounting and budgeting purposes, which will result in lower costs and liabilities than if the County did not have a Trust in place.

Surplus Property

The County will maximize the residual value of land parcels or buildings declared excess to current public needs through public reuse, lease to appropriate private organizations, or sale, in order to return them to the tax base of the County. Disposition of goods which have become obsolete, unusable, or surplus to the needs of the County will be accomplished through bid, auction, or other lawful method to the purchaser offering the highest price except under circumstances as specified by law.

Fiscal Impact Reviews

The County will review proposed local and State legislation, regulations, and master plans for specific findings and recommendations relative to financial and budgetary impacts and any continuing and potential long-term effects on the operations of government.

Economic Impact Statements

The County will review proposed local and State legislation, and regulations for specific findings and recommendations relative to economic impacts for any continuing and potential long-term effects on the economic well-being of the County.

Resource Management

The County will seek continued improvement in its budgetary and financial management capacity in order to reach the best possible decisions on resource allocation and the most effective use of budgeted resources.

POLICIES FOR REVENUES AND PROGRAM FUNDING

Diversification of Revenues

The County will establish the broadest possible base of revenues and seek alternative revenues to fund its programs and services, in order to:

- Decrease reliance on general taxation for discretionary but desirable programs and services and rely more on user fees and charges;
- Decrease the vulnerability of programs and services to reductions in tax revenues as a result of economic fluctuations; and
- Increase the level of self-support for new program initiatives and enhancements.

Revenue Projections

The County will estimate revenues in a realistic and conservative manner in order to minimize the risk of a funding shortfall.

Property Tax

The County will, to the fullest extent possible, establish property tax rates in such a way as to:

- Limit annual levies so that tax revenues are held at or below the rate of inflation, or justify exceeding those levels if extraordinary circumstances require higher rates;
- Avoid wide annual fluctuations in property tax revenue as economic and fiscal conditions change; and
- Fully and equitably obtain revenues from new construction and changes in land or property use.

A 1990 amendment to the County Charter (Section 305), "Question F," limits the annual increase in real property tax revenue to the rate of inflation plus that associated with new construction, rezoning, changes in property use, and development districts. As a result of a Charter amendment approved by voters in 2016, this limit may not be overridden without an affirmative vote of all current Councilmembers.

County Income Tax

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

Special Districts

The County has established special districts within which extra services, generally not performed countywide, are provided and funded from revenues generated within those districts. Examples are the Urban, Recreation, and Parking Lot Districts. The County will also abolish special districts when the conditions which led to their creation have changed.

Most special districts have a property tax to pay all or part of the district expenses. Such property taxes are included in the overall limit set on annual real property tax revenue increases by Section 305 of the County Charter.

Special Funds

The revenues and expenditures of special districts are accounted for in special revenue funds or, in the case of Parking Lot Districts, in enterprise funds. As a general principle, these special funds pay an overhead charge to the General Fund to cover the management and support services provided by General Fund departments to these special fund programs.

When the fund balances of special funds grow to exceed mandated or otherwise appropriate levels relative to district public purposes, the County may consider transferring part of the fund balance to support other programs, as allowed by law. For example, a portion of the PLDs' fee revenue is transferred to the Urban Districts.

Enterprise Funds

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

One-Time or "Windfall" Revenues

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

Intergovernmental Revenues

The County will aggressively seek a fair share of available State and Federal financial support unless conditions attached to that assistance are contrary to the County's interest. Where possible, Federal or State funding for the full cost of the program will be requested, including any indirect costs of administering a grant-funded program. For reasons of fiscal prudence, the County may choose not to solicit grants that will require an undeclared fiscal commitment beyond the term of the grant.

User Fees and Charges

The County will charge users directly for certain services and use of facilities where there is immediate and direct benefit to those users, as well as a high element of personal choice or individual discretion involved, rather than fund them through general taxation. Such charges include licenses, permits, user fees, charges for services, rents, tuition, and sales of goods. This

policy will also be applied to fines and forfeitures. See also: "Policies for User Fees and Charges," later in this Fiscal Policy section.

Cash Management and Investments

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

Reserves and Revenue Stabilization

The County will maintain an unrestricted General Fund balance (or, an "operating margin reserve") of five percent of prior year's General Fund revenues and the Revenue Stabilization Fund (or, "rainy day"). This budget satisfies the County's policy to increase and maintain the budgeted total reserve of the General Fund and the Revenue Stabilization Fund at 10 percent of Adjusted Governmental Revenues by FY20. As defined in the Revenue Stabilization Fund law, Adjusted Governmental Revenues include the tax supported revenues of the County government, Montgomery County Public Schools (less the County's local contribution), Montgomery College (less the County's local contribution), and Maryland-National Capital Park and Planning Commission, plus the revenues of the County Government's grant fund and capital projects fund.

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

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

The budgeted reserve levels for non-tax supported funds are established by each government agency and vary based on the particular fiscal requirements and business functions of the fund as well as any relevant laws, policies, or bond covenants.

The table at the end of this chapter displays the projected ending fund balance for each major fund in the County's operating budget and includes an explanation of changes greater than ten percent.

POLICIES FOR USER FEES AND CHARGES

To control the growth of property taxation as the County's principal revenue source, there is a need to closely allocate certain costs to those who most use or directly benefit from specific government programs and services. Fees and charges are those amounts received from consumers of government services or users of facilities on the basis of personal consumption or private benefit rather than individual income, wealth, or property values. Significant government revenues are and should be obtained from licenses, permits, user fees, charges for services, transit fares, rents, tuition, sales, and fines. The terms "fee" and "charge" are used here interchangeably to include each of these types of charges.

Purpose of User Fee Policy

Access to programs and services. The imposition of and level of fees and charges should be set generally to ensure economic and physical access by all residents to all programs and services provided by the government. Exceptions to this basic public policy are: the pricing of public goods (such as parking facilities) in order to attain other public policy objectives

(such as public use and support of mass transit); and using a charge to enforce compliance with laws and regulations, such as fines for parking violations.

Fairness. User fees and charges are based on the idea of equity in the distribution of costs for government programs and services, with the objective of sharing those costs with the individual user when there is individual choice in the kind or amount of use, and of adjusting charges in accordance with individual ability to pay when there is no choice.

Diversification of revenue sources. User fees and charges enhance the government's ability to equitably provide programs and services which serve specific individuals and groups and for which there is no other alternative provider available. The policy objective is to decrease reliance on general revenues for those programs and services which produce direct private benefits and to fund such programs and services through revenues directly related to their costs and individual consumption.

Goals

Goals for the imposition of user fees and charges include:

- Recovery of all, or part, of government costs for the provision of certain programs and services to the extent that they directly benefit private individuals or constituencies rather than the public at large;
- Most efficient allocation of available public resources to those programs meeting the broadest public need or demand;
- More effective planning and alternative choices for future programs, services, and facilities through "market" information from actual user demand;
- Improved cost-effectiveness and accountability for the spending of public funds by allowing individual citizens to choose their level of use from among those programs, services, and facilities where individual choice may be exercised; and
- Ensuring dedicated sources of funds to cover the costs of programs and services of direct benefit to designated special areas or user groups rather than the County as a whole.

Criteria

Within these goals, government officials must consider a variety of factors in deciding whether to employ fees and charges and what rates to charge. Each proposal for a new or increased fee is evaluated according to these criteria.

Public benefit. Many programs benefit the public as a whole as well as those who directly use the service. By definition, all programs offered by government have some public benefit or they should not be undertaken. However, the rate set must balance the private benefit with the public good so that there is maximum overall benefit to the community, and the costs are fairly allocated.

This balance may be achieved either by specifying a percentage of cost recovery (from users) or by a tax subsidy for each service (from the general public). The greater the public benefit, the lower the percentage of cost recovery that is appropriate. On one end of the scale, public utilities such as water and sewer should be paid for almost entirely on the basis of individual consumption, with full cost recovery from consumer-users; on the other, public education and public safety (police and fire service) are required for the overall public good and so are almost entirely supported through general taxation.

In between are services such as public health inspections or clinic services which protect the public at large but which are provided to specific businesses or individuals; facilities such as parks which are available to and used by everyone; and playing fields, golf courses, or tennis courts which serve only special recreational interests. Services that have private benefit for only a limited number of persons (such as public housing, rent or fuel subsidies) should not be "free" unless they meet very stringent tests of public good, or some related criteria such as essential human needs.

Ability to pay. Meeting essential human needs is considered a basic function of government, and for this reason programs or

services assisting the very poor are considered a "public good" even though the benefit may be entirely to individuals. Whether to assess fees and how much to charge, depends on the ability to pay by those who need and make use of programs and services provided by government.

Without adjustment, fees are "regressive" because rates do not relate to wealth or income. For this reason, services intended mainly for low-income persons may charge less than otherwise would be the case. Policies related to fee scales or waivers should be consistent within similar services or as applied to similar categories of users. Implementation of fee waivers or reductions requires a means for establishing eligibility that is fair and consistent among programs. The eligibility method also must preserve the privacy and dignity of the individual.

User discretion. Fees and charges are particularly appropriate if the user has a choice about whether or not to use a particular program or service. Individuals have choices as to: forming a business that requires a license; use of particular recreational facilities; obtaining post-secondary education; or in transportation and related facilities. When fines represent a penalty to enforce public law or regulation, citizens can avoid the charge by compliance; fines should be set at a point sufficient to deter non-compliant behavior. The rates for fines and licenses may exceed the government cost of providing the related "service" when either deterrence or rationing the special "benefit" is desired as a matter of public policy.

Market demand. Services which are fee-supported often compete for customer demand with similar services offered by private firms or by other public jurisdictions. Fees for publicly-provided goods cannot be raised above a competitive level without loss of patronage and potential reduction in cost-effectiveness. Transit fares, as a user charge, will compete with the individual's real or perceived cost of alternative choices such as the use of a private automobile. In certain cases, it may be advisable to accept a loss of volume if net revenue increases, while in others it may be desirable to set the fee to encourage use of some other public alternative.

Specialized demand. Programs with a narrow or specialized demand are particularly suitable for fees. The fee level or scale may be set to control the expansion of services or programs in which most of the public does not need or elect to participate. Services that have limitations on their availability may use fee structures as a means of rationing available capacity or distributing use over specific time periods. Examples include golf courses, parking, and transit fares, all of which have differentiated levels related to time of use. Even programs or services which benefit all or most residents may appropriately charge fees if their benefits are measurable but unequal among individuals. Charges based on consumption, such as water and sewer provision, are examples. In addition, because they do not pay taxes, non-residents may be charged higher rates than residents (as with community college tuition), or they may be charged a fee even if a program is entirely tax supported for County residents.

Legal constraints. State law may require, prohibit, regulate, or preempt certain existing or proposed user charges. In general, local government has no authority to tax unless specifically authorized by State law. Localities are generally able to charge for services if those charges are authorized by local ordinance and not prohibited, regulated, or preempted by State law. If a proposed fee is legally construed as a tax, then the fee may be invalidated until authorized as a tax by the State. Federal or State law may also prohibit or limit the use of charges for certain grant programs, and other Federal or State assistance may require the local authority to "match" certain amounts through imposition of charges. It should be noted that law on such issues is frequently in dispute; particular fees, or the level of charge, may be subject to legal challenge.

Program cost. The cost of a program or service is an important factor in setting user charges. Costs may include not only the direct personnel and other costs of operating a program, but also indirect costs such as overhead for government support services. In addition, a fee may be set to recover all or part of facilities construction or debt service costs attributable to a program. Recovery of any part of the costs of programs benefiting specific individuals should identify and consider the full cost of such programs or services to acknowledge the cost share which will be borne by the public at large.

Reimbursement. A decision on whether to use fees is influenced by the possibility of reimbursement or shifting of real costs that can lower the net cost to the resident. For example, some County taxes are partially deductible from Federal or State income tax, while fees and charges may not be deducted. Hence, the same revenue to the County may cost less to the

resident if it is a tax rather than a fee. Charges may also be reimbursed to (shifted from) the paying individual from (or to) other sources, either governmental or private. For example, ambulance transport charges may be payable under health insurance. In general, the County will use fees to minimize the real cost to residents, within the context of equity and other criteria noted.

Administrative cost. The government incurs administrative costs to measure, bill, and collect fee revenues. In general, it is less expensive to collect tax revenue. If a potential user fee revenue will cost more to collect than it will produce, it may not be appropriate to assess a fee even if otherwise desirable and appropriate. It is important to develop ways to measure the use of services which do not cost more than the usefulness or fairness of doing the measurement. For example, "front footage" has been used as a measurement basis for assessing certain charges related to road improvements and supply of water and sewer, to avoid the administrative cost of precisely measuring benefit. Similarly, the cost of effective collection enforcement must be weighed against total benefits of the charge, including the value of deterrence if the charge is punitive.

Preserving the real value of the charge. During the period when a fee has been in effect, costs have usually risen and inflation has cut the real value of revenue produced by the fee. In some instances, adjustments to user charges have either not been imposed or have lagged behind inflation. The rate of the charge should be increased regularly to restore the former value of the revenue involved. Most fees and charges should be indexed so that their per unit revenues will keep up with inflation.

FRAMEWORK FOR FISCAL POLICY

Legal Framework

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

- Federal law and regulation;
- Maryland law and regulation;
- Montgomery County Charter; and
- Montgomery County law and regulation.

Fiscal Planning Projections and Assumptions

Various trends and economic indicators are projected and analyzed for their impacts on County programs and services and for their impact on fiscal policy as applied to annual Operating Budgets. Among these are:

- Inflation, as measured by change in the Consumer Price Index (CPI) for the Washington-Arlington-Alexandria, DC-VA-MD-WV area, is an important indicator of future costs of government goods and services, including anticipated wage and salary adjustments. The CPI change also specifies the increase in property tax revenue allowed by Section 305 of the Charter without a unanimous vote of nine Councilmembers.
- Growth of population and jobs, which are principal indicators of requirements for new or expanded programs and services.
- Demographic change in the numbers or location within the County of specific age groups or other special groups, which provides an indication of the requirements and costs of various government services and programs.
- The assessable property tax base of the County which is the principal indicator of anticipated property tax collections, a major source of general revenues.
- Personal income earned by County residents, which is a principal basis for projecting income tax revenues as one of the County's major revenue sources, as well as being a basis for determining income eligibility status for certain government programs.

- Employment growth and unemployment rates within the County, as indicators of personal income growth as a revenue source, as well as being indicators of various service or program needs, such as day care or public welfare assistance.

Generally Accepted Accounting Principles (GAAP)

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

Credit Markets and Credit Reviews

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

- Maintenance of positive fund balances (reserves) to ensure continued County liquidity for debt repayment; and
- Assurances through County law and practice of an absolute commitment to timely repayment of debt and other obligations.

Intergovernmental Agreements

Fiscal policy for operating budgets must provide guidance for, and be applied within, the context of agreements made between the County and other jurisdictions or levels of government relative to program or service provision. Examples include agreements with:

- Incorporated municipalities or special tax districts for reimbursement of the costs of various services provided by those units for their residents which would otherwise have to be expended by the County;
- State agencies for shared costs of various social service programs and for participation in various grant and loan programs;
- Federal agencies to obtain support to meet mutual program objectives through programs such as the Community Development Block Grant; and
- Prince George's County on the annual approval of the budgets of the Washington Suburban Sanitary Commission and the Maryland-National Capital Park and Planning Commission.

Change in Ending Fund Balance

	FY19 Approved Ending Fund Balance	FY20 Recommended Ending Fund	Change in Fund Balance	% Change
TAX SUPPORTED				
Montgomery County Government				
County General Fund	154,083,662	172,197,275	18,113,613	11.8%
Bethesda Urban District	83,120	83,438	318	0.4%
Silver Spring Urban District	90,180	95,816	5,636	6.2%
Wheaton Urban District	51,408	52,840	1,432	2.8%
Mass Transit	195,422	264,241	68,819	35.2%
Fire	152,384	129,822	-22,562	-14.8%
Recreation	248,971	46,353	-202,618	-81.4%
Revenue Stabilization Fund	337,953,203	361,043,419	23,090,216	6.8%
Montgomery College				
Emergency Repair Fund	393,178	456,427	63,249	16.1%
Current Fund MC	4,297,877	4,055,352	-242,525	-5.6%
Maryland-National Capital Park and Planning Commission				
Administration Fund	970,825	995,598	24,773	2.6%
Park Fund	3,363,803	3,950,225	586,422	17.4%
NON-TAX SUPPORTED				
Montgomery County Government				
Water Quality Protection Fund	4,364,225	10,143,927	5,779,702	132.4%
Cable Television	67,010	1,371,359	1,304,349	1,946.5%
Community Use of Public Facilities	4,058,050	3,429,758	-628,292	-15.5%
Bethesda Parking District	12,529,924	12,373,038	-156,886	-1.3%
Montgomery Hills Parking District	0	0	0	N/A
Silver Spring Parking District	5,029,272	5,767,419	738,147	14.7%
Wheaton Parking District	392,133	606,532	214,399	54.7%
Permitting Services	8,965,633	11,590,938	2,625,305	29.3%
Solid Waste Collection	1,058,050	-3,396,515	-4,454,565	-421.0%
Vacuum Leaf Collection	261,577	214,601	-46,976	-18.0%
Liquor Control	2,135,810	2,142,459	6,649	0.3%

Explanation of Changes in Fund Balance Greater Than 10%:

- **General Fund, Mass Transit, Fire, and Recreation**
  The County's policy is to maximize tax supported reserves in the General Fund, which is limited by the County Charter to five percent of the prior year's General Fund revenues. Reserves in the property tax special funds have been minimized as much as possible consistent with this reserve policy.
- **Emergency Repair Fund MC**

The ending fund balance is increasing because FY18 spending was less than anticipated.

- **Park Fund**
  The projected ending fund balance is consistent with fund balance policy.
- **Water Quality Protection Fund**
  The change in fund balance is due to changes in CIP current revenue funding and anticipated capital and operating budget expenditures based on updated progress towards meeting the County's MS4 permit.
- **Cable Television**
  The projected ending fund balance reflects a reduction in transfers to bring the fund balance in line with the policy level
- **Community Use of Public Facilites**
  The fiscal plan assumes a one time use of surplus funds to replace the on-line booking system shared by CUPF, the Recreation Department, and M-NCPPC. This use is shown as a current revenue transfer in FY20 and FY21 to the CIP project, Shared Agency Booking System Replacement (P722001).
- **Silver Spring Parking District**
  The change in fund balance is primarily related to a projected increase in revenue associated with rate changes.
- **Wheaton Parking District**
  The change in fund balance is due to a projected increase in revenue associated with the expansion of collection of hours.
- **Permitting Services**
  The year end fund balance assumes the Enterprise Fund Stabilization Factor (EFSF) at 5% effective FY20. The EFSF is the factor by which the fee calculation is adjusted to cover the Department of Permitting Services (DPS) labor and operating expenses, and to avoid future rate spikes.
- **Solid Waste Collection**
  The change in fund balance is due to cost increases for refuse collection contracts and a $4 million dollar loan in FY18 from the Disposal fund that is now reflected as a liability but was not displayed in the FY19 Recommended budget.
- **Vacuum Leaf Collection**
  The change in fund balance reflects higher than expected motor pool charges.

Revenues

INTRODUCTION

This chapter provides demographic and economic assumptions, including detailed discussions of the national, State, and local economies. Revenue sources, both tax supported and non-tax supported, used to fund the County Executive's Recommended FY20 Operating Budget incorporate policy recommendations.

ESTIMATING SIX-YEAR COSTS

Demographic Assumptions

The revenue projections of the Public Services Program (PSP) incorporate demographic assumptions based on data from Moody's Analytics and Woods & Poole Economics and are based on fiscal and economic data and analyses used or prepared by the Department of Finance. A Demographic and Economic Assumptions chart located at the end of this chapter provides several demographic and planning indicators.

- County population will continue to increase from 1,078,725 in 2019 to 1,140,746 by 2025. This reflects an average annual growth rate of 0.9 percent.
- Current projections estimate the number of households to increase from 383,632 in 2019 to 410,219 by 2025. Household growth over that period is projected to grow at an average annual rate of 1.1 percent.
- County births, which are one indicator of future elementary school populations and child day care demand, are projected to gradually increase from an estimated 12,545 in 2018 to 13,100 by 2025.
- The County expects Montgomery County Public School student enrollment to increase by 11,199 between FY19 and FY25.
- Montgomery College full-time equivalent student enrollments are projected to increase from 18,624 in FY19 to 18,744 in FY24.

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

- Changes in the level of local economic activity;
- Federal economic and workforce changes;
- State tax and expenditure policies;
- Federal and State mandates requiring local expenditures;
- Devolution of Federal responsibilities to states and localities;
- Local, state and federal tax policy changes;
- Changes in financial markets;
- Major demographic changes;

- Military conflicts and acts of terrorism; and
- Major international economic and political changes.

Policy Assumptions

Revenue and resource estimates presented are the result of the recommended policies of the County Executive for the FY20 budget. Even though it is assumed that these policies will be effective throughout the six-year period, subsequent Council actions, State law and budgetary changes, actual economic conditions, and revised revenue projections may result in policy changes in later years.

Economic Assumptions

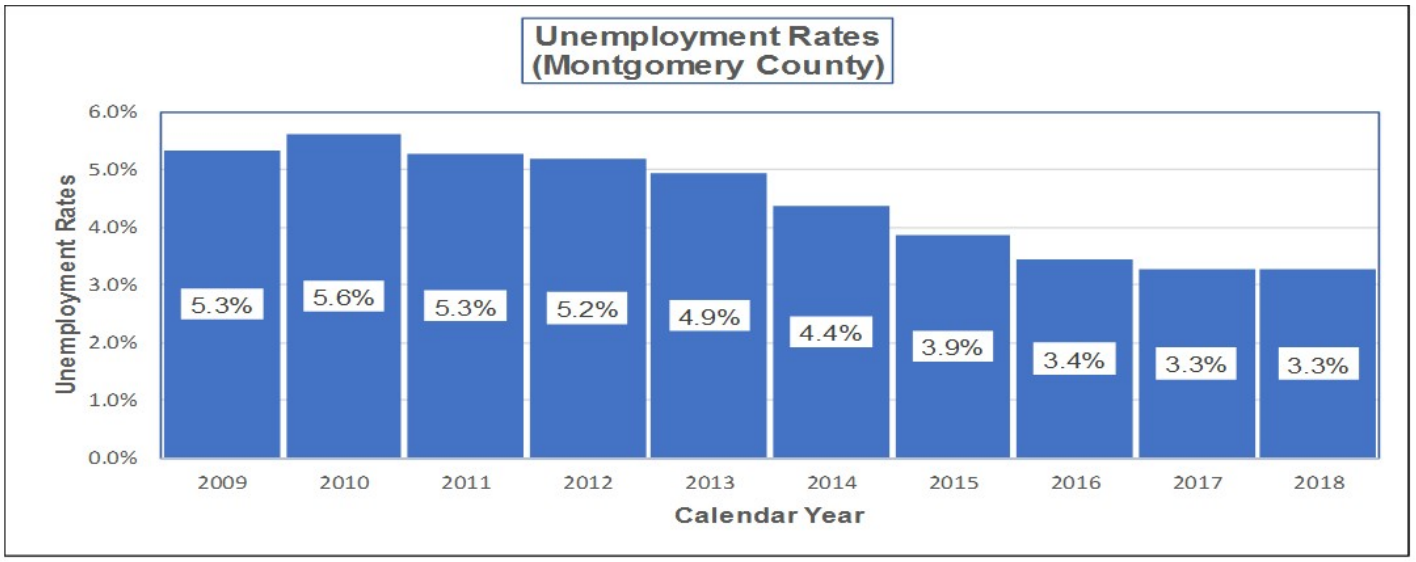
Revenue projections depend on the current and projected indicators of the national, regional, and local economy. National indicators include short-term interest rates, mortgage interest rates, and the stock market. Local economic indicators include residential (labor force survey) and payroll (establishment survey) employment, residential and nonresidential construction, housing sales, retail sales, and inflation. The assumptions for each of those indicators will affect the revenue projections over the six-year horizon. Such projections are dependent on a number of factors - fiscal and monetary policy, real estate, employment, consumer and business confidence, the stock market, mortgage interest rates, and geopolitical risks.

Montgomery County's economy generally experienced positive economic performance during 2018. Some of the areas of strength included an increase in resident employment, a decline in the unemployment rate, an increase in the median sales price for an existing home, an increase in the construction of residential housing, an increase in the added values of new construction for residential and non-residential properties, and a modest increase in retail sales. However, partially offsetting those increases, the County experienced a decline in the number of sales of existing homes.

Employment Situation

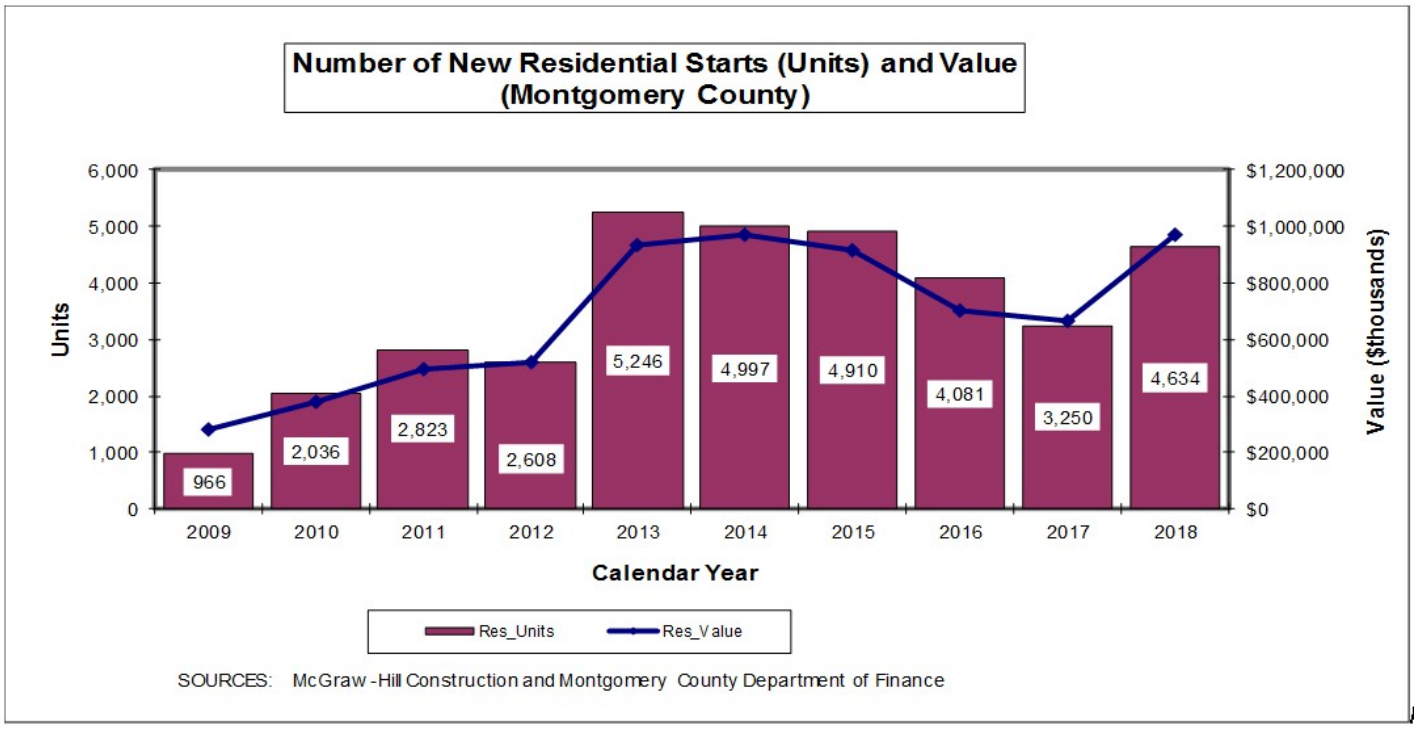
Based on data from the Maryland Department of Labor, Licensing and Regulation (DLLR) and the Bureau of Labor Statistics, U.S.Department of Labor, resident employment (labor force series and not seasonally adjusted) in 2018 increased by nearly 4,300 from 2017 (↑ 0.8%). The County's unemployment rate at 3.3 percent was the lowest rate and remained at its lowest level in the past ten years.





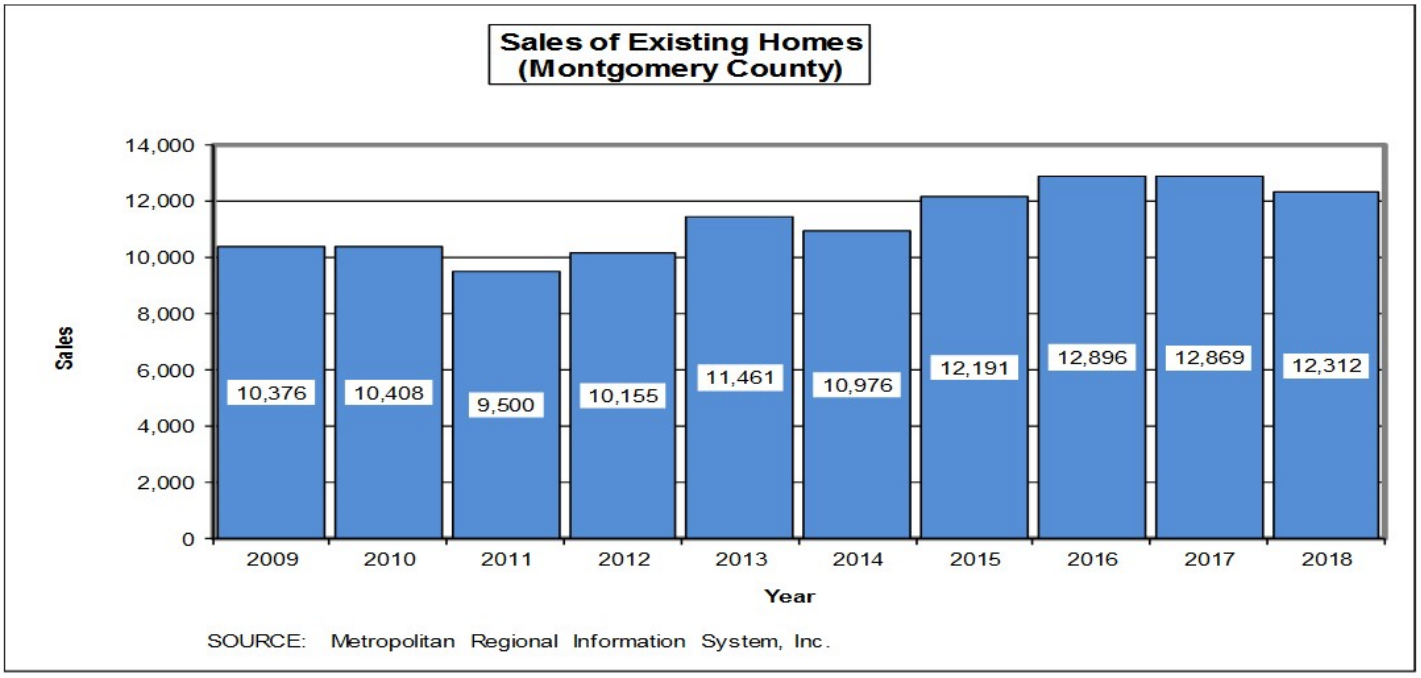
Construction Activity

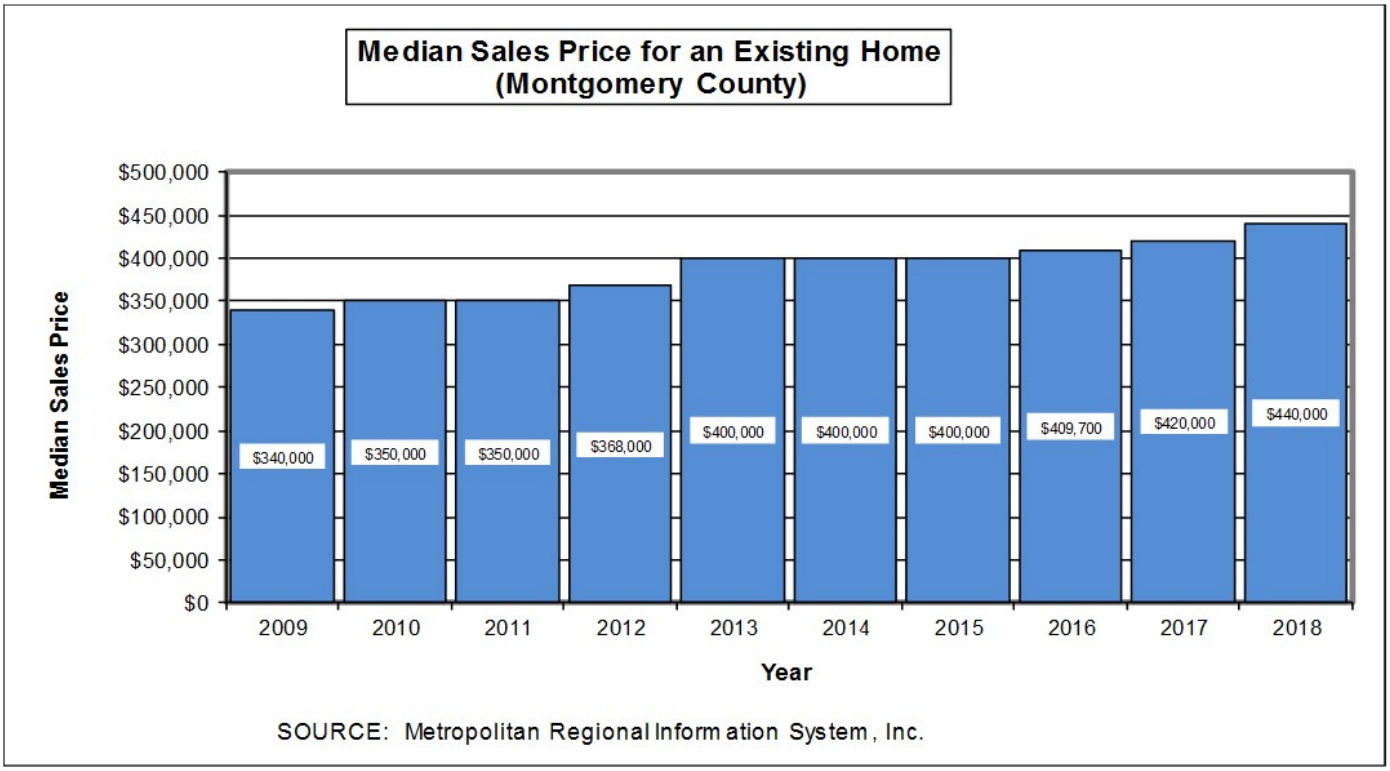
The construction of new residential units increased nearly 43 percent in 2018 and total value added increased from $664.7 million in 2017 to $972.6 million in 2018 (↑ 46.3%). The total value added from non-residential projects increased from $965.8 million in 2017 to $1,581.2 million (↑ 63.7%).



Residential Real Estate

During calendar year 2018, existing home sales decreased 4.3 percent which followed a modest 0.3 percent decrease in 2017. The median sales price for existing homes increased 4.8 percent in 2018 following an increase of 2.5 percent in 2017.





Retail Sales

Using sales tax receipts as a measure of retail sales activity in the County, retail sales, including assessment collections, increased 0.8 percent in 2018 from 2017. Purchases of nondurable goods, which include food and beverage, apparel, general merchandise, and utilities and transportation, increased a modest 0.1 percent during this period while sales of durable goods were up 2.8 percent. The increase in nondurable goods purchases was solely attributed to the increase in apparel goods (↑ 4.8%), while the increase in purchases of durable goods was largely attributed to an increase in automobile sales and products (↑ 5.7%), and building and industrial supplies (↑ 3.7%).

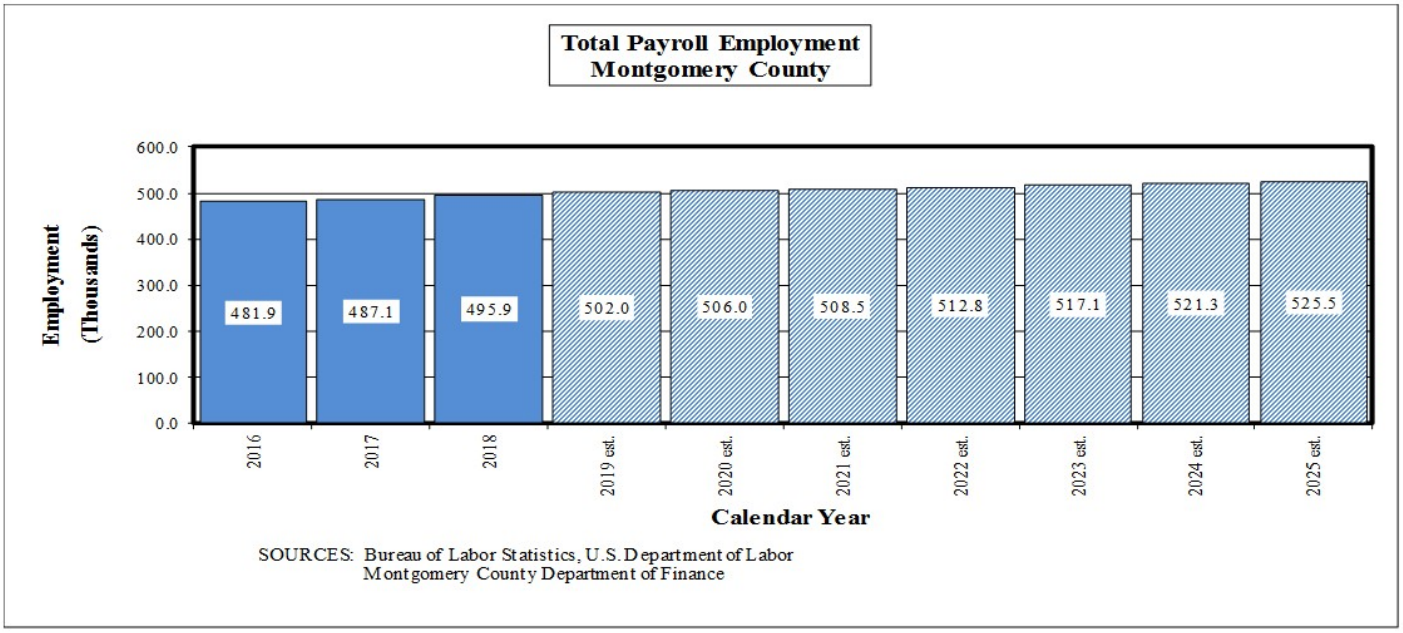
CONCLUSION

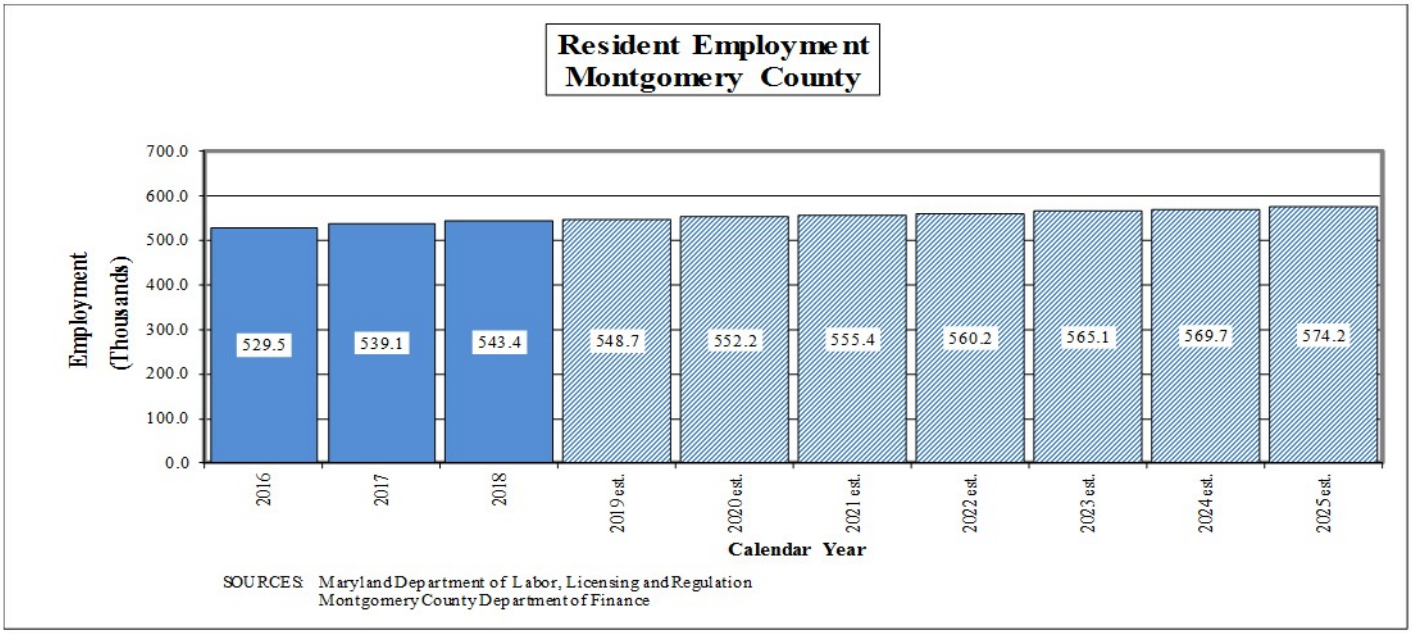
The major economic indicators confirm that the County's economy experienced generally positive performance during 2018. That performance included a strong increase in residential employment, a decline in the unemployment rate, and an increase in the median sales price for an existing home, and increases in added value of new residential and non-residential construction but partially offset by a decline in the number of sales of existing homes.

ECONOMIC OUTLOOK

The Department of Finance (Finance) forecasts that Montgomery County's economy will continue to improve through the next six years.

Employment. Finance assumes payroll employment will continue to increase from CY2018 to CY2025 and grow at an average annual rate of 0.8 percent over that period. This is same average annual rate growth rate of 0.8 percent experienced between CY2011 and CY2018.



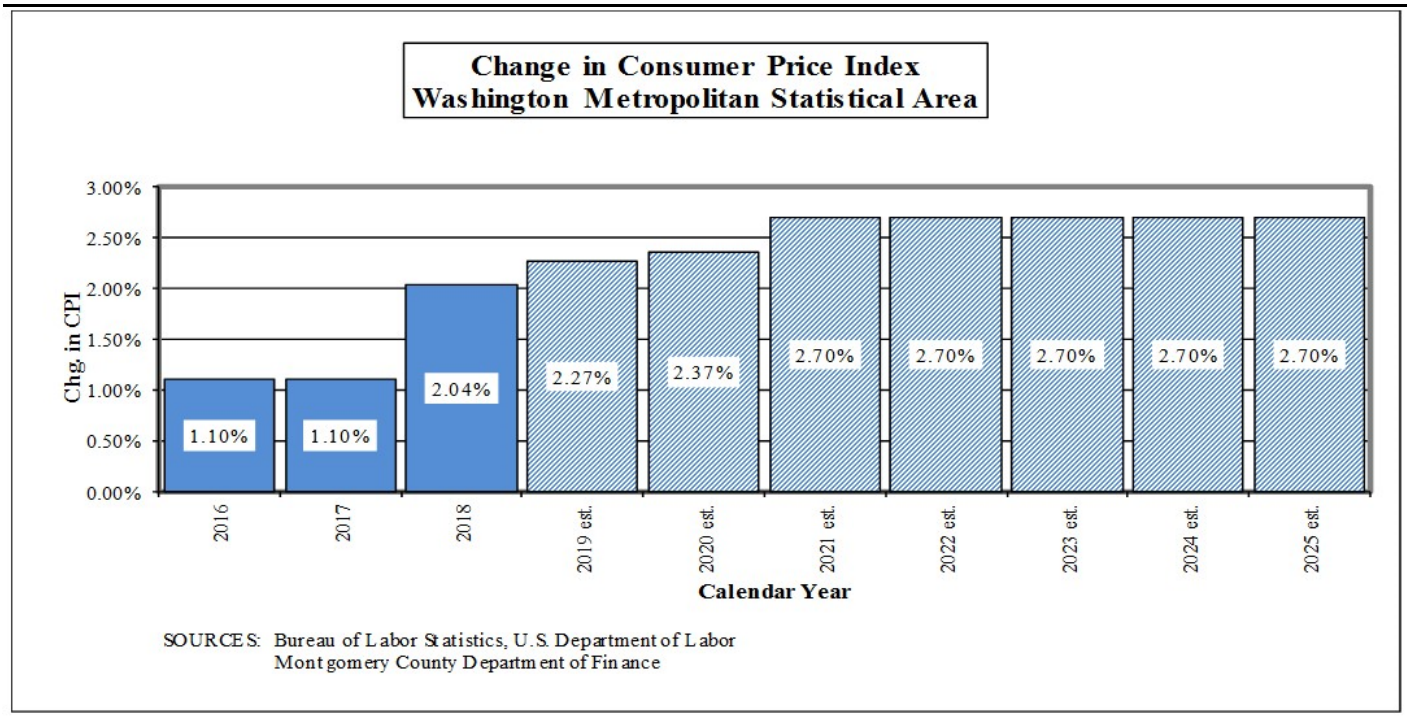


Finance assumes that resident employment will also increase at an average annual rate of 0.8 percent from CY2018 to CY2025. However, that rate is slightly below the average annual rate of 1.0 percent between CY2011 and CY2018.

Personal Income. Finance assumes that total personal income in Montgomery County will grow at an average annual rate of 4.1 percent from CY2015 to CY2024. By CY2025, total personal income will reach $125.4 billion.

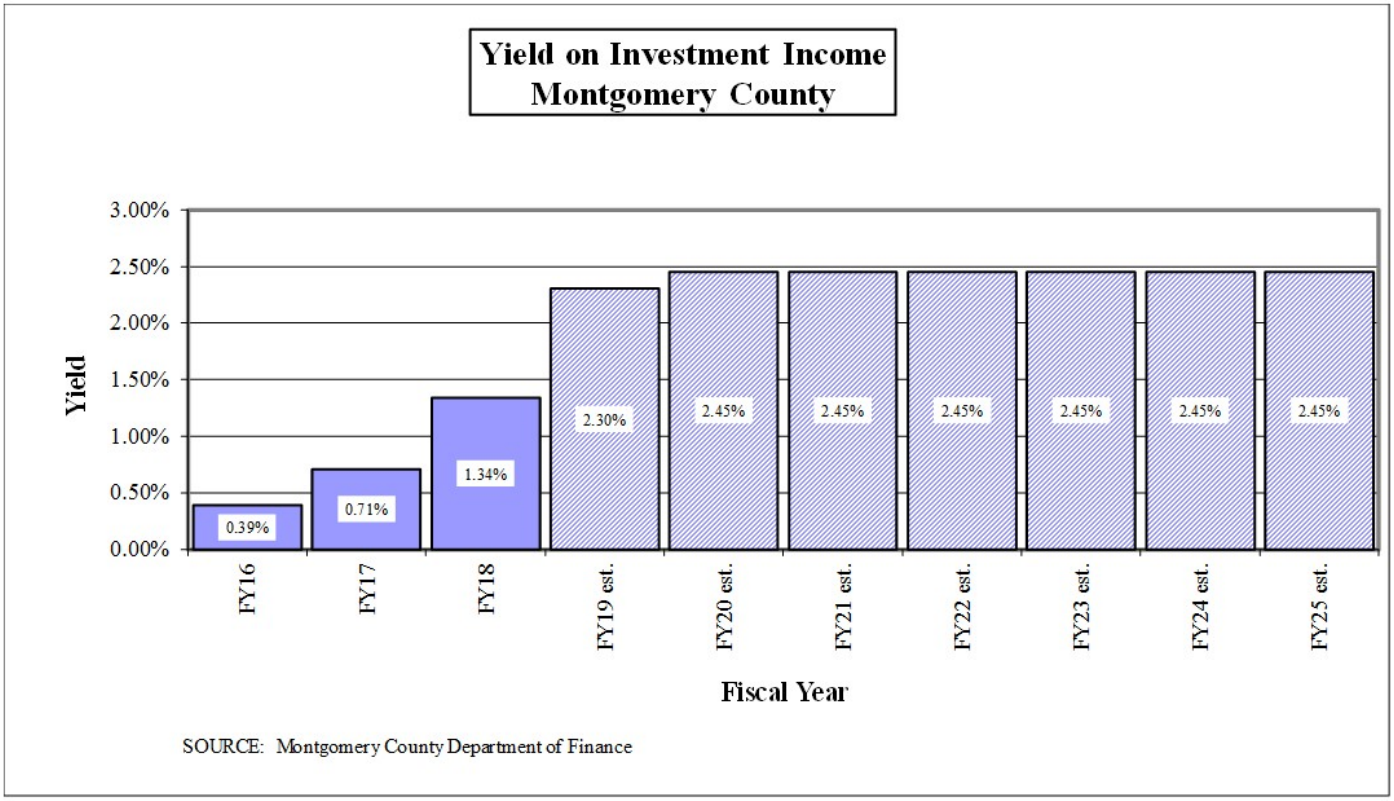
Wage and Salary Income. Finance assumes that wage and salary income will grow at an average annual rate of 3.6 percent between CY2017 and CY2025. Total wage and salary income are estimated to reach $50.7 billion by CY2025.

Inflation (annual average). Finance assumes that the overall regional inflation index will steadily increase from 2.04 percent in CY2018 to 2.70 percent by CY2025.



Interest Rates

The target federal funds rates were increased by the Federal Open Market Committee (FOMC) of the Federal Reserve System three times in 2017 by 25 basis points to reach 1.25-1.50 by December 2017 and four times in 2018 to reach 2.25-2.50 by December 2018. Since the yield on the County's short-term investments is highly correlated with the federal funds rate, the County earned an average of 0.39 percent in investment income on its short-term portfolio for fiscal year (FY) 2016, an average of 0.71 percent in FY2017, and an average of 1.34 percent in FY2018 with estimated increases to 2.30 percent for FY2019 and to 2.45 percent by FY2025. This assumption is based on no rate increases in the targeted federal funds rate by the FOMC for the remainder of FY19.



REVENUE SOURCES

The major revenue sources for all County funds of the Operating Budget and the Public Services Program (PSP) are described below. Revenue sources which fund department and agency budgets are included in the respective budget presentations. Six-year projections of revenues and resources available for allocation are made for all County funds. This section displays projections of total revenues available for the tax supported portion of the program. Tax supported funds are those funds subject to the Spending Affordability Guideline (SAG) limitations. The SAG limitations are intended to ensure that the tax burden on residents is affordable. The County Council has based the guidelines on inflation and personal income of County residents.

The PSP also includes multi-year projections of non-tax supported funds. These funds represent another type of financial burden on households and businesses and, therefore, should be considered in determining the "affordability" of all services that affect most of the County's population. Projections for non-tax supported funds within County government are presented in the budget section for each of those funds.

IMPACT ON REVENUES AND THE CAPITAL BUDGET

The use of resources represented in this section includes appropriations to the operating funds of the various agencies of the

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

The level of PSP-related spending indirectly impacts the local economy and, hence, the level of County revenues. However, the effect on revenues from expenditures of the Executive's Recommended Operating Budget and PSP are expected to be minimal. The PSP also impacts revenues available to fund the Capital Budget. The revenue projections included in this section subtract projected uses of current revenues for both debt eligible and non-debt eligible capital investments. Therefore, the Executive's Recommended Operating Budget and PSP provides the allocations of annual resources to the Capital Budget as planned for in the County Executive's Recommended Amended FY19-24 Capital Improvements Program (CIP) (as of January 15, 2019). Anticipated current revenue adjustments to the January 15, 2019 CIP have been made as part of the Executive's Recommended Operating Budget.

Prior Year Fund Balance

The prior year fund balance for the previous fiscal year is the audited FY18 closing fund balance for all tax supported funds. The current year fund balance results from an analysis of revenues and expenditures for the balance of the fiscal year. Prior year fund balance for future fiscal years is assumed to equal the target fund balance for the preceding year.

Net Transfers

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

Debt Service Obligations

Debt service estimates are those made to support the County Executive's Recommended Amended FY19-24 Capital Improvements Program (as of January 15, 2019). Debt service obligations over the six years are based on servicing debt issued to fund planned capital projects, as well as amounts necessary for short-term and long-term leases. Debt service requirements have the single largest impact on the Operating Budget/Public Services Program by the CIP. The Charter-required CIP contains a plan or schedule of project expenditures for schools, transportation, and infrastructure modernization. Approximately 43.1 percent of the CIP is funded with General Obligation (G.O.) bonds. Each G.O. bond issue used to fund the CIP translates to a draw against the Operating Budget each year for 20 years. Debt requirements for past and future G.O. bond issues are calculated each fiscal year, and provision for the payment of Debt Service is included as part of the annual estimation of resources available for other Operating Budget requirements. As Debt Service grows over the years, increased pressures are placed on other PSP programs competing for scarce resources.

The State authorizes borrowing of funds and issuance of bonds up to a maximum of 6.0 percent of the assessed valuation of all real property and 15.0 percent of the assessed value of all personal property within the County. The County's outstanding G.O. debt plus short-term commercial paper as of June 30, 2018, is 1.91 percent of assessed value, well within the legal debt limit and safely within the County's financial capabilities.

Capital Improvements Program (CIP) Current Revenue and PAYGO

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

Revenue Stabilization

On June 29, 2010, the Montgomery County Council enacted Bill 36-10 amending the Montgomery County Code (Chapter 20, Finance, Article XII) that repealed the limit on the size of the Revenue Stabilization Fund (Fund), modified the requirement for mandatory County contributions to the Fund, and amended the law governing the Fund. Mandatory contributions to the Fund are the greater of 50 percent of any excess revenue, or an amount equal to the lesser of 0.5 percent of the Adjusted Governmental Revenues or the amount needed to obtain a total reserve of 10 percent of the Adjusted Governmental Revenues. Adjusted Governmental Revenues include tax supported County Governmental revenues plus revenues of the County Grants Fund and County Capital Projects Fund; tax supported revenues of the Montgomery County Public Schools, not including the County's local contribution; tax supported revenues of Montgomery College, not including the County's local contribution; and tax supported revenues of the Montgomery County portion of the Maryland-National Capital Park and Planning Commission. All interest earned on the Fund must be added to the Fund. The FY20 Recommended Budget estimates that the Revenue Stabilization fund balance will be $340.8 million in FY19 and the balance is estimated to increase to $361.0 million in FY20.

Other Uses

This category is used to set aside funds for such items as possible legal settlement payments and other special circumstances such as set-aside of revenues to fund future years.

Reserves

The County will maintain an unrestricted General Fund balance (or, an "operating margin reserve") of five percent of prior year's General Fund revenues and the Revenue Stabilization Fund (or "rainy day fund"). This budget satisfies the County's policy to increase and maintain the budgeted total reserve of the unrestricted General Fund and Revenue Stabilization Fund at 10 percent of Adjusted Governmental Revenues by FY20.

REVENUE ASSUMPTIONS

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

TAX REVENUES

Tax supported revenues come from a number of sources including but not limited to property and income taxes, real estate transfer and recordation taxes, excise taxes, intergovernmental revenues, service charges, fees and licenses, college tuition, and

investment income. In order of magnitude, however, the property tax and the income tax are the most important with 46.6 percent and 41.6 percent, respectively, of the estimated total tax revenues in FY20. The third category is the energy tax estimated for the General Fund with 5.0 percent share. In fact, these three revenue sources represent 93.2 percent of total tax revenues. Of the total tax-supported revenues, property tax and income tax are also the most important with 36.3 percent and 32.4 percent, respectively. The third category is intergovernmental revenues with a 17.8 percent share of the estimated total tax supported revenues in FY20. Income and transfer and recordation taxes are the most sensitive to economic and, increasingly, financial market conditions. By contrast, the property tax exhibits the least volatility because of the three-year re-assessment phase-in and the ten percent "homestead tax credit" that spreads out changes evenly over several years.

Property Tax

Using proposed tax rates (levy year 2019) and a recommended $692 credit, total estimated FY20 tax supported property tax revenues of $1,836.8 million are 2.8 percent above the revised FY19 estimate. The general countywide rate for FY20 is $0.7202 per $100 of assessed real property, while a rate of $1.8005 is levied on personal property. In addition to the general countywide tax rate, there are special district area tax rates. The weighted average real property tax rate for FY20 is $0.9786 per $100 of assessed real property which is 0.0028 cents below the levy year 2018 (FY2019) weighted rate. The 1990 Charter amendment (FIT) limits the growth in property tax revenues to the sum of the previous year's estimated revenue, increased by the rate of inflation, and an amount based on the value of new construction and other minor factors. *As a result of a Charter amendment approved by the voters, this limit may not be overridden unless approved by an affirmative vote of all current Council members.*

The countywide total property taxable assessment is estimated to increase approximately 3.5 percent from a revised $195.1 billion in FY19 to $202.1 billion in FY20. The base is comprised of real property and personal property. For FY20, the Department of Finance estimates a real property taxable assessment of approximately $197.6 billion, an increase of 3.6 percent from FY19, with the remaining $4.5 billion in personal property. This is the seventh consecutive increase in total property taxable assessments after two consecutive decreases in FY12 and FY13.

The real property base is divided into three groups based on their geographic location in the County. Each group is reassessed triennially by the State Department of Assessments and Taxation (SDAT), which has the responsibility for assessing properties in Maryland. The amount of the change in the established market value (full cash value) of one-third of the properties reassessed each year is phased in over a three-year period. Declines in assessed values, however, are effective in the first year. The real property reassessment for Group 2 increased 4.8 percent for residential and 17.8 percent for commercial in FY18. The real property taxable assessment for Group 3 increased 3.9 percent for residential property and 17.4 percent for commercial property in FY19. Based data from the provided by SDAT, reassessment for real property for Group 1 is estimated to increase 5.0 percent and commercial property is estimated to increase 16.5 percent in FY20.

Income Tax

Estimated FY20 income tax revenues of $1,640.3 million are 6.3 percent above the revised FY19 estimate. Previously, future income tax estimates starting in FY19 incorporated the impact of the Wynne vs. Comptroller decision by the U.S. Supreme Court on May 18, 2015. However, with the passage of legislation by the Maryland General Assembly, the impact of Wynne repayments will start in FY21 rather than FY19. The estimated FY20 income tax revenues do not include the impact of the Tax Cut and Jobs Act (TCJA, or H.R.1) on the County's estimated FY20 income tax revenues. Because of the proposed legislation by the Maryland General Assembly, actions by State of Maryland officials and regulations issued by the Internal Revenue Service, U.S. Treasury Department, as well as the effect of the federal tax law on business income that may have a fiscal impact on the County, the final "net" impact of the federal tax bill on the County's income tax revenues is uncertain at this time. In lieu of such uncertainty, Finance estimates FY20 income tax revenues based in part on the December 2018 income tax estimate by the Board of Revenue Estimates.

During any one fiscal year, the County receives income tax distributions pertaining to at least three different tax years. With the stock market crash of 2008 and subsequent severe recession, withholdings, estimated payments, and extended filings declined 11.9 percent in tax year (TY) 2008, and decreased 4.9 percent in TY2009, but increased 7.2 percent in TY2010, 6.2 percent in TY2011, and 10.0 percent in TY2012, before declining 3.8 percent in TY2013 attributed to the decline in capital gains. Following the decline in TY2013, income tax revenues increased 6.6 percent in 2014, increased 2.9 percent in TY2015, but declined 0.4 percent in TY2016 attributed to a 50 percent decline in capital gains for the top 100 County taxpayers. The elections of November 2016 raised expectations that tax relief for individuals, especially those individuals with high incomes, would occur in tax year 2017. As such, those individuals would delay recognizing capital gains until a later tax year. The income tax reduction of 50 percent of the top 100 County taxpayers suggests that that is what occurred as noted below in our receipts from October 15th filers in 2016.

In addition to the quarterly distributions that represent withholdings and estimated payments, receipts from October 15th filers and adjustments to prior year distributions by the Maryland Comptroller revenues from October 15th filers and distribution adjustments experienced a decline of 85.9 percent in tax year 2008 and a modest increase in 2009. However, from tax year 2010 to tax year 2012, revenues increased sharply to $144.7 million in 2010 and to $174.2 million in 2012, but below the pre-recession level, decreased to $96.8 million in 2013 (44.4%) attributed to the "fiscal cliff" tax policy enacted by the U.S. Congress, increased to $142.8 million in 2014 (47.5%), increased to $149.3 million in 2015 (4.6%), declined to $108.3 million (27.5%) in 2016, but increased to $130.6 million in 2017 (20.6%).

Transfer and Recordation Taxes

Estimated FY20 revenues for the General Fund of $182.8 million, which exclude the School Capital Improvement Program (CIP) portion, condominium conversions, and the tax premium, are 1.2 percent above the revised FY19 estimate. This reflects an FY20 estimate of $126.3 million in the transfer tax and $56.5 million in the recordation tax. Effective September 1, 2016, the recordation tax for the General Fund decreased from 0.440 percent to 0.416 percent and the exemption was increased from $50,000 to $100,000 of the consideration payable on the conveyance of any owner-occupied residential property. During the first seven months of FY19, the number of transactions for the residential transfer tax increased 7.8 percent and the amount of collections from the residential transfer tax increased 7.7 percent over the same seven-month period in FY18. Over the same seven-month period, the number of transactions for the non-residential transfer tax excluding farms decreased 4.2 percent but the amount of collections increased 56.0 percent compared to FY18. Activity for the recordation tax experienced similar trends during the seven-month period. The number of residential recordation tax transactions for the General Fund have increased 2.7 percent through the first seven months of FY19, and the General Fund collections for the residential recordation tax increased 9.2 percent.

Transactions for the transfer and recordation tax revenues have fluctuated greatly over time and primarily reflect shifting trends in the real estate market. The transfer tax rate is generally one percent of the value of the property transferred to a new owner. This applies to both improved (i.e., building) and unimproved (i.e., land) residential and commercial properties. The recordation tax is levied when changes occur in deeds, mortgages, leases, and other contracts pertaining to the title of either real or personal property.

Effective September 1, 2016, the recordation tax rate for School CIP was raised from 0.250 percent to 0.474 percent of which net revenues must be reserved for and allocated to the cost of capital improvements to schools. Also, if the consideration payable or principal amount of debt secured exceeds $500,000 the rate increased from $1.55 to $2.30 for each fraction of $500 of the amount over $500,000 and that revenue must be reserved for the cost of County government capital improvements and rental assistance for low and moderate income households

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

After three consecutive years of decline from FY07 to FY09 attributed to the decline in home sales and the peak in the housing bubble in FY06, the number of residential transfers increased 30.8 percent in FY10 attributed to the federal government first-time homebuyers credit, then decreased for two consecutive years - 22.3 percent in FY11 (12,779) and 5.6 percent in FY12 (12,060). Since FY12, residential transfers increased 11.3 percent in FY13, 8.6 percent in FY14, 1.5 percent in FY15, 8.4 percent in FY16, 2.1 percent in FY17, but declined 8.3 percent in FY18.

Since the peak in the housing bubble in FY06, transfer tax revenues from residential transactions declined 23.3 percent in FY07, 26.5 percent in FY08, and 18.1 percent in FY09 reflecting the decline in the number of transactions, but increased 20.9 percent in FY10 then declined 15.1 percent in FY11, decreased 5.1 percent in FY12, increased 21.2 percent in FY13, 9.8 percent in FY14, 2.4 percent in FY15, 7.7 percent in FY16, 3.6 percent in FY17, and then decreased 1.5 percent in FY18.

The decline in transfer taxes between FY07 and FY09 is attributed to both a decline in home sales that began in the summer of 2005 and in average sales price for existing homes that began in late summer of 2007. Home sales declined 23.3 percent in 2007, declined 17.7 percent in 2008, increased 21.8 percent in 2009, increased a modest 0.3 percent in 2010, decreased 8.7 percent in 2011, increased 6.9 percent and 12.8 percent in 2012 and 2013, respectively. They then decreased 4.2 percent in 2014, increased 11.1 percent in 2015, 5.8 percent in 2016, and then declined a modest 0.2 percent in 2017. Home sales decreased by 4.3 percent in 2018, but the median sales price increased 4.8 percent in 2018.

Beginning in FY06, revenues from non-residential property transfers experienced dramatic volatility over the next eleven years. After increasing 13.4 percent in FY06, transfer tax revenues from non-residential properties declined 49.2 percent in FY07, increased a modest 1.8 percent in FY08, declined 25.7 percent in FY09, but increased 12.9 percent in FY10, 45.9 percent in FY11, and 57.7 percent in FY12, then declined 3.9 percent in FY13 and 17.9 percent in FY14. Revenues increased 13.7 percent in FY15 and 12.6 percent in FY16, before jumping a near-term record 72.0 percent in FY17, but declined 20.0 percent in FY18.

Revenues from residential recordation tax revenues increased 20.1 percent in FY06, before declining 19.4 percent in FY07, 21.1 percent in FY08, and 18.3 percent in FY09, increasing 25.3 percent in FY10, decreasing 18.3 percent in FY11, and 4.2 percent in FY12, increasing 23.4 percent in FY13, 9.4 percent in FY14, 6.4 percent in FY15, and 9.0 percent in FY16. Revenue then declined 16.7 percent due to the rate cut in the General Fund and declined 13.5 percent in FY18.

Energy Tax

Estimated FY20 revenues of $198.9 million are 0.5 percent above the revised FY19 estimate. The estimated revenues for FY20 are based on the County Executive's recommendation to continue the FY20 rates at the FY19 level. The fuel-energy tax is imposed on persons or entities transmitting, distributing, manufacturing, producing, or supplying electricity, gas, steam, coal, fuel oil, or liquefied petroleum gas. Different rates apply to residential and nonresidential consumption and to the various types of energy. Since the rates per unit of energy consumed are fixed, collections change only with shifts in energy consumption and not with changes in the price of the energy product

Telephone Tax

Estimated FY20 revenues of $56.3 million are 5.7 percent above the revised FY19 estimate. The telephone tax is levied as a fixed amount per landline, wireless communications, and other communication devices. The tax on a traditional landline is $2.00 per month, while multiple business lines (Centrex) are taxed at $0.20 per month. The tax rate on wireless communications is $3.50 per month. Revenues from this tax are driven primarily by modest growth in wireless communications such as cell phone usage and by voice-over internet protocol.

Hotel/Motel Tax

Estimated FY20 revenues of $22.6 million are 2.4 percent above the revised FY19 estimate. The hotel/motel tax is levied as a

percentage of the hotel bill including online room rental organizations such as AirBnB. The current tax rate of 7.0 percent in FY19 is also assumed for FY20. Collections grow with the costs of hotel rooms and the combined effect of room supply and hotel occupancy rate in the County. Occupancy rates in the County are generally the highest in the spring (April and May) and autumn (September and October) as tourists and schools visit the nation's capital for such events as the Presidential inauguration and related activities, Cherry Blossom Festival and school trips, while organizations often schedule conferences and events during such periods, and during the week prior and the week during the Presidential inauguration. During peak periods, many visitors to Washington, D.C. use hotels in the County, especially those in the lower county.

Admissions Tax

Estimated FY20 revenues of $3.9 million are 7.3 percent above the revised FY19 estimate. Admissions and amusement taxes are State-administered local taxes on the gross receipts of various categories of amusement, recreation, and sports activities. Taxpayers are required to file a return and pay the tax monthly while the County receives quarterly distributions of the receipts from the State. Montgomery County levies a 7 percent tax, except for categories subject to State sales and use tax, where the County rate would be lower. Such categories include rentals of athletic equipment, boats, golf carts, skates, skis, horses, and sales related to entertainment. Gross receipts are exempt from the County tax when a Municipal admissions and amusement tax is in effect.

E-Cigarettes Tax

Estimated FY20 revenues from the E-Cigarettes tax of $1.4 million are 3.9 percent above the revised FY19 estimate.

NON-TAX REVENUES

Non-tax revenues throughout all tax supported funds (excluding Enterprise Funds, such as Permitting Services, Parking Districts, Solid Waste Disposal, and Solid Waste Collection Funds) are estimated at $1.124 billion in FY20. This is a $13.8 million increase, or 1.2 percent, from the revised FY19 estimate. Non-tax revenues include: intergovernmental aid, investment income, licenses and permits, user fees, fines, and forfeitures, and miscellaneous revenues.

General Intergovernmental Revenues

Intergovernmental revenues are received from the State or Federal governments as general aid for certain purposes, not tied, like grants, to particular expenditures. The majority of this money comes from the State based on particular formulas set in law. Total aid is specified in the Governor's annual budget. Since the final results are not known until the General Assembly session is completed and the State budget is adopted, estimates in the March 15 County Executive's Recommended Public Services Program are generally based on the Governor's budget estimates for FY20. If additional information on the State budget is available to the County Executive, this information will be incorporated into the budgeted projection of State aid. The County Executive's Recommended Budget for FY20 assumes a $18.7 million, or 2.1 percent, increase in intergovernmental revenues from the revised FY19 estimate, of which 81.3 percent is allocated to the Montgomery County Public Schools, 4.1 percent to Montgomery Community College, and 4.6 percent to Mass Transit. Total intergovernmental revenue represents an estimated 80.4 percent of the total non-tax revenues for FY20.

Licenses and Permits

Licenses and permits include General Fund business licenses (primarily public health, traders, and liquor licenses) and non-business licenses (primarily marriage licenses and Clerk of the Court business licenses). Licenses and permits in the Permitting Services Enterprise Fund, which include building, electrical, and sediment control permits, are Enterprise Funds

and thus not included in tax supported projections. The Recommended Budget for FY20 assumes a 3.8 percent increase over the revised estimates for FY19, resulting in $13.3 million in available resources in FY20.

Charges for Services (User Fees)

Excluding intergovernmental revenues to Montgomery County Public Schools and Montgomery College, and College tuition, charges for services, or user fees, are revenues collected that come primarily from fees imposed on the recipients of certain County services including mass transit, human services, use of facilities, and recreation services and are included in the tax supported funds. The Recommended Budget for FY20 assumes a decrease of 6.0 percent over the revised estimates for FY19, resulting in $67.8 million in available resources in FY20.

Fines and Forfeitures

Revenues from fines and forfeitures relate primarily to photo red light and speed camera citations, and library and parking fines (excluding the County's four Parking Districts). The Recommended Budget for FY20 assumes that fines and forfeitures will increase 2.9 percent from the revised estimates for FY19, resulting in $36.0 million in available resources in FY20.

College Tuition

Although College tuition is not included in the County Council's Spending Affordability Guideline Limits (SAG), it remains in the tax supported College Current Fund. Calculation of the aggregate operating budget is under the SAG Limits. Tuition revenue depends on the number of registered students and the tuition rate. The Recommended Budget for FY20 includes a 0.6 percent increase in tuition revenue over the revised estimates for FY19, resulting in $75.9 million in available resources in FY20.

Investment Income

Investment income includes the County's pooled investment and non-pooled investment and interest income of other County agencies and funds. The County operates an investment pool directed by an investment manager who invests all County funds using an approved, prudent County Council adopted investment policy. The pool includes funds from tax supported funds as well as from Enterprise Funds, municipal taxing districts, and other governmental agencies. Two major factors determine pooled investment income: (1) the average daily investment balance which is affected by the level of revenues and expenditures, fund balances, and the timing of bond and commercial paper issues; and (2) the average yield percentage which reflects short-term interest rates and may vary considerably during the year.

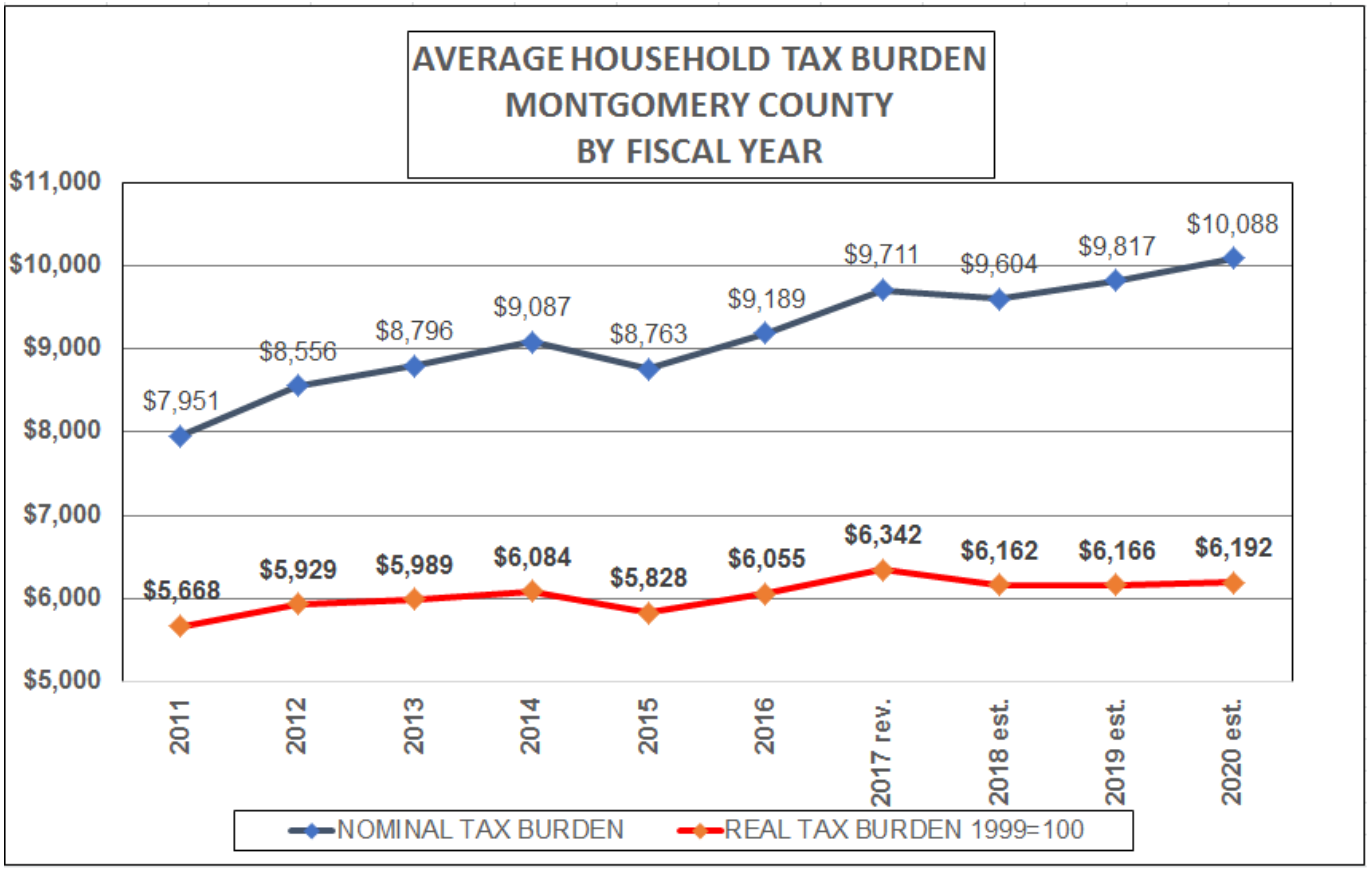
The revised FY19 tax-supported investment income estimate of $8.1 million assumes a yield on equity of 2.30 percent and an average daily balance of $1 billion. The FY20 projected estimate of tax-supported investment income of $8.6 million assumes a yield on equity of 2.45 percent. Yields have fluctuated significantly over time due to changes in the targeted federal funds rate set by the Federal Open Market Committee (FOMC) of the Federal Reserve System. In calendar year 2019, the federal funds futures market as of March 9, 2019, expects the FOMC will not raise the rate for the current target range on federal funds at 2.25-2.50 percent for the remainder of CY2019.

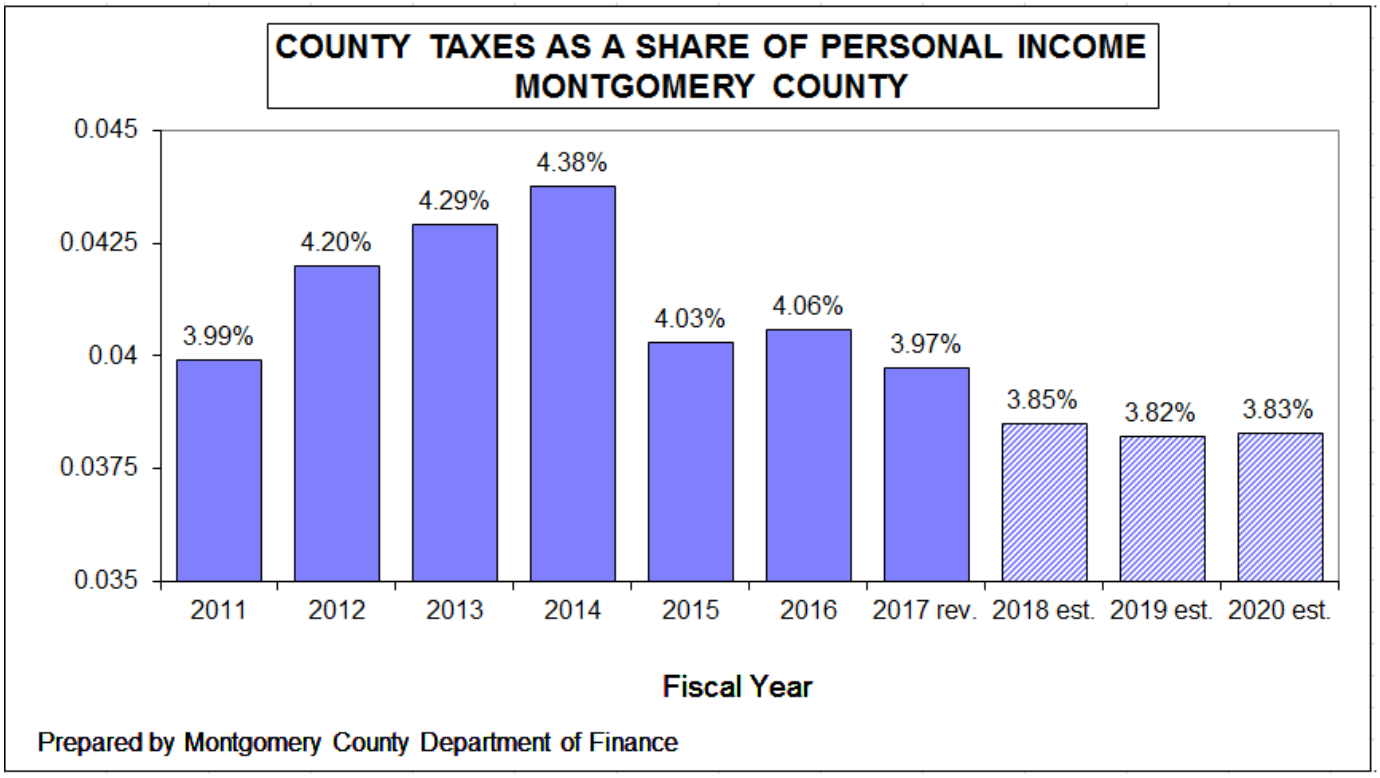
Other Miscellaneous

The County receives miscellaneous revenues from a variety of sources. For the Recommended Budget for FY20, miscellaneous revenues will decrease 13.8 percent from the revised estimates for FY19, resulting in $18.7 million in available resources in FY20.

TRENDS AND PROJECTIONS								
DEMOGRAPHIC AND PLANNING INDICATORS	**FY18**	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**
POPULATION	**1,068,721**	**1,078,725**	**1,088,823**	**1,099,015**	**1,109,302**	**1,119,686**	**1,130,167**	**1,140,746**
Annual Increase	18,351	10,004	10,098	10,192	10,287	10,384	10,481	10,579
Population Growth Since 2009	11.7%	12.7%	13.8%	14.8%	15.9%	17.0%	18.1%	19.2%
County Resident Births (Prior Calendar Year) (a)	12,545	12,495	12,585	12,770	12,870	12,960	13,035	13,100
HOUSEHOLDS	**378,205**	**383,632**	**388,621**	**393,216**	**397,642**	**401,918**	**406,063**	**410,219**
Household Annual Growth (%)	0.6%	1.4%	1.3%	1.2%	1.1%	1.1%	1.0%	1.0%
Household Growth Since 2009	5.7%	7.2%	8.6%	9.9%	11.1%	12.3%	13.5%	14.6%
Household Growth Since 1992	29.9%	31.7%	33.5%	35.0%	36.6%	38.0%	39.4%	40.9%
Household Size	2.83	2.81	2.80	2.79	2.79	2.79	2.78	2.78
RESIDENT EMPLOYMENT (Jan = Calendar Year)	**543,410**	**548,730**	**552,150**	**555,390**	**560,210**	**565,060**	**569,670**	**574,190**
Resident Employment Annual Growth (%)	-0.6%	1.0%	0.6%	0.6%	0.9%	0.9%	0.8%	0.8%
Resident Employment Growth Since 2009	11.7%	12.8%	13.5%	14.2%	15.2%	16.2%	17.1%	18.1%
Resident Employment Per Household	1.44	1.43	1.42	1.41	1.41	1.41	1.40	1.40
Jobs in County	534,180	538,840	543,500	549,300	555,100	560,900	566,700	572,500
PERSONAL INCOME ($ Millions)	**$94,300**	**$98,500**	**$102,400**	**$106,300**	**$110,800**	**$115,400**	**$120,200**	**$125,400**
Per Capita Personal Income	**$88,240**	**$91,310**	**$94,050**	**$96,720**	**$99,880**	**$103,060**	**$106,360**	**$109,930**
Annual Growth (%)	6.2%	3.5%	3.0%	2.8%	3.3%	3.2%	3.2%	3.4%
CONSUMER PRICE INDEX (CPI) - Fiscal Year	**1.79%**	**2.15%**	**2.32%**	**2.53%**	**2.70%**	**2.70%**	**2.70%**	**2.70%**
Inflation Growth (Fiscal Year) Since 2009	-16.7%	0.0%	7.9%	17.7%	25.6%	25.6%	25.6%	25.6%
CONSUMER PRICE INDEX (CPI) - Calendar Year (%)	**2.04%**	**2.27%**	**2.37%**	**2.70%**	**2.70%**	**2.70%**	**2.70%**	**2.70%**
ASSESSABLE TAX BASE ($ Millions)	**$188,182**	**$195,137**	**$202,062**	**$208,919**	**$215,483**	**$222,113**	**$229,022**	**$236,720**
Annual Growth (%)	3.7%	3.7%	3.5%	3.4%	3.1%	3.1%	3.1%	3.4%
Growth of Base Since 1992 (%)	214.6%	226.2%	237.8%	249.2%	260.2%	271.3%	282.8%	295.7%
Growth of Base Since 2009 (%)	16.1%	20.4%	24.7%	28.9%	33.0%	37.1%	41.3%	46.1%
INVESTMENT INCOME YIELD (%)	1.34%	2.30%	2.45%	2.45%	2.45%	2.45%	2.45%	2.45%
MCPS ENROLLMENT (Sept = Calendar Year)	161,546	163,123	164,296	165,446	167,594	170,118	172,303	174,322
Annual Growth (%)	1.6%	1.0%	0.7%	0.7%	1.3%	1.5%	1.3%	1.2%
Annual Increase (Decrease)	2,536	1,577	1,173	1,150	2,148	2,524	2,185	2,019
MONTGOMERY COLLEGE ENROLLMENTS (b)	**21,720**	**21,041**	**21,009**	**21,001**	**21,174**	**21,331**	**21,331**	**21,331**
Annual Growth (%)	-5.0%	-3.1%	-0.2%	0.0%	0.8%	0.7%	0.0%	0.0%
Full Time Equivalents (Sept = Calendar Year) (c)	**19,052**	**18,624**	**18,186**	**18,258**	**18,348**	**18,555**	**18,744**	**18,744**
Annual Growth in FTE's (%)	-3.5%	-2.2%	-2.4%	0.4%	0.5%	1.1%	1.0%	0.0%

(a) Projections related to County Resident Births are provided by M-NCPPC.
(b) Projections related to Montgomery College Enrollments are provided by Montgomery College and only include projections through FY23. Since no projections are provided for FY24 or FY25, the projections for FY23 were used.
(c) Projections related to Montgomery College Full Time Equivalents are provided by Montgomery College and only include projections through FY24. Since no projections are provided for FY25, the projections for FY24 were used.


AVERAGE HOUSEHOLD TAX BURDEN
MONTGOMERY COUNTY
BY FISCAL YEAR
$11,000
$10,000
$9,000
$8,000
$7,000
$6,000
$5,000
$7,951
$8,556
$8,796
$9,087
$8,763
$9,189
$9,711
$9,604
$9,817
$10,088
$5,668
$5,929
$5,989
$6,084
$5,828
$6,055
$6,342
$6,162
$6,166
$6,192
2011
2012
2013
2014
2015
2016
2017 rev.
2018 est.
2019 est.
2020 est.
NOMINAL TAX BURDEN
REAL TAX BURDEN 1999=100


COUNTY TAXES AS A SHARE OF PERSONAL INCOME
MONTGOMERY COUNTY
0.045
0.0425
0.04
0.0375
0.035
3.99%
4.20%
4.29%
4.38%
4.03%
4.06%
3.97%
3.85%
3.82%
3.83%
2011
2012
2013
2014
2015
2016
2017 rev.
2018 est.
2019 est.
2020 est.
Fiscal Year
Prepared by Montgomery County Department of Finance

REVENUE SUMMARY
TAX SUPPORTED BUDGETS
($ Millions)

	KEY REVENUE CATEGORIES	App. FY19	Est. FY19	% Chg. FY19-20	Rec. FY20	% Chg. FY20-21	Projected FY21	% Chg. FY21-22	Projected FY22	% Chg. FY22-23	Projected FY23	% Chg. FY23-24	Projected FY24	% Chg. FY24-25	Projected FY25
	TAXES	5-24-18	3-15-19	Rec/App	3-15-19										
1	Property Tax	1,808.4	1,786.5	1.6%	1,836.8	3.1%	1,893.8	3.1%	1,951.9	3.5%	2,020.5	3.5%	2,091.4	3.3%	2,160.7
2	Income Tax	1,585.2	1,542.9	3.5%	1,640.3	3.8%	1,702.9	3.5%	1,762.6	4.6%	1,843.2	4.8%	1,930.8	4.7%	2,021.1
3	Transfer Tax	109.5	124.8	15.3%	126.3	0.5%	127.0	2.1%	129.7	3.0%	133.6	4.9%	140.1	4.5%	146.4
4	Recordation Tax	53.4	55.8	5.7%	56.5	0.5%	56.8	2.1%	58.0	3.0%	59.7	4.9%	62.6	4.5%	65.4
5	Energy Tax	194.0	197.9	2.5%	198.9	-2.0%	195.0	2.0%	198.9	-2.1%	194.8	2.1%	198.9	-1.3%	196.3
6	Telephone Tax	53.3	53.3	5.8%	56.3	-0.8%	55.8	-0.3%	55.7	0.3%	55.9	-0.1%	55.8	-0.1%	55.7
7	Hotel/Motel Tax	22.2	22.1	1.8%	22.6	0.8%	22.8	0.8%	23.0	0.8%	23.2	0.8%	23.3	0.8%	23.5
8	Admissions Tax	3.6	3.6	9.1%	3.9	7.6%	4.2	7.9%	4.5	7.9%	4.9	7.9%	5.3	7.9%	5.7
9	E-Cigarette Tax	0.7	1.4	120.3%	1.4	3.8%	1.5	3.7%	1.5	3.6%	1.6	3.5%	1.7	3.5%	1.7
10	**Total Local Taxes**	**3,830.2**	**3,788.3**	**2.9%**	**3,943.1**	**3.0%**	**4,059.7**	**3.1%**	**4,185.8**	**3.6%**	**4,337.3**	**4.0%**	**4,509.8**	**3.7%**	**4,676.7**
	INTERGOVERNMENTAL AID														
11	Highway User	3.8	3.8	118.3%	8.2	0.0%	8.2	0.0%	8.2	0.0%	8.2	0.0%	8.2	0.0%	8.2
12	Police Protection	14.2	14.2	0.0%	14.2	0.0%	14.2	0.0%	14.2	0.0%	14.2	0.0%	14.2	0.0%	14.2
13	Libraries	6.4	6.4	3.9%	6.7	0.0%	6.7	0.0%	6.7	0.0%	6.7	0.0%	6.7	0.0%	6.7
14	Health Services Case Formula	4.6	4.6	0.0%	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	40.3	41.3	2.5%	41.3	0.0%	41.3	0.0%	41.3	0.0%	41.3	0.0%	41.3	0.0%	41.3
16	Public Schools	706.9	706.9	3.9%	734.6	0.0%	734.6	0.0%	734.6	0.0%	734.6	0.0%	734.6	0.0%	734.6
17	Community College	36.6	36.6	1.7%	37.2	0.0%	37.2	0.0%	37.2	0.0%	37.2	0.0%	37.2	0.0%	37.2
18	Other	67.7	71.1	-16.1%	56.8	-29.5%	40.0	-0.2%	39.9	0.0%	39.9	0.0%	39.9	0.0%	39.9
19	**Total Intergovernmental Aid**	**880.5**	**884.9**	**2.6%**	**903.6**	**-1.9%**	**886.8**	**0.0%**	**886.7**	**0.0%**	**886.7**	**0.0%**	**886.7**	**0.0%**	**886.7**
	FEES AND FINES														
20	Licenses & Permits	13.1	12.8	1.6%	13.3	1.5%	13.5	1.5%	13.7	1.5%	13.9	1.5%	14.1	1.5%	14.3
21	Charges for Services	72.7	72.2	-6.7%	67.8	2.0%	69.2	2.2%	70.7	2.2%	72.2	2.2%	73.8	2.2%	75.3
22	Fines & Forfeitures	29.1	35.0	23.7%	36.0	1.6%	36.6	1.6%	37.1	1.6%	37.7	1.6%	38.3	1.6%	38.9
23	Montgomery College Tuition	78.2	75.4	-3.0%	75.9	2.0%	77.4	2.2%	79.1	2.2%	80.8	2.2%	82.5	2.2%	84.3
24	**Total Fees and Fines**	**193.0**	**195.4**	**0.0%**	**193.0**	**1.9%**	**196.6**	**2.0%**	**200.6**	**2.0%**	**204.6**	**2.0%**	**208.7**	**2.0%**	**212.9**
	MISCELLANEOUS														
25	Investment Income	5.3	8.1	61.3%	8.6	0.0%	8.6	0.1%	8.6	0.0%	8.6	0.0%	8.6	0.0%	8.6
26	Other Miscellaneous	19.2	21.7	-2.77%	18.7	2.5%	19.2	2.7%	19.7	2.7%	20.2	2.7%	20.8	2.7%	21.3
27	**Total Miscellaneous**	**24.6**	**29.8**	**11.1%**	**27.3**	**1.7%**	**27.8**	**1.9%**	**28.3**	**1.9%**	**28.8**	**1.9%**	**29.4**	**1.9%**	**29.9**
28	**TOTAL REVENUES**	**4,928.3**	**4,898.4**	**2.8%**	**5,066.9**	**2.1%**	**5,170.9**	**2.5%**	**5,301.4**	**2.9%**	**5,457.5**	**3.2%**	**5,634.6**	**3.0%**	**5,806.3**
	Calculation for Adjusted Governmental Revenues														
29	**Total Tax Supported Revenues**	**4,928.3**	**4,898.4**	**2.8%**	**5,066.9**	**2.1%**	**5,170.9**	**2.5%**	**5,301.4**	**2.9%**	**5,457.5**	**3.2%**	**5,634.6**	**3.0%**	**5,806.3**
30	**Capital Projects Fund**	**187.2**	**187.2**	**-22.2%**	**145.7**	**-15.0%**	**123.9**	**1.2%**	**125.4**	**1.3%**	**126.9**	**1.7%**	**129.1**	**0.0%**	**129.1**
31	**Grants**	**118.5**	**118.5**	**0.4%**	**119.0**	**2.5%**	**122.0**	**2.7%**	**125.3**	**2.7%**	**128.7**	**2.7%**	**132.2**	**2.7%**	**135.7**
32	**MCG Adjusted Revenues**	**5,234.0**	**5,204.1**	**1.9%**	**5,331.7**	**1.6%**	**5,416.8**	**2.5%**	**5,552.1**	**2.9%**	**5,713.1**	**3.2%**	**5,895.9**	**3.0%**	**6,071.1**

County Executive's Recommended FY20-25 Public Services Program

Tax Supported Fiscal Plan Summary

($ in Millions)

		App. FY19	Est. FY19	% Chg. FY19-20	Rec. FY20	% Chg. FY20-21	Projected FY21	% Chg. FY21-22	Projected FY22	% Chg. FY22-23	Projected FY23	% Chg. FY23-24	Projected FY24	% Chg. FY24-25	Projected FY25
		5-24-18	3-15-19	App/Rec	3-15-19										
	Total Revenues														
1	Property Tax	1,808.4	1,786.5	1.6%	1,836.8	3.1%	1,893.8	3.1%	1,951.9	3.5%	2,020.5	3.5%	2,091.4	3.3%	2,160.7
2	Income Tax	1,585.2	1,542.9	3.5%	1,640.3	3.8%	1,702.9	3.5%	1,762.6	4.6%	1,843.2	4.8%	1,930.8	4.7%	2,021.1
3	Transfer/Recordation Tax	162.9	180.6	12.2%	182.8	0.5%	183.7	2.1%	187.7	3.0%	193.3	4.9%	202.7	4.5%	211.8
4	Other Taxes	273.7	278.3	3.5%	283.2	-1.4%	279.3	1.6%	283.7	-1.2%	280.3	1.6%	284.9	-0.7%	283.0
5	Other Revenues	1,098.1	1,110.1	2.3%	1,123.9	-1.1%	1,111.2	0.4%	1,115.6	0.4%	1,120.2	0.4%	1,124.8	0.4%	1,129.6
6	**Total Revenues**	**4,928.3**	**4,898.4**	**2.8%**	**5,066.9**	**2.1%**	**5,170.9**	**2.5%**	**5,301.4**	**2.9%**	**5,457.5**	**3.2%**	**5,634.6**	**3.0%**	**5,806.3**
7															
8	**Net Transfers In (Out)**	**34.9**	**26.1**	**-54.2%**	**16.0**	**2.5%**	**16.4**	**2.7%**	**16.8**	**2.7%**	**17.3**	**2.7%**	**17.8**	**2.7%**	**18.2**
9	**Total Revenues and Transfers Available**	**4,963.3**	**4,924.4**	**2.4%**	**5,082.9**	**2.1%**	**5,187.3**	**2.5%**	**5,318.3**	**2.9%**	**5,474.8**	**3.2%**	**5,652.4**	**3.0%**	**5,824.5**
10															
11	**Non-Operating Budget Use of Revenues**														
12	Debt Service	420.0	416.5	2.5%	430.5	4.4%	449.4	2.7%	461.7	3.3%	476.9	0.0%	477.1	1.8%	485.9
13	PAYGO	33.0	33.0	-3.0%	32.0	-3.1%	31.0	-3.2%	30.0	0.0%	30.0	0.0%	30.0	0.0%	30.0
14	CIP Current Revenue	35.6	26.3	3.6%	36.9	137.3%	87.5	-14.3%	75.0	30.4%	97.8	0.8%	98.7	0.0%	98.7
15	Change in Other Reserves	-37.3	-17.8	40.4%	-22.2	100.8%	0.2	-2.9%	0.2	15.2%	0.2	6.0%	0.2	-0.7%	0.2
16	Contribution to General Fund Undesignated Reserves	21.1	63.7	-72.6%	5.8	23.5%	7.1	-26.2%	5.3	6.1%	5.6	20.1%	6.7	15.2%	7.7
17	Contribution to Revenue Stabilization Reserves	29.7	32.1	-31.8%	20.2	-80.2%	4.0	91.2%	7.6	25.0%	9.6	27.6%	12.2	-15.6%	10.3
18	Set Aside for other uses (supplemental appropriations)	-4.0	-4.0	450.0%	14.0	42.9%	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0
19	**Total Other Uses of Resources**	**498.2**	**549.8**	**3.8%**	**517.2**	**15.9%**	**599.2**	**0.1%**	**599.8**	**6.7%**	**640.1**	**0.8%**	**644.9**	**1.2%**	**652.8**
20	**Available to Allocate to Agencies (Total Revenues+Net Transfers-Total Other Uses)**	**4,465.1**	**4,374.6**	**2.3%**	**4,565.7**	**0.5%**	**4,588.1**	**2.8%**	**4,718.5**	**2.5%**	**4,834.7**	**3.6%**	**5,007.5**	**3.3%**	**5,171.7**
21															
22	**Agency Uses**														
23															
24	Montgomery County Public Schools (MCPS)	2,444.1	2,425.9	1.6%	2,483.7										
25	Montgomery College (MC)	265.5	261.2	-1.2%	262.4										
26	MNCPPC (w/o Debt Service)	128.3	126.5	0.8%	129.3										
27	MCG	1,627.2	1,560.9	3.9%	1,690.4										
28	**Agency Uses**	**4,465.1**	**4,374.6**	**2.3%**	**4,565.7**	**0.5%**	**4,588.1**	**2.8%**	**4,718.5**	**2.5%**	**4,834.7**	**3.6%**	**5,007.5**	**3.3%**	**5,171.7**
29	**Total Uses**	**4,963.3**	**4,924.4**	**2.4%**	**5,082.9**	**2.1%**	**5,187.3**	**2.5%**	**5,318.3**	**2.9%**	**5,474.8**	**3.2%**	**5,652.4**	**3.0%**	**5,824.5**
30	**(Gap)/Available**	**0.0**	**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**

Assumptions:

1. Property taxes are at the Charter Limit with a $692 credit. 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 County Executive's Amendments to the FY19-24 Capital Improvements Program and additional proposed current revenue amendments.
4. State Aid, including MCPS and Montgomery College, is not projected to increase from FY20-25.

County Executive's Recommended FY20-25 Public Services Program

Tax Supported Fiscal Plan Summary

($ in Millions)

		App. FY19	Est. FY19	% Chg. FY19-20	Rec. FY20	% Chg. FY20-21	Projected FY21	% Chg. FY21-22	Projected FY22	% Chg. FY22-23	Projected FY23	% Chg. FY23-24	Projected FY24	% Chg. FY24-25	Projected FY25
31	**Beginning Reserves**			App/Rec											
32	**Unrestricted General Fund**	133.0	102.7	25.1%	166.4	3.5%	172.2	4.1%	179.3	2.9%	184.6	3.0%	190.2	3.5%	196.9
33	**Revenue Stabilization Fund**	308.3	308.7	10.6%	340.8	5.9%	361.0	1.1%	365.0	2.1%	372.7	2.6%	382.3	3.2%	394.5
34	**Total Reserves**	441.2	411.4	15.0%	507.2	5.1%	533.2	2.1%	544.4	2.4%	557.3	2.7%	572.5	3.3%	591.4
35															
36	**Additions to Reserves**														
37	**Unrestricted General Fund**	21.1	63.7	-72.6%	5.8	23.5%	7.1	-26.2%	5.3	6.1%	5.6	20.1%	6.7	15.2%	7.7
38	**Revenue Stabilization Fund**	29.7	32.1	-31.8%	20.2	-80.2%	4.0	91.2%	7.6	25.0%	9.6	27.6%	12.2	-15.6%	10.3
39	**Total Change in Reserves**	50.8	95.8	-48.8%	26.0	-57.2%	11.1	16.0%	12.9	17.3%	15.2	24.9%	18.9	-4.6%	18.0
40															
41	**Ending Reserves**														
42	**Unrestricted General Fund**	154.1	166.4	11.8%	172.2	4.1%	179.3	2.9%	184.6	3.0%	190.2	3.5%	196.9	3.9%	204.7
43	**Revenue Stabilization Fund**	338.0	340.8	6.8%	361.0	1.1%	365.0	2.1%	372.7	2.6%	382.3	3.2%	394.5	2.6%	404.8
44	**Total Reserves**	492.0	507.2	8.4%	533.2	2.1%	544.4	2.4%	557.3	2.7%	572.5	3.3%	591.4	3.1%	609.4
45	**Reserves as a % of Adjusted Governmental Revenues**	**9.4%**	**9.7%**		**10.0%**		**10.0%**		**10.0%**		**10.0%**		**10.0%**		**10.0%**
46	**Other Reserves**														
47	**Montgomery College**	4.7	7.5	-3.8%	4.5	0.0%	4.5	0.0%	4.5	0.0%	4.5	0.0%	4.5	0.0%	4.5
48	**M-NCPPC**	4.3	5.6	14.1%	4.9	3.1%	5.1	3.1%	5.3	3.5%	5.4	3.5%	5.6	3.3%	5.8
49	**MCPS**	0.0	25.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0
50	**MCG Special Funds**	0.8	-5.8	-18.1%	0.7	4.1%	0.7	2.9%	0.7	3.0%	0.7	3.5%	0.8	3.9%	0.8
51	**MCG + Agency Reserves as a % of Adjusted Govt Revenues**	**9.6%**	**10.4%**		**10.2%**		**10.2%**		**10.2%**		**10.2%**		**10.2%**		**10.2%**
52	**Retiree Health Insurance Pre-Funding**														
53	Montgomery County Public Schools (MCPS)	**79.4**	**27.2**		**78.5**		**85.0**		**89.2**		**88.2**		**87.7**		**81.1**
54	Montgomery College (MC)	**2.8**	**0.0**		**5.4**		**5.5**		**5.6**		**5.4**		**5.3**		**5.2**
55	MNCPPC	**3.0**	**3.0**		**2.8**		**2.7**		**2.6**		**2.6**		**2.5**		**2.5**
56	MCG	**43.6**	**9.0**		**34.7**		**34.5**		**34.3**		**31.7**		**29.9**		**28.6**
57	**Subtotal Retiree Health Insurance Pre-Funding**	**128.8**	**39.2**		**121.4**		**127.7**		**131.6**		**128.0**		**125.5**		**117.4**
58	**Adjusted Governmental Revenues**														
59	**Total Tax Supported Revenues**	**4,928.3**	**4,898.4**	**2.8%**	**5,066.9**	**2.1%**	**5,170.9**	**2.5%**	**5,301.4**	**2.9%**	**5,457.5**	**3.2%**	**5,634.6**	**3.0%**	**5,806.3**
60	**Capital Projects Fund**	**187.2**	**187.2**	**-22.2%**	**145.7**	**-15.0%**	**123.9**	**1.2%**	**125.4**	**1.3%**	**126.9**	**1.7%**	**129.1**	**0.0%**	**129.1**
61	**Grants**	**118.5**	**118.5**	**0.4%**	**119.0**	**2.5%**	**122.0**	**2.7%**	**125.3**	**2.7%**	**128.7**	**2.7%**	**132.2**	**2.7%**	**135.7**
62	**Total Adjusted Governmental Revenues**	**5,234.0**	**5,204.1**	**1.9%**	**5,331.7**	**1.6%**	**5,416.8**	**2.5%**	**5,552.1**	**2.9%**	**5,713.1**	**3.2%**	**5,895.9**	**3.0%**	**6,071.1**

FY20 FEE AND FINE CHANGES*			
DEPARTMENT/FEE AND FINE	FY20 REVENUE CHANGE	METHOD OF CHANGE	NOTE
MONTGOMERY COLLEGE			
Tuition and Related Fees	$2,618,784	Board of Trustees Action	Increase per semester hour rate from $128 to $132 for County residents; $261 to $269 for in-State and out-of-County residents; and $362 to $374 for out-of-State residents.
DEPARTMENT OF PERMITTING SERVICES			
Commercial and Residential Permits and Fees	$2,000,000	Council Resolution	Increase the Enterprise Fund Stabilization Factor by five percent to cover costs and meet reserve policy.
DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS			
Rental License Fee	$321,420	Executive Regulation	Increase Rental License Fee for multifamily from $44 to $47; single family from $101 to $104; and condos from $59 to $62.
DEPARTMENT OF ENVIRONMENTAL PROTECTION			
Solid Waste Disposal Charge	$1,609,786	Council Resolution	Increase the single family charge per household from $205.11 to $213.26.
Refuse Collection Charge	$1,670,940	Council Resolution	Increase charge from $77 to $95.
DEPARTMENT OF TRANSPORTATION			
Leaf Vacuuming Charge	$392,926	Council Resolution	Increase leaf vacuum charge from $102.93 to $108.16 for a single-family household and from $4.08 to $4.26 for a multi-family unit.
Parking Fees- Bethesda	$5,400	Council Resolution	Increase maximum fees for on-street parking from $2.25 to $4.00 for parking spaces within the right-of-way on public streets.
Parking Fees- Silver Spring	$2,600,000	Council Resolution	Create daily maximum and lost ticket fee of $15.00 per day, increase Monthly Access Card from $123 to $195, and increase Parking Convenience Sticker from $123 to $132 per month at gated garages. Increase daily parking permit from $7.80 to $12.00. Increase maximum hourly rates in parking spaces within public street right-of-way from $1.00 to $2.25. Increase maximum hourly rates for surface parking lots from $.80 to $1.25. Increase maximum hourly rates in garages from $.70 to $1.25.
Parking Fees- Wheaton	$125,000	Council Resolution	Increase hours of on-street meters, parking lots, and garages from 9:00 am to 6:00 pm to 9:00 am to 10:00 pm, Monday through Saturday.
Parking Fees- Temporary Parking Meter Removal and Baggings	$10,000	Council Resolution	Create new fee of $350 per meter to temporarily remove or re-install parking meters and create fee of $100 per meter to be bagged for the first hour and an additional $2 per meter for each additional hour.
GRAND TOTAL	**11,354,256**		

* All changes are assumed to be effective July 1, 2019 except as noted.

Capital Improvements Program (CIP)

INTRODUCTION

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

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

- A statement of the objectives of capital programs;
- the relationship of capital programs to the County's long-range development plans;
- recommendations for capital projects and their construction schedules; and
- estimates of costs, anticipated revenue sources, and impacts of the capital program on County revenues and the operating budget.

The County Charter (Section 302) also provides that the CIP may be amended at any time. In practice, amendments to the CIP are limited to conform to the requirement for a biennial, or every other year, CIP. Criteria for amendments generally include: Use of funds from external sources; projects which address significant health or safety requirements; and economic development opportunities.

This section summarizes the CIP, its six-year projections of expenditures, and the fiscal policies and funding to support them. The complete County Executive's Recommended Amended CIP is published as a separate document, and may be found at https://www.montgomerycountymd.gov/omb/publications.html. The complete Approved CIP can be found on the same website.

PROGRAM OBJECTIVES

Capital program goals and objectives for departments within the Montgomery County Government are provided in the program description and objectives subsections contained in the various sections of the Recommended CIP document. For other government agencies (Montgomery County Public Schools, Montgomery College, Maryland-National Capital Park and Planning Commission, Washington Suburban Sanitary Commission, Revenue Authority, and Housing Opportunities Commission), missions are more generally described, citing statutory authority, with agency capital programs supporting those goals. Further detail on the capital program goals and objectives for these agencies is contained in their CIP request documents, which may be obtained directly from each agency.

CAPITAL PROGRAM PLANNING

Planning Policies

Planning for capital improvements is tied to the County's continuing development and growth in population, numbers of households, and businesses. Land use master plans and sector plans for the County's geographic planning areas anticipate needs for roads, schools, and other facilities required by new or changing population. The County continues its efforts to improve the linkages between County planning activities, the CIP, and the Operating Budget.

General Plan and Master Plans and Sector Plans

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

Subdivision Staging Policy

Overall planning policies involve an interdependence between the CIP as a budgeting document which allocates available public resources according to County priorities and the Subdivision Staging Policy, the main purpose of which is to manage the location and pace of private development. The Subdivision Staging Policy is designed to affect the staging of development approvals, matching the timing of private development with the availability of public facilities. It identifies the need for public facilities to support private development and constrains the number of private subdivision approvals to those that can be accommodated by existing and programmed public facilities.

In order to guide subdivision approvals under the Adequate Public Facilities Ordinance (APFO), the Subdivision Staging Policy tests the adequacy of several types of public facilities: transportation; schools; water and sewerage facilities; and police, fire, and health services. Copies of the County's currently approved Subdivision Staging Policy may be obtained directly from the M-NCPPC website.

Functional Plans

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

Public Input

The five local Citizens' Advisory Boards are encouraged to provide the County Executive with their development priorities during the preparation of each CIP. The County Council holds public hearings after receipt of the County Executive's Recommended CIP before deliberations on the program begin. All Council worksessions are public, and residents are encouraged to attend to present their views.

Maryland Economic Growth, Resource Protection and Planning Act

The Maryland Economic Growth, Resource Protection and Planning Act requires local governments to review all construction projects that involve the use of State funds, grants, loans, loan guarantees, or insurance for consistency with existing local plans. The County Executive or the requesting agency affirms that all projects which are expected to receive

State financial participation conform to relevant local plans. This language appears in the "Disclosures" portion of the relevant project description forms.

County Council and Planning Board Review

During the Council review process, the Planning Board provides comments to the Council regarding conformance with local plans, and a final determination as to consistency of projects with adopted County plans is made by the County Council. The Council adopts the CIP and approves a list of applicable State participation projects.

Fiscal Policies

Prior to considering specific projects for inclusion in the Capital Improvements Program, Montgomery County develops projections of total resources available to the County as a whole, and to the CIP as a subset of the whole. A variety of assumptions underpin these projections.

Economic Assumptions

Revenue projections depend largely on assumptions regarding economic activity, including employment, income, inflation, interest rates, construction, home sales, and other economic conditions.

Demographic Assumptions

The CIP is based on demographic assumptions based on data from Moody's Analytics and Woods & Poole Economics and are based on fiscal and economic data and analyses used or prepared by the Department of Finance. This forecast predicts that the County will continue to experience steady population growth. Besides general population changes, demographic forecasts anticipate a strong growth phase for elementary school enrollment, while middle school and high school enrollments are following close behind as the swell of elementary students age.

Debt Capacity

To maintain its AAA bond rating, the County considers the following guidelines in deciding how much additional County general obligation debt may be issued in the six-year CIP period.

- Total debt, both existing and proposed, should be kept at about 1.5 percent of full market value (substantially the same as assessed value) of taxable real property in the County.
- Required annual debt service expenditures should be kept at about ten percent of the County's total tax supported operating budget. The tax supported operating budget excludes proprietary funds and grants.
- Total debt outstanding and annual amounts issued, when adjusted for inflation, should not cause real debt per capita (i.e., after eliminating the effects of inflation) to rise significantly.
- The rate of repayment of bond principal should be kept at existing high levels and in the 60-75 percent range during any 10-year period.
- Total debt outstanding and annual amounts proposed should not cause the ratio of per capita debt to per capita income to rise significantly above its current level of about 3.5 percent.

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

Spending Affordability Assumptions

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

The Montgomery and Prince George's County Councils adopt one-year spending limits for Washington Suburban Sanitary Commission (WSSC). These spending control limits include guidelines for new debt and annual debt service.

General Obligation Debt Limits

General obligation debt usually takes the form of bond issues. General obligation debt pledges general tax revenue for repayment. Montgomery County has maintained a AAA rating, the highest quality rating available, for its general obligation bonds. This top rating by Wall Street rating agencies, enjoyed by very few local governments in the Country, assures Montgomery County of a ready market for its bonds and the lowest available interest rates on that debt.

IMPACT OF CAPITAL PROGRAM ON THE OPERATING BUDGET

Most capital improvement projects generate future operating budget costs in one or more of three ways: debt service; current revenues that fund projects not eligible for debt financing, and PAYGO which offsets the need to issue debt; and changes to the Operating Budget to support new or renovated facilities.

Debt Service

The annual payment of principal and interest on general obligation bonds and other long-term and shorter-term debt used to finance roads, schools, and other major projects is included in the operating budget as a required expenditure. The FY20 tax-supported debt service, as displayed later in the Debt Service section, is approximately $423.2 million.

Current Revenue and PAYGO

Certain CIP projects are funded directly with County current revenues to avoid costs of borrowing. These amounts are included in the operating budget as specific transfers to individual projects within the capital projects fund. PAYGO, or "pay as you go" funding, is an additional amount included in the operating budget as a direct bond offset to reduce the amount of borrowing required for project financing. The FY20 Current Revenue and PAYGO are displayed in Schedule A-3 and approximate $68.9 million.

Operating Budget Impacts (OBI)

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

The CIP includes analysis of these operating budget impacts to aid in review and decisions on the timing of public facilities and to more clearly show what a new building or road will cost in addition to its construction costs and any required debt

service. The project description forms published in the Recommended Amended FY19-24 CIP, display operating budget impacts of individual projects where applicable. The following chart summarizes the impact of the Recommended Amended FY19-24 CIP on the operating budget expenditures of the related departments.

COUNTY GOVERNMENT OPERATING BUDGET IMPACTS BY DEPARTMENT AND FUND ($000s)

Fund/Department	FY19	FY20	FY21	FY22	FY23	FY24
County General Fund						
General Service & Transportation	-655	-1,298	-1,667	-2,950	-2,730	-2,629
Health and Human Services	204	1,095	1,125	1,125	1,125	1,125
Police	73	73	73	73	73	457
Public Libraries	301	1,212	1,156	1,156	1,156	1,156
Fire						
Fire and Rescue Service	160	285	285	438	488	632
Recreation						
Recreation	148	166	216	1128	2109	2109
Water Quality Protection Fund						
Environmental Protection	97	35	20	5	35	50
Total	**328**	**1,568**	**1,208**	**975**	**2,256**	**2,900**

PROJECT COST PROJECTIONS

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

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

REVENUE SOURCES

The major revenue sources for the Capital Improvements Program are described in the Fiscal Policy section of the County Executive's Recommended CIP. There are four major types of revenue sources for the capital improvements program: current revenues (including PAYGO and recordation taxes); proceeds from bonds and other debt instruments; impact taxes paid to support increased transportation and school capacity needed as a result of development; and grants, contributions, reimbursements, or other funds from intergovernmental and other sources. In some cases, where both a public and a private goal may be achieved, the County enters partnerships with the private sector to finance and construct public facilities.

The specific funding sources for all expenditures are identified on each individual capital project description form.

Current Revenues

Current revenues from the General Fund are used for designated projects which involve broad public use and which fall outside any of the specialized funds. Generally, current revenues are used for the planning of capital projects.

PAYGO is current revenue set aside annually in the operating budget, but not appropriated. PAYGO is used to replace bonds for debt-eligible expenditures ("pay-as-you-go" financing) or when projects are not debt eligible or not eligible for tax-exempt financing. The County generally allocates PAYGO of at least ten percent of general obligation bonds planned for issue each year.

Bond Issues and Other Public Agency Debt

Bonds are used to spread the cost of construction of a public facility over time, such that those who benefit from it over time share in the costs. The County government and four of its Agencies are authorized by State law and/or County Charter to issue debt to finance CIP projects. This debt may be either general obligation or self-supporting debt.

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

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

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

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

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

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

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

Intergovernmental Revenues

CIP projects may be funded in whole or in part through grants, matching funds, or cost sharing agreements with the Federal government, the State of Maryland, the County's incorporated municipalities, or regional consortia such as the Washington

Metropolitan Area Transportation Authority (WMATA), Washington Suburban Sanitary Commission (WSSC), and the Washington Area Sewer Authority (WASA).

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

Community Development Block Grant (CDBG) funds are received through annual formula allocations from the U.S. Department of Housing and Urban Development in response to a County application and are used for neighborhood improvements and facilities in areas where there is significant building deterioration, economic disadvantage, or other need for public intervention in the cycles of urban growth and change.

State Aid includes grants, matching funds, and reimbursements for eligible County expenditures for local projects in public safety, environmental protection, health and human services, courts and criminal justice, transportation, libraries, parkland acquisition and development, community college, and public school construction.

Municipal Financing. Some projects with specific benefits to an incorporated municipality within the County may include funding or other financing from that jurisdiction. Incorporated towns and municipalities, specifically Rockville, Gaithersburg, and Poolesville, have their own capital improvements programs and may participate in County projects where there is shared benefit.

Other Revenue Sources

The use of other revenue sources to fund CIP projects is normally conditioned upon specific legislative authority or project approval, including approval of appropriations for the projects. Approval of a project may be contingent upon actual receipt of the revenues planned to fund it, as in the case of private contributions that are not subject to law or agreement.

EXAMPLES OF CAPITAL PROJECTS

The CIP addresses the County's needs for basic infrastructure, education, transportation, and other critical facilities in the following ways:

An Effective Sustainable Government.

- The County Executive's Recommended Amended FY19-24 CIP includes capital investments to bring WiFi to all County government buildings by the end of FY19.
- Continue funding for the ultraMontgomery project to ensure the County remains technologically ready to serve as a center for research, innovation, education, and economic development, including investments to improve the availability of fiber networks in the White Oak Science Gateway, connections to the Ashburn Data Center, and greater inter connectivity of networks along US Route 29.
- Sustain growth in the County's FiberNet network. Based on the current funding program, FiberNet is scheduled to reach 563 locations by the end of FY18; 581 locations by the end of FY19; and 591 locations by the end of FY20.
- Continue to expand the user base of the FiberNet project which currently serves a variety of facilities including traffic signals and cameras, wine and liquor stores, schools, major campus networks and large multi-story office buildings with the goal of constructing inter-jurisdictional network connections.
- Provide funding to manage the growing volume of data, by adding storage capacity through the use of network attached

storage and additional servers.

- Add funding for a Shared Agency Booking System Replacement project to replace the on-line booking system shared by CUPF, Recreation and MNCPPC.
- Continue to replace aging County building roof systems, parking lots, HVAC and electrical systems, and elevators.
- Maintain funding for HVAC replacement to comply with new Clean Air Act refrigerant requirements.
- Maintain funding for Life Safety Systems to replace an obsolete Fire Alarm system in the Judicial Center, Judicial Center Annex, and Executive Office Building.

A More Affordable and Welcoming County

- Provide an additional $17 million in FY20 for the Affordable Housing Acquisition and Preservation program. Combined with County resources provided through the Montgomery Housing Initiative Fund, Special Needs Housing in the Department of Health and Human Services, and the Housing Opportunity Commission, more than $111 million in funding for public/private partnerships is utilized to support and grow the stock of affordable housing for low-income residents, including the senior population.
- Continue commercial revitalization in the Colesville/New Hampshire Avenue corridor and the Burtonsville community to support existing small businesses and create new opportunities for private investment.
- Continue funding to support public housing improvements through the Supplemental Funds for Deeply Subsidized HOC Owned Units Improvements project.
- Expect beginning demolition of the Ambassador Apartment in summer 2019 and Emory Grove Village in winter 2019 to alleviate blight on the surrounding communities.

Easier Commutes

- Construct the south entrance for the Bethesda Metrorail Station in coordination with the Purple Line project.
- Support the Purple Line project which will provide significant economic and east-west mobility benefits.
- Design and construct limited stop express (FLASH) bus service on US 29 and continue planning for the MD 355 Bus Rapid Transit corridor.
- Replace 39 Ride On buses in FY19 and 31 in FY20.
- Continue funding for the design for Observation Drive Extended, a north-south road extension of existing Observation Drive, connecting north Germantown to Clarksburg.
- Support the redevelopment of White Flint and continue funding of $169.4 million for the planning and design, land acquisition, and construction of roadway improvements in the White Flint Eastern and Western Workarounds through the White Flint District East: Transportation; White Flint District West: Transportation; and the White Flint West Workaround projects.
- Complete the construction of Snouffer School Road and Snouffer School Road North (Webb Tract) to improve traffic congestion and safety in support of the proposed Multi-Agency Service Park (MASP) as part of the County's Smart Growth Initiative.
- Complete the construction of East Gude Drive Roadway Improvements and Seminary Road Intersection Improvements.
- Continue partnerships with developers to support development in the Clarksburg area through the Clarksburg Transportation Connections, Subdivision Roads Participation, and State Transportation Participation projects.
- Continue inclusion of pedestrian and bike facilities in major road projects.
- Maintain annual funding for the Permanent Patching: Residential/Rural Roads; Residential and Rural Road Rehabilitation; Resurfacing: Primary/Arterial; and the Resurfacing: Residential/Rural Roads projects to prevent

deterioration and prevent more costly rehabilitation work.

- Continue efforts to resurface park bridges, replace sidewalk and curbs, and preserve street trees.
- Maintain annual funding for Intersection and Spot Improvements, Pedestrian Safety Program, and Traffic Signals to support the Vision Zero initiative.
- Increase funding in Streetlighting to upgrade approximately 26,000 streetlight fixtures to light-emitting diodes (LED) through an energy savings performance contract.
- Continue efforts to modernize the central traffic signal control system to provide additional capabilities and tools to optimize traffic flow.
- Continue efforts to provide guardrails and to enhance pedestrian and traffic safety.
- Construct new protected bicycle lanes in Downtown Bethesda to be known as the "Bethesda Circle."
- Construct new sidewalks along Good Hope Road including a pedestrian bridge at the intersection of Hopefield Road and along Oak Drive from the southern intersection with MD 27 to John T. Baker Middle School.
- Increase funding for the Bikeway Minor Projects Program to provide more substantial construction improvements.
- Continue funding of two Purple Line-related projects: Capital Crescent Trail and the Silver Spring Green Trail.
- Continue funding of the Metropolitan Branch Trail including a grade-separated bridge over Georgia Avenue; MD 355 Crossing (BRAC); and MD 355-Clarksburg Shared Use Path.
- Complete the construction of Frederick Road Bike Path, Franklin Avenue Sidewalk, and MacArthur Boulevard. Bikeway Improvements.
- Replace the failing Beach Drive Bridge over Silver Creek and rehabilitate the Brighton Dam Road Bridge to enhance safe travel and the integrity of the dam. The Brighton Dam project will be funded in part by contributions from Howard County and the Washington Suburban Sanitary Commission.
- Begin design of the Montevideo Road and Zion Road bridges, and provide funding for emergency renovations to culverts on River Road, Belfast Road, Falling Creek Drive and to repair 25 other failing culverts, and repair a major culvert under Father Hurley Boulevard.
- Maintain funding for previously approved Dennis Avenue Bridge and the Bridge Preservation Program.

Thriving Youth and Families

Montgomery County Public Schools:

- Allocate $1,777.5 million for schools - the recommended CIP's largest expenditure category and the County Executive's highest priority. This level of funding will support new schools, school additions, and renovations and will provide significant investment in countywide infrastructure.
- Maintain funding for MCPS' countywide infrastructure projects including HVAC, roof replacements, school security systems, indoor air quality, and life-cycle asset replacement.
- Support the Board of Education's approach to the Renovation/Expansion program to provide more timely, cost-effective school renovations.
- Fund County projects which support MCPS initiatives to bolster at risk children and their families, including Linkages to Learning Centers at Maryvale Elementary School and a High School Wellness Center at John F. Kennedy High School.
- Other CIP projects which benefit MCPS' programs include: Pedestrian Safety Program, Transportation Improvements for Schools, FiberNet, Ballfields Initiatives (M-NCPPC), the Kennedy Shriver Aquatic Center Building Envelope Improvement, as well as the recently completed MCPS & M-NCPPC Maintenance Facilities Relocation project.

Montgomery College:

- Add funding for the design and construction of new and renovation and expansion of existing central heating and cooling plants on the College's three campuses
- Equip the Rockville Student Services Center in FY19 to complete the building, giving students a one-stop shop for services on the Rockville campus.
- Complete design and begin constructing the Takoma Park/Silver Spring Math & Science Center to address space deficits and improve math and science instruction for students.
- Design and renovate the Rockville, Takoma Park/Silver Spring, and Germantown libraries starting in FY23 to address building system issues and add private and collaborative study space.
- Continue the Collegewide Physical Education Renovations project to improve facilities and address Title IX issues.
- Complete the Germantown Science and Applied Studies Phase I Renovation project to expand science classroom space on the Germantown Campus.
- Design and begin construction of the Germantown Student Services building with design programmed in FY22 and construction starting in FY24. This facility will create a one-stop shop for student services on the Germantown Campus.
- Maintain support for campus infrastructure projects such as Elevator Modernization, Roof Replacement, and ADA Compliance.

Countywide:

- Maintain a Child Care Renovations project to fund Americans with Disabilities Act (ADA) remediation of playgrounds and child care facilities. The project will also fund the replacement of modular child care facilities at various County locations.
- Maintain funds to construct a replacement facility for the existing Avery Road Treatment Center through a public-private partnership with assistance from the State.
- Maintain funds to design a High School Wellness Center (HSWC) at John F. Kennedy High School.
- Complete "refresh" renovation of Long Branch and Marilyn Praisner libraries. The Twinbrook, Quince Orchard, Aspen Hills, Kensington Park, Davis, Little Falls, Bethesda, and White Oak libraries are already completed. The County Executive Recommended Biennial FY19-24 CIP includes the completion of ten additional library refreshes.
- Continue implementation of the 21st Century Library Enhancements project to allow the Department of Public Libraries to respond to customer demands and library trends that require changes in the equipment and related furnishings of library buildings.
- Complete construction of a combined Library and Community Recreation Center in Wheaton expected by Spring 2019.
- Fund construction of the South County Regional Recreation and Aquatic Center with completion anticipated in FY22.
- Renovate the Martin Luther King Indoor Swim Center to significantly upgrade and replace major building systems, including roof, HVAC, and pool filtration and pump systems, along with accessibility improvements with estimated completion in FY20.
- Repair and replace masonry, windows, and other building envelope components of the Eunice Kennedy Shriver and Sargent Shriver Aquatic Center.
- Planned construction of the Wall Park Garage and Park Improvements.
- Include funding to help purchase a building for the Kids International Discovery (KID) Museum.
- Continue facility planning work on the Recreation Modernization Project to renovate the Martin Luther King, Jr. Indoor Swim Center, Gwendolyn Coffield Community Recreation Center, Margaret Schweinhaut Senior Center, and Clara Barton Neighborhood Recreation Center.
- Continue to pursue State funding for the Poolesville Economic Development Project to support economic growth,

agriculture, education, and workforce training in the region.

- Maintain funding for two new projects to purchase the Leet-Melbrook and Merchant Tire properties to implement the next phase of the Montgomery County Airpark Airport Layout Plan and the Airport Capital Improvement Plan.

A Greener County

- Continue the planning and implementation of stormwater controls, public outreach, stream monitoring, and other actions needed to comply with the County's National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS-4) permit, which will significantly enhance the County's efforts to improve water quality in local streams and ultimately the Chesapeake Bay. To date, the County has restored close to 3,781 acres of impervious area.
- Expand the use of Design-Build and maintain Contracts and Partnerships through a CIP project to the meet the MS-4 permit goals in a more cost-effective manner.
- Construct new stormwater management facilities and retrofit old stormwater controls to prevent property damage, improve water quality, and protect habitat.
- Perform major structural repairs on public and private stormwater facilities accepted into the County's maintenance program.
- As part of the County's leading efforts to improve water quality, continue to repair or replace failed storm drain outfalls, pipes, and culverts.
- Begin remediation of environmental contamination at the Gude Landfill in FY20. Construction will be completed in FY22.
- Improve trail crossings throughout the County as part of the County's Vision Zero action plan to reduce traffic fatalities and injuries.
- Implement small scale Park Refresher renovations in a more timely and cost-efficient manner than large stand-alone projects.
- Renovate aging infrastructure at the Wheaton Regional Park.
- Increase State Program Open Space funds to reflect improved revenue forecasts and a statutory change which restricts the State's ability to divert these funds.
- Fund acquisition of park land to address the high costs of urban land and the implementation of the draft Energizing Public Spaces Functional Master plan.
- Fund land acquisition and acquisition-related site cleanup and interim park improvements in the Bethesda area.
- Continue funding for Hard Surface Trail Renovations, Enterprise Facility Improvements, Energy Conservation, ADA Compliance, Planned Lifecycle Asset Replacement, and Minor New Construction projects.
- Continue development of capital projects aimed to resolve issues in water and sewer management including the Piscataway Bio Energy Project to address biosolids management, and the Advanced Metering Infrastructure (AMI) to improve billing efficiency, leak detection, system-wide monitoring, and allow monthly billing.
- Continue a high level of water and sewer line infrastructure reconstruction replacing and rehabilitating 25 miles of water mains and 26 miles of sewer mains in FY20.
- Continue to address the consent order with the Maryland Department of the Environment (MDE) related to the rehabilitation of sewer mains and manholes located in Environmentally Sensitive Areas (ESAs). As of FY19, all construction contracts related to the consent order have been awarded.

Safe Neighborhoods

- Design and construct a new White Flint Fire Station to replace Rockville Station #23 to support the White Flint

community. Added funds to support a co-located future police station.

- Complete design and construct a permanent Clarksburg Fire Station, including the design and construction of the sewer for Historic Clarksburg.
- Complete reconstruction of the expanded Kensington (Aspen Hill) Fire Station #25.
- Continue apparatus replacement. The apparatus replacement program provides a steady stream of CIP funding to meet critical apparatus replacement needs. During the six-year period, it is anticipated that the following units will be replaced: 2 aerials, 24 EMS units, 38 engines, 2 all-wheel drive brush/wildland pumpers, 6 rescue squads, and 1 tanker.
- Support planning funding for the renovation of the Glen Echo Fire Station and Rockville Fire Station #3 projects.
- Continue to fund level-of-effort/ongoing maintenance projects including Life Safety Systems; Emergency Power System Upgrades; Heating, Ventilation, and Air Conditioning/Electrical Replacement; Resurfacing paved areas; and Roof Replacement.
- Within the General Government section of the CIP, funds are included to upgrade and modernize the Public Safety Communications System and Public Safety Records Management.
- Renovate and purchase the Public Safety Communications Center to ensure a high-quality emergency response system for County residents and reduce leasing costs.
- Construct a new 6th District Police Station in the Gaithersburg area to enhance the level of policing available to Gaithersburg and Montgomery Village and reduce leasing costs.
- Add the Outdoor Firearms Training Center to Facility Planning so that improvements to the police officers' firearms training facility can be planned.
- Complete construction of the Pre-Release Center's kitchen and dining area renovation and addition project at the County's Pre-Release Center.
- Provide placeholder funding while staff develops State and local agency partnerships to financially and programmatically support a Central Processing/Detention Unit as well as a Restoration Center for offenders with mental illness and/or substance abuse who are appropriate to be diverted from incarceration at the Criminal Justice Center.

A Growing Economy

- Construction of the Wheaton Redevelopment office building and town square started in June 2017. The project remains on-budget and on-schedule for a substantial completion date of Spring 2020. Currently, the construction of the garage has been completed and the building has reached above street level. Close-out activities are expected to be completed in the beginning of FY21.
- Provide funding to leverage State resources for the retention and expansion of the global headquarters of Marriott International Inc. and a new hotel in Montgomery County.
- Provide marketing and technical assistance to local businesses impacted by construction of the Purple Line in the Long Branch Sector Plan Area.
- Continue funding for planning, design, and public infrastructure associated with the redevelopment of the White Oak Science Gateway Master Plan.
- Continue funding to support the redevelopment in the White Flint Sector Plan Area.
- Complete construction of the Conference Center Garage at the North Bethesda Conference Center by Fall 2019.
- Completed construction of the following projects at the Webb Tract site on Snouffer School Road:
  - A state of the art Public Safety Academy better suited to today's training needs.
  - The MCPS and M-NCPPC Maintenance facility which is a larger, more efficient co-located maintenance facility for MCPS and M-NCPPC's operations.
- Funding for the redevelopment of the old Public Safety Training Academy (PSTA) site at Great Seneca.

- Utilize a variety of revenue sources, including developer contributions to purchase agricultural and conservation easements to further protect land where development rights have been retained in the Rural Density Transfer Zone.

EXPLANATION OF THE CHART WHICH FOLLOWS

Expenditure Summary by Category and Sub-Category

This is a program expenditure summary report for the County Executive's Recommended FY19-24 CIP, as recommended on January 15. That document contains project description forms for each capital project which include a description, programmed expenditures, and funding sources.

All Agency Funding Summary

This is a summary report listing recommended funding support from all sources for the County Executive's Recommended FY19-24 CIP, as recommended on January 15. That document contains project description forms for each capital project which include a description, programmed expenditures, and funding sources.

Expenditure Summary Category and Subcategory

Expenditure Summary Category and Subcategory ($000s)

	Total	Thru FY18	Rem FY18	6 Yr Total	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	Beyond 6 Yrs	FY 20 Approp.
GENERAL GOVERNMENT												
County Offices and Other Improvements	790,818	430,749	89,378	270,691	78,362	43,024	47,095	37,182	36,588	28,440	-	42,752
Economic Development	280,237	70,214	22,623	187,400	75,490	58,647	20,075	16,196	11,496	5,496	-	1,056
Other General Government	57,163	5,223	12,980	27,276	7,176	4,000	4,000	4,000	4,000	4,100	11,684	-
Technology Investment Fund	2	-	2	-	-	-	-	-	-	-	-	-
Technology Services	104,702	68,982	9,993	25,727	4,520	4,430	4,249	4,176	4,176	4,176	-	4,430
GENERAL GOVERNMENT TOTAL	**1,232,922**	**575,168**	**134,976**	**511,094**	**165,548**	**110,101**	**75,419**	**61,554**	**56,260**	**42,212**	**11,684**	**48,238**
PUBLIC SAFETY												
Correction and Rehabilitation	18,749	10,165	3,036	5,548	2,642	1,538	1,368	-	-	-	-	2,906
Fire/Rescue Service	227,068	57,757	53,756	115,555	13,564	18,797	21,941	23,791	23,113	14,349	-	16,451
Other Public Safety	417,976	416,105	1,871	-	-	-	-	-	-	-	-	-
Police	58,406	12,425	5,657	30,763	14,725	175	-	-	508	15,355	9,561	-
PUBLIC SAFETY TOTAL	**722,199**	**496,452**	**64,320**	**151,866**	**30,931**	**20,510**	**23,309**	**23,791**	**23,621**	**29,704**	**9,561**	**19,357**
TRANSPORTATION												
Bridges	122,855	42,378	11,062	41,065	9,557	14,003	5,457	3,629	6,328	2,091	28,350	8,671
Highway Maintenance	571,856	349,962	5,527	216,367	35,177	40,956	34,134	33,100	35,700	37,300	-	37,950
Mass Transit (MCG)	880,243	540,884	52,708	278,151	80,374	53,279	45,633	40,295	29,118	29,452	8,500	47,629
Parking	115,997	71,516	3,998	40,483	11,411	6,033	5,292	5,547	6,100	6,100	-	1,459
Pedestrian Facilities/Bikeways	469,070	146,319	13,219	190,576	44,434	60,748	26,602	21,763	19,125	17,904	118,956	24,848
Roads	891,536	347,581	39,624	135,555	41,372	37,930	25,863	12,673	7,309	10,408	368,776	2,252
Traffic Improvements	258,804	148,275	7,851	102,678	21,563	21,305	14,407	14,407	15,198	15,798	-	21,305
TRANSPORTATION TOTAL	**3,310,361**	**1,646,915**	**133,989**	**1,004,875**	**243,888**	**234,254**	**157,388**	**131,414**	**118,878**	**119,053**	**524,582**	**144,114**
SOLID WASTE-SANITATION												
Solid Waste Management	28,700	205	795	27,700	500	8,400	12,300	6,500	-	-	-	8,400
SOLID WASTE-SANITATION TOTAL	**28,700**	**205**	**795**	**27,700**	**500**	**8,400**	**12,300**	**6,500**	**-**	**-**	**-**	**8,400**
HEALTH AND HUMAN SERVICES												
Health and Human Services	77,969	52,110	3,857	22,002	8,495	3,507	1,250	1,250	3,750	3,750	-	750
HEALTH AND HUMAN SERVICES TOTAL	**77,969**	**52,110**	**3,857**	**22,002**	**8,495**	**3,507**	**1,250**	**1,250**	**3,750**	**3,750**	**-**	**750**
CULTURE AND RECREATION												
Libraries	110,128	43,667	36,936	29,525	7,641	3,950	3,950	3,950	5,014	5,020	-	3,950
Recreation	212,921	92,460	4,868	114,007	24,578	38,905	27,531	15,057	5,640	2,296	1,586	(7,406)
CULTURE AND RECREATION TOTAL	**323,049**	**136,127**	**41,804**	**143,532**	**32,219**	**42,855**	**31,481**	**19,007**	**10,654**	**7,316**	**1,586**	**(3,456)**

Expenditure Summary Category and Subcategory ($000s)

	Total	Thru FY18	Rem FY18	6 Yr Total	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	Beyond 6 Yrs	FY 20 Approp.
CONSERVATION OF NATURAL RESOURCES												
Ag Land Preservation	10,793	6,911	620	3,262	538	540	542	545	547	550	-	540
Storm Drains	50,520	32,703	981	16,836	2,806	2,806	2,806	2,806	2,806	2,806	-	1,952
Stormwater Management	220,113	112,954	3,949	103,210	27,430	21,460	14,810	14,870	14,000	10,640	-	(2,292)
CONSERVATION OF NATURAL RESOURCES TOTAL	**281,426**	**152,568**	**5,550**	**123,308**	**30,774**	**24,806**	**18,158**	**18,221**	**17,353**	**13,996**	**-**	**200**
COMMUNITY DEVELOPMENT AND HOUSING												
Community Development	10,835	6,272	1,283	3,280	1,105	925	875	125	125	125	-	(125)
Housing (MCG)	220,796	123,805	53,220	43,771	26,771	17,000	-	-	-	-	-	21,771
COMMUNITY DEVELOPMENT AND HOUSING TOTAL	**231,631**	**130,077**	**54,503**	**47,051**	**27,876**	**17,925**	**875**	**125**	**125**	**125**	**-**	**21,646**
HOUSING OPPORTUNITIES COMMISSION												
Housing (HOC)	90,957	65,553	16,704	8,700	1,850	1,850	1,250	1,250	1,250	1,250	-	1,850
HOUSING OPPORTUNITIES COMMISSION TOTAL	**90,957**	**65,553**	**16,704**	**8,700**	**1,850**	**1,850**	**1,250**	**1,250**	**1,250**	**1,250**	**-**	**1,850**
REVENUE AUTHORITY												
Miscellaneous Projects (Revenue Authority)	17,450	-	-	17,450	5,200	7,250	2,500	2,500	-	-	-	-
REVENUE AUTHORITY TOTAL	**17,450**	**-**	**-**	**17,450**	**5,200**	**7,250**	**2,500**	**2,500**	**-**	**-**	**-**	**-**
MONTGOMERY COUNTY PUBLIC SCHOOLS												
Countywide	2,310,097	1,163,558	85,744	1,002,296	225,806	225,062	183,504	115,368	103,471	149,085	58,499	140,493
Individual Schools	1,111,058	244,612	44,483	811,503	59,714	107,270	126,170	162,699	208,840	146,810	10,460	140,989
Miscellaneous Projects	(51,138)	-	-	(51,138)	(2,000)	(24,064)	(14,986)	(8,108)	(2,134)	154	-	(24,064)
MONTGOMERY COUNTY PUBLIC SCHOOLS TOTAL	**3,370,017**	**1,408,170**	**130,227**	**1,762,661**	**283,520**	**308,268**	**294,688**	**269,959**	**310,177**	**296,049**	**68,959**	**257,418**
MONTGOMERY COLLEGE												
Higher Education	796,287	373,847	98,780	279,589	42,768	38,024	51,985	57,099	39,150	50,563	44,071	95,978
MONTGOMERY COLLEGE TOTAL	**796,287**	**373,847**	**98,780**	**279,589**	**42,768**	**38,024**	**51,985**	**57,099**	**39,150**	**50,563**	**44,071**	**95,978**
M-NCPPC												
Acquisition	175,849	94,557	13,019	66,487	9,382	18,715	9,895	9,250	10,800	8,445	1,786	17,715
Development	339,596	111,128	25,461	164,654	31,584	32,107	29,002	24,330	24,710	22,921	38,353	36,955
M-NCPPC TOTAL	**515,445**	**205,685**	**38,480**	**231,141**	**40,966**	**50,822**	**38,897**	**33,580**	**35,510**	**31,366**	**40,139**	**54,670**

Total	Thru FY18	Rem FY18	6 Yr Total	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	Beyond 6 Yrs	FY 20

Expenditure Summary Category and Subcategory ($000s)

	Total	Thru FY18	Rem FY18	6 Yr Total	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	Beyond 6 Yrs	FY 20 Approp.
												Approp.
10,998,413	5,242,877	723,985	4,330,969	914,535	868,572	709,500	626,250	616,728	595,384	700,582		649,165

All Agency Funding Summary

All Agency Funding Summary ($000s)

	Total	Thru FY18	Rem FY18	6 Yr Total	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	Beyond 6 Yrs
Aging Schools Program	6,671	6,068	-	603	603	-	-	-	-	-	-
Agricultural Transfer Tax	2,277	966	111	1,200	200	200	200	200	200	200	-
Bond Premium	-	-	-	-	-	-	-	-	-	-	-
Community Development Block Grant	893	889	4	-	-	-	-	-	-	-	-
Contributions	74,280	45,668	12,185	16,427	11,877	1,500	700	700	950	700	-
Contributions: Bethesda Park Impact Payments	10,000	-	-	10,000	-	10,000	-	-	-	-	-
Current Revenue: Cable TV	79,292	43,587	9,978	25,727	4,520	4,430	4,249	4,176	4,176	4,176	-
Current Revenue: CUPF	1,000	250	-	750	750	-	-	-	-	-	-
Current Revenue: Economic Development Fund	11,000	-	-	11,000	-	-	5,500	5,500	-	-	-
Current Revenue: Enterprise (M-NCPPC)	12,712	3,680	507	8,525	4,125	4,000	-	400	-	-	-
Current Revenue: Fire	39,165	7,572	3,120	28,473	1,899	6,111	5,116	5,116	5,116	5,115	-
Current Revenue: General	839,588	464,628	29,711	343,149	67,117	55,537	57,213	49,357	57,685	56,240	2,100
Current Revenue: Liquor	157	92	65	-	-	-	-	-	-	-	-
Current Revenue: M-NCPPC	3,935	1,154	681	2,100	350	350	350	350	350	350	-
Current Revenue: Mass Transit	151,001	39,106	7,687	101,428	3,910	16,584	16,452	10,657	27,178	26,647	2,780
Current Revenue: Montgomery Housing Initiative	4,775	2,500	2,275	-	-	-	-	-	-	-	-
Current Revenue: Motor Pool	550	-	550	-	-	-	-	-	-	-	-
Current Revenue: Parking - Bethesda	28,449	7,540	529	20,380	5,155	3,790	2,435	2,690	3,155	3,155	-
Current Revenue: Parking - Montgomery Hill	100	100	-	-	-	-	-	-	-	-	-
Current Revenue: Parking - Silver Spring	30,407	10,512	909	18,986	6,100	2,086	2,700	2,700	2,700	2,700	-
Current Revenue: Parking - Wheaton	1,707	427	163	1,117	156	157	157	157	245	245	-
Current Revenue: Permitting Services	25,000	20,991	-	4,009	4,009	-	-	-	-	-	-
Current Revenue: Recreation	620	620	-	-	-	-	-	-	-	-	-
Current Revenue: Solid Waste Collection	421	-	421	-	-	-	-	-	-	-	-
Current Revenue: Solid Waste Disposal	38,314	225	1,513	36,576	8,787	8,989	12,300	6,500	-	-	-
Current Revenue: Urban District Bethesda	435	243	192	-	-	-	-	-	-	-	-
Current Revenue: Water Quality Protection	61,576	32,809	845	27,922	7,297	3,770	4,040	3,920	5,130	3,765	-
Developer Payments	6,160	4,652	217	1,291	150	150	150	150	341	350	-
Development Approval Payment	4,558	3,968	590	-	-	-	-	-	-	-	-

All Agency Funding Summary ($000s)

	Total	Thru FY18	Rem FY18	6 Yr Total	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	Beyond 6 Yrs
Development District	-	-	-	-	-	-	-	-	-	-	-
EDAET	7,619	7,619	-	-	-	-	-	-	-	-	-
Enhancement	-	-	-	-	-	-	-	-	-	-	-
Fed Stimulus (State Allocation)	6,550	6,550	-	-	-	-	-	-	-	-	-
Federal Aid	277,897	192,789	6,700	78,408	25,347	29,484	10,257	7,240	4,480	1,600	-
Federal Stimulus	1,624	1,539	85	-	-	-	-	-	-	-	-
G.O. Bonds	5,270,178	2,514,093	303,309	1,882,044	357,027	396,426	317,468	288,074	270,953	252,096	570,732
HIF Revolving Program	156,490	92,849	38,128	25,513	9,954	15,559	-	-	-	-	-
HOC Bonds	50,000	50,000	-	-	-	-	-	-	-	-	-
Impact Tax	160,631	76,070	14,046	70,515	12,847	11,227	10,444	11,582	11,687	12,728	-
Intergovernmental	23,211	3,290	4,410	7,436	6,595	439	402	-	-	-	8,075
Interim Finance	7,209	-	7,209	-	-	-	-	-	-	-	-
Investment Income	1,380	607	2	771	188	190	192	195	6	-	-
Land Sale	33,848	18,848	-	15,000	-	15,000	-	-	-	-	-
Land Sale (M-NCPPC Only)	513	513	-	-	-	-	-	-	-	-	-
Land Sale: Bethesda PLD	29,160	29,160	-	-	-	-	-	-	-	-	-
Loan Repayment Proceeds	54,991	28,456	8,277	18,258	16,817	1,441	-	-	-	-	-
Local Area Transportation Impr Program (LATIP)	1,056	-	-	1,056	-	-	-	-	528	528	-
Long-Term Financing	284,814	21,001	28,809	235,004	85,954	53,276	36,943	20,464	20,016	18,351	-
M-NCPPC Bonds	90,033	35,672	6,920	37,430	6,497	6,497	6,347	6,191	6,031	5,867	10,011
Major Facilities Capital Projects Fund (College)	10,000	4,358	2,142	3,500	1,500	2,000	-	-	-	-	-
PAYGO	168,891	167,721	1,170	-	-	-	-	-	-	-	-
POS-Stateside (M-NCPPC Only)	200	200	-	-	-	-	-	-	-	-	-
Program Open Space	81,121	22,748	6,623	50,390	9,817	8,050	8,050	8,173	10,000	6,300	1,360
Qualified Zone Academy Funds	13,462	13,462	-	-	-	-	-	-	-	-	-
Recordation Tax	774,947	313,552	55,254	406,141	74,785	64,253	63,467	65,706	67,566	70,364	-
Recordation Tax Premium (MCG)	170,357	52,123	18,931	99,303	18,942	15,604	15,374	15,923	16,391	17,069	-
Rental Income: Roads	5	5	-	-	-	-	-	-	-	-	-
Revenue Authority	23,950	12,470	780	10,700	3,200	7,250	125	125	-	-	-
Revenue Bonds	33,424	23,424	-	10,000	-	4,000	6,000	-	-	-	-
Revenue Bonds: Liquor Fund	122,640	120,793	1,847	-	-	-	-	-	-	-	-
Revolving Fund (M-NCPPC Only)	25,798	18,798	1,000	6,000	1,000	1,000	1,000	1,000	1,000	1,000	-
Revolving Fund: Current Revenue	4,607	151	4,456	-	-	-	-	-	-	-	-
Revolving Fund: G.O. Bonds	49,580	4,110	21,470	24,000	4,000	4,000	4,000	4,000	4,000	4,000	-

All Agency Funding Summary ($000s)

	Total	Thru FY18	Rem FY18	6 Yr Total	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	Beyond 6 Yrs
School Facilities Payment	12,174	11,149	600	425	412	13	-	-	-	-	-
Schools Impact Tax	253,681	171,374	(37,540)	119,847	19,604	18,720	19,191	20,846	20,497	20,989	-
Short-Term Financing	263,718	171,782	40,366	51,570	34,758	3,500	3,146	3,291	3,352	3,523	-
Short-Term Lease Financing	10,374	10,349	25	-	-	-	-	-	-	-	-
State Aid	829,553	253,216	107,723	453,633	80,175	69,530	78,368	80,191	71,119	74,250	14,981
State Bonds (M-NCPPC Only)	1,025	775	250	-	-	-	-	-	-	-	-
State ICC Funding (M-NCPPC Only)	1,913	1,662	251	-	-	-	-	-	-	-	-
Stormwater Management Waiver Fees	6,348	5,113	-	1,235	295	200	200	180	180	180	-
TEA-21	2,368	2,368	-	-	-	-	-	-	-	-	-
Transportation Enhancement Program	1,589	737	852	-	-	-	-	-	-	-	-
Transportation Facilities Capital Projects Fund (College)	1,000	187	313	500	500	-	-	-	-	-	-
Transportation Improvement Credit	1,125	1,125	-	-	-	-	-	-	-	-	-
Utility Incentives	5,296	-	819	4,477	1,790	2,687	-	-	-	-	-
Water Quality Protection Bonds	67,247	62,406	1,259	3,582	3,542	40	-	-	-	-	-
White Flint Special Tax District	169,773	19,416	5,246	54,568	11,984	20,532	16,964	496	1,696	2,896	90,543

Total	Thru FY18	Rem FY18	6 Yr Total	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	Beyond 6 Yrs
10,998,413	**5,242,877**	**723,985**	**4,330,969**	**914,535**	**868,572**	**709,500**	**626,250**	**616,728**	**595,384**	**700,582**

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Debt Service

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$439,224,240	0.00

MISSION STATEMENT

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

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for Debt Service is $439,224,240 an increase of $10,150,130 or 2.4 percent from the FY19 approved budget of $429,074,110. This amount excludes $54,400 in debt service which is appropriated in non-tax supported funds.

General Obligation Bonds

General obligation (G.O.) bonds are issued by the County to finance a major portion of the construction of long-lived additions or improvements to the County's publicly-owned infrastructure. The County's budget and fiscal plan for these improvements is known as the Capital Improvements Program (CIP) and is published separately from the Operating Budget and Public Services Program. Currently, G.O. bonds are anticipated to fund approximately 43.1 percent of the County's capital expenditures (excluding WSSC) for the six years of the Recommended Amended FY19-24 CIP program. The bonds are repaid to bondholders with a series of principal and interest payments over a period of years, known as Debt Service. In this manner, the initial high cost of capital improvements is absorbed over time and assigned to citizens benefiting from facilities in the future, as well as current taxpayers. Due to various Federal, State, and local regulations, interest rates are lower than in the private sector.

"General obligation" refers to the fact that the bonds are backed by the "full faith and credit" of the County and its general revenue stream. In addition, the Montgomery County Charter provides that the Director of Finance must make debt service payments even if the Council fails to provide sufficient appropriation. County G.O. bonds are exempt from Federal taxes and also from State taxes for citizens of Maryland. Finally, the County strives to maintain its total and projected outstanding debt and debt service within certain financial parameters according to the County's fiscal policy. Thus, these financial instruments provide strong advantages in both safety of repayment and investment return for certain categories of investors.

Section 305 of the County Charter requires the County Council to set Spending Affordability Guidelines (SAG) for the CIP. The

guidelines are related to how much the Council believes the County can afford, rather than how much might be needed. The guidelines apply to County G.O. bonds and must specify the total G.O. debt issued by the County that may be planned for expenditure in the first and second year and approved under the six-year CIP. On October 3, 2017 the County Council approved SAG limits at $330.0 million for FY19, $320.0 million for FY20 and $1,860.0 million for the FY19-24 period. On February 5, 2019, the County Council confirmed the guidelines set on October 3, 2017.

Debt Service Program

The annual debt service obligation of all outstanding G.O. bond issues, long- and short-term lease payments, other long-term debt, and projections of certain related expenditures constitute the total Debt Service budget for FY20. When a bond-funded facility supports an activity funded by one of the County's Enterprise funds, the debt service is appropriated in that Enterprise fund operation.

Montgomery County G.O. bonds are budgeted in specific categories for specific purposes: General County (Police, Corrections, Human Services, Libraries, General Government, and other miscellaneous purposes); Roads and Storm Drains; Public Housing; Parks (including land and development for M-NCPPC regional and Countywide use parks); Public Schools; Montgomery College; Fire Tax District; Mass Transit Fund; Recreation Fund; Parking Districts; and Solid Waste Disposal Fund. A separate appropriation is made for the General Fund or a special fund (e.g., Fire Tax District, Mass Transit, and Recreation) as appropriate. These appropriations include debt service for G.O. bond issues outstanding and other long-term and short-term financing.

Certain other expenditures and revenues are included in Debt Service budget calculations. The total Debt Service budget consists of principal and interest on the bonds and other long-term and short-term financing obligations. Bond anticipation notes (BANs)/commercial paper are short-term capital financing instruments issued with the expectation that the principal amount will be refunded with long-term bonds. In the meantime, interest costs are incurred, usually at lower rates than with more long-term financing. Cost of issuance includes the legal, administrative, and production cost of rating, issuing, and selling bonds, BANs/commercial paper and short- and long-term lease obligations as well as financial advisory services. Funding sources which offset the General Fund requirement for Debt Service may include premium on bonds issued. The special funds will fund the debt service appropriation via a transfer from individual special funds to the Debt Service Fund.

The County issued Series 2017D Bonds to "crossover-refund" the outstanding Series 2009 Build America Bonds. Prior to the crossover date of November 1, 2019, funds will be held by a trustee to pay debt service on the refunding bonds.

FY19 Estimated Debt Service

FY19 estimated general obligation debt service, lease and other long-term debt expenditure requirements for tax-supported funds total $409.9 million which is lower than the budget of $413.4 million primarily due to deferrals in some lease financing, and actual interest rates that were lower than budget.

FY20 Recommended Debt Service Budget

The FY20 Debt Service budget is predicated on a base of existing debt service requirements from past bond issues (through November 2018) plus the following:

• A fall 2019 (FY20) issue of $320.0 million at an interest cost of 5.5 percent for 20 years with even principal payments (fall bond

issues are expected to continue through FY24).

• Interest expense based on an anticipated average BANs/commercial paper balance of $375.0 million during FY20.

• Other short- and long-term financing obligations displayed in a chart at the end of the section.

The Debt Service assumptions discussed above result in a total FY20 Debt Service requirement for tax supported funds of $423.2 million, which is a 2.4 percent increase from the FY19 budget of $413.4 million. The General Fund appropriation requirement is $346.8 million, or 4.7 percent more than the budgeted FY19 amount of $331.3 million. A schedule detailing debt service principal and interest by major fund is included at the end of the chapter.

Public Services Program

The six-year Public Services Program for Debt Service is predicated on the bond issue requirements in the Recommended CIP, adjusted for inflation. An estimated interest cost of 5.5 percent is budgeted for the fall 2019 (FY20) issue. Projected interest rates for bond issues for FY20 through FY25 are based on market expectations for coupon rates, which drive actual debt service costs. Under these projections and assumptions, tax-supported debt service will increase from $423.3 million in FY20 to $477.3 million by FY25 with the General Fund revenue requirement growing from $346.8 million in FY20 to $408.7 million by FY25.

Capital Improvements Program On Operating Budget

Debt Service Requirements

Debt service requirements are the single largest impact on the Operating Budget/Public Services Program by the CIP. The Charter-required CIP contains a plan or schedule of project expenditures for schools, transportation, and infrastructure modernization, with estimated project costs, sources of funding, and timing of work over a six-year period. Each bond issue used to fund the CIP translates to a draw against the Operating Budget each year for 20 years. Debt requirements for past and future bond issues are calculated each fiscal year, and provision for the payment of debt service is included as part of the annual estimation of resources available for other Operating Budget requirements. Debt service expenditures take up fiscal capacity that could be diverted to improved services as well as tax bill containment. As Debt Service grows over the years, increased pressures are placed on other PSP programs competing for scarce resources.

The County Council adopts Spending Affordability Guidelines for the Capital Budget based on criteria for debt affordability. These criteria are described in the County's Fiscal Policy and provide a foundation for judgments about the County's capacity to issue debt and its ability to retire the debt over time. Debt capacity evaluation also focuses on other factors which impact the County's ability and willingness to pay current and future bond holders. Debt obligations, which include G.O. debt service plus other short- and long-term commitments, are expected to stay manageable. Maintaining this guideline ensures that taxpayer resources are not overextended during fiscal downturns, nor are services squeezed out over time due to increased debt service burdens. The Debt Capacity chart is displayed at the end of this section. The chart displays the debt issues for the six years which are the basis of the G.O. bond-funded portion of the Recommended Amended FY19-24 CIP. Annual bond-funding requirements (on which future debt issue projections are based) are based on summations of projected bond-funded expenditures identified by project, amount, and year. The total programmed bond-funded expenditures for each year and for the CIP period are then adjusted to assist in estimating annual bond issue requirements. Adjustment factors include inflation, commitment of County current revenues (PAYGO) as an offset against bond requirements, and a

set-aside for future unprogrammed projects. The resulting bond requirements are then compared to planned bond issue levels over the six-year period. It is most critical that debt funding of the CIP be within projected bond issue requirements for the first and second years and for the six years, and the County Executive's Recommended Amended FY19-24 Capital Improvements Program meets that requirement. The General Obligation Bond Adjustment chart reflecting the Executive's January 15, 2019 proposals for the Recommended Amended FY19-24 CIP is included at the end of this section.

Debt Limit

The County's outstanding general obligation debt totals $3,095,230,000 as of June 30, 2018. The allocation of outstanding debt to government programs and functions is displayed in a chart at the end of this section.

The Annotated Code of Maryland, Article 25A, Section 5(P), authorizes borrowing funds and issuance of bonds up to a maximum of 6 percent of the assessed valuation of all real property and 15 percent of the assessed value of all personal property within the County. The legal debt limit as of June 30, 2018, is $11,667,917,030 based upon the assessed valuation $183,993,870,661 for all real property and $4,188,565,266 for personal property. The County's outstanding general obligation debt of $3,095,230,000 plus outstanding short-term commercial paper of $500,000,000 is 1.91 percent of assessed value, well within the legal debt limit and safely within the County's financial capabilities. A comparison of outstanding debt to legal debt limit is displayed in a chart at the end of this section.

Additional information regarding the County's outstanding general obligation debt and revenue bond debt can be found in the Debt Service Program Direct Debt for Fiscal Year 2018 (Debt Service Booklet). Schedules which display the allocation of outstanding debt to government programs and functions, debt service requirements for bond principal and interest, and payment schedules for paying agents can also be found in the Debt Service Booklet at the following link: http://www.montgomerycountymd.gov/Finance/financial.html

Leases and Other Debt

Long-term leases are similar to debt service in that they are long-term commitments of County funds for the construction or purchase of long-lived assets. They are displayed and appropriated within the Debt Service Fund. Short-term financing, where the payments represent a substantial County commitment for the acquisition of assets which have a shorter life but still result in a substantial asset, are also displayed and appropriated within this Fund.

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

The FY20 appropriations for the long- and short-term financing are displayed in a chart at the end of this section.

Other Long-Term Debt

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

Commencing in FY12, Water Quality Protection bonds financed stormwater management requirements resulting from the new National

Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS-4) permit requirements. To pay for the debt service, a transfer of funds from the Water Quality Protection Fund to the Debt Service Fund is required. The County has entered into lease-purchase agreements to finance energy systems modernization at various County buildings for which the debt service is covered by energy savings. Three of the leases qualified for Qualified Energy Conversation Bonds which provided a Federal Tax Subsidy. Debt service costs include financing for the County's Rockville Innovation Center and National Cybersecurity Center of Excellence incubator projects. Debt service estimates for financing the Wheaton Redevelopment Program are partially funded by transfers from Permitting Services and Water Quality Protection funds.

Certain other types of long-term debt are issued by the County government and State-chartered agencies of the County, such as the Maryland-National Capital Park and Planning Commission, Washington Suburban Sanitary Commission, Housing Opportunities Commission, and the Revenue Authority. Examples are revenue bonds, backed by fees and charges to facility users; and agency bonds, backed by separate taxes, charges, other revenues, and/or the faith and credit available directly to these agencies. In some cases, the County government may make direct payments under contract to these or other agencies. Most of these other types of non-general obligation debt are not included in expenditure listings of this section.

Rating Agency Reviews

Montgomery County continues to maintain its status as a top-rated issuer of municipal securities. The County has the highest credit ratings possible for a local government, AAA from Moody's Investors Service, Inc. (since 1973), from Standard and Poor's (since 1976), and from Fitch Ratings Inc. (since 1993, the first year a rating was sought from Fitch). These high ratings are critical to ensure the lowest possible cost of debt to citizens. High ratings translate into lower interest rates and considerable savings over the 20-year interest payments on the bonds. The rating agencies also place great emphasis on certain operating budget criteria, the quality of government administration, legal or constitutional restrictions, and the overall condition of the local economy. All of these factors are considered evidence of both the ability and willingness of local governments to support public debt.

Special Taxing Districts

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

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

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

$1.4 million of bonds to refund the outstanding 1999 Series bonds.

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

The County issues special obligation bonds to fund the acquisition of the completed infrastructure assets. The debt service on the special obligation debt is funded by an ad valorem tax and special benefit assessment levied on the properties located in the development district. The County Council, by separate resolution, sets the ad valorem tax and special benefit assessment at rates sufficient to pay the principal, interest, any redemption premium on the bonds, and administrative expenses. Revenues resulting from the ad valorem tax and special benefit assessed, and expenditures for the debt service on the special obligation bonds and administrative expenses, are accounted for in an agency fund, because the County has no obligation whatsoever for the indebtedness. The County acts only as a financing conduit and agent for the property owners and bondholders. In accordance with Section 20A-1 of the Montgomery County Code, the bonds or other obligations issued may not constitute a general obligation debt of the County or a pledge of the County's full faith and credit or taxing power.

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

PROGRAM CONTACTS

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

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
DEBT SERVICE					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Debt Service Personnel Costs	**0**	**0**	**0**	**0**	**—**
Debt Service G.O Bonds	364,263,579	389,165,690	386,330,027	397,517,180	2.2 %
Debt Service Other	20,382,798	24,258,310	23,547,680	25,721,460	6.0 %
Debt Service Expenditures	**384,646,377**	**413,424,000**	**409,877,707**	**423,238,640**	**2.4 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	5,656,650	5,359,380	5,464,240	3,864,760	-27.9 %
Investment Income	1,272,378	0	0	0	—
Miscellaneous Revenues	59,194	5,637,100	5,450,290	3,446,260	-38.9 %
Premium on General Obligation Bonds	17,973,769	20,724,940	20,400,240	14,281,670	-31.1 %
Debt Service Revenues	**24,961,991**	**31,721,420**	**31,314,770**	**21,592,690**	**-31.9 %**

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	13,306,065	15,650,110	14,837,130	15,985,600	2.1 %
Debt Service - Non-Tax Supported Expenditures	**13,306,065**	**15,650,110**	**14,837,130**	**15,985,600**	**2.1 %**
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	**397,952,442**	**429,074,110**	**424,714,837**	**439,224,240**	**2.4 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**0.00**	**0.00**	**0.00**	**0.00**	**—**
Total Revenues	**24,961,991**	**31,721,420**	**31,314,770**	**21,592,690**	**-31.9 %**

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

	Actual	Actual	Budget	Estimated	Recommended	% Chg	Rec %
GO BOND DEBT SERVICE EXPENDITURES	FY17	FY18	FY19	FY19	FY20	Rec/Rec	GO Bonds
General County	58,302,269	61,573,861	70,037,020	68,467,542	71,907,760		18.6%
Roads & Storm Drains	70,310,726	74,528,705	77,869,410	77,508,499	79,373,220		20.6%
Public Housing	62,475	60,055	58,330	58,335	58,330		0.0%
Parks	8,227,409	8,984,883	9,417,240	9,333,582	9,754,070		2.5%
Public Schools	148,735,322	150,398,822	154,958,720	154,402,936	154,898,510		40.2%
Montgomery College	23,487,154	24,610,342	26,017,730	26,342,614	27,855,450		7.2%
Bond Anticipation Notes/Commercial Paper	2,148,047	3,672,862	7,650,000	7,650,000	8,062,500		
Bond Anticipation Notes/Liquidity & Remarketing	2,103,596	2,269,555	2,800,000	2,502,000	2,600,000		
Cost of Issuance	711,478	940,998	1,047,100	900,000	1,071,200		
Total General Fund	314,088,476	327,040,083	349,855,550	347,165,508	355,581,040	1.6%	89.1%
Fire Tax District Fund	7,283,040	7,524,661	7,873,730	7,825,087	8,005,050		2.1%
Mass Transit Fund	18,924,844	20,378,554	21,894,010	21,483,125	22,400,120		5.8%
Recreation Fund	8,192,300	9,320,281	9,542,400	9,856,307	11,530,970		3.0%
Total Tax Supported Other Funds	34,400,184	37,223,496	39,310,140	39,164,519	41,936,140	6.7%	10.9%
TOTAL TAX SUPPORTED	348,488,660	364,263,579	389,165,690	386,330,027	397,517,180	2.1%	100.0%
TOTAL GO BOND DEBT SERVICE EXPENDITURES	348,488,660	364,263,579	389,165,690	386,330,027	397,517,180	2.1%	100.0%
LONG-TERM LEASE EXPENDITURES							
Revenue Authority - Conference Center	988,534	986,634	989,440	989,440	991,850		
Revenue Authority - HHS Piccard Drive	395,743	-	-	-	-		
Revenue Authority - Recreation Pools	1,524,496	1,526,249	1,525,700	1,525,700	-		
Fire and Rescue Equipment	3,715,800	3,717,900	500,000	618,250	2,018,250		
Fleet Equipment	-	-	-	-	190,000		
TOTAL LONG-TERM LEASE EXPENDITURES	6,624,572	6,230,782	3,015,140	3,133,390	3,200,100	6.1%	
SHORT-TERM LEASE EXPENDITURES / FINANCING							
Technology Modernization Project	5,667,891	5,675,821	4,661,600	4,661,600	3,647,100		
Libraries System Modernization	48,478	96,955	97,000	97,000	97,000		
Corrections Security System	-	-	220,000	81,000	162,000		
Ride On Buses	8,364,053	5,276,084	6,718,600	6,644,300	8,364,300		
Public Safety System Modernization	3,157,691	988,120	4,228,200	3,566,300	3,566,300		
Fire Breathing Apparatus	-	-	1,484,000	1,472,700	1,472,700		
Fuel Management System	631,522	631,522	912,600	829,600	829,600		
TOTAL SHORT-TERM LEASE EXPENDITURES	17,869,634	12,668,502	18,322,000	17,352,500	18,139,000	-1.0%	
OTHER LONG-TERM DEBT							
Silver Spring Music Venue - **Tax supported**	290,455	290,805	291,000	291,000	291,000		
NDA Incubator - Tax Supported	-	-	-	-	928,000		
Site II Acquisition - **Tax supported**	400,000	400,000	1,238,900	1,238,900	1,238,900		
Energy Performance Leases QECBs - **Tax supported**	325,332	326,126	728,080	641,360	659,970		
Energy Performance Leases Other - **Tax supported**	112,659	466,583	663,190	890,530	1,264,490		
MHI-HUD Loan - **Non-Tax supported**	61,274	59,021	56,750	56,750	54,400		
Water Quality Protection Charge Bonds - **Non-Tax supported**	6,148,160	6,100,007	6,148,600	6,148,600	6,361,900		
MHI - Property Acquisition Fund - **Non-Tax supported**	7,199,246	7,206,058	9,501,510	8,688,530	9,623,700		
TOTAL OTHER LONG-TERM DEBT	14,537,125	14,848,600	18,628,030	17,955,670	20,422,360	9.6%	
DEBT SERVICE EXPENDITURES							
Tax Supported	**374,111,312**	**384,646,377**	**413,424,000**	**409,877,707**	**423,238,640**	**2.4%**	
Non-Tax Supported - Other Long-term Debt	**13,408,680**	**13,365,086**	**15,706,860**	**14,893,880**	**16,040,000**		
TOTAL DEBT SERVICE EXPENDITURES	**387,519,992**	**398,011,463**	**429,130,860**	**424,771,587**	**439,278,640**	**2.4%**	
GO BOND DEBT SERVICE FUNDING SOURCES							
General Funds	297,850,103	302,826,842	318,864,140	316,399,238	335,107,250		
BABs Crossover Funds with Escrow Agent	-	-	5,179,100	5,179,100	2,589,550		
Other Interest: Installment Notes, Interest & Penalties	76,713	1,272,378	-	-	-		
Federal Subsidy on General Obligation Bonds	5,624,450	5,372,848	5,087,370	5,186,890	3,602,570		
Premium on General Obligation Bonds	11,421,071	17,973,769	20,724,940	20,400,240	14,281,670		
Total General Fund Sources	314,972,337	327,445,837	349,855,550	347,165,468	355,581,040		
Fire Tax District Funds	7,124,641	7,524,661	7,873,730	7,825,087	8,005,050		
Mass Transit Fund	18,517,146	19,739,278	21,894,010	21,483,125	22,400,120		
Recreation Fund	7,828,616	8,914,525	9,542,400	9,856,307	11,530,970		
Total Other Funding Sources	33,470,404	36,178,464	39,310,140	39,164,519	41,936,140		
TOTAL GO BOND FUNDING SOURCES	348,442,741	363,624,301	389,165,690	386,329,987	397,517,180		
NON GO BOND FUNDING SOURCES							
General Funds	11,315,267	9,527,325	12,387,400	11,908,630	11,727,710		
MHI Fund - HUD Loan	61,274	59,021	56,750	56,750	54,400		
Water Quality Protection Fund	6,148,160	6,100,007	6,148,600	6,148,600	6,361,900		
MHI - Property Acquisition Fund	7,199,246	7,206,058	9,501,510	8,688,530	9,623,700		
Motor Pool Fund	-	-	-	-	190,000		
Mass Transit Fund	8,364,053	5,276,084	6,718,600	6,644,300	8,364,300		
Recreation Fund	1,524,496	1,526,249	1,525,700	1,525,700	-		
Fire Tax District Fund	4,347,322	4,349,422	2,896,600	2,920,550	4,320,550		
Federal Subsidy - QECBs	65,494	283,802	272,010	277,350	262,190		
Capitalized Interest - Energy Performance Leases	51,940	59,194	8,000	130,600	47,300		
Energy Performance Leases - PEPCO and Utility Rebate	-	-	-	140,590	359,410		
Developer Payments - Site II	-	-	450,000	-	450,000		
TOTAL NON GO BOND FUNDING SOURCES	39,077,251	34,387,162	39,965,170	38,441,600	41,761,460		
Actual and Estimated Bond Sales	500,000,000	340,000,000	330,000,000	330,000,000	320,000,000		
Council SAG Approved Bond Funded Expenditures	299,500,000	340,000,000	330,000,000	330,000,000	320,000,000		

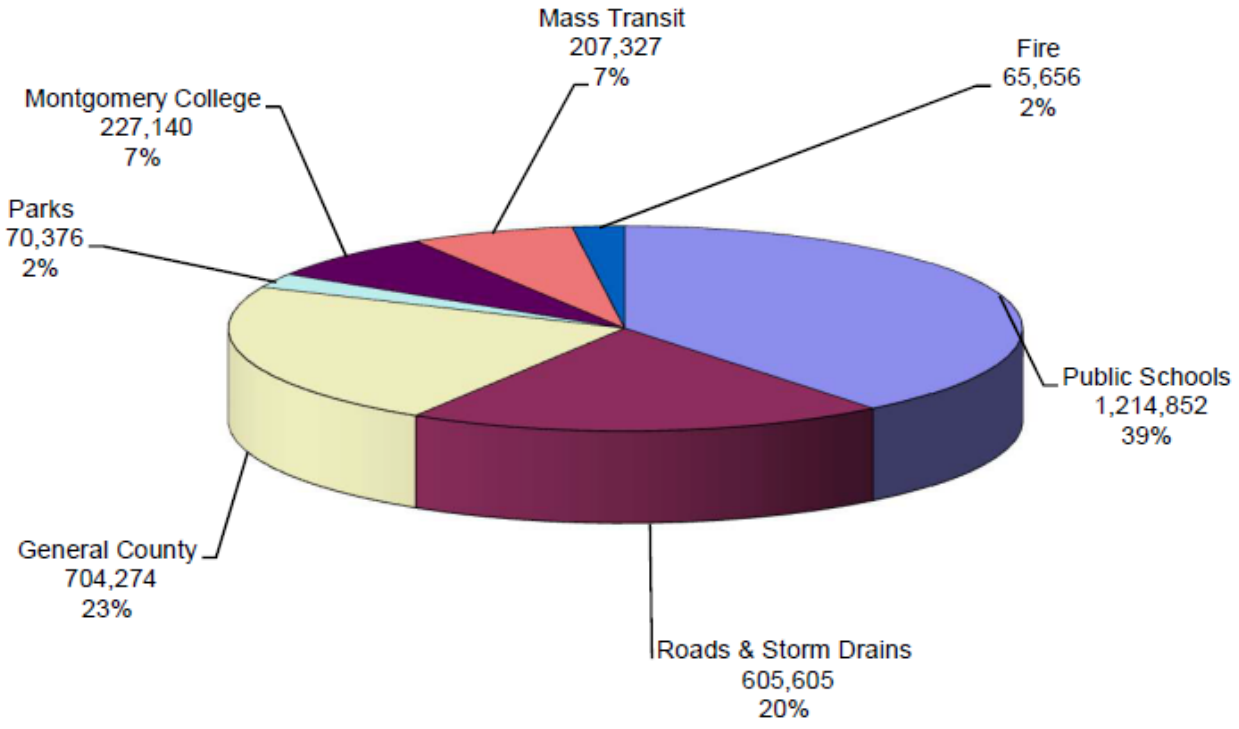
DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT

	Recommended	Projected	Projected	Projected	Projected	Projected
GO BOND DEBT SERVICE EXPENDITURES	FY20	FY21	FY22	FY23	FY24	FY25
General County	71,907,760	74,090,830	73,992,070	74,606,800	81,170,970	82,163,120
Roads & Storm Drains	79,373,220	80,749,400	84,039,230	84,805,620	84,076,960	84,072,490
Public Housing	58,330	57,290	58,320	56,330	51,180	18,100
Parks	9,754,070	9,921,620	10,715,690	11,265,310	12,423,070	12,912,270
Public Schools	154,898,510	157,899,650	161,616,530	166,455,750	167,307,720	176,944,730
Montgomery College	27,855,450	28,023,290	28,332,230	29,822,400	31,736,940	33,441,600
Bond Anticipation Notes/Commercial Paper	8,062,500	8,250,000	8,325,000	8,662,500	9,112,500	9,862,500
Bond Anticipation Notes/Liquidity & Remarketing	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
Cost of Issuance	1,071,200	1,097,500	1,124,400	1,151,950	1,180,200	1,209,200
Total General Fund	355,581,040	362,689,580	370,803,470	379,426,660	389,659,540	403,224,010
Fire Tax District Fund	8,005,050	8,596,770	9,324,170	10,670,260	12,528,000	12,372,780
Mass Transit Fund	22,400,120	23,026,420	25,473,310	27,288,440	25,078,490	24,041,170
Recreation Fund	11,530,970	13,214,720	15,297,660	15,670,630	15,835,970	14,999,780
Total Tax Supported Other Funds	41,936,140	44,837,910	50,095,140	53,629,330	53,442,460	51,413,730
TOTAL TAX SUPPORTED	397,517,180	407,527,490	420,898,610	433,055,990	443,102,000	454,637,740
TOTAL GO BOND DEBT SERVICE EXPENDITURES	397,517,180	407,527,490	420,898,610	433,055,990	443,102,000	454,637,740
LONG-TERM LEASE EXPENDITURES						
Revenue Authority - Conference Center	991,850	987,710	991,000	991,600	-	-
Fire and Rescue Equipment	2,018,250	3,626,250	4,618,250	4,968,250	5,343,250	5,868,250
Fleet Equipment	190,000	380,000	380,000	380,000	380,000	380,000
TOTAL LONG-TERM LEASE EXPENDITURES	3,200,100	4,993,960	5,989,250	6,339,850	5,723,250	6,248,250
SHORT-TERM LEASE EXPENDITURES / FINANCING						
Technology Modernization Project	3,647,100	3,647,100	3,647,100	3,647,100	1,823,500	-
Libraries System Modernization	97,000	97,000	48,500	-	-	-
Corrections Security System	162,000	162,000	162,000	162,000	162,000	162,000
Digital Evidence Data Storage	-	162,500	162,500	162,500	162,500	162,500
Ride On Buses	8,364,300	11,284,300	8,458,100	7,432,300	6,719,000	4,640,000
Intelligent Transit System	-	1,960,000	1,960,000	1,960,000	1,960,000	1,960,000
Public Safety System Modernization	3,566,300	2,612,500	3,685,300	3,668,100	1,090,000	1,090,000
Fire Breathing Apparatus	1,472,700	1,472,700	1,472,700	1,472,700	1,472,700	1,472,700
Fuel Management System	829,600	513,800	198,000	198,000	198,000	198,000
TOTAL SHORT-TERM LEASE EXPENDITURES	18,139,000	21,911,900	19,794,200	18,702,700	13,587,700	9,685,200
OTHER LONG-TERM DEBT						
Silver Spring Music Venue - **Tax supported**	291,000	294,100	292,000	294,100	291,000	292,000
Site II Acquisition - **Tax supported**	1,238,900	1,238,900	1,238,900	1,238,900	1,238,900	1,238,900
NDA Incubator - **Tax Supported**	928,000	931,500	936,720	4,244,500	-	-
Rockville Core - **Tax Supported**	-	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Energy Performance Leases QECBs - **Tax supported**	659,970	660,270	660,540	660,820	701,140	695,550
Energy Performance Leases Other - **Tax supported**	1,264,490	1,356,820	1,320,150	1,362,210	1,393,470	1,528,290
Wheaton Redevelopment - **Non-Tax Supported**	-	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
MHI-HUD Loan - **Non-Tax supported**	54,400	52,050	49,650	47,230	54,510	-
Water Quality Protection Charge Bonds - **Non-Tax supported**	6,361,900	7,376,550	8,186,800	8,887,400	9,541,250	9,547,950
MHI - Property Acquisition Fund - **Non-Tax supported**	9,623,700	11,921,700	11,918,400	11,918,500	11,922,900	11,916,800
TOTAL OTHER LONG-TERM DEBT	20,422,360	29,131,890	29,903,160	33,953,660	30,443,170	30,519,490
DEBT SERVICE EXPENDITURES						
Tax Supported	**423,238,640**	**441,914,940**	**454,130,370**	**468,899,070**	**469,037,460**	**477,325,930**
Non-Tax Supported - Other Long-term Debt	**16,040,000**	**21,650,300**	**22,454,850**	**23,153,130**	**23,818,660**	**23,764,750**
TOTAL DEBT SERVICE EXPENDITURES	**439,278,640**	**463,565,240**	**476,585,220**	**492,052,200**	**492,856,120**	**501,090,680**
GO BOND DEBT SERVICE FUNDING SOURCES						
General Funds	335,107,250	360,374,750	368,576,770	377,330,700	387,563,580	401,128,050
BABs Crossover Funds with Escrow Agent	2,589,550	-	-	-	-	-
Federal Subsidy on General Obligation Bonds	3,602,570	2,226,700	2,226,700	2,095,960	2,095,960	2,095,960
Premium on General Obligation Bonds	14,281,670	88,130	-	-	-	-
Total General Fund Sources	355,581,040	362,689,580	370,803,470	379,426,660	389,659,540	403,224,010
Fire Tax District Fund	8,005,050	8,596,770	9,324,170	10,670,260	12,528,000	12,372,780
Mass Transit Fund	22,400,120	23,026,420	25,473,310	27,288,440	25,078,490	24,041,170
Recreation Fund	11,530,970	13,214,720	15,297,660	15,670,630	15,835,970	14,999,780
Total Other Funding Sources	41,936,140	44,837,910	50,095,140	53,629,330	53,442,460	51,413,730
TOTAL GO BOND FUNDING SOURCES	397,517,180	407,527,490	420,898,610	433,055,990	443,102,000	454,637,740
NON GO BOND FUNDING SOURCES						
General Funds	11,727,710	14,447,470	15,451,360	18,748,570	9,190,190	7,509,250
MHI Fund - HUD Loan	54,400	52,050	49,650	47,230	54,510	0
Water Quality Protection Fund	6,361,900	7,376,550	8,186,800	8,887,400	9,541,250	9,547,950
MHI - Property Acquisition Fund	9,623,700	11,921,700	11,918,400	11,918,500	11,922,900	11,916,800
Non-tax funds - Wheaton Redevelopment	0	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
Motor Pool Fund	190,000	380,000	380,000	380,000	380,000	380,000
Mass Transit Fund	8,364,300	13,244,300	10,418,100	9,392,300	8,679,000	6,600,000
Fire Tax District Fund	4,320,550	5,612,750	6,288,950	6,638,950	7,013,950	7,538,950
Federal Subsidy - QECBs	262,190	252,930	243,350	233,260	222,320	209,990
Capitalized Interest - Energy Performance Leases	47,300	-	-	-	-	-
Energy Performance Leases - PEPCO and Utility Rebate	359,410					
Developer Payments - Site II	450,000	450,000	450,000	450,000	450,000	450,000
TOTAL NON GO BOND FUNDING SOURCES	41,761,460	56,037,750	55,686,610	58,996,210	49,754,120	46,452,940
TOTAL FUNDING SOURCES	**439,278,640**	**463,565,240**	**476,585,220**	**492,052,200**	**492,856,120**	**501,090,680**
TOTAL GENERAL OBLIGATION BOND SALES						
Estimated Bond Sales	320,000,000	310,000,000	300,000,000	300,000,000	300,000,000	300,000,000
Council SAG Approved Bond Funded Expenditures	320,000,000	310,000,000	300,000,000	300,000,000	300,000,000	300,000,000
ESTIMATED INTEREST RATE	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%

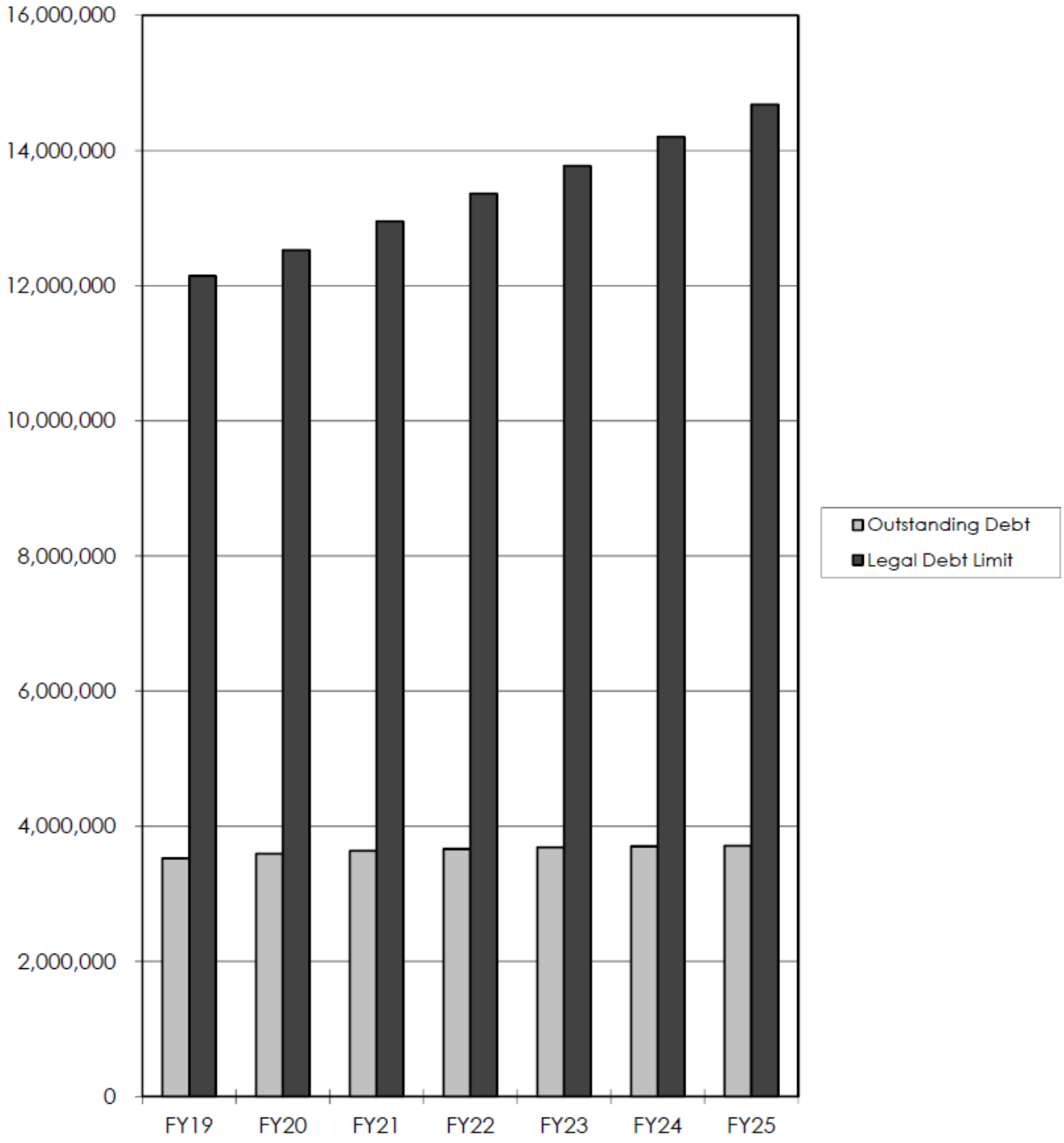
Projected Debt Obligations
Schedule of Principal & Interest
FY20 Recommended Budget

FUND	Principal	Interest	Total
Debt Service Fund	275,859,980	163,364,260	439,224,240
Liquor Control (Section 65)	5,170,590	4,094,210	9,264,800
Montgomery Housing Initiative	43,000	11,400	54,400
Bethesda Parking Lot District (Section 46)	3,591,000	1,049,400	4,640,400
Total	**284,664,570**	**168,519,270**	**453,183,840**

General Obligation Bonds Outstanding by Bond Category
($000s)
Total $3,095,230 as of June 30, 2018



Outstanding Debt and Legal Debt Limit ($000s)



DEBT CAPACITY ANALYSIS

FY19-24 Amended Capital Improvements Program
COUNTY EXECUTIVE RECOMMENDED
March 15, 2019
GO BOND 6 YR TOTAL = 1,860.0 MILLION
GO BOND FY19 TOTAL = 330.0.0 MILLION
GO BOND FY20 TOTAL = 320.0 MILLION

	FY18	FY19	FY20	FY21	FY22	FY23	FY24
1 GO Bond Guidelines ($000)	340,000	330,000	320,000	310,000	300,000	300,000	300,000
2 GO Debt/Assessed Value	1.84%	1.74%	1.72%	1.69%	1.65%	1.61%	1.57%
3 Debt Service + LTL + Short-Term Leases/Revenues (GF)	11.31%	11.65%	11.46%	11.73%	11.70%	11.69%	11.33%
4 $ Debt/Capita	3,279	3,210	3,195	3,208	3,232	3,193	3,176
5 $ Real Debt/Capita (FY18=100%)	3,279	3,148	3,063	2,999	2,943	2,831	2,742
6 Capita Debt/Capita Income	3.82%	3.62%	3.40%	3.32%	3.21%	3.10%	2.99%
7 Payout Ratio	68.70%	69.58%	70.19%	71.10%	71.94%	72.71%	73.42%
8 Total Debt Outstanding ($000s)	3,483,555	3,413,440	3,478,995	3,525,420	3,553,415	3,575,350	3,589,700
9 Real Debt Outstanding (FY18=100%)	3,483,555	3,348,151	3,335,078	3,296,189	3,235,019	3,169,414	3,098,476
10 Note: OP/PSP Growth Assumption (2)		1.9%	2.8%	2.0%	2.6%	2.9%	3.2%

Notes:

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

(2) OP/PSP Growth Assumption equals change in revenues from FY19 approved budget to FY20 budget for FY20 and budget to budget for FY21-24.

FY19-24 Amended Capital Improvements Program

COUNTY EXECUTIVE RECOMMENDED

January 15, 2019

($ millions)	6 YEARS	FY19	FY20	FY21	FY22	FY23	FY24
BONDS PLANNED FOR ISSUE	1,860.000	330.000	320.000	310.000	300.000	300.000	300.000
Plus PAYGO Funded	186.000	33.000	32.000	31.000	30.000	30.000	30.000
Adjust for Implementation **	-	-	-	-	-	-	-
Adjust for Future Inflation **	(85.738)	-	-	(8.512)	(17.153)	(25.822)	(34.251)
SUBTOTAL FUNDS AVAILABLE FOR DEBT ELIGIBLE PROJECTS (after adjustments)	1,960.262	363.000	352.000	332.488	312.847	304.178	295.749
Less Set Aside: Future Projects	**135.226**	**5.973**	**12.583**	**15.020**	**24.773**	**33.224**	**43.653**
	6.90%						
TOTAL FUNDS AVAILABLE FOR PROGRAMMING	1,825.036	357.027	339.417	317.468	288.074	270.954	252.096
MCPS	(744.484)	(98.104)	(143.837)	(130.837)	(109.555)	(139.257)	(122.894)
MONTGOMERY COLLEGE	(121.622)	(20.926)	(13.921)	(22.169)	(24.776)	(15.774)	(24.056)
M-NCPPC PARKS	(66.628)	(12.139)	(10.687)	(10.152)	(10.818)	(11.431)	(11.401)
TRANSPORTATION	(460.091)	(105.447)	(124.606)	(73.734)	(73.885)	(40.871)	(41.548)
MCG - OTHER	(489.219)	(120.411)	(103.375)	(80.576)	(69.040)	(63.620)	(52.197)
Programming Adjustment - Overspent Prior Years*	57.008		57.009	-		(0.001)	-
	-						
SUBTOTAL PROGRAMMED EXPENDITURES	(1,825.036)	(357.027)	(339.417)	(317.468)	(288.074)	(270.954)	(252.096)
AVAILABLE OR (GAP)	-	-	-	-	-	-	-
NOTES:							
* See additional information on the GO Bond Programming Adjustment for Unspent Prior Year Detail Chart							
** Adjustments Include:							
Inflation =		1.95%	2.27%	2.56%	2.85%	2.85%	2.85%

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Workforce/Compensation

SUMMARY OF FY20 RECOMMENDATIONS

A. SUMMARY OF AGENCY REQUESTS

Montgomery County Public Schools (MCPS): The MCPS workforce for FY20, as recommended by the Board of Education (BOE), is 22,867.123 FTEs, or 326.26 FTEs greater than the approved FY19 workforce of 22,510.863 FTEs. Labor negotiations with the public schools' bargaining units, the Service Employees International Union (SEIU), the Montgomery County Education Association (MCEA), the Montgomery County Association of Administrators and Personnel (MCAAP), and the Montgomery County Business and Operations Administrators (MCBOA) are completed. MCPS' budget request contains funding for the agreements. For more information on compensation and workforce changes, please see the Board of Education's FY20 requested budget document.

Montgomery College (MC): There is an increase of 6.75 FTEs in the size of the Montgomery College complement for FY20, as requested by the College and its Board of Trustees. This is accompanied by an increase in personnel costs of about $6.7 million. The primary factors for these cost increases are annualizations of FY19 compensation changes and anticipated FY20 wage adjustments. Negotiations with faculty are ongoing, however, and merit and general wage adjustment increases are not known at the time of this publication. For more information on compensation and workforce changes, please consult the Adopted FY20 Montgomery College Operating Budget Request, available on the College's website.

Maryland-National Capital Park & Planning Commission (M-NCPPC): The net impact on the M-NCPPC workforce for FY20, as recommended by the Planning Board, is an increase of 18.01 FTEs. The Commission's requested budget includes an increase in personnel costs of $1.3 million. The increase also includes retirement and group insurance adjustments, a compensation placeholder (to address collectively bargained compensation increases and pass-through costs) and a reclassification placeholder. For more information on compensation and workforce changes, please see the M-NCPPC FY20 requested budget document.

Montgomery County Government (MCG): The net impact on the County government workforce for FY20, as recommended by the Executive, is an increase of 82 positions.

The recommended budget contains an increase in total personnel costs of $36.5 million, or 3.1 percent. The primary factors in these changes are:

Factor	Millions
General Wage Adjustment	**$12.8**
Increase in required retirement contribution	**$0.4**
Increase in group insurance	**$10.0**
Service increments and longevity	**$8.1**
Other changes in personnel costs, including annualization of positions, turnover, and lapse	**$5.2**

The recommendations in the remainder of this section are for the County Government and are based upon the bargained agreements with the United Food and Commercial Workers, Local 1994 (Municipal and County Government Employees

Organization - MCGEO); the International Association of Fire Fighters (IAFF); Local 1664, the Fraternal Order of Police (FOP), Lodge 35; and the Montgomery County Volunteer Fire and Rescue Association (MCVFRA). Certain provisions of the agreements have been extended to unrepresented employees, as noted below.

B. COUNTY GOVERNMENT SALARY AND WAGES

General Wage Adjustment: The Executive recommends the following general wage adjustments (GWA) in FY20: 2.4 percent effective the first full pay period after November 10, 2019 for all employees in the Fire and Rescue bargaining unit and Fire and Rescue uniformed management; 2.4 percent effective the first full pay period after November 24, 2019 for all employees in the Office, Professional, and Technical (OPT), and Service, Labor, and Trades (SLT) units, as well all employees on the Deputy Sheriffs and Correctional Officers Uniform Salary Schedules; and 2 percent effective the first full pay period after July 1, 2019 for all non-represented employees, including Management Leadership Service (MLS) and Police Leadership Service (PLS) employees.

FY20 salary schedules can be found on the County's website at: http://www.montgomerycountymd.gov/HR/compensation/Compensation.html.

Lump-Sum Payments: The Executive recommends a lump-sum bonus payment of $1,000 for employees in the Police bargaining unit who do not receive either a deferred service increment or a new longevity step after completion of 16 years of service, and a lump-sum bonus payment of $1,200 for employees in the OPT and SLT units, as well as on the Deputy Sheriffs and Correctional Officers schedules, who are not eligible for a service increment in FY20.

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

Longevity Increments: The Executive recommends longevity increments in FY20 for all eligible employees. The Executive also recommends adding an additional longevity step of 3.5 percent for all employees in the police bargaining unit to employees who complete 16 years of service, effective July 1, 2019, and an additional longevity step of 2.5 percent for all employees on the Correctional Officers and Deputy Sheriff Uniform Salary Schedules who complete 24 years of service, effective July 1, 2019.

Performance-Based Pay: The Executive recommends $1,984,118 in the Compensation Adjustment and Employee Benefits NDA to fund performance-based pay increases for MLS and PLS employees.

C. COUNTY GOVERNMENT: EMPLOYEE BENEFITS

The following employee benefits are funded in the Executive's recommended budget through a combination of lump sum or payroll-based contributions.

- **FICA (Social Security & Medicare)**
- **Workers' Compensation**
- **Group Insurance**
- **Employees' Retirement System**
- **Retirement Savings Plan**

Social Security and Medicare: Contributions are collected from County departments and agencies each payday based on actual payroll. Since contribution rates and salary maximums change at the start of the calendar year, figures used in the recommended fiscal year budget represent an average of the rates set for 2019 and projected changes for 2020. The employer rates of 6.2 percent for social security and 1.45 percent for Medicare are not expected to change.

Workers' Compensation: This is handled through the County's Risk Management program under the Department of

Finance. Departments with significant non-tax revenues make annual contributions to the Liability and Property Coverage Self-Insurance Fund. A lump sum contribution to the Fund for insurance for the remaining County departments is made annually through the Risk Management (General Fund portion) Non-Departmental Account. Participating County agencies also make annual lump sum contributions. Contributions for all members are set each year based on an actuarial valuation of exposures, past and projected claims experience along with administrative expenses.

Group Insurance Benefits : The contributions for health insurance are based on an actuarially determined Countywide average fixed rate of $13,293 per position, and the contribution for life insurance is based on fixed rates per coverage amounts based on an employee's salary.

It is projected for the long-term that the annual cost of group insurance for the County, including active employees and retirees, could increase an average of approximately eight percent annually between FY20 and FY25. Contribution rates during this period will be set based on various factors, including the fund balance in the Health Insurance Fund and claims cost experience.

Consolidated Retiree Health Benefits Trust: Beginning in FY08, the County implemented a plan to set aside funds for retiree health benefits, similar to the County's 50 year-old practice of pre-funding for retiree pension benefits. Due to exponential growth in expected retiree health costs, the County had determined the cost of funding these benefits, which were being paid out as the bills came due, would become unaffordable. Setting aside money now and investing it in a Trust Fund, which is invested in a similar manner as the pension fund, not only is a prudent and responsible approach but will result in significant savings over the long-term.

County agencies develop current estimates of the costs of health benefits for current and future retirees. These estimates, made by actuarial consultants, concluded that the County's total future cost of retiree health benefits if paid out today, and in today's dollars, is $1.9 billion - approximately 30 percent of the total FY20 budget for all agencies.

Proposed FY20 Consolidated Retiree Health Benefits Trust Contributions

Montgomery County Government (MCG)	FY20
General Fund:	
Retiree Health Benefits Trust NDA	$34,680,830
Proprietary Funds:	
Bethesda Parking District	$115,060
Wheaton Parking District	11,900
Silver Spring Parking District	83,320
Solid Waste Collection	15,870
Solid Waste Disposal	309,470
Liquor Control	1,805,260
Permitting Services	944,290
Community Use of Public Facilities	123,000
Motor Pool	801,460
Risk Management	43,640
Central Duplicating	134,900
Participating Agency Contributions	$1,221,000
Total MCG Trust Contributions	**$40,290,000**
Consolidated Trust: Montgomery County Public Schools	**$78,533,000**
Consolidated Trust: Montgomery College	**$5,391,000**
Park and Planning Commission Trust Fund*	**$2,948,302**
Total Contributions/Assets Held in Trust	**$127,162,302**

* MNCPPC's contribution from tax supported funds is $2,812,256.

The County's approach 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 Actuarially Determined Contribution or "ADC", is estimated at $106.2 million. This amount normally consists of two pieces - the annual amount the County would usually pay out for health benefits for current retirees (the pay as you go amount), plus the additional amount estimated to fund retirees' future health benefits (the pre-funding portion). The pay as you go amount can be reasonably projected based on known facts about current retirees, and the pre-funding portion is estimated on an actuarial basis.

The County's policy is to pay the full amount of ADC each year. In FY11, the County Council enacted Bill 17-11 which established the Consolidated Retiree Health Benefits Trust. The Bill amended existing law and provided a funding mechanism to pay for other post employment benefits (OPEB) for employees of MCPS and MC. In FY15, the County and all other agencies implemented the Medicare Part D Employer Group Waiver Program for Medicare eligible retirees/survivors effective January 1, 2015. This has reduced retiree drug insurance costs and the County's OPEB liability. The County achieved full pre-funding in FY15, consistent with Council resolution No. 16-555. In FY19, these contributions were budgeted at $43.6 million (County General Fund), $79.4

million (MCPS Consolidated Trust), and $2.8 million (MC Consolidated Trust). Due to a significant shortfall of originally estimated tax revenues, the County initiated several cost containment measures to restore current year reserves. On a one-time basis, the County will reduce FY19 pre-funding to the Consolidated Trust by $89.6 million.

A detailed breakdown of FY20 recommended contributions to the Consolidated Retiree Health Benefit Trust for County government tax supported agencies, participating agencies, MCPS, and MC is displayed in the table above. The Executive is recommending that the Retiree Health Benefits Trust provide $27.2 million to MCPS for the payment of retiree health insurance claims in FY20. The FY20 contribution for MCPS is $9 million higher than the actuarially determined amount to begin making Trust contributions whole, and the fiscal plan assumes continued restoration. In FY18 and FY19, the County approved the Retiree Health Benefits Trust provide $9 million each year to the County for the payment of retiree health insurance claims in FY18 and FY19; the Executive is recommending ending this practice in FY20.

Retirement Benefits: Montgomery County Government maintains a system of retirement pay and benefits for its employees which are intended to provide income during their retirement years. The Employees' Retirement System, which currently provides benefits to approximately 6,615 retirees and survivors, is administered by Montgomery County Employee Retirement Plans (MCERP). MCERP oversees all facets of the retirement plans including investments, administration, and accounting. Retirement plan design changes occurring through the collective bargaining process and by other means are coordinated with MCERP in consultation with the Office of Human Resources, the County's actuaries, the Finance Department, and the Office of Management and Budget.

Retirement Plans: Montgomery County Government maintains three retirement plans for its employees: a defined benefit pension plan, a defined contribution plan, and a deferred compensation plan for its employees and participating agencies.

1. The Employees' Retirement System (ERS), a defined benefit pension plan, was established through legislation in 1965 and is described in the Montgomery County Code, Section 33. As of June 30, 2018, there were 6,615 retirees and survivors and 6,004 active members, including 2,126 in the Guaranteed Retirement Income Plan (GRIP). Retirement plan design changes occurring through the collective bargaining process and by other means are coordinated by the MCERP staff, in consultation with the County's actuaries, the Office of Human Resources, the Finance Department, and the Office of Management and Budget.

   The ERS consists of four plans including a Mandatory Integrated Retirement Plan, an Optional Non-Integrated Retirement Plan, an Optional Integrated Plan, and a Guaranteed Retirement Income Plan. The GRIP is a Cash Balance Plan that began in FY10 as a result of negotiations between Montgomery County and UFCW Local 1994 MCGEO. Eligibility to participate has been passed through to non-represented employees and participants of participating agencies. All full- and part-time non-public safety employees hired before January 1, 2009 enrolled in the RSP were eligible to make a one-time irrevocable election to transfer to the GRIP by June 1, 2009. Eligible employees hired after January 1, 2009, have the option to participate in either the RSP or the GRIP. As with the RSP, the County and employee each make contributions at a set percentage of pay. The salient feature of the GRIP is that the plan provides guaranteed annual earnings of 7.25%, credited monthly.

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

3. The Montgomery County Deferred Compensation Plan (DCP) was established by the County to make a deferred compensation plan available pursuant to Section 457 of the Internal Revenue Code. Employee contributions are made on a voluntary basis with the monies deposited into employee accounts and invested based on each employee's

selection of an investment vehicle(s) established by the Board of Investment Trustees. In FY 2005, the County established the Montgomery County Union Employees Deferred Compensation Plan for employees covered by a collective bargaining agreement. This Plan is administered by the three unions representing Montgomery County employees.

The Board of Investment Trustees manages the assets of the ERS through its investment managers in accordance with the Board's asset allocation strategy. The Board also administers the investment program for the Retirement Savings Plan and the Montgomery County Deferred Compensation Plan. The Montgomery County Union Employees Deferred Compensation Plan is administered by the three unions representing Montgomery County employees. The Board currently consists of 13 trustees including: the Directors of Human Resources, Finance, and Management and Budget; the County Council Executive Director; one member recommended by each employee organization; one active employee not represented by an employee organization; one retired employee; two members of the public recommended by the County Council; and two members of the general public.

Change in Retirement System Membership: The number of active non-public safety in the ERS declined by 112 and the number of public safety employees increased by 24, for a combined total active enrollment of 3,878 in FY19. GRIP membership increased by 354 employees, to 2,126 in FY19. The RSP had 61 fewer active employees enrolled in FY19 than in FY18, for a total FY19 enrollment of 3,516.

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

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

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

COLLECTIVE BARGAINING

Fire and Rescue Bargaining Unit: The current agreement expires on June 30, 2019. The negotiated agreement becomes effective July 1, 2019, and expires on June 30, 2020. The agreement's salient economic terms include:

- Assignment Pay Differentials. An increase was added to assignment pay differentials, including ALS providers, and an assignment pay differential was added for two new groups within the Fire and Rescue bargaining unit.
- Special Duty Differentials. An increase was added to special duty differentials for unit members assigned to the Emergency Communications Center.
- General Wage Adjustment. A 2.4 percent GWA will be paid the first full pay period following November 10, 2019.
- Service Increments. A service increment of 3.5 percent will be paid in FY20 up to the maximum base salary for the grade for eligible unit members.
- Longevity step increases. Longevity step increases will be paid to eligible employees.

MCGEO Bargaining Unit: The current agreement expires on June 30, 2019. The negotiated agreement becomes effective

July 1, 2019, and expires on June 30, 2020. The agreement's salient economic terms include:

- General Wage Adjustment. A 2.4 percent GWA will be paid the first full pay period following November 24, 2019.
- Service Increments. A service increment of 3.5 percent will be paid in FY20 up to the maximum base salary for the grade for eligible unit members.
- Deferred Service Increment. A service increment of 3.5 percent will be paid the first full pay period following January 1, 2020 for any eligible bargaining unit member who was scheduled to receive a service increment in FY11, but which was not funded by the County Council.
- Longevity step increases. Longevity step increases will be paid to eligible employees.
- Additional longevity step. An additional longevity step will be added for eligible unit members on the Correctional Officers and Deputy Sheriff Uniform Salary Schedules, available after completion of 24 years of service, effective July 1, 2019.
- Lump sum payment. A $1,200 lump sum payment for eligible unit members who are not eligible for a service increment in FY20 will be paid the first full pay period following July 1, 2019.
- Field Training Pay Differential. An increase in the field training pay differential from $3.00 per hour of training to $3.25.
- Stand By Pay. An increase in the stand by pay rate for Fire Marshals only from 15 percent of regular hourly salary to 30 percent, or 50 percent on Saturday through Sunday and holidays.
- Transit Subsidy. An increase in the Get-In Program transit subsidy from $35 per month to $75 per month.
- Seasonal Wage Adjustment. A $0.25 an hour adjustment will be provided effective the first full pay period after July 1, 2019 for seasonal employees not affected by the County minimum wage increase.

Police Bargaining Unit: The current agreement expires on June 30, 2019. The negotiated agreement becomes effective July 1, 2019, and expires on June 30, 2020. The agreement's salient economic terms include:

- Service Increments. A service increment of 3.5 percent will be paid in FY20 up to the maximum base salary for the grade for eligible unit members.
- Deferred Service Increment. A service increment of 3.5 percent will be paid the first full pay period following July 1, 2019 for any eligible bargaining unit member who was scheduled to receive a service increment in FY12 or FY13, but which was not funded by the County Council.
- Longevity step increases. A longevity step increase will be paid to eligible employees.
- Additional longevity step. An additional longevity step will be added for eligible unit members, available after completion of 16 years of service, effective July 1, 2019.
- Lump sum payment. A $1,000 lump sum payment for eligible unit members who are not receiving either a deferred service increment or the additional longevity step increase will be paid the first full pay period following July 1, 2019.

Volunteer Fire and Rescue Bargaining Unit: The current agreement became effective on July 1, 2017, and expires on June 30, 2020. The agreement's salient economic terms include:

- Nominal fee. A nominal fee increase will be paid in FY20. The nominal fee for eligible volunteers increases in July 2019 by $10 to $455 and by $25 to $700, depending on level of service.
- Association funding. Funding for the Association will increase by 1.75 percent on July 1, 2019.
- Uniforms and equipment. Funding in the amount of $135,000 will be provided in FY20 to purchase 50 gear sets.
- Training. Funding in the amount of $21,000 will be provided for Volunteer Basic Orientation Course training.

WORKFORCE ANALYSIS

Basis: Workforce analysis has been performed on changes to tax supported and non-tax supported full-time equivalent

(FTE) positions in the Executive's Recommended FY20 Operating Budget for the County government.

Overall changes are calculated in comparison to the Approved Personnel Complement for FY19, which began on July 1, 2018. Changes shown reflect such factors as the addition of grant-funded positions; abolishments and creations to implement approved job sharing agreements; and other miscellaneous changes. Changes recommended by the Executive for FY20 are in three categories: current year position changes due to supplemental appropriations or other actions; new fiscal year position changes scheduled to take effect July 1, 2019; and technical changes.

Summary: The recommended budget includes funding for 9,645 full-time positions, a net increase of 96 from the approved FY19 Personnel Complement of 9,549 full-time positions. Funding for 973 part-time positions is also included, a net decrease of 14 positions from the approved FY19 Personnel Complement of 987 positions. FTEs increased by 84.8 to 10,385.3.

MONTGOMERY COUNTY GOVERNMENT WORKFORCE CHANGE SUMMARY
COUNTY EXECUTIVE RECOMMENDED: FY20

	POSITIONS		FULL-TIME EQUIVALENTS		
	Full Time	Part Time	Tax Supported	Non-Tax Supp.	TOTAL
FY19 APPROVED COMPLEMENT	9,549	987	8,440.6	1,859.9	10,300.5
FY20 RECOMMENDED COMPLEMENT	9,645	973	8,530.9	1,854.4	10,385.3
CHANGE IN WORKFORCE (GROSS)	96	(14)	90.3	(5.5)	84.8
Percentage Change	1.0%	(1.4%)	1.1%	(0.3%)	0.8%

Detailed below are the significant net changes in the number of positions in the FY20 Recommended Budget.

Workforce Changes	Position Change
Liquor Control - Change is due to the closure of two retail stores in FY19 and recommended changes to the personnel complement in FY20 to achieve operational improvements.	**-15**
Police - Change is due to the additions of Cadets to the Cadet Program, a Forensic Scientist, and two new Information Technology Specialists, as well as additions for the School Bus Safety Program.	**8**
Health and Human Services - Change is related to school health room staffing for new County schools, staff for new Linkages to Learning Center, staffing required to implement new grants and legislative requirements, and other changes for operational improvement.	**12**
Fire and Rescue Service - Change is due to positions added to begin to address the gap between the current complement and the positions identified as needed by the Net Annual Work Hours study and to reduce overtime.	**20**
Transit - Change is due to the implementation of US 29 FLASH limited-stop service.	**27**

MONTGOMERY COUNTY GOVERNMENT - MEDICAL PLAN ENROLLMENT, ACTIVE EMPLOYEES

	2018					2019					CHANGE				
HEALTH PLAN	EMP	EMP+1	FAM	TOTAL	% OF INSURED	EMP	EMP+1	FAM	TOTAL	% OF INSURED	EMP	EMP+1	FAM	TOTAL	%Dif
Carefirst POS	1,310	969	1,858	4,137	48.2%	1,242	968	1,864	4,074	48.1%	(68)	(1)	6	(63)	-0.1%
Carefirst POS Std	317	160	280	757	8.8%	322	163	306	791	9.3%	5	3	26	34	0.5%
Kaiser	802	380	559	1,741	20.3%	781	382	571	1,734	20.5%	(21)	2	12	(7)	0.2%
United Healthcare	664	437	842	1,943	22.7%	639	403	831	1,873	22.1%	(25)	(34)	(11)	(70)	-0.5%
Grand Total				8,578					8,472					(106)	

RETIREMENT FUNDS: ENROLLMENT & COUNTY CONTRIBUTION RATES

Employee Retirement System Plans	Number Employees (7/1/17)	Fiscal 2019 Contribution Rate %	Number Employees (7/1/18)	Fiscal 2020 Contribution Rate %	Number Employees (7/17 v. 7/18)	Contribution Rate (7/17 v. 7/18)
Public Safety	2,957	20.42%	2,981	19.88%	24	-0.54%
Non-Public Safety	1,009	42.08%	897	43.38%	(112)	1.30%
Guaranteed Retirement Income Plan	1,772	5.74%	2,126	5.93%	354	0.19%
Total ERS System Plans	5,738		6,004		266	
Retirement Savings Plan	3,577	8.00%	3,516	8.00%	(61)	0.00%

Source: Montgomery County Employees' Retirement System, 2017 and 2018 Actuarial Valuation Reports for Plan Years Beginning July 1, 2017, and July 1, 2018, respectively. RSP data provided by the Montgomery County Employee Retirement Plans.

PROPOSED OPERATING BUDGET DEFERRED COMPENSATION MANAGEMENT							
ITEM	FY18 APPR	FY18 ACT	FY19 APPR	FY19 EST	FY20 REC	$ Change	% Change
EXPENSES							
Salaries and Benefits	190,000	181,215	197,000	186,000	173,000	(24,000)	(12.2%)
Professional Services	7,700	5,823	6,200	6,200	6,200	0	0.0%
Due Diligence/Education	3,600	2,109	3,600	3,600	3,600	0	0.0%
Office Management	10,560	6,078	10,560	10,000	10,000	(560)	(5.3%)
Investment Management fees	5,500	4,968	5,500	5,000	5,000	(500)	(9.1%)
TOTAL EXPENSES	**$217,360**	**$200,193**	**$222,860**	**$210,800**	**$197,800**	**($25,060)**	**(11.2%)**

Amounts shown above are not charged to the Deferred Compensation Plan Trust but are instead appropriated and charged to the General Fund Compensation and Employee Benefits Adjustments Non-Departmental Account.

PROPOSED OPERATING BUDGET RETIREE HEALTH BENEFIT TRUST							
ITEM	FY18 APPR	FY18 ACT	FY19 APPR	FY19 EST	FY20 REC	$ Change	% Change
EXPENSES							
Salaries and Benefits	325,000	360,525	355,500	303,500	410,000	54,500	15.3%
Professional Services	286,450	128,994	146,000	191,000	136,000	(10,000)	(6.8%)
Due Diligence/Education	50,000	25,250	50,000	40,000	40,000	(10,000)	(20.0%)
Office Management	20,000	17,889	21,000	18,000	17,000	(4,000)	(19.0%)
Investment Management fees	2,700,000	4,814,016	4,233,000	5,663,000	5,864,000	1,631,000	38.5%
TOTAL EXPENSES	**$3,381,450**	**$5,346,674**	**$4,805,500**	**$6,215,500**	**$6,467,000**	**$1,661,500**	**34.6%**

PROPOSED OPERATING BUDGET EMPLOYEES' RETIREMENT SYSTEM							
						FY20 vs. FY19 Appr.	
ITEM	FY18 APPR	FY18 ACT	FY19 APPR	FY19 EST	FY20 REC	$	%
REVENUE							
Contributions	113,900,000	122,128,067	108,000,000	108,000,000	108,200,000	200,000	0.2%
Investment Income	282,000,000	359,155,481	330,000,000	309,600,000	331,000,000	1,000,000	0.3%
Miscellaneous Income	1,300,000	1,505,100	1,600,000	1,360,000	1,470,000	(130,000)	(8.1%)
TOTAL REVENUE	**$ 397,200,000**	**$ 482,788,648**	**$ 439,600,000**	**$ 418,960,000**	**$ 440,670,000**	**1,070,000**	**0.2%**
EXPENSES							
OPERATING EXPENSES							
Retirement Benefits	252,000,000	243,539,848	246,800,000	252,945,000	260,200,000	13,400,000	5.4%
Investment Management fees	24,000,000	20,576,087	21,600,000	23,081,000	25,200,000	3,600,000	16.7%
SUBTOTAL	276,000,000	264,115,935	268,400,000	276,026,000	285,400,000	17,000,000	6.3%
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	1,979,000	1,617,272	2,070,000	1,863,000	2,424,000	354,000	17.1%
Professional Services	1,056,950	1,008,220	1,205,000	1,107,000	1,108,500	(96,500)	(8.0%)
Benefit Processing	125,000	120,796	125,000	125,000	125,000	0	0.0%
Due Diligence/Education	65,500	32,072	65,500	55,500	55,500	(10,000)	(15.3%)
Office Management	121,030	92,323	109,000	107,000	105,500	(3,500)	(3.2%)
SUBTOTAL	3,347,480	2,870,683	3,574,500	3,257,500	3,818,500	244,000	6.8%
TOTAL EXPENSES	**$279,347,480**	**$266,986,618**	**$271,974,500**	**$279,283,500**	**$289,218,500**	**17,244,000**	**6.3%**
NET REVENUE	**$117,852,520**	**$215,802,030**	**$167,625,500**	**$139,676,500**	**$151,451,500**	**(16,174,000)**	**(9.6%)**

PROPOSED OPERATING BUDGET RETIREMENT SAVINGS PLAN							
						FY20 vs. FY19 Appr.	
ITEM	FY18 APPR	FY18 ACT	FY19 APPR	FY19 EST	FY20 REC	$	%
REVENUE							
Investment Income	4,000	9,831	4,000	11,000	11,200	7,200	180.0%
Miscellaneous Income	250,000	336,228	490,000	200,000	200,000	(290,000)	(59.2%)
TOTAL REVENUE	**254,000**	**346,059**	**494,000**	**211,000**	**211,200**	**(282,800)**	**(57.2%)**
EXPENSES							
OPERATING EXPENSES							
Investment Management fees	5,500	4,968	5,500	5,000	5,000	(500)	(9.1%)
SUBTOTAL	5,500	4,968	5,500	5,000	5,000	(500)	(9.1%)
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	221,000	234,154	226,000	215,000	198,000	(28,000)	(12.4%)
Professional Services	106,700	82,847	95,700	87,700	89,700	(6,000)	(6.3%)
Due Diligence/Education	3,600	2,220	3,600	3,600	3,600	0	0.0%
Office Management	10,760	9,365	10,560	10,000	10,000	(560)	(5.3%)
SUBTOTAL	342,060	328,586	335,860	316,300	301,300	(34,560)	(10.3%)
TOTAL EXPENSES	**$347,560**	**$333,554**	**$341,360**	**$321,300**	**$306,300**	**(35,060)**	**(10.3%)**

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

Article	Item	Description	FY20	Annual Cost Beyond FY20
6	Clothing Allowance	Increase in Shoe Allowance for Members Assigned to Training Academy	$1,995	$1,995
28	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$1,221,894	$2,262,767
28	Longevity	Longevity Step Increase of 3.5 Percent for Eligible Employees	$42,657	$78,994
28	Longevity	Additional Longevity Step Increase of 3.5 Percent for Eligible Employees after 16 Years of Service	$1,672,225	$1,672,225
30	Uniforms & Equipment	Cell Phones for Master Police Officers	$14,750	$13,500
36	Deferred Increment	Deferred Service Increment of 3.5 Percent from FY12 or FY13 for Eligible Employees	$890,300	$890,300
36	Wages	$1,000 lump sum to eligible employees not receiving a deferred service increment or additional longevity step	$484,425	$0
		Total	**$4,328,246**	**$4,919,781**

Police Uniformed Management Pass-Through Estimates**

Item	Description	FY20	Annual Cost Beyond FY20
Wages	2 Percent General Wage Adjustment in July 2019	$168,428	$168,428
	Total	**$168,428**	**$168,428**

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

** Police Management converted to a new Police Leadership Service (PLS) Schedule in FY19.

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

Article	Item	Description	FY20	Annual Cost Beyond FY20
17.1	Assignment Pay Differential	Increase in the Assignment Pay Differential to 3.2 Percent of Defined Salary	$61,396	$61,396
17.2	ALS Provider Differential	Increase in the ALS Provider Differential to 15 Percent of Defined Salary	$814,205	$814,205
19.1	Wages	2.4 Percent General Wage Adjustment in November 2018	$1,526,415	$2,333,372
19	Longevity	Longevity Step Increases of 3.5 Percent for Eligible Employees	$89,760	$166,222
55	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$797,054	$1,476,026
57.2	Special Duty Differential	Increase in the Special Duty Differential for Members Assigned to ECC to $7,075	$147,130	$174,424
		Total	**$3,435,960**	**$5,025,645**

Fire and Rescue Uniformed Management Pass-Through Estimates**

Item	Description	FY20	Annual Cost Beyond FY20
Wages	2.4 Percent General Wage Adjustment in November 2018	$91,234	$139,466
Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$5,072	$9,393
	Total	**$96,306**	**$148,859**

* Estimates reflect the impact to all funds. Increases apply in the first full pay period during the month noted.
** No Fire and Rescue Uniformed Management is currently eligible to receive a longevity step in FY20.

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

Article	Item	Description	FY20	Annual Cost Beyond FY20
5	Wages	2.4 Percent General Wage Adjustment in First Full Pay Period After November 24, 2019	$6,105,562	$9,900,911
5	Wages	$1,200 Lump Sum to Eligible Employees not Eligible to Receive a Service Increment in FY20	$2,147,307	$0
5.1	Longevity**	Longevity Step Increase of 3 or 3.5 Percent for Eligible Employees	$249,939	$462,850
5.2	Longevity**	Additional Longevity Step Increase of 2.5 Percent for Eligible Employees on the Correctional Officers and Deputy Sheriff Uniform Salary Schedules	$83,835	$100,441
5.7	Stand By Pay	Increase Stand By Pay Rate for Fire Marshals to 30 percent of Regular Hourly Salary, or 50 percent on Saturday through Sunday and holidays.	$48,631	$0
5.22	FTO Pay	Increase Field Training Officer Pay to $3.25 per Hour of Training	$14,558	$14,558
5.31	Transit Subsidy	Increase the Get-In Program Transit Subsidy to $75 per month	$57,660	$57,660
6	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$4,119,093	$7,627,950
6	Deferred Increment	Deferred Service Increment of 3.5 Percent from FY11 for Eligible Employees, Effective January 2020	$1,545,669	$3,091,337
Appendix II	HHS Appendix	Provide Cell Phones to School Health Nurses	$21,039	$21,039
Appendix VI	DOT Appendix	Issue All-Weather Safety Outerwear to Transit Coordinators and Install Striping on Transit Coordinator Vehicles	$6,275	$6,275
53	Seasonal Employees	Additional $0.25 for Eligible Seasonal Employees	$84,696	$84,696
		Total	**$14,484,264**	**$21,367,717**

Non-Represented Pass-Through Estimates*

Item	Description	FY20	Annual Cost Beyond FY20
Wages	2 Percent General Wage Adjustment in July 2019	$4,956,496	$4,956,496
Longevity	Longevity Step Increase of 2 Percent for Eligible Employees	$70,289	$130,165
Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$1,495,226	$2,768,937
	Total	**$6,522,011**	**$7,855,598**

* Estimates reflect the impact to all funds. Increases apply in the first full pay period during the month noted, unless stated otherwise.

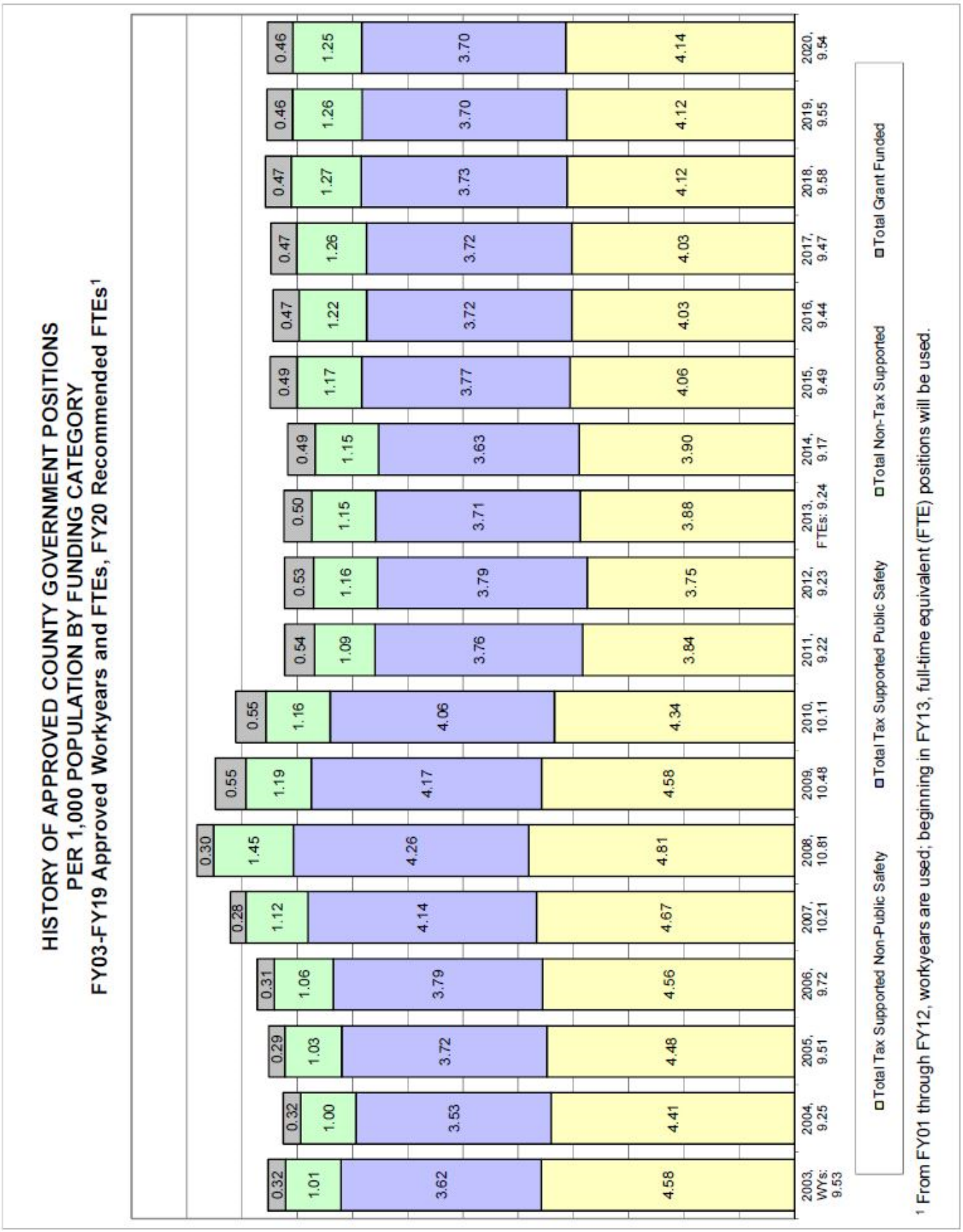
** Longevity Steps in FY20 for OPT and SLT unit members occur after 18 years of service (after 20 years of service for Deputy Sheriffs and Correctional Officers), and reflect an additional step for OPT and SLT unit members received after reaching 24 years of service. See Page 8-2 for more details on the additional step for Deputy Sheriffs and Correctional Officers.

Montgomery County Volunteer Fire and Rescue Association
Fiscal Impact Summary*

Article	Item	Description	FY20	Annual Cost Beyond FY20
11	Uniforms & Equipment	Purchase 50 gear sets annually	$135,000	$0
12	Nominal Fee	Nominal fee of $455/$700 in FY20**	$20,923	$0
16	Training	Provide $10,000 funding for training and $5,000 for Pro-Board certification	$15,000	$0
22	Volunteer Basic Orientation	Training fee not to exceed $21,000 each year of the agreement	$3,000	$0
Side Letter	Association Operating Funds	Association funding effective July 1 each year of the agreement	$4,386	$0
		Total	**$178,309**	**$0**

* Estimates reflect the impact to all funds.

** Nominal fee paid to eligible volunteers on July 1 of the fiscal year.



[1] From FY01 through FY12, workyears are used; beginning in FY13, full-time equivalent (FTE) positions will be used.

MONTGOMERY COUNTY PRODUCTION REPORT

FY20 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
County General Fund				
General Government				
Board of Appeals	31,774	46,526	23,809	102,109
Board of Elections	261,463	408,670	204,747	874,880
Circuit Court	581,800	1,275,103	758,902	2,615,805
Community Engagement Cluster	212,502	408,698	242,031	863,231
County Attorney	314,450	546,365	491,279	1,352,094
County Council	649,778	1,161,282	953,508	2,764,568
County Executive	271,823	442,708	451,065	1,165,596
Ethics Commission	24,773	39,879	21,177	85,829
Finance	743,936	1,275,224	829,862	2,849,022
General Services	808,679	1,753,952	1,312,227	3,874,858
Human Resources	345,481	570,498	426,934	1,342,913
Human Rights	66,529	106,345	87,811	260,685
Inspector General	64,004	79,758	47,975	191,737
Intergovernmental Relations	49,750	70,453	62,807	183,010
Legislative Oversight	99,047	155,129	170,117	424,293
Management and Budget	277,291	412,477	359,375	1,049,143
Merit System Protection Board	14,805	26,586	10,016	51,407
Procurement	237,738	455,764	425,376	1,118,878
Public Information	291,799	689,550	318,436	1,299,785
State's Attorney	1,016,800	2,010,502	1,410,629	4,437,931
Technology Services	1,391,603	2,030,506	1,897,690	5,319,799
Zoning and Administrative Hearings	33,583	53,172	31,876	118,631
Total General Government	**7,789,408**	**14,019,147**	**10,537,649**	**32,346,204**
Public Safety				
Consumer Protection	122,147	206,149	288,518	616,814
Correction and Rehabilitation	3,629,686	7,028,019	4,906,877	15,564,582
Emergency Management and Homeland Security	68,711	119,778	90,032	278,521
Police	13,552,475	27,208,434	22,136,952	62,897,861
Sheriff	1,193,101	2,430,440	1,633,210	5,256,751
Total Public Safety	**18,566,120**	**36,992,820**	**29,055,589**	**84,614,529**

MONTGOMERY COUNTY PRODUCTION REPORT

FY20 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
Transportation				
Transportation	1,284,462	3,218,669	2,105,684	6,608,815
Health and Human Services				
Health and Human Services	7,576,575	16,874,231	10,724,441	35,175,247
Culture and Recreation				
Public Libraries	1,812,470	5,326,138	2,958,013	10,096,621
Housing and Community Development				
Agriculture	37,267	58,490	77,427	173,184
Housing and Community Affairs	386,725	781,023	669,543	1,837,291
Total Housing and Community Developme	**423,992**	**839,513**	**746,970**	**2,010,475**
Environment				
Environmental Protection	123,440	212,644	169,733	505,817
Other County Functions				
NDA - Compensation and Employee Benefit Adjustments	9,822	13,958	7,951	31,731
NDA - Conference Center	9,688	13,293	6,978	29,959
NDA - Incubator Programs - Economic Development Partnership	4,828	9,970	2,525	17,323
NDA - Independent Audit	3,402	4,387	2,595	10,384
NDA - Legislative Branch Communications Outreach	19,563	39,879	15,249	74,691
NDA - State Positions Supplement	4,318	0	0	4,318
Total Other County Functions	**51,621**	**81,487**	**35,298**	**168,406**
Total County General Fund	**37,628,088**	**77,564,649**	**56,333,377**	**171,526,114**
Special Funds - Tax Supported				
Bethesda Urban District	6,106	13,293	6,386	25,785
Economic Development Fund	9,575	13,293	10,013	32,881
Fire	10,188,972	17,018,161	23,772,384	50,979,517
Mass Transit	4,552,113	11,354,216	5,287,977	21,194,306
Recreation	1,592,744	1,945,682	1,398,339	4,936,765
Silver Spring Urban District	140,915	485,412	199,731	826,058
Wheaton Urban District	80,467	271,139	90,997	442,603
Total Special Funds - Tax Supported	**16,570,892**	**31,101,196**	**30,765,827**	**78,437,915**
Total Tax Supported Funds	**54,198,980**	**108,665,845**	**87,099,204**	**249,964,029**
Special Funds - NonTax Supported				
Cable TV	246,196	410,090	361,507	1,017,793

MONTGOMERY COUNTY PRODUCTION REPORT

FY20 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
Grant Fund	3,122,463	7,524,158	4,084,536	14,731,157
Montgomery Housing Initiative	130,192	239,881	246,928	617,001
Water Quality Protection	567,775	1,056,100	835,593	2,459,468
Total Special Funds - NonTax Supported	**4,066,626**	**9,230,229**	**5,528,564**	**18,825,419**
Enterprise Funds				
Bethesda Parking	132,588	269,489	234,541	636,618
Community Use of Public Facilities	197,237	418,336	258,145	873,718
Leaf Vacuuming	195,160	427,360	223,429	845,949
Liquor	1,975,614	5,797,714	2,233,361	10,006,689
Permitting Services	1,758,200	3,116,045	3,154,830	8,029,075
Silver Spring Parking	148,293	306,347	256,909	711,549
Solid Waste Collection	89,679	166,707	148,625	405,011
Solid Waste Disposal	606,055	1,197,229	992,176	2,795,460
Wheaton Parking	22,205	45,366	40,860	108,431
Total Enterprise Funds	**5,125,031**	**11,744,593**	**7,542,876**	**24,412,500**
Total Non Tax Supported Funds	**9,191,657**	**20,974,822**	**13,071,440**	**43,237,919**
Internal Service Funds				
Central Duplicating (Printing & Mail)	161,559	454,788	216,790	833,137
Employee Health Self Insurance	175,716	321,892	192,572	690,180
Motor Pool	1,373,874	2,743,848	1,594,509	5,712,231
Risk Management (Self Insurance - ISF)	263,344	425,860	387,742	1,076,946
Total Internal Service Funds	**1,974,493**	**3,946,388**	**2,391,613**	**8,312,494**
Total Benefits	**65,365,130**	**133,587,055**	**102,562,257**	**301,514,442**

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Montgomery County Government

MISSION STATEMENT

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

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the County Government is $2,170,341,245, an increase of $84,188,159 or 4.0 percent from the FY19 approved budget of $2,086,153,086 (excludes debt service). The total recommended FY20 tax supported operating budget for the County Government is $1,690,357,999, an increase of $63,163,399 or 3.9 percent from the FY19 approved tax supported budget of $1,627,194,600.

The County Government is the agency responsible for providing general services to residents. To do this, the agency is organized functionally into departments, offices, boards, and commissions which undertake all activities and operations of the government. County Government accounting information is organized by fund; this includes both tax supported and non-tax supported special funds, which either encompass an entire department or portions thereof. Detailed budget presentations on each of these organizational units and funds are displayed, organized by function, in the following sections of this document.

Spending Affordability Guidelines

In February 2019, the Council approved FY20 Spending Affordability Guidelines (SAG) of $1,501.4 million for Montgomery County Government tax supported funds, which is equivalent to the original $1,501.4 million for the FY19 budget. For FY20, the Executive recommends $1,571.8 million in tax supported funds.

Government Functions

The County Government functions organize departments, offices, boards, and commissions by related activity. The functions of the Montgomery County Government are:

- General Government
- Public Safety
- Transportation

- Health and Human Services
- Libraries, Culture, and Recreation
- Community Development and Housing
- Environment
- Other County Functions

Government Funds

County government funds are typically categorized by tax supported and non-tax supported funds. Tax supported funds are financed through Countywide taxes or special tax rates assessed on a geographic area encompassing the users of the respective services. In addition to taxes, these funds are also supported by inter-governmental aid, user fees, and other resources. Non-tax supported funds include enterprise funds and grants. Enterprise funds are operations that are financed and operated in a manner similar to private enterprise. The cost of providing these functions is primarily recovered through user charges.

PROGRAM CONTACTS

Contact Richard Madaleno of the Office of Management and Budget at 240.777.2800 for more information regarding the County's operating budget.

Montgomery County Public Schools

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$2,647,536,627	22,867.11

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 2018-19 school year (FY19), 163,123 students in pre-kindergarten classes through Grade 12 attend 206 separate public educational facilities. For the 2019-20 school year (FY20), enrollment is estimated to be 164,296 students.

BUDGET OVERVIEW

The County Executive's role in the MCPS budget process is to present to the County Council a recommended total budget. The total recommended FY20 Operating Budget is $2,647.5 million, an increase of $51.1 million or two percent over the original FY19 approved budget of $2,596.4 million, and this recommended budget exceeds the amount required by the State's Maintenance of Effort (MOE) law by $2.5 million.

This budget assumes State Aid as recommended in the Governor's budget; it does not include any additional State Aid from legislation before the General Assembly based on the Kirwan Commission recommendations. As of this writing, the legislation targets areas that the Board of Education (BOE) has recognized as needing additional resources. Specifically, Special Education receives greater support in both the BOE's request and in the bills before the General Assembly. The final outcome in the State budget may have an impact on the level of County funding needed to improve those services.

The County Executive's recommendation funds 99.5 percent of the Board of Education's (BOE) request. The County Executive and the Superintendent have and will continue to work collaboratively to discuss how reductions could be made to minimize the impact on students.

In addition to the funding in the MCPS budget, $27.2 million will be provided by the County from the Consolidated Retiree Health Benefits Trust for the purpose of paying retiree health claims in FY20. The County Executive is also recommending $1.0 million in the Early Care and Education Fund Non-Departmental Account for expansion of pre-kindergarten programs.

The County also supports the operations of the school system through the expenditures of other departments. For example, school health services, childhood wellness, and Linkages to Learning programs are provided by the Department of Health and Human Services; research and internet resources are made available in the Montgomery County Public Libraries; crossing guards are provided by the Department of Police; sports academies for youth are sponsored by the Department of Recreation; reimbursements for classrooms and

school sports fields rented by residents are made available by Community Use of Public Facilities; and the Maryland-National Capital Park and Planning Commission provides maintenance of MCPS ballfields. In addition to the total recommended Operating Budget for the public schools, this agency's Capital Improvements Program (CIP) requires County funding. Approximately $3.9 million in FY20 current revenue and $64.7 million in recordation taxes are recommended in the FY19-24 CIP. The debt service requirement for the MCPS capital program is estimated at $154.9 million in FY20.

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

Additional County Support for MCPS in FY20	
MCPS Budget (in millions)	**$2,647.5**
Additional County funding (not included in MCPS budget)	
• Debt service on school construction bonds	$154.9
• Pre-funding retiree health benefits	$78.5
• Support services	$71.3
• Technology modernization	$10.7
Total additional County funding	**$315.5**
Total expenditures for MCPS	**$2,963.0**
Sources: Recommended FY20 Operating and Capital Budgets	

Note: The County Executive's Early Care and Education NDA is supporting a 1$ million grant to MCPS for Pre-Kindergarten service expansion.

The recommended budget includes the County's contribution of $1,720.6 million plus $25.0 million in carryover funds (65.9 percent of all recommended funding), State aid and grants of $735.4 million (27.8 percent), Federal grants and aid of $79.6 million (3.0 percent), and tuition, fees, and private grants of $10.1 million (0.4 percent). The recommended appropriation for the fee supported enterprise funds is $75.0 million (2.8 percent) and for the special revenue fund is $1.8 million (0.1 percent).

Tax Supported Funding for the Public Schools

For FY20, the total tax-supported portion of the Executive's recommendation (excluding grants and enterprise funds) is $2,483.7 million, an increase of $39.6 million or 1.6 percent over the original FY19 Approved Operating Budget. The tax-supported portion of the recommendation includes an FY20 local contribution of $1,720.6 million, plus carryover of $25.0 million for a total local contribution of $1,745.6 million. MOE is a State requirement that each local school district must spend as much per student as it did in the prior fiscal year in order to receive additional State aid for education. The Executive's recommendation for local funding meets the MOE requirement, and represents a total increase of $12.0 million from the FY19 local contribution.

Fiscal Summary

The Executive's total budget recommendation from all funding sources is $2,647.5 million and funds 99.5 percent of the BOE's request. The Executive relies on the BOE to determine the most appropriate manner to deliver educational services within its recommended budget allocation.

Spending Affordability

In February 2019, the Montgomery County Council approved FY20 Spending Affordability Guidelines (SAG) of $2,442.3 million for the tax-supported funds of MCPS. The BOE requested $2,498.2 million in tax supported funds, $55.9 million above the SAG guideline. The County Executive's recommendation is $41.4 million above the SAG guideline.

Additional Budget Details

The Executive affirms the authority of the BOE to establish educational policy and to determine the allocation of appropriated funds in support of the mission of the public school system. Complete information regarding the MCPS budget request is available in the FY19 Operating Budget adopted by the BOE on February 13, 2018. Copies of that budget are available at Montgomery County libraries, on the MCPS website, and upon request from the school system.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**

PROGRAM CONTACTS

Contact Nicola Diamond of the Montgomery County Public Schools at 240.314.3888 or Bruce Meier of the Office of Management and Budget at 240.777.2785 for more information regarding this agency's operating budget.

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
CURRENT FUND MCPS					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Current Fund MCPS Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	2,368,650,903	2,444,080,162	2,425,928,761	2,483,699,617	1.6 %
Current Fund MCPS Expenditures	**2,368,650,903**	**2,444,080,162**	**2,425,928,761**	**2,483,699,617**	**1.6 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	21,090.64	21,254.35	21,254.35	21,649.85	1.9 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
REVENUES					
Basic State Aid	338,744,661	351,744,825	351,744,825	368,197,235	4.7 %
Federal Revenues	104,794	150,000	150,000	100,000	-33.3 %
Foster Care/Miscellaneous	242,513	140,000	140,000	200,000	42.9 %
GCEI - Geographic Cost of Education Index	36,854,599	37,711,769	37,711,769	38,902,207	3.2 %
Students With Disabilities	56,526,981	58,955,879	58,955,879	60,956,743	3.4 %
Thornton Legislation	204,758,509	215,138,780	215,138,780	219,907,148	2.2 %
Transportation	42,090,090	43,244,528	43,244,528	46,449,499	7.4 %
Tuition-Other Sources	3,326,736	3,366,736	3,366,736	3,370,000	0.1 %
Current Fund MCPS Revenues	**682,648,883**	**710,452,517**	**710,452,517**	**738,082,832**	**3.9 %**

GRANT FUND MCPS

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MCPS Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	82,395,422	83,728,498	83,728,498	87,075,245	4.0 %
Grant Fund MCPS Expenditures	**82,395,422**	**83,728,498**	**83,728,498**	**87,075,245**	**4.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	558.37	557.59	557.59	570.94	2.4 %
REVENUES					
Federal Grants	76,798,000	75,964,327	75,964,327	79,558,409	4.7 %
Private Grants	2,788,290	6,731,204	6,731,204	6,731,204	—
State Grants	2,809,132	1,032,967	1,032,967	785,632	-23.9 %
Grant Fund MCPS Revenues	**82,395,422**	**83,728,498**	**83,728,498**	**87,075,245**	**4.0 %**

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	57,733,700	56,219,199	56,219,199	58,107,965	3.4 %
Food Service Fund Expenditures	**57,733,700**	**56,219,199**	**56,219,199**	**58,107,965**	**3.4 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	593.32	598.32	598.32	604.32	1.0 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
REVENUES					
Federal Food	41,872,671	36,910,793	36,910,793	38,276,538	3.7 %
Miscellaneous: Investment Income	9,358	0	0	0	—
Sale of Meals	17,476,818	17,078,839	17,078,839	17,588,383	3.0 %
State Food	2,179,972	2,229,567	2,229,567	2,243,044	0.6 %
Food Service Fund Revenues	**61,538,819**	**56,219,199**	**56,219,199**	**58,107,965**	**3.4 %**

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	3,360,543	3,952,935	3,952,935	3,966,407	0.3 %
Real Estate Fund Expenditures	**3,360,543**	**3,952,935**	**3,952,935**	**3,966,407**	**0.3 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	12.00	12.00	12.00	12.00	—
REVENUES					
Real Estate Fund	3,536,111	3,952,935	3,952,935	3,966,407	0.3 %
Real Estate Fund Revenues	**3,536,111**	**3,952,935**	**3,952,935**	**3,966,407**	**0.3 %**

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	2,196,677	2,530,246	2,530,246	2,736,949	8.2 %
Field Trip Fund Expenditures	**2,196,677**	**2,530,246**	**2,530,246**	**2,736,949**	**8.2 %**
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	2,148,783	2,530,246	2,530,246	2,736,949	8.2 %
Field Trip Fund Revenues	**2,148,783**	**2,530,246**	**2,530,246**	**2,736,949**	**8.2 %**

ENTREPRENEURIAL ACTIVITIES FUND

EXPENDITURES

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Entrepreneurial Activities Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	8,766,263	4,140,738	9,740,738	10,150,669	145.1 %
Entrepreneurial Activities Fund Expenditures	**8,766,263**	**4,140,738**	**9,740,738**	**10,150,669**	**145.1 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	12.00	12.00	12.00	12.00	—
REVENUES					
Entrepreneurial Activities Fee	2,328,200	2,140,738	2,140,738	2,150,669	0.5 %
Entrepreneurial Activities Fund Revenues	**2,328,200**	**2,140,738**	**2,140,738**	**2,150,669**	**0.5 %**

INSTRUCTIONAL TELEVISION FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Instructional Television Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,680,588	1,789,941	1,789,941	1,799,775	0.6 %
Instructional Television Fund Expenditures	**1,680,588**	**1,789,941**	**1,789,941**	**1,799,775**	**0.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	13.50	13.50	13.50	13.50	—
REVENUES					

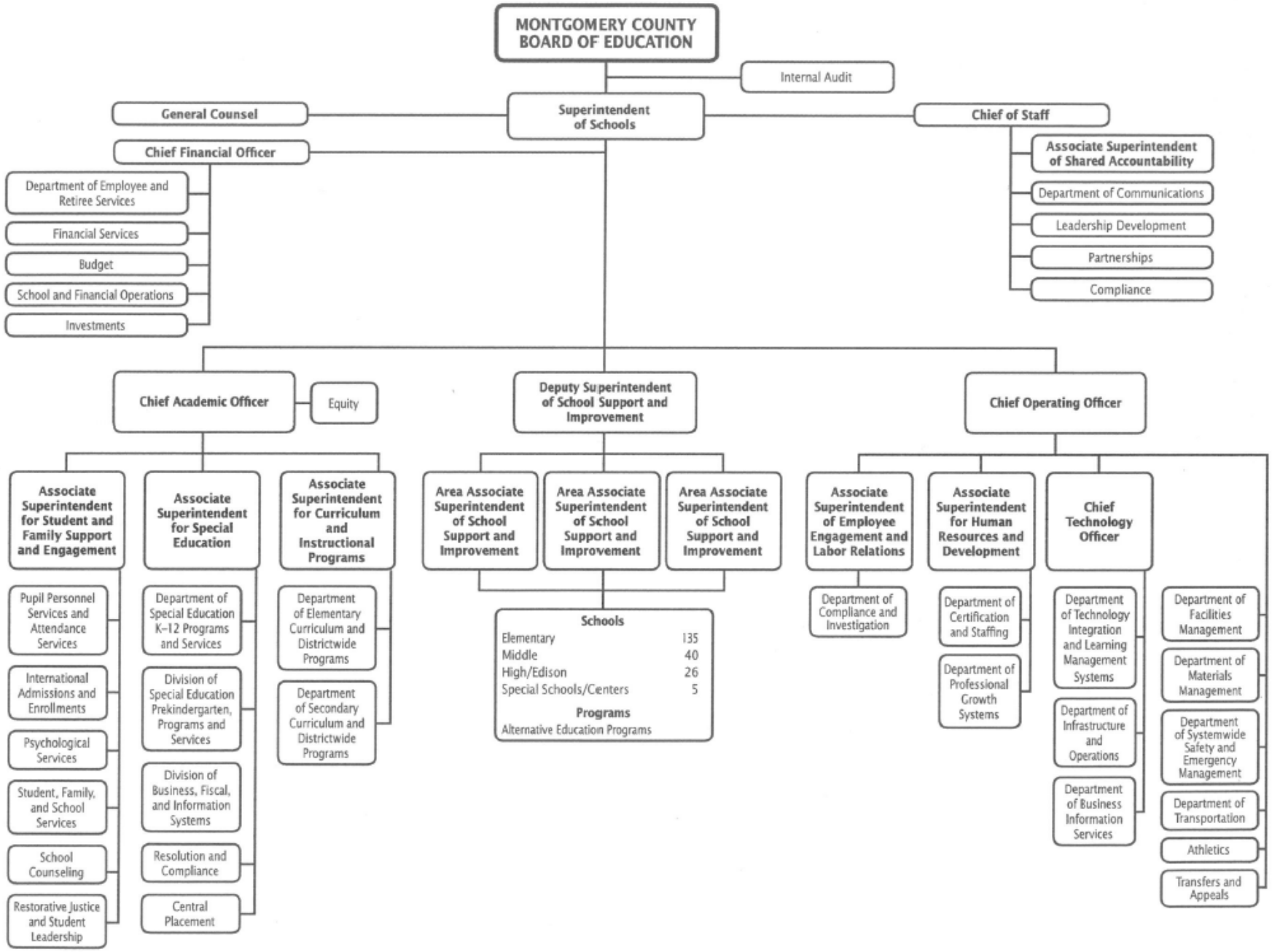
DEPARTMENT TOTALS

Total Expenditures	**2,524,784,096**	**2,596,441,719**	**2,583,890,318**	**2,647,536,627**	**2.0 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**22,284.33**	**22,452.26**	**22,452.26**	**22,867.11**	**1.8 %**
Total Revenues	**834,596,218**	**859,024,133**	**859,024,133**	**892,120,067**	**3.9 %**

MCPS BUDGETS FY95-FY20					
County Fiscal Year	Total Budget	Total Enrollment	Per Pupil	County Funding	As Percent of Total
95	$830,010,147	117,082	$7,089	$695,512,609	83.8%
96	$878,160,420	120,291	$7,300	$718,938,647	81.9%
97	$915,141,097	122,505	$7,470	$740,984,871	81.0%
98	$958,416,196	125,035	$7,665	$765,835,476	79.9%
99	$1,034,768,530	127,852	$8,093	$820,833,423	79.3%
00	$1,105,644,145	130,689	$8,460	$870,940,869	78.8%
01	$1,216,096,599	134,180	$9,063	$959,754,838	78.9%
02	$1,323,625,477	136,832	$9,673	$1,029,703,651	77.8%
03	$1,412,161,822	138,891	$10,167	$1,079,188,698	76.4%
04	$1,501,381,116	139,203	$10,786	$1,136,392,169	75.7%
05	$1,609,382,533	139,337	$11,550	$1,217,214,553	75.6%
06	$1,713,736,154	139,387	$12,295	$1,296,325,112	75.6%
07	$1,851,496,287	137,798	$13,436	$1,384,725,787	74.8%
08	$1,985,017,619	137,745	$14,411	$1,456,912,582	73.4%
09	$2,066,683,294	137,763	$15,002	$1,531,482,602	74.1%
10	$2,200,577,000	140,500	$15,662	$1,573,754,447	71.5%
11	$2,104,188,040	143,309	$14,683	$1,425,385,344	67.7%
12	$2,086,786,613	146,497	$14,245	$1,387,101,480	66.5%
13	$2,160,029,595	149,018	$14,495	$1,436,513,701	66.5%
14	$2,225,421,052	151,289	$14,710	$1,475,223,045	66.3%
15	$2,276,763,984	153,852	$14,798	$1,515,027,760	66.5%
16	$2,318,388,936	156,447	$14,819	$1,540,794,230	66.5%
17	$2,457,473,761	159,016	$15,454	$1,650,794,230	67.2%
18	$2,517,093,841	161,470	$15,589	$1,683,943,316	66.9%
19	$2,596,441,719	163,294	$15,900	$1,708,627,645	65.8%
20 CE Rec	$2,647,536,627	164,477	$16,097	$1,723,315,527	65.1%

Sources: Approved Operating Budgets

MONTGOMERY COUNTY PUBLIC SCHOOLS ORGANIZATION—FY 2020



Montgomery College

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$310,370,217	1,910.85

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 that does not require a bachelor's degree;
- Highly capable high school juniors and seniors who participate in special programs; and
- Adults who want to continue their education, either to improve job skills or for personal enrichment.

BUDGET OVERVIEW

The total recommended FY20 operating budget for Montgomery College is $310.4 million, a decrease of $3.4 million, or 1.1 percent from the FY19 Approved budget of $313.7 million. The decrease is primarily due to a reduction in tuition and fee revenue from declining enrollment and reduced use of fund balance in FY20 than FY19. The County Executive recommendation funds 99.0 percent of the College's request and provides an affordable and sustainable level of support.

The County Executive recommends a total County contribution of $144.5 million. This funding level represents an increase of $43.6 million since FY14, or 43.2 percent. On a per full-time equivalent student (FTES) basis, the County Executive's recommendation for local funding is an increase of $384 per FTES in FY20, or 3.8 percent. Per FTES funding will have increased $4,644 since FY14, or over 81 percent.

Other Current Fund revenues total $119.6 million, a decrease of $3.1 million from FY20, or 2.5 percent. The decrease is primarily due to a reduction in tuition and fee revenue and decreased use of fund balance in FY20.

In addition to the total recommended operating budget for the College, the agency's Capital Improvement Program (CIP) requires Current Revenue funding. Approximately $13.6 million in FY20 Current Revenues is assumed in the County Executive's FY19-24 Amended CIP.

Montgomery College's budget request is not detailed in this document. The College's budget request may be obtained by contacting the College's Budget Office, 9221 Corporate Boulevard, Rockville, MD 20850, phone 240-567-7292, or may be found on the College's website at www.montgomerycollege.edu/Departments/budget.

State law requires the Board of Trustees and the President to prepare and submit operating and capital budgets to the County Council. The operating budget request is normally submitted to the Council and County Executive in January each year. The College's approved budget is included in the County Approved FY20 Operating and Capital Budgets prepared by the Office of Management and Budget in July.

For FY20, Montgomery College requests an increase of $3.1 million in the County contribution, an increase of 2.2 percent from the approved FY19 budget, and 6.1 percent or $607 on a per FTES basis.

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

Spending Affordability Guidelines

In February 2019, the Council approved FY20 spending affordability guidelines (SAG) of $186.0 million for the tax-supported funds of the Montgomery College. The Board of Trustees requested $185.1 million (net of tuition and fees and excluding mandatory transfers), in line with SAG.

Enrollment

Current Fund enrollment is projected by the College to decrease 526 FTES in FY20. The College estimates an FY20 enrollment of 13,698 FTES, a decline of 3.7 percent compared to the FY19 figure of 14,224 FTES. An FTES enrollment for one year is calculated as the total number of credit hours divided by 30. The College projects enrollment to gradually increase in FY21 and FY2, with larger increases expected starting in FY23.

Tuition and Fees

For FY20, the College request assumes an increase in tuition and fees of $4 per semester hour, from $128 to $132 for County residents, a $8 per semester hour increase for non-County State residents (to $269 per semester hour), and $12 per semester hour for out-of-State residents (to $374 per semester hour). The consolidated fee for all students would remain at 20 percent of tuition along with per-credit fees for technology ($5), the Major Facilities Reserve Fund fee ($7), and transportation ($7).

The Board of Trustees will make final tuition and fee decisions in April 2019.

Tuition and other student fees represent approximately 29.0 percent of the revenue proposed by the County Executive to fund the FY20 Current Fund budget, compared to the 29.5 percent of revenues assumed in the FY19 budget.

State Funding

The Total amount of State funding assumed in the Executive's Recommended FY20 budget is estimated to be $45.3 million. It is

comprised of $37.2 million in the Current Fund and $8.0 million in the Workforce Development and Continuing Education enterprise fund. The College allocates State-provided formula funds based on the proportionate share of FTES enrolled in each category.

Tax Supported Funds

The County Executive recommends an appropriation of $262.4 million in the three tax-supported funds (Current, Emergency Plant Maintenance and Repair, and Grants). The amount is a $3.2 million decrease from the FY19 Approved level of $265.5 million, or -1.2 percent.

Current Fund

For the Current Fund, the County Executive is recommending an appropriation of $261.7 million, a decrease of $3.1 million, or 1.2 percent, from the $264.8 million approved in FY19. The recommendation assumes tuition and fee revenues under the proposed tuition rate and increase discussed above. The County Executive recommends an additional $3.0 million in expenditures from the fund balance of the Current Fund, equal to the amount proposed by the College in its FY20 budget request.

Emergency Plant Maintenance and Repair Fund

The Emergency Plant Maintenance and Repair Fund supports unanticipated expenditures to make emergency repairs not funded elsewhere in the budget. The County Executive recommends the Board's request of $300,000, which is a reduction of $50,000 from FY19.

Tax-Supported Grant Fund

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

Other Funds

Cable Television

The County Executive recommends an appropriation of $1.8 million from the Cable Television Fund, which provides for production and operation of the College's higher education channel on the County's cable system. The requested amount would provide instructional programs and public service offerings by the College to the Community. Additional detail on the College's Cable budget can be found in the Cable Communications Plan section.

Special Funds

The College's Workforce Development and Continuing Education (WDCE) Fund is supported by a combination of student tuition and

fees and State reimbursements that are based on the most recent actual FTES enrollment. For FY20, the State's funding formula uses FY18 actuals. The County Executive recognizes the importance of higher education to the economic development of Montgomery County and recommends the Board's request of $18.4 million for this fund, which is a $0.7 million, or 3.9 percent increase compared to FY19.

The Auxiliary Enterprises Fund includes the Robert E. Parilla Performing Arts Center, Takoma Park/Silver Spring Cultural Arts Center, MBI (Macklin Business Institute) Café, sports camps, and facility rentals. For FY20, the College requests and the County Executive recommends an appropriation of $1.7 million.

The Grants and Contracts fund includes those revenues received by the College from all sources. The College requests and the County Executive recommends an appropriation of $19.9 million.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Growing Economy**

PROGRAM CONTACTS

Contact Linda Hickey of the Montgomery College at 240.567.7292 or 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 FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
CURRENT FUND MC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Current Fund MC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	257,588,741	264,799,723	260,492,785	261,702,381	-1.2 %
Current Fund MC Expenditures	**257,588,741**	**264,799,723**	**260,492,785**	**261,702,381**	**-1.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1,802.10	1,810.10	1,810.10	1,803.35	-0.4 %
REVENUES					
Current Fund: Interest	214,006	155,000	200,000	155,000	—
Current Fund: Other Revenue	3,180,582	1,459,000	654,411	1,459,000	—

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Current Fund: Performing Arts Center	93,681	135,000	75,000	135,000	—
Fed. State & Priv. Gifts & Grants	320,665	325,000	300,000	325,000	—
Other Student Fees: Current Fund	1,278,420	1,294,428	1,248,973	1,269,277	-1.9 %
State Aid	35,794,377	36,589,976	36,589,976	37,213,559	1.7 %
Tuition and Fees: Current Fund	75,800,825	76,892,107	74,191,966	74,591,370	-3.0 %
Current Fund MC Revenues	**116,682,556**	**116,850,511**	**113,260,326**	**115,148,206**	**-1.5 %**

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	227,562	350,000	340,000	300,000	-14.3 %
Emergency Repair Fund Expenditures	**227,562**	**350,000**	**340,000**	**300,000**	**-14.3 %**

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	11,311	0	11,500	15,000	—
Emergency Repair Fund Revenues	**11,311**	**0**	**11,500**	**15,000**	**—**

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	14,638,692	21,922,000	12,780,904	19,902,000	-9.2 %
Grant Fund MC Expenditures	**14,638,692**	**21,922,000**	**12,780,904**	**19,902,000**	**-9.2 %**

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	15,402,836	21,922,000	12,780,904	19,902,000	-9.2 %
Grant Fund MC Revenues	**15,402,836**	**21,922,000**	**12,780,904**	**19,902,000**	**-9.2 %**

AUXILIARY FUND

EXPENDITURES

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Auxiliary Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,138,976	1,700,000	981,194	1,729,300	1.7 %
Auxiliary Fund Expenditures	**1,138,976**	**1,700,000**	**981,194**	**1,729,300**	**1.7 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	10.00	10.00	10.00	2.00	-80.0 %
REVENUES					
Auxiliary Fund: Interest Income	20,739	5,000	23,000	20,000	300.0 %
Other Revenues: Miscellaneous	959,728	865,220	916,300	900,220	4.0 %
Sales	1,806,573	1,364,000	1,246,646	1,018,000	-25.4 %
Auxiliary Fund Revenues	**2,787,040**	**2,234,220**	**2,185,946**	**1,938,220**	**-13.2 %**

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	15,090,693	17,677,384	16,565,175	18,372,215	3.9 %
Workforce Development & Continuing Ed Expenditures	**15,090,693**	**17,677,384**	**16,565,175**	**18,372,215**	**3.9 %**
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	28,616	20,000	50,000	50,000	150.0 %
Other Revenues; Miscellaneous	140,024	80,000	350,000	0	-100.0 %
State Aid	6,717,202	7,336,869	7,336,869	8,041,559	9.6 %
Tuition and Fees: Continuing Education	9,434,811	10,700,000	9,500,000	10,900,000	1.9 %
Workforce Development & Continuing Ed Revenues	**16,320,653**	**18,136,869**	**17,236,869**	**18,991,559**	**4.7 %**

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	1,660,500	1,726,867	1,705,000	1,764,321	2.2 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Cable Television Fund Expenditures	**1,660,500**	**1,726,867**	**1,705,000**	**1,764,321**	**2.2 %**
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	5,718	0	5,000	0	—
Cable Television Fund Revenues	**5,718**	**0**	**5,000**	**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	0	-100.0 %
Endowment Fund Expenditures	**0**	**263,000**	**0**	**0**	**-100.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Interest	11,504	7,250	11,500	11,500	58.6 %
Endowment Fund Revenues	**11,504**	**7,250**	**11,500**	**11,500**	**58.6 %**
MAJOR FACILITIES RESERVE FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Major Facilities Reserve Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,708,406	3,000,000	1,708,006	2,000,000	-33.3 %
Major Facilities Reserve Fund Expenditures	**1,708,406**	**3,000,000**	**1,708,006**	**2,000,000**	**-33.3 %**
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	189,366	110,000	200,000	200,000	81.8 %
Student Fees	2,240,841	2,700,000	3,000,000	3,125,000	15.7 %
Major Facilities Reserve Fund Revenues	**2,430,207**	**2,810,000**	**3,200,000**	**3,325,000**	**18.3 %**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
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	4,093,914	4,200,000	4,121,884	4,200,000	—
Transportation Fund Expenditures	**4,093,914**	**4,200,000**	**4,121,884**	**4,200,000**	**—**
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	312,570	239,213	257,013	338,000	41.3 %
Student Fees	3,432,928	3,380,217	3,486,674	3,365,000	-0.5 %
Transportation Fund Revenues	**3,745,498**	**3,619,430**	**3,743,687**	**3,703,000**	**2.3 %**
DEPARTMENT TOTALS					
Total Expenditures	**296,547,484**	**316,038,974**	**299,094,948**	**310,370,217**	**-1.8 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,917.60**	**1,925.60**	**1,925.60**	**1,910.85**	**-0.8 %**
Total Revenues	**157,397,323**	**165,580,280**	**152,435,732**	**163,034,485**	**-1.5 %**

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

Montgomery College collects and reports a range of data to comply with State and Federal requirements, to assess and improve the effectiveness of the College's programs, and to inform the community and local policymakers of progress in meeting performance goals. The following selection of data and performance indicators are provided to assist the County Executive and County Council with their annual review of the College's operating budget.

Updated January 2019

INPUT INDICATORS

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Change	
FISCAL YEAR STUDENTS	**FY14**	**FY15**	**FY16**	**FY17**	**FY18**	**Yr 5 vs Yr 1**	**Yr 5 vs Yr 4**
Fiscal Year Unduplicated Credit Students	36,238	35,527	34,410	32,752	31,342	-13.5%	-4.3%
Fiscal Year Unduplicated Students in WD&CE	24,713	22,244	23,164	24,064	24,609	-0.4%	2.3%
FY Unduplicated Credit + WD&CE Students at MC	59,389	56,228	56,001	55,243	54,335	-8.5%	-1.6%
Fiscal Year FTEs for Credit Students	17,269	16,803	16,323	15,515	14,686	-15.0%	-5.3%
Fiscal Year FTEs for WD&CE Students	4,139	3,647	4,125	4,228	4,365	5.5%	3.2%
FALL SEMESTER CREDIT STUDENTS	**Fall 2014**	**Fall 2015**	**Fall 2016**	**Fall 2017**	**Fall 2018**	**Yr 5 vs Yr 1**	**Yr 5 vs Yr 4**
Total fall semester enrollment	25,517	25,320	23,916	22,875	21,720	-14.9%	-5.0%
New to College	4,795	4,796	4,383	4,228	4,034	-15.9%	-4.6%
Recent MCPS Graduates	2,658	2,592	2,494	2,507	2,446	-8.0%	-2.4%
Reason for Attending							
Degree Seeking	*1,970*	*1,621*	*1,554*	*1,710*	*1,724*	-12.5%	0.8%
Transfer	*282*	*534*	*495*	*271*	*239*	-15.2%	-11.8%
Early Placement	*207*	*246*	*249*	*329*	*296*	43.0%	-10.0%
Certificate Seeking	*59*	*82*	*83*	*92*	*64*	8.5%	-30.4%
Continuing Education	*12*	*1*	*2*	*4*	*21*	75.0%	425.0%
Personal Interest	*7*	*5*	*8*	*5*	*1*	-85.7%	-80.0%
MD Dream Act	*103*	*98*	*99*	*92*	*96*	-6.8%	4.3%
Other	*18*	*5*	*4*	*4*	*5*	-72.2%	25.0%
Continuing/Returning	18,646	18,496	17,721	16,790	15,798	-15.3%	-5.9%
Transfer-In or "Visiting"	1,541	944	1,294	1,214	1,178	-23.6%	-3.0%
Dual Enrollment - MC and High School	535	485	518	643	710	32.7%	10.4%
Attending Full-Time	8,931	8,890	8,493	8,060	7,571	-15.2%	-6.1%
Average Hours Enrolled	9.03	9.04	9.08	9.00	9.06	0.3%	0.7%
Receiving Pell Grants	8,397	7,952	7,459	7,248	6,171	-26.5%	-14.9%
Receiving any Financial Aid	12,651	11,915	11,468	10,971	8,438	-33.3%	-23.1%
New-Needing "Preparatory" Coursework	3,684	3,743	3,150	2,680	1,897	-48.5%	-29.2%
"Foreign" by NCES definitions	2,251	2,295	2,253	2,269	2,121	-5.8%	-6.5%
Asian	3,617	3,547	3,395	3,344	3,105	-14.2%	-7.1%
Black	8,139	8,014	7,541	7,084	6,693	-17.8%	-5.5%
Hispanic	6,237	6,610	6,550	6,552	6,389	2.4%	-2.5%
White	7,065	6,616	5,975	5,429	5,077	-28.1%	-6.5%
Multi-Race, Other, Unknown	459	533	455	466	456	-0.7%	-2.1%

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Change	
CREDIT COURSES AND ENROLLMENTS	**Fall 2014**	**Fall 2015**	**Fall 2016**	**Fall 2017**	**Fall 2018**	**Yr 5 vs Yr 1**	**Yr 5 vs Yr 4**
Fall Semester Course Enrollments	70,856	70,356	66,605	62,817	60,249	-15.0%	-4.1%
Fall - Number of Separate Courses	712	717	699	672	671	-5.8%	-0.1%
Fall - Number of Course Sections	3,697	3,751	3,549	3,232	3,173	-14.2%	-1.8%

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

EMPLOYEES	Yr 1 Fall 2014	Yr 2 Fall 2015	Yr 3 Fall 2016	Yr 4 Fall 2017	Yr 5 Fall 2018	Change Yr 5 vs Yr 1	Change Yr 5 vs Yr 4
Administrators	86	85	83	86	83	*-3.5%*	*-3.5%*
Instructional Faculty	1,450	1,452	1,404	1,331	1,324	*-8.7%*	*-0.5%*
Non-Instructional Faculty	100	86	92	90	84	*-16.0%*	*-6.7%*
Professional, Technical, and Support Staff	1,315	1,326	1,278	1,309	1,339	*1.8%*	*2.3%*
	2,951	2,949	2,857	2,816	2,830	*-4.1%*	*0.5%*

WORKFORCE DEVELOPMENT & CONTINUING EDUCATION	Yr 1 FY14	Yr 2 FY15	Yr 3 FY16	Yr 4 FY17	Yr 5 FY18	Change Yr 5 vs Yr 1	Change Yr 5 vs Yr 4
FY Unduplicated Students							
Workforce Development courses	10,790	9,079	10,060	10,206	10,946	*1.4%*	*7.3%*
Contract Training courses	4,378	3,114	4,004	3,902	5,045	*15.2%*	*29.3%*
Industry-Based Certification courses	5,665	4,972	5,432	5,517	5,270	*-7.0%*	*-4.5%*
Adult Basic Educ., ESOL, Literacy courses	6,852	6,545	6,619	7,009	5,942	*-13.3%*	*-15.2%*
All Specifically Grant-Funded programs/courses	*n/a*	*n/a*	*n/a*	*n/a*	6,467		
Apprenticeship Programs	930	919	906	908	991	*6.6%*	*9.1%*
Allied Health/Health Careers courses	1,410	982	961	1,170	1,099	*-22.1%*	*-6.1%*

OUTPUT INDICATORS - Credit Programs

FALL-TO-FALL NEW STUDENT RETENTION RATES	Yr 1 Fall 2013	Yr 2 Fall 2014	Yr 3 Fall 2015	Yr 4 Fall 2016	Yr 5 Fall 2017	% Point Change Yr 5 vs Yr 1	% Point Change Yr 5 vs Yr 4
All New Students	61.9%	67.4%	64.7%	65.4%	64.7%	*2.8*	*-0.7*
Developmental Students	65.9%	68.8%	66.2%	64.6%	63.7%	*-2.3*	*-1.0*
College-Ready Students	63.0%	65.4%	62.4%	67.1%	66.4%	*3.4*	*-0.8*
Pell Grant Recipients	69.0%	71.5%	67.8%	68.6%	66.7%	*-2.3*	*-1.9*
Began as Full-Time	74.0%	77.3%	75.6%	74.7%	74.8%	*0.8*	*0.1*
Began as Part-Time	51.3%	55.6%	52.8%	54.1%	51.4%	*0.1*	*-2.7*
Asian	71.3%	77.1%	77.6%	76.4%	74.9%	*3.6*	*-1.5*
Black	61.1%	60.6%	60.8%	62.5%	62.8%	*1.7*	*0.3*
Hispanic	67.5%	71.3%	66.8%	67.1%	63.8%	*-3.7*	*-3.3*
White	52.9%	64.6%	59.5%	60.3%	62.1%	*9.2*	*1.8*
Multi-Race, Other, Unknown	61.6%	68.0%	56.3%	64.2%	53.6%	*-8.0*	*-10.6*

FOUR-YEAR GRADUATION-TRANSFER RATES	Yr 1 Enter Fall 2009	Yr 2 Enter Fall 2010	Yr 3 Enter Fall 2011	Yr 4 Enter Fall 2012	Yr 5 Enter Fall 2013	% Point Change Yr 5 vs Yr 1	% Point Change Yr 5 vs Yr 4
All New Students	52.1%	49.8%	47.5%	45.6%	48.2%	*-3.9*	*2.6*
College-Ready	70.9%	68.5%	68.5%	68.5%	67.7%	*-3.2*	*-0.8*
Developmental Completers	65.7%	47.9%	46.7%	44.0%	54.6%	*-11.1*	*10.6*
Developmental Non-Completers	25.6%	28.0%	29.0%	18.5%	23.3%	*-2.3*	*4.8*
Pell Grant Recipients	*n/a*	47.6%	44.5%	42.9%	42.1%	*n/a*	*-0.8*
Asian	62.7%	62.0%	59.9%	55.7%	59.9%	*-2.8*	*4.2*
Black	49.8%	42.4%	49.1%	39.7%	45.3%	*-4.5*	*5.6*
Hispanic	43.3%	44.7%	34.6%	34.2%	38.0%	*-5.3*	*3.8*
White	57.4%	55.3%	52.8%	56.9%	58.4%	*1.0*	*1.5*

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

GRADUATION / AWARDS / TRANSFERS	Yr 1 FY14	Yr 2 FY15	Yr 3 FY16	Yr 4 FY17	Yr 5 FY18	Change Yr 5 vs Yr 1	Change Yr 5 vs Yr 4
Fiscal Year Graduates	2,646	2,933	2,770	2,733	2,723	*2.9%*	*-0.4%*
Fiscal Year Awards	2,676	2,973	2,843	2,833	2,885	*7.8%*	*1.8%*
[Associate Degrees]	2,358	2,658	2,556	2,612	2,576	*9.2%*	*-1.4%*
[Certificates]	297	284	287	213	303	*2.0%*	*42.3%*
Transfers to 4-Year Institutions							
[MC Graduate]	1,691	1,245	1,954	1,866	1,519	*-10.2%*	*-18.6%*
[12+ Credits, but not Graduate]	3,106	3,981	2,973	2,293	2,598	*-16.4%*	*13.3%*

DEVELOPMENTAL METRICS	Yr 1 Fall 2010	Yr 2 Fall 2011	Yr 3 Fall 2012	Yr 4 Fall 2013	Yr 5 Fall 2014	Change Yr 5 vs Yr 1	Change Yr 5 vs Yr 4
New Students Needing Developmental	3,096	3,032	2,922	3,036			
Asian	287	260	235	226			
Black	1,022	1,073	1,007	1,024			
Hispanic	862	873	896	1,011			
White	866	768	728	677			
Completed Developmental in Four Years	2,046	1,992	1,867	1,548		*Data not yet available*	
New Students Needing Developmental Math	*Data not available*			1,517			
New Students Completing Developmental Math in Year 1				712			

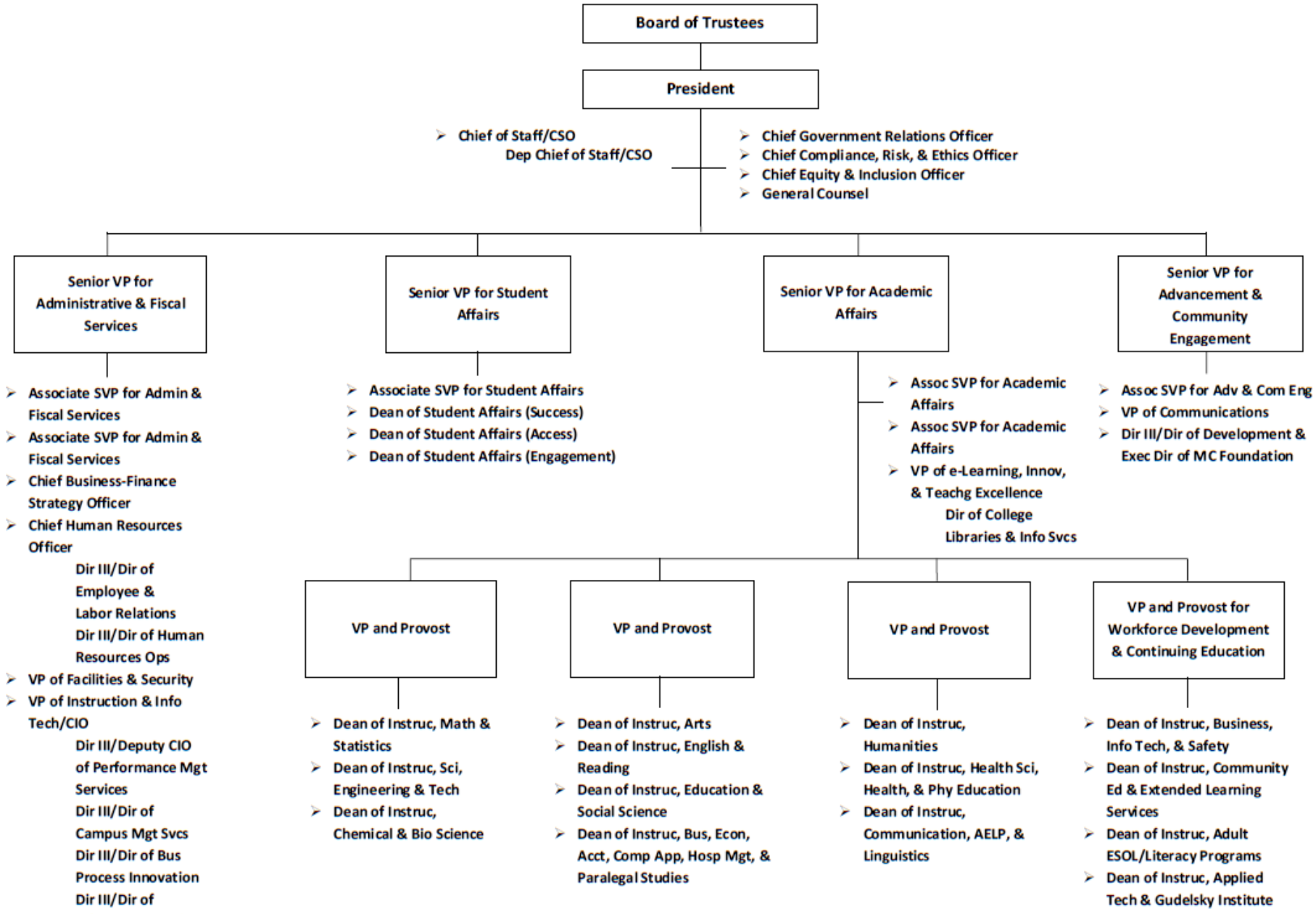
OUTPUT INDICATORS - Workforce Development & Continuing Education

COURSE / STUDENT SUCCESS RATES	Yr 1 FY14	Yr 2 FY15	Yr 3 FY16	Yr 4 FY17	Yr 5 FY18	Change Yr 5 vs Yr 3	Change Yr 5 vs Yr 4
Workforce Development Certificate Completers - Students / Courses	n/a	n/a	3,910 6,263	n/a	4,213 6,658	7.7% 6.3%	*n/a*

						% Point Change Yr 5 vs Yr 1	% Point Change Yr 5 vs Yr 4
Selected Health Career Program Students Obtaining Certification-Percent Successful	n/a	79.2%	87.3%	85.7%	92.0%	*n/a*	*6.3%*
Percent Selected [Other Programs] Students Obtaining Certification	*Recommend elimination (or begin next cycle)*						
Number of WD&CE Students Subsequently Enrolled in Credit Courses			4,029	3,919	3,210	n/a	-18.1%
Percent Grant-funded Programs/Courses Students that Complete	*Recommend elimination (or begin next reporting cycle)*						
Percent Apprenticeship Program Completers within 4 Years	*Recommend elimination--Cohorts not established for tracking*						
Number of Apprenticeship Program Graduates	135	135	119	136	159	*17.8%*	*16.9%*

Montgomery College Organizational Chart

March 11, 2019



Maryland-National Capital Park and Planning Commission

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$155,471,285	1,102.41

MISSION STATEMENT

The Maryland-National Capital Park and Planning Commission (M-NCPPC) in Montgomery County manages physical growth and plans communities; protects and stewards natural, cultural, and historical resources; and provides leisure and recreational experiences.

BUDGET OVERVIEW

The M-NCPPC was established by the General Assembly of Maryland in 1927. As a bi-county agency, the Commission is a corporate body of the State of Maryland. The Commission operates in each county through a Planning Board and, in Montgomery County, a Park Commission. Five board members, appointed by the County Council, serve as the Montgomery County members of the Commission. The Planning Board exercises policy oversight to the Commissioners' Office, the Department of Parks, the Planning Department, and Central Administrative Services.

On January 15 each year, M-NCPPC submits to the County Council and the County Executive the M-NCPPC proposed budget for the upcoming fiscal year. That document is a statement of mission and goals, justification of resources requested, description of work items accomplished in the prior fiscal year, and a source of important statistical and historical data. The M-NCPPC proposed budget can be obtained by contacting the M-NCPPC Budget Office at 301.454.1731 or visiting the Commission's website at www.mncppc.org. Summary data only are included in this presentation.

Tax Supported Funds

The M-NCPPC tax supported Operating Budget consists of the Administration Fund, the Park Fund, and the Advance Land Acquisition (ALA) Debt Service Fund. The Administration Fund supports the Commissioners' Office, the Montgomery County funded portion of the Central Administrative Services (CAS) offices, and the Planning Department. The Administration Fund is supported by the Regional District Tax, which includes Montgomery County, less the municipalities of Barnesville, Brookeville, Gaithersburg, Laytonsville, Poolesville, Rockville, and Washington Grove.

The Park Fund supports the activities of the Department of Parks and Park Debt Service. The Park Fund is supported by the Metropolitan District Tax, whose taxing area is identical to that of the Regional District.

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

Non-Tax Supported Funds

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

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

Special Revenue Funds are used to account for the proceeds from specific revenue sources that are legally restricted to expenditures for specific purposes. The budgets are associated with Planning and Parks operations throughout the Commission.

Commissioners' Office

The Commissioners' Office supports the five Planning Board members and enhances communication among the Planning Board, County Council, County residents, other governmental agencies, and other Commission departments.

Planning Department

The Planning Department provides information, analysis, recommendations, and other staffing services to the Montgomery County Planning Board, the County Council, the County Executive, other governmental agencies, and the general public. The Department prepares master and sector plans for Planning Board review and approval by the County Council. The Department reviews development applications for conformance with existing laws, regulations, master plans and policies, and presents its recommendations to the Planning Board for action. The Department gathers, analyzes, and reports various data (such as housing, employment, population growth, and other topics of interest) to the County Council, County government, other agencies, the business community, and the public.

Central Administrative Services

The mission of Central Administrative Services (CAS) is to provide quality corporate services in the areas of corporate governance, human resources, finance and budget, legal counsel, information technology, and internal audit. CAS strives to deliver these services with integrity, innovation, responsiveness, and excellent customer service to the Commission, its employees, elected and appointed officials, and the communities served in the bi-county region. The level of services, and therefore funding allocation, by county is tailored to the agency and the individual department needs. Certain functions are allocated based on labor distribution or a cost driver such as number of employees paid. Some functions, such as the Merit System Board, are funded evenly by both counties.

Department of Parks

The Department of Parks provides recommendations, information, analysis, and services to the Montgomery County Planning Board (which also serve as the Park Commission), the County Council, the County Executive, other government agencies, and the general public. The Department also oversees the acquisition, development, and management of a nationally recognized, award winning park system providing County residents with open space for recreational opportunities and natural resources stewardship. The Department oversees a comprehensive park system of over 36,000 acres in 421 parks of different sizes, types, and functions that feature Stream Valley and Conservation Parks, Regional and Special Parks, Recreational Parks, and Local and Community Parks. The Department

serves County residents as the primary provider of open space for recreational opportunities and security and maintenance of the park system.

Debt Service - Park Fund

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

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

The Advance Land Acquisition Debt Service Fund pays principal and interest on the Commission's Advance Land Acquisition bonds. The proceeds of the Advance Land Acquisition bonds support the Advanced Land Acquisition Revolving Fund (ALARF). ALARF activities include the acquisition of land needed for State highways, streets, roads, school sites, and other public uses. The Commission may only purchase land through the ALARF at the request of another government agency, with the approval of the Montgomery County Council.

Enterprise Fund

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

Property Management Fund

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

Spending Affordability Guidelines

In February 2019, the Council approved FY20 Spending Affordability Guidelines (SAG) of $125,200,000 for the tax supported Administration and Park funds of the M-NCPPC, which is a $500,000 or 0.40 percent increase from the FY19 SAG of $124,700,000. SAG excludes debt service and retiree health insurance prefunding. The Commission proposed a FY20 tax supported budget, excluding debt service or retiree health insurance, $6,589,510 above the FY20 SAG.

County Executive Recommendations

The County Executive recommends a FY20 tax supported appropriation, excluding debt service, of $129,265,933 for M-NCPPC. This represents an increase of $1.0 million, or 0.8 percent, over FY19 Approved.

The County Executive recommends $75,000 in the County's Leases Non-Departmental Account (NDA) to cover limited operating costs for the new Wheaton Headquarters in FY20 prior to the County's FY21 move in date. County operating costs will be significantly larger in FY21.

Park Fund

The County Executive recommends funding of $97,466,172, excluding debt service. This represents an increase of $817,246, or 0.8 percent, over FY19 Approved. The Executive recommends $7,124,410 for the Park Fund Debt Service budget, an increase of $663,125 or 10.3 percent from the FY19 Approved Budget.

The Executive does not recommend the M-NCPPC requested transfer of $100,000 from the Cable Fund to support the M-NCPPC Connected Parks initiative in FY20 due to declining cable revenues and fund balance policy.

The Executive recommends $3,422,473 in intergovernmental revenues from the Water Quality Protection Fund to support the National Pollutant Discharge Elimination Systems (NPDES) Municipal Separate Storm Sewer Systems (MS4) Phase II Permit mandates and water quality activities. This represents an increase of $77,564 or 2.3 percent over the FY19 Approved Budget.

Administration Fund

The County Executive recommends funding of $31,799,761. This represents an increase of $182,754, or 0.6 percent, over FY19 Approved.

The Executive does not recommend the M-NCPPC requested transfer of $500,000 from the tax-supported Administration Fund to the non-tax supported Special Revenue Fund. This recommendation represents a $0 change over the FY19 Approved budget.

The Executive concurs with the M-NCPPC request for $403,500 in intergovernmental revenues from the Water Quality Protection Fund to support NPDES MS4 permit and water quality activities. This represents an increase of $11,800 or 3.0 percent over the FY19 Approved Budget.

ALA Debt Service Fund

The County Executive concurs with the M-NCPPC request for funding of $145,200. This represents a $7,650 or 5.0 percent decrease from the FY19 Approved Budget.

Enterprise Fund

The County Executive concurs with the M-NCPPC request for funding of $9,734,402. This represents an $12,557 or 0.1 percent decrease from the FY19 Approved Budget.

Property Management Fund

The County Executive concurs with the M-NCPPC request for funding of $1,566,600. This represents a $38,360 or 2.5 percent increase from the FY19 Approved Budget.

Special Revenue Fund

The County Executive concurs with the M-NCPPC request for funding of $7,084,740. This represents an $564,907 or 8.7 percent increase from the FY19 Approved Budget.

The County Executive concurs with the M-NCPPC request to transfer $1,391,700 from the General Fund to cover costs associated with the maintenance of Montgomery County Public Schools' ballfields. This represents an increase of $475,000 or 51.8 percent from the FY19 Approved Budget to reflect a the price of a new contract and additional ballfields being maintained.

The County Executive does not recommend the M-NCPPC requested use of $250,000 in Community Use of Public Facilities (CUPF) funds to support the FY20 Capital Improvements Program (CIP) Ballfields Initiative (P008720). The County Executive prefers to postpone a decision until the replacement of the activeMONTGOMERY system is further along and it is better understood if the FY20 CUPF fund balance can cover ballfield renovation costs.

Grant Fund

The County Executive concurs with the M-NCPPC request for funding of $550,000. This maintains the level of support in the FY19 Approved Budget.

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

COUNTY PRIORITY OUTCOMES

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

- **A More Affordable and Welcoming Community**
- **Thriving Youth and Families**
- **Easier Commutes**
- **A Greener County**
- **Effective, Sustainable Government**
- **Safe Neighborhoods**
- **A Growing Economy**

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 FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
ADMINISTRATION FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Administration Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	28,929,197	31,617,007	31,169,717	31,799,761	0.6 %
Administration Fund Expenditures	**28,929,197**	**31,617,007**	**31,169,717**	**31,799,761**	**0.6 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	183.59	186.11	186.11	185.76	-0.2 %
REVENUES					
Intergovernmental	404,630	391,700	391,700	403,500	3.0 %
Investment Income	218,044	100,000	100,000	100,000	—
Miscellaneous	6,948	0	0	0	—
Property Tax	28,695,052	27,343,775	27,046,895	30,157,293	10.3 %
User Fees	283,777	204,200	204,200	198,400	-2.8 %
Administration Fund Revenues	**29,608,451**	**28,039,675**	**27,742,795**	**30,859,193**	**10.1 %**

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	93,411,248	96,648,926	95,377,184	97,466,172	0.9 %
Debt Service Other	5,428,913	6,461,285	6,461,285	7,124,410	10.3 %
Park Fund Expenditures	**98,840,161**	**103,110,211**	**101,838,469**	**104,590,582**	**1.4 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	731.30	737.00	737.00	756.00	2.6 %
REVENUES					
Facility User Fees	2,914,730	2,947,100	2,947,100	3,216,214	9.1 %
Intergovernmental	3,184,641	3,344,909	3,344,909	3,422,473	2.3 %
Investment Income	162,228	40,000	40,000	60,000	50.0 %
Investment Income: CIP	29,269	25,000	25,000	40,000	60.0 %
Miscellaneous	126,282	117,100	117,100	115,800	-1.1 %
Property Tax	92,415,781	92,898,722	91,890,091	98,370,220	5.9 %
Park Fund Revenues	**98,832,931**	**99,372,831**	**98,364,200**	**105,224,707**	**5.9 %**

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	154,050	152,850	152,850	145,200	-5.0 %
ALA Debt Service Fund Expenditures	**154,050**	**152,850**	**152,850**	**145,200**	**-5.0 %**

BUDGET SUMMARY

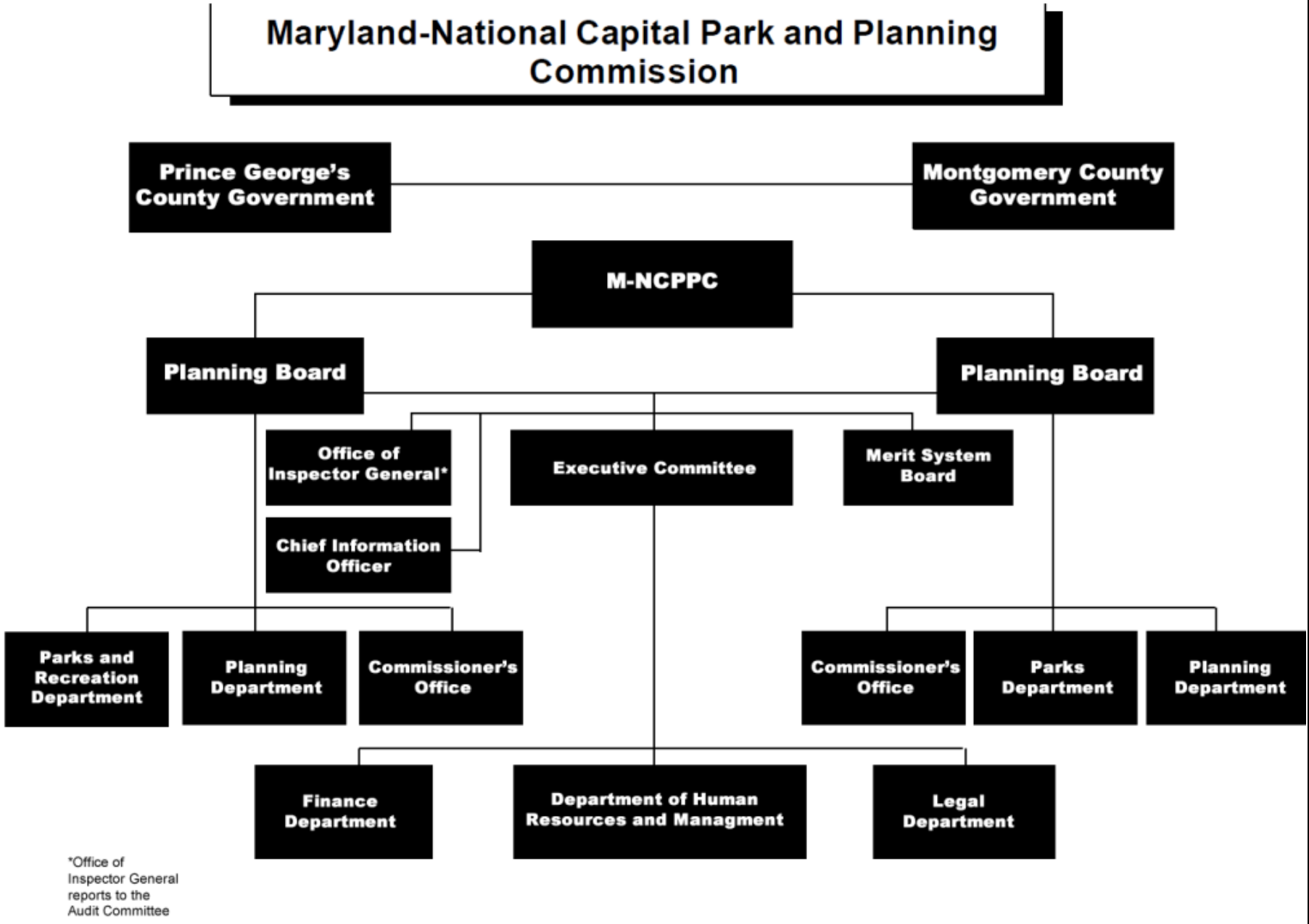
	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Property Tax	1,929,019	2,024,928	2,004,420	2,075,264	2.5 %
ALA Debt Service Fund Revenues	**1,929,019**	**2,024,928**	**2,004,420**	**2,075,264**	**2.5 %**
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	28,849	550,000	550,000	550,000	—
Grant Fund MNCPPC Expenditures	**28,849**	**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					
Administration Fund Grants	0	150,000	150,000	150,000	—
Park Fund Grants	28,849	400,000	400,000	400,000	—
Grant Fund MNCPPC Revenues	**28,849**	**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	9,438,986	9,746,959	9,602,028	9,734,402	-0.1 %
Enterprise Fund Expenditures	**9,438,986**	**9,746,959**	**9,602,028**	**9,734,402**	**-0.1 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	126.70	125.40	125.40	120.70	-3.8 %
REVENUES					
Fees and Charges	6,629,294	6,337,960	6,380,575	6,470,275	2.1 %
Merchandise Sales	812,503	755,600	797,250	854,350	13.1 %
Miscellaneous	774,314	711,225	795,371	777,622	9.3 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Non-Operating Revenues/Interest	251,568	110,000	176,700	200,000	81.8 %
Rentals	3,257,273	3,311,177	3,203,884	3,294,795	-0.5 %
Enterprise Fund Revenues	**11,724,952**	**11,225,962**	**11,353,780**	**11,597,042**	**3.3 %**
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	1,264,471	1,528,240	1,458,424	1,566,600	2.5 %
Prop Mgmt MNCPPC Expenditures	**1,264,471**	**1,528,240**	**1,458,424**	**1,566,600**	**2.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	7.00	7.00	7.00	5.80	-17.1 %
REVENUES					
Investment Income	14,717	8,000	8,000	10,000	25.0 %
Miscellaneous	7,010	0	0	0	—
Rental Income	1,240,159	1,424,800	1,354,984	1,456,600	2.2 %
Prop Mgmt MNCPPC Revenues	**1,261,886**	**1,432,800**	**1,362,984**	**1,466,600**	**2.4 %**
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	5,379,406	6,519,833	5,932,304	7,084,740	8.7 %
Special Revenue Funds Expenditures	**5,379,406**	**6,519,833**	**5,932,304**	**7,084,740**	**8.7 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	32.05	34.15	34.15	34.15	—
REVENUES					
Intergovernmental	251,089	360,000	419,865	296,730	-17.6 %
Investment Income	62,814	28,000	35,980	55,000	96.4 %
Miscellaneous	343,960	149,900	201,550	239,400	59.7 %
Service Charges	4,806,733	3,167,430	3,126,881	3,198,043	1.0 %
Special Revenue Funds Revenues	**5,464,596**	**3,705,330**	**3,784,276**	**3,789,173**	**2.3 %**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	**144,035,120**	**153,225,100**	**150,703,792**	**155,471,285**	**1.5 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,080.64**	**1,089.66**	**1,089.66**	**1,102.41**	**1.2 %**
Total Revenues	**148,850,684**	**146,351,526**	**145,162,455**	**155,561,979**	**6.3 %**


Maryland-National Capital Park and Planning Commission
Prince George's County Government
Montgomery County Government
M-NCPPC
Planning Board
Planning Board
Office of Inspector General*
Executive Committee
Merit System Board
Chief Information Officer
Parks and Recreation Department
Planning Department
Commissioner's Office
Commissioner's Office
Parks Department
Planning Department
Finance Department
Department of Human Resources and Managment
Legal Department
*Office of Inspector General reports to the Audit Committee

Housing Opportunities Commission

MISSION STATEMENT

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

• no one in the County lives in substandard housing;

• families and communities are strengthened;

• an efficient and productive environment that fosters trust, open communication, and mutual respect is established; and

• advocates, providers, and community members can collaborate to maintain support for all the work of the Commission.

BUDGET OVERVIEW

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

The FY20 Recommended appropriation in the Non-Departmental Account for services to be provided by the HOC is $6,788,049. The Department of Finance reflects the amount as a transfer in the County's financial statements. This amount represents an increase of $107,779 from the FY19 approved budget of $6,680,270.

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

PROGRAM CONTACTS

Contact Terri Fowler of the Housing Opportunities Commission at 240.627.9507 or 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 year.

Budgetary Requirements

The six-year Capital Improvements Program (CIP) of the Revenue Authority is 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 Jane Mukira of the Office of Management and Budget at 240.777.2754 for more information regarding this agency's operating budget.

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, only the Town of Poolesville and portions of the City of Rockville are outside of the District.

WSSC'S PROPOSED BUDGET

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

Prior to January 15 of each year, the Commission prepares preliminary proposed capital and operating budgets for the next fiscal year. On or before February 15, the Commission conducts public hearings in both counties. WSSC then prepares and submits the proposed capital and operating budgets to the County Executives of Montgomery and Prince George's Counties by March 1.

By March 15 of each year, the County Executives of Montgomery and Prince George's Counties are required by law to transmit the proposed budgets, recommendations on the proposed budgets, and the record of the public hearings held by WSSC to their respective County Councils.

Each County Council may hold public hearings on WSSC's proposed operating and capital budgets, but no earlier than 21 days after receipt from the County Executive. Each County Council may add to, delete from, increase, or decrease any item in either budget. Additionally, each Council is required by law to transmit by May 15 any proposed changes to the other County Council for review and concurrence. The failure of both Councils to concur on changes constitutes approval of the item as originally proposed by WSSC. Should the Councils fail to approve the budgets on or before June 1 of any given year, WSSC's proposed budgets are adopted.

Accomplishments and Initiatives

- Operating and maintaining a system of three reservoirs impounding 14 billion gallons of water, two water filtration plants, six water resource recovery facilities, 5,700 miles of water mains, and 5,550 miles of sewer mains, 24 hours a day, 7 days a week.
- Treating or delivering 164 Million Gallons per Day (MGD) of water to over 466,000 customer accounts in a manner that meets or exceeds the Safe Drinking Water Act standards.
- Replacing 25 miles of water main and 26 miles of sewer main and lateral lines.
- Providing maintenance services at a level consistent with the objective of responding to the customer within two hours and restoring service within 24 hours.

- Answering 100 percent of all customer billing calls received.

Spending Control Limits

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

The following table shows the FY20 spending control limits adopted by the Montgomery and Prince George's County Councils, compared to the spending control results projected under WSSC's Proposed FY20 Budget and under the County Executive's Recommended Budget for WSSC. The Commission's Proposed Budget complies with all of the spending control limits approved by the two County Councils except for the Total Water and Sewer Operating Expenses which are slightly higher than the approved ceiling.

FY20 Spending Control Limits Comparison

SPENDING CONTROL LIMITS	Approved Spending Control Limits		Projected Levels Under	
	Montgomery County	Prince George's County	WSSC's Proposed Budget	County Executive Recommended Budget
Maximum Average Water/Sewer Rate Increase	5.0%	5.0%	5.0%	5.0%
New Debt ($millions)	$385.5	$385.5	$384.9	$384.9
Water and Sewer Debt Service ($millions)	$306.4	$306.4	$306.3	$306.3
Total Water and Sewer Operating Expenses ($millions)	$799.0	$799.0	$802.6	$802.6

County Executive Recommendations

Operating Budget

The County Executive recommends that WSSC's proposed FY20 budget be approved with a water and sewer rate increase of 5.0 percent in FY20 consistent with the Commission's resource needs outlined in their proposed budget.

Capital Budget

The County Executive recommended the WSSC FY20-25 Capital Improvements Program (CIP) budget be approved as submitted by the Commission.

FY20 fiscal projections for all funds and budgets are shown below.

Expenditures by Category - FY20 WSSC Proposed and Executive Recommended ($000s)						
Expenditure Categories	WSSC Total Approved FY19	WSSC Total Proposed FY20	CE Capital Recommended FY20	CE Operating Recommended FY20	CE Total Recommended FY20	% Change (CE Rec. vs. WSSC Proposed)
Salaries and Wages	159,112	157,288	27,154	130,134	157,288	0.0%
Heat, Light, & Power	20,577	19,444	--	19,444	19,444	0.0%
Regional Sewage Disposal	53,617	59,000	--	59,000	59,000	0.0%
Contract Work	376,223	383,332	383,332	--	383,332	0.0%
Consulting Engineers	68,912	58,073	58,073	--	58,073	0.0%
All Other	434,101	427,883	169,967	257,916	427,883	0.0%
PAYGO	31,016	31,016	--	31,016	31,016	0.0%
Reserve Contribution	--	--	--	--	--	--
Debt Service	294,349	319,883	0	319,883	319,883	0.0%
Total Budget	1,437,907	1,455,919	638,526	817,393	1,455,919	0.0%
Note: Total expenditures include the water and sewer operating funds, the general bond debt service fund, and the three capital funds						

PROGRAM CONTACTS

Contact Letitia Carolina-Powell of the Washington Suburban Sanitary Commission at 301.206.8379 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 for more information regarding this agency's operating budget.

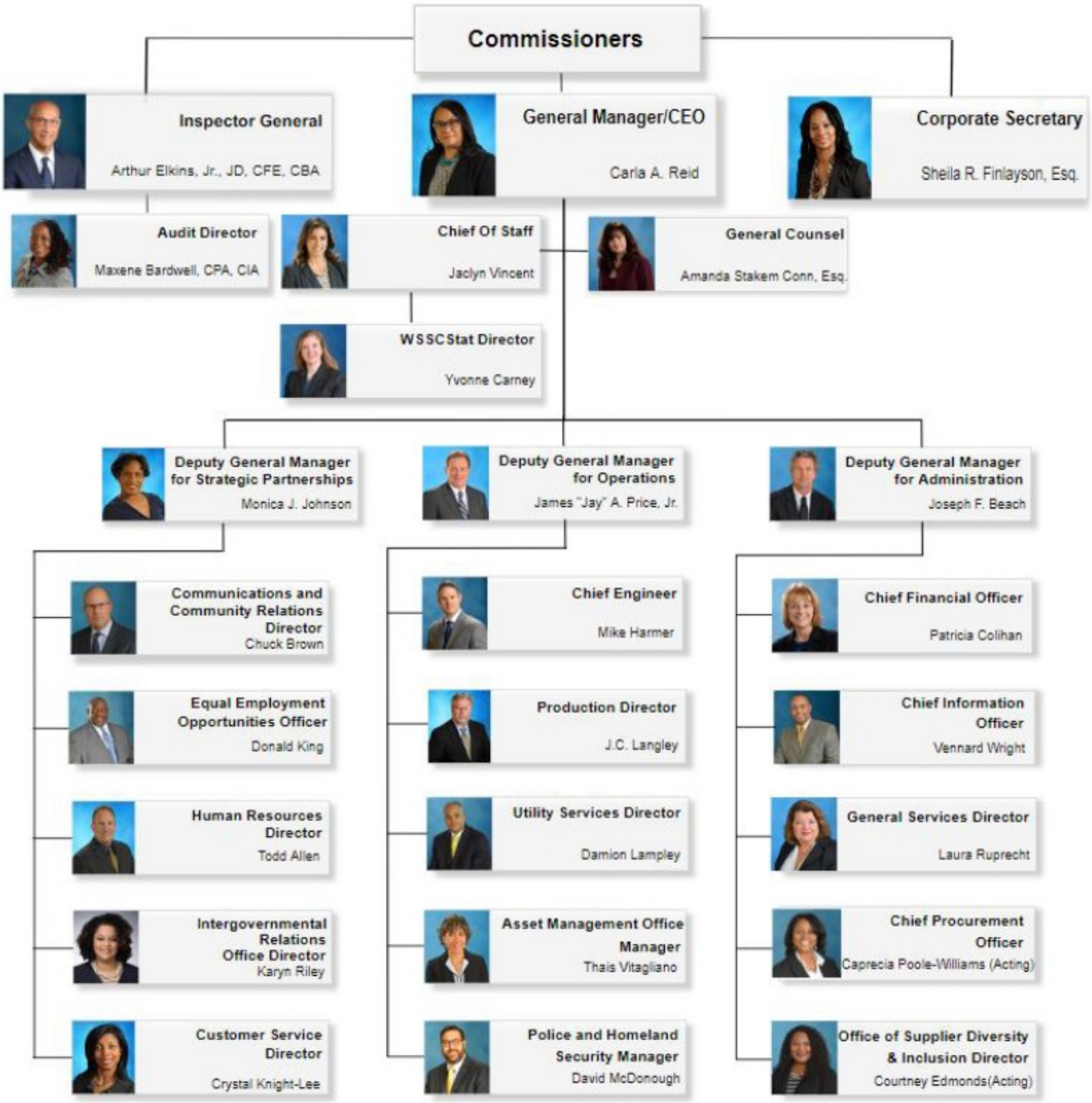
WSSC PROPOSED BUDGET: SIX-YEAR FORECAST FOR WATER AND SEWER OPERATING FUNDS

FISCAL PROJECTIONS	FY19 ESTIMATED	FY20 PROPOSED	FY20 CE REC	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION
SPENDING AFFORDABILITY RESULTS								
New Water and Sewer Debt ($millions)	$486.8	$384.9	$384.9	$439.2	$432.1	$368.7	$350.0	$350.0
Total Water and Sewer Operating Expenses ($millions)	$277.1	$306.3	$306.3	$324.0	$342.0	$357.4	$377.3	$393.2
Debt Service ($millions)	$762.7	$802.6	$802.6	$830.5	$861.8	$901.1	$935.3	$966.0
Average Water and Sewer Rate Increase	4.5%	5.0%	5.0%	6.0%	6.0%	6.0%	5.5%	5.0%
BEGINNING FUND BALANCE ($000)	185,297	173,717	173,717	162,376	158,006	162,879	172,225	185,393
REVENUES ($000)								
Water and Sewer Rate Revenue	627,942	658,899	658,899	698,900	740,834	785,284	828,475	869,899
Interest Income	1,500	5,500	5,500	4,821	4,844	4,846	3,941	3,939
Account Maintenance Fee	32,182	32,296	32,296	32,331	32,376	32,441	32,505	32,570
Infrastructure Investment Fee	38,894	39,331	39,331	39,409	39,484	39,560	40,544	40,623
Miscellaneous	34,731	35,700	35,700	36,173	36,764	37,369	37,988	38,622
Total Revenues	735,249	771,726	771,726	811,634	854,302	899,500	943,453	985,653
SDC Debt Service Offset	3,364	4,658	4,658	4,984	4,983	4,982	4,984	4,984
Reconstruction Debt Service Offset (REDO)	12,500	11,600	11,600	9,500	7,400	6,000		
Use of Fund Balance	11,580	11,341	11,341	8,000	7,000	6,000	5,000	
Premium Transfer	0	2,900	2,900					
Miscellaneous Offset		395	395					
TOTAL FUNDS AVAILABLE	762,693	802,620	802,620	834,118	873,685	916,482	953,437	990,637
EXPENDITURES ($000)								
Salaries and Wages	127,901	129,675	129,675	139,672	145,957	152,525	159,389	166,561
Heat, Light, and Power	20,577	19,436	19,436	21,830	22,485	23,160	23,854	24,570
Regional Sewage Disposal	53,617	59,000	59,000	61,200	62,424	63,672	64,946	66,245
Debt Service	277,061	306,307	306,307	324,047	341,953	357,427	377,262	393,204
PAYGO	31,016	31,016	31,016	31,016	31,016	31,016	31,016	31,016
All Other	252,521	257,186	257,186	262,722	267,977	273,336	278,803	284,379
Reserve Contribution				3,631	11,873	15,346	18,167	24,662
Unspecified Expenditure Reductions				(10,000)	(10,000)			
TOTAL USE OF RESOURCES	762,693	802,620	802,620	834,118	873,685	916,482	953,437	990,637
REVENUE/EXPENDITURE SURPLUS/(GAP)	0	0	0	0	0	0	0	0
YEAR END FUND BALANCE w/o additional reserve contribution	173,717	162,376	162,376	154,376	151,006	156,879	167,225	185,393
Additional Reserve Contribution	0	0	0	3,631	11,873	15,346	18,167	24,662
TOTAL YEAR END FUND BALANCE	173,717	162,376	162,376	158,007	162,879	172,225	185,393	210,055
Debt Service as a Percentage of Water and Sewer Operating Budget	36.3%	38.2%	38.2%	38.8%	39.1%	39.0%	39.6%	39.7%
Total End of Fiscal Year Operating Reserve	73,525	73,525	73,525	77,156	89,029	104,375	122,542	147,204
Total Operating Reserve as a Percentage of Water and Sewer Rate Revenue	11.7%	11.2%	11.2%	11.0%	12.0%	13.3%	14.8%	16.9%
Total Workyears (all funds)	1,649	1,776	1,776	--	--	--	--	--

Assumptions:

1. The County Executive's operating budget recommendation is for FY20 only and incorporates the Executive's revenue and expenditure assumptions for that budget.
2. The FY21-25 projections reflect WSSC's multi-year forecast and assumptions, which are not adjusted to conform to the County Executive's Recommended budget for WSSC. The projected expenditures, revenues, and fund balances for these years may be based on changes to rates, fees, usage, inflation, future labor agreements, and other factors not assumed in the County Executive's Recommended FY20 water and sewer operating budget for WSSC.
3. The FY19 estimated spending affordability results are the values for the four spending affordability parameters implied by the FY19 budget jointly approved by Montgomery and Prince George's counties. The FY20 Proposed spending affordability results are the values of the spending affordability parameters associated with WSSC's proposed FY20 budget. The FY20 recommended spending affordability results are the spending affordability parameters associated with the County Executive's recommended WSSC budget for FY20. The FY21-25 spending affordability figures correspond to the values of the various spending affordability parameters based on the revenue and expenditure forecasts shown for the given year and are provided by WSSC.
4. The total FY19 estimated workyears shown correspond to the actual workyears as of December, 2018.
5. Estimates of revenue in FY21-25 assume the rate increases projected by WSSC in the Average Water and Sewer Rate Increase line.
6. In the projection for FY21-25 additional unspecified expenditure reductions are included to close WSSC's projected revenue shortfall in these years.

OUR LEADERSHIP AND ORGANIZATION



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County Council

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$12,461,441	85.18

MARLENE MICHAELSON, EXECUTIVE DIRECTOR

MISSION STATEMENT

The mission of the County Council is to legislate for the peace, good government, health, safety, and welfare of Montgomery County and establish policies under which a system of public administration and finance provides services effectively, efficiently, and equitably.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the County Council is $12,461,441, an increase of $814,916 or 7.00 percent from the FY19 Approved Budget of $11,646,525. Personnel Costs comprise 93.77 percent of the budget for 92 full-time position(s) and four part-time position(s), and a total of 85.18 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 6.23 percent of the FY20 budget.

PROGRAM CONTACTS

Contact Mary Jane Berry of the County Council at 240.777.7930 or Naeem M. Mia of the Office of Management and Budget at 240.777.2786 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 and Culture; Health and Human Services; Government Operations and Fiscal Policy; Planning, Housing, and Economic Development; Public Safety; and Transportation 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**5,838,854**	**47.50**
Increase Cost: FY19 Mid-Year Staff Adjustments	232,607	1.90
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	254,676	0.20
FY20 Recommended	**6,326,137**	**49.60**

Council Staff Operations

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

Legislative Program, Planning, and Budget staff perform research and analysis on issues before the Council and prepare written reports and recommendations for all agenda items at Council sessions and Committee meetings. Staff also respond to requests from individual Councilmembers for research, legal advice, and data relevant to their work program. Staff draft legislation and resolutions for Council action; analyze reports, bills, plans, and budgets forwarded to the Council by the County Executive and County agencies; and advise Councilmembers on issues related to the Council work program. Personnel in this unit provide staffing for the Charter Review Commission and other groups created by the Council and represent the Council at meetings held on issues before the Council.

Legislative Information Services and Council Communications Office staff perform the public relations function of the Council. In order to facilitate two-way communication between the Council and County residents, staff prepare informational materials, serve as first-line telephone contact with the public, provide information about the legislative process, update the Council's website, and produce programs for the County's cable channel. Staff inform Councilmembers of the views of citizens through a correspondence control system, telephone tabulation system, and documentation of petitions. Legislative Information Services arranges for and provides notice of public hearings, and assembles packets of background material for Councilmembers, the press, and the public.

The Office of the Clerk of the Council prepares and maintains all official records of the Council; attends meetings of the Council; writes minutes; processes resolutions and legislation; prepares Council and Committee agendas; arranges for both regular and special meetings; and tracks sunset, expiration, and deadline dates of legislation and regulations.

Administration performs the Council's personnel, procurement, payroll, and budgetary functions; provides supervision; manages the automation system for the legislative branch; monitors inventory and office space; coordinates program issues; and serves as the liaison between Councilmembers and program staff. The staff in this unit contribute to the Legislative Program, Planning, and Budget work program. The administrative staff also provide staff orientation, training for the automation and telephone systems, backup support for all programs, volunteer coordination, and receptionist coverage for Councilmember offices.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**5,807,671**	**35.78**
Increase Cost: Operating Expenses	118,022	0.00
Decrease Cost: Printing Costs	(35,622)	0.00

FY20 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	245,233	(0.20)
FY20 Recommended	**6,135,304**	**35.58**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	8,536,107	8,381,772	8,361,801	8,921,121	6.4 %
Employee Benefits	2,691,128	2,567,701	2,552,794	2,764,568	7.7 %
County General Fund Personnel Costs	**11,227,235**	**10,949,473**	**10,914,595**	**11,685,689**	**6.7 %**
Operating Expenses	693,268	697,052	628,450	775,752	11.3 %
County General Fund Expenditures	**11,920,503**	**11,646,525**	**11,543,045**	**12,461,441**	**7.0 %**
PERSONNEL					
Full-Time	88	88	88	92	4.6 %
Part-Time	5	5	5	4	-20.0 %
FTEs	83.10	83.28	83.28	85.18	2.3 %
REVENUES					
Other Charges/Fees	(20)	0	0	0	—
County General Fund Revenues	**(20)**	**0**	**0**	**0**	**—**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**11,646,525**	**83.28**
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	280,706	0.00
Increase Cost: FY19 Mid-Year Staff Adjustments [Councilmember Offices]	232,607	1.90
Increase Cost: Restore One-Time Lapse Increase	150,000	0.00
Increase Cost: Operating Expenses [Council Staff Operations]	118,022	0.00
Increase Cost: Annualization of FY19 Personnel Costs	47,295	0.00
Increase Cost: Retirement Adjustment	25,608	0.00
Shift: Annualization of ESRI Enterprise Agreement - Shift to DTS	(3,700)	0.00
Decrease Cost: Printing Costs [Council Staff Operations]	(35,622)	0.00
FY20 RECOMMENDED	**12,461,441**	**85.18**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Councilmember Offices	5,838,854	47.50	6,326,137	49.60
Council Staff Operations	5,807,671	35.78	6,135,304	35.58
Total	**11,646,525**	**83.28**	**12,461,441**	**85.18**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND					
NDA - Legislative Branch Communications Outreach	General Fund	228,912	2.00	330,415	3.00
Cable Television Communications Plan	Cable TV	620,398	5.00	640,693	5.00
	Total	**849,310**	**7.00**	**971,108**	**8.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**12,461**	**12,461**	**12,461**	**12,461**	**12,461**	**12,461**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**45**	**45**	**45**	**45**	**45**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**12,461**	**12,506**	**12,506**	**12,506**	**12,506**	**12,506**

Board of Appeals

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$563,032	3.50

BARBARA JAY, EXECUTIVE DIRECTOR

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 variance, administrative appeal, special exception modification, and conditional use appeal processes.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Board of Appeals is $563,032, a decrease of $16,198 or 2.80 percent from the FY19 Approved Budget of $579,230. Personnel Costs comprise 93.56 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 6.44 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Program Measures					
Number of Administrative Appeals filed	5	10	10	10	10
Number of pre-hearing conferences held	6	9	9	9	9
Number of Administrative Appeals heard	3	4	4	4	4
Number of Administrative Appeals decided	5	8	8	8	8
Average days to Administrative Appeals hearing notice [1]	16	15	15	15	15
Average days to Administrative Appeals hearing (minimum of 30 days notice required) [2]	54	61	61	61	61

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Average days to issue written Administrative Appeals decisions (within 45 days of close of record unless extended) [3]	28	28	28	28	28
Number of Variances filed	27	30	30	30	30
Number of Variances heard	22	38	38	38	38
Number of Variances decided	21	38	38	38	38
Average days to Variance hearing notice	10	16	16	16	16
Average days to Variance hearing (within 60 days of accepting application) [4]	42	50	50	50	50
Average days to issue Variance decision (within 30 days of close of record unless extended) [5]	14	9	9	9	9
Number of requests for Oral Argument in Conditional Use cases [6]	2	1	1	1	1
Number of requests for Oral Argument granted	1	0	0	0	0
Number of Conditional Use cases decided	2	1	1	1	1
Average days to issue Conditional Use decision (must issue within 30 days of voting on the matter unless extended)	16	13	13	13	13
Number of Circuit Court appeals processed	7	1	1	1	1
Number of Worksessions held	22	24	24	24	24
Number of Administrative Actions taken [7]	167	146	146	146	146
Average days to Worksession Resolutions	16	13	13	13	13

[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 Naeem M. Mia of the Office of Management and Budget at 240.777.2786 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 as provided in the Zoning Ordinance. Development standards for each zone are set by the Zoning Ordinance. Variances from these standards require approval by the Board. In addition, the Board hears appeals of conditional uses decided by the Hearing Examiner, as provided in the Zoning Ordinance. The Board of Appeals also holds hearings and rules on appeals from administrative actions of certain governmental departments and agencies, as provided in the County Code. Finally, the Board considers modifications to those special exceptions that were filed or approved before the

October 30, 2014 changes to the Zoning Ordinance.

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	407,232	418,455	414,391	424,684	1.5 %
Employee Benefits	92,431	95,548	96,369	102,109	6.9 %
County General Fund Personnel Costs	**499,663**	**514,003**	**510,760**	**526,793**	**2.5 %**
Operating Expenses	31,470	65,227	44,158	36,239	-44.4 %
County General Fund Expenditures	**531,133**	**579,230**	**554,918**	**563,032**	**-2.8 %**
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	195,374	164,413	164,413	164,413	—
Other Charges/Fees	2,516	0	0	0	—
County General Fund Revenues	**197,890**	**164,413**	**164,413**	**164,413**	**—**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**579,230**	**3.50**
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	15,565	0.00
Increase Cost: Retirement Adjustment	1,120	0.00
Increase Cost: Board Member Stipend Increases	689	0.00
Decrease Cost: Mail Services [Zoning Related Hearings and Administrative Appeals]	(1,272)	0.00
Decrease Cost: Annualization of FY19 Personnel Costs	(4,584)	0.00
Decrease Cost: Printing Services [Zoning Related Hearings and Administrative Appeals]	(7,716)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(20,000)	0.00
FY20 RECOMMENDED	**563,032**	**3.50**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
EXPENDITURES						
FY20 Recommended	**563**	**563**	**563**	**563**	**563**	**563**
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	**563**	**567**	**567**	**567**	**567**	**567**

Inspector General

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$1,238,522	7.00

EDWARD L. BLANSITT III, INSPECTOR GENERAL

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 recommended FY20 Operating Budget for the Office of Inspector General is $1,238,522, an increase of $97,932 or 8.59 percent from the FY19 Approved Budget of $1,140,590. Personnel Costs comprise 93.81 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 6.19 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **Effective, Sustainable Government**
- **A Growing Economy**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Program Measures					

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percent of complaints reviewed and action initiated within 5 business days	97%	94%	95%	95%	95%
Percent of initial inquiries (with no reports or memo) completed within 60 days [1]	79%	79%	N/A	N/A	N/A
Percent of initial inquiries (with no reports or memo) completed within 20 days [2]	N/A	N/A	80%	80%	80%
Percent of audit/inspection/investigation reports completed within 180 days [3]	50%	53%	N/A	N/A	N/A
Percent of audit/inspection/investigation reports completed within 8 months [4]	N/A	N/A	60%	60%	60%

[1] *The performance measure for percent of initial inquiries completed will change beginning in FY19. This line reports the actual performance under the current target measurement of 79 percent.*

[2] *With the introduction of the Office of Inspector General's (OIG) 2017 revised Procedures Manual, the OIG has redefined the point at which an initial inquiry is either closed or reclassified as an audit, inspection, investigation, evaluation, or review. This change has the effect of moving detailed analysis work, previously completed during the preliminary inquiry stage, to the audit/inspection/investigation stage of our work.*

[3] *The performance measure for percent of audit/inspection/investigation reports completed will change beginning in FY19. This line reports the actual performance under the current target measurement of 50 percent.*

[4] *With the introduction of the Office of Inspector General's (OIG) 2017 revised Procedures Manual, and in coordination with the above change, the OIG is extending the time to conclude audit, inspection, investigation, evaluation, or review work by 2 months. This change is consistent with both the transfer of detailed analysis work from the preliminary inquiry to the audit/inspection/investigation stage of our work, and the historic timeframes for completing audit work given available staffing resources.*

ACCOMPLISHMENTS

- ☑ The OIG publicly issued three reports, one advisory memorandum, and one preliminary inquiry memorandum to the County government during FY18. One additional Confidential Investigative Report was provided to the Ethics Commission as a result of investigative work the OIG completed at the Commission's request.
- ☑ The OIG completed 33 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.

COLLABORATION AND PARTNERSHIPS

Collaborations and Partnerships

The OIG maintains memberships with the Association of Inspectors General (AIG), the Association of Government Accountants (AGA), and the Association of Local Government Auditors (ALGA) which enhance overall performance and broaden our staff's professional perspective. During FY18, our Inspector General served as the First Vice President of the District of Columbia Chapter of AIG. OIG staff members also voluntarily participate in the success of the AIG local Chapter. Investigative Analyst Mollie Habermeier serves on the AIG local Chapter Training Committee, and Investigative Analyst Michael Morgan worked with the AIG National Office to maintain the website for the AIG local chapter.

PROGRAM CONTACTS

Contact Edward L. Blansitt III of the Office of Inspector General at 240.777.8240 or Naeem M. Mia of the Office of Management and Budget at 240.777.2786 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 FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	816,595	910,643	893,534	970,111	6.5 %
Employee Benefits	160,453	185,610	185,610	191,737	3.3 %
County General Fund Personnel Costs	**977,048**	**1,096,253**	**1,079,144**	**1,161,848**	**6.0 %**
Operating Expenses	13,718	44,337	44,337	76,674	72.9 %
County General Fund Expenditures	**990,766**	**1,140,590**	**1,123,481**	**1,238,522**	**8.6 %**
PERSONNEL					
Full-Time	6	6	6	6	—
Part-Time	0	0	0	0	—
FTEs	7.00	7.00	7.00	7.00	—

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**1,140,590**	**7.00**
Other Adjustments (with no service impacts)		
Increase Cost: Compensation Adjustment for Deputy Inspector General Position [Inspector General]	59,779	0.00
Increase Cost: FY20 Compensation Adjustment	35,748	0.00
Increase Cost: Contracted Audit/Investigation Consultant Services [Inspector General]	32,337	0.00
Restore: FY20 Pooled Position Salaries [Inspector General]	17,513	0.00
Increase Cost: Personnel Adjustments [Inspector General]	16,673	0.00
Increase Cost: Retirement Adjustment	2,915	0.00
Decrease Cost: Annualization of FY19 Personnel Costs	(67,033)	0.00
FY20 RECOMMENDED	**1,238,522**	**7.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**1,239**	**1,239**	**1,239**	**1,239**	**1,239**	**1,239**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY20	**0**	**18**	**18**	**18**	**18**	**18**
New positions in the FY20 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.						
Restore One-Time Lapse Increase	**0**	**67**	**67**	**67**	**67**	**67**
Restoration of one-time lapse adjustment in the budget development year						
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	**1,239**	**1,333**	**1,333**	**1,333**	**1,333**	**1,333**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY20 Recommended		FY21 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
FY20 Pooled Position Salaries	17,513	0.00	35,026	0.00
Total	**17,513**	**0.00**	**35,026**	**0.00**

Legislative Oversight

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$1,886,783	11.67

CHRIS CIHLAR, DIRECTOR

MISSION STATEMENT

The mission of the Office of Legislative Oversight (OLO) is to determine the effectiveness of legislation enacted by the County Council and to make findings and recommendations concerning the performance, management, and operation of programs and functions for which funds are appropriated or approved by the Council.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Office of Legislative Oversight is $1,886,783, an increase of $142,696 or 8.18 percent from the FY19 Approved Budget of $1,744,087. Personnel Costs comprise 97.63 percent of the budget for 12 full-time position(s) and no part-time position(s), and a total of 11.67 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 2.37 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

ACCOMPLISHMENTS

- ☑ Completed a report that summarized the Maryland State Department of Assessments and Taxation practices for out-of-cycle residential property assessments.
- ☑ Completed a report that reviewed the use of reverse auction purchasing for Montgomery County procurements and other jurisdictions.
- ☑ Completed a report that provided information on the use of social impact bonds across the country, with a focus on early childhood education.
- ☑ Completed a report that summarized the County Executive and Council community grants programs, including legislative history, data trends, and feedback from stakeholders. The report also included summaries of the practices of other jurisdictions.
- ☑ Completed a report on the retiree health benefits, including a description of revised reporting rules, identification of major cost drivers, and an assessment of opportunities to control future year costs.

- ☑ Completed a report that examined dollars awarded for County Government service contracts, the size of the service contractor workforce, and contractor wages. OLO found that the County does not collect or require vendors to report data on contractor wages nor does it count the number of contractors on service contracts. Additionally, OLO found that the Police department does not currently have established procedures to monitor active contractors or to deactivate ID cards when contractors leave County service.
- ☑ Continued to assist the Council, MCPS, and the County Office of Intergovernmental Relations by analyzing alternative State aid funding models to determine how different provisions would impact funding to MCPS.

PROGRAM CONTACTS

Contact Chris Cihlar of the Office of Legislative Oversight at 240.777.7987 or Naeem M. Mia of the Office of Management and Budget at 240.777.2786 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Legislative Oversight

The Office of Legislative Oversight (OLO) conducts program evaluations, base budget reviews, and other special studies in accordance with a Council-approved work program, as well as overseeing audits. 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 FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,258,928	1,234,226	1,392,663	1,417,856	14.9 %
Employee Benefits	384,938	365,227	381,454	424,293	16.2 %
County General Fund Personnel Costs	**1,643,866**	**1,599,453**	**1,774,117**	**1,842,149**	**15.2 %**
Operating Expenses	29,088	144,634	144,634	44,634	-69.1 %
County General Fund Expenditures	**1,672,954**	**1,744,087**	**1,918,751**	**1,886,783**	**8.2 %**
PERSONNEL					
Full-Time	11	12	12	12	—
Part-Time	0	0	0	0	—
FTEs	11.00	11.67	11.67	11.67	—

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**1,744,087**	**11.67**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY19 Personnel Costs	119,491	0.00
Increase Cost: Restore One-Time Lapse Increase	66,707	0.00
Increase Cost: FY20 Compensation Adjustment	50,886	0.00
Increase Cost: Retirement Adjustment	5,612	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(100,000)	0.00
FY20 RECOMMENDED	**1,886,783**	**11.67**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND					
NDA - Independent Audit	General Fund	53,424	0.33	57,482	0.33

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**1,887**	**1,887**	**1,887**	**1,887**	**1,887**	**1,887**
No inflation or compensation change is included in outyear projections.						
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	**1,887**	**1,897**	**1,897**	**1,897**	**1,897**	**1,897**

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Merit System Protection Board

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$259,443	1.50

BRUCE MARTIN, EXECUTIVE DIRECTOR

MISSION STATEMENT

The mission of the Merit System Protection Board is to oversee the merit system and protect employee and job applicant rights guaranteed under the merit system law.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Merit System Protection Board is $259,443, an increase of $9,754 or 3.91 percent from the FY19 Approved Budget of $249,689. Personnel Costs comprise 94.41 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 5.59 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

PROGRAM CONTACTS

Contact Bruce Martin of the Merit System Protection Board at 240.777.6622 or Naeem M. Mia of the Office of Management and Budget at 240.777.2786 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 also publishes an annual report.

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	183,745	190,487	193,138	193,532	1.6 %
Employee Benefits	46,604	48,698	48,802	51,407	5.6 %
County General Fund Personnel Costs	**230,349**	**239,185**	**241,940**	**244,939**	**2.4 %**
Operating Expenses	6,774	10,504	10,504	14,504	38.1 %
County General Fund Expenditures	**237,123**	**249,689**	**252,444**	**259,443**	**3.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	2	2	2	2	—
FTEs	1.50	1.50	1.50	1.50	—

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**249,689**	**1.50**
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	7,096	0.00
Increase Cost: Transcript Costs [Merit System Oversight]	4,000	0.00
Decrease Cost: Annualization of FY19 Personnel Costs	(1,342)	0.00
FY20 RECOMMENDED	**259,443**	**1.50**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**259**	**259**	**259**	**259**	**259**	**259**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**1**	**1**	**1**	**1**	**1**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**259**	**260**	**260**	**260**	**260**	**260**

Zoning and Administrative Hearings

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$686,084	4.00

MARTIN GROSSMAN, DIRECTOR

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 recommended FY20 Operating Budget for the Office of Zoning and Administrative Hearings is $686,084, a decrease of $17,975 or 2.55 percent from the FY19 Approved Budget of $704,059. Personnel Costs comprise 91.26 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 8.74 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Program Measures					
Average time from filing a case until the first hearing date is scheduled (months) [1]	4	4	4	4	4
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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percentage of Hearing Examiner recommendations accepted by County Council, the Human Rights Commission, the CAO, and the Board of Registration and the percentage of Hearing Examiner decisions upheld by the Board of Appeals	100	100	100	100	100
Total cases completed [3]	32	25	25	25	25

[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 applicant's plans required by the Planning Department.*

[2] *At this time, no OZAH cases are pending in the courts. The Maryland Court of Special Appeals upheld the findings of OZAH Hearing Examiners in three cases in FY18. One of the cases is a human rights matter (Erik Belfiore v. Merchant Link, LLC, 236 Md. App. 32, 180 A.3d 230 (2018)). Two are land use cases (Brandywine Senior Living at Potomac LLC, et al. v. Ronald A. Paul., 237 Md.App. 195, 184 A.3d 48 (2018); and Costco Wholesale Corp. v. Montgomery County, Maryland, et al., Ct of Special Appeals No. 2450, OZAH Case No. S-2863).*

[3] *The number of new cases filed in FY18 (25) was a decrease from FY17 (33), but slightly greater than the number of cases filed in FY16 (24). The current projections for new cases for future fiscal years is estimated to be 25 per year.*

PROGRAM CONTACTS

Contact Martin Grossman of the Office of Zoning and Administrative Hearings at 240.777.6667 or Naeem M. Mia of the Office of Management and Budget at 240.777.2786 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Zoning and Administrative Hearings

The Hearing Examiner receives applications for certain zoning matters decided by the County Council; schedules and conducts public hearings; prepares and issues reports and recommendations for County Council action; receives applications, hears and decides special exception and conditional use cases; schedules and conducts referral hearings from other departments, such as the Commission on Human Rights and the Commission on Common Ownership Communities; adjudicates objections from findings of the Department of Housing and Community Affairs regarding accessory apartment applications; maintains administrative records for public inspection; collects zoning application fees; responds to public inquiries on zoning, special exception, and conditional use cases; and works with other County agencies in the preparation, revision, and review of procedural rules, fee schedules, and zoning text amendments.

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	486,261	496,191	513,109	507,478	2.3 %
Employee Benefits	103,515	110,000	102,172	118,631	7.9 %
County General Fund Personnel Costs	**589,776**	**606,191**	**615,281**	**626,109**	**3.3 %**
Operating Expenses	76,303	97,868	5,804	59,975	-38.7 %
County General Fund Expenditures	**666,079**	**704,059**	**621,085**	**686,084**	**-2.6 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	4.00	4.00	4.00	4.00	—
REVENUES					
Other Charges/Fees	5,000	0	0	0	—
Zoning Fees	48,886	65,000	65,000	65,000	—
County General Fund Revenues	**53,886**	**65,000**	**65,000**	**65,000**	**—**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**704,059**	**4.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	13,728	0.00
Increase Cost: Annualization of FY19 Personnel Costs	3,275	0.00
Increase Cost: Retirement Adjustment	2,915	0.00
Decrease Cost: Temporary Clerical Services [Zoning and Administrative Hearings]	(1,000)	0.00
Decrease Cost: Contract Hearing Examiners [Zoning and Administrative Hearings]	(4,824)	0.00
Decrease Cost: Transcription Services [Zoning and Administrative Hearings]	(8,000)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(10,000)	0.00
Decrease Cost: Consultant Services [Zoning and Administrative Hearings]	(14,069)	0.00
FY20 RECOMMENDED	**686,084**	**4.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**686**	**686**	**686**	**686**	**686**	**686**
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	**686**	**688**	**688**	**688**	**688**	**688**

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Circuit Court

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$15,339,980	119.50

ROBERT A. GREENBERG, ADMINISTRATIVE JUDGE

MISSION STATEMENT

The mission of the Circuit Court is to serve Sixth Judicial Circuit residents in the determination of litigation in serious criminal matters, substantive civil cases, domestic and child support cases in accordance with the United States and Maryland Constitutions while administering justice in an honest, fair, and efficient manner.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Circuit Court is $15,339,980, an increase of $739,353 or 5.06 percent from the FY19 Approved Budget of $14,600,627. Personnel Costs comprise 82.62 percent of the budget for 117 full-time position(s) and five part-time position(s), and a total of 119.50 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 17.38 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **Effective, Sustainable Government**
- **Safe 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

ACCOMPLISHMENTS

- ☑ During FY18, the Montgomery County Circuit Court processed over 35,000 original and reopened case filings and over 36,000 terminations. The Circuit Court also held approximately 39,200 hearings and 1,850 trials.

- ☑ Reviewed and audited 914 Fiduciary Reports filed by court-appointed guardians and trustees, as well as monitored the filings of 252 Inventory Reports, 976 Fiduciary Reports, and 983 Annual Reports.
- ☑ The Court's Family Law Self-Help Center received 10,313 visits, a 3.6% increase from FY17 (9,959 visits). The center also provides evening service every Tuesday, and 569 clients were served in FY18.
- ☑ Kids Spot, the Court's child waiting area, served 1,046 children between the ages of 2 and 12 in FY18.
- ☑ Participated in the Maryland Judiciary's Maryland Electronic Courts (MDEC) initiative to transition from the court's legacy case management system to the new Statewide system. Activities include review and comment on scope/solution documentation, fit gap tracking, data migration planning, data/code mapping, and internal planning meetings.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ✹ Updated information on the juror summons, improved the juror information packet, and revised the jury survey to improve Jury Office communication. To assist potential jurors, added new juror information to the hotline on high volume days and created instructional videos.
- ✹ Created easy-to-use electronic forms for guardians as they prepare the property annual report. These forms automatically calculate financial data and present drop-down windows to reduce accounting errors or missing information.

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**390,395**	**6.00**
Increase Cost: Restore One-time Lapse Increase	92,000	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.	176,416	1.00
FY20 Recommended	**658,811**	**7.00**

✹ 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Case Filings (includes re-opened cases)					
Criminal (including District Court appeals)	6,565	6,414	6,790	6,838	6,887
Civil (including Registrar of Wills, District Court appeals)	10,950	11,168	12,399	12,388	12,377
Domestic Relations	14,868	14,211	15,335	15,462	15,589
Juvenile (including Delinquency, CINA, and TPR)	3,101	3,434	2,332	2,141	1,950
TOTAL Case Filings	35,484	35,227	26,856	36,829	36,803
Case Terminations (includes re-opened cases)					
Criminal	6,518	6,427	6,759	6,804	6,848
Civil	11,112	11,785	12,870	12,894	12,919
Domestic Relations	14,428	14,448	15,409	15,550	15,690
Juvenile	3,016	3,475	2,402	2,225	2,048
TOTAL Case Terminations	35,074	36,135	37,440	37,473	37,505
Case Clearance Rate (includes re-opened cases)					
Criminal	99%	100%	100%	100%	99%
Civil	101%	106%	104%	104%	104%
Domestic Relations	97%	102%	100%	101%	101%
Juvenile	97%	101%	103%	104%	105%
OVERALL Case Clearance Rate	99%	103%	102%	102%	102%
Total Trials	1,503	1,853	1,668	1,705	1,744

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,324,951**	**10.20**
Technical Adj: Realign Drug Court Grant Budget with Grant Award	72,163	(0.20)
Increase Cost: MDEC Data Migration and Testing	50,000	0.00
Technical Adj: Realign Drug Court Grant Budget with Grant Award	15,209	0.20
Technical Adj: Realign Trial Research Budget with Grant Award	410	0.06
Technical Adj: Realign Trial Research Budget with Grant Award	(3,090)	(0.06)
Re-align: Realign Evaluation Services Budget Based on Past Actuals	(20,000)	0.00
Re-align: Realign Child Care Services Budget Based on Past Actuals	(50,000)	0.00
Re-align: Realign Arbitration Services Budget Based on Past Actuals	(73,000)	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.	(211,287)	0.51
FY20 Recommended	**3,105,356**	**10.71**

Adjudication

Adjudication encompasses support staff for the Judiciary and Differentiated Case Management (DCM). Conceptually, this

division monitors case assignments (criminal, civil, and family cases), provides expedited case disposition for incarcerated offenders, and provides supervision consistent with the complexity of each case filed. Adjudication and 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,386,840**	**33.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	226,071	0.50
FY20 Recommended	**3,612,911**	**33.50**

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 DCM 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,302,554**	**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.	71,447	0.00
FY20 Recommended	**1,374,001**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**714,438**	**4.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(32,223)	(0.50)
FY20 Recommended	**682,215**	**4.00**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**889,941**	**9.00**
Technical Adj: Realign Family Law Grant Budget with Grant Award	148,769	1.08
Add: Add Paralegal Specialist to Support Juvenile Magistrate	74,474	1.00
Technical Adj: Realign Family Law Grant Budget with Grant Award	35,166	(1.08)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(82,184)	(0.17)
FY20 Recommended	**1,066,166**	**9.83**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,307,586**	**12.00**
Increase Cost: Add IT Specialist II Position to serve as Database Administrator	80,392	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.	25,483	0.00
FY20 Recommended	**1,413,461**	**13.00**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**471,084**	**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.	507	0.00
FY20 Recommended	**471,591**	**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 of the guardianship of the person. The Trust Clerk examines the Annual Fiduciary Reports filed and prepares the Report of Trust Clerk for the Court.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**194,699**	**2.00**
Enhance: Add Part-time Administrative Aide to Cover Increased Trust Office Workload	23,501	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.	14,890	0.00
FY20 Recommended	**233,090**	**2.50**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,618,139**	**23.30**

FY20 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	104,239	(1.34)
FY20 Recommended	**2,722,378**	**21.96**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	6,916,497	7,201,338	7,275,313	7,653,781	6.3 %
Employee Benefits	2,479,937	2,341,256	2,439,235	2,615,805	11.7 %
County General Fund Personnel Costs	**9,396,434**	**9,542,594**	**9,714,548**	**10,269,586**	**7.6 %**
Operating Expenses	2,408,794	2,439,894	2,533,070	2,348,016	-3.8 %
County General Fund Expenditures	**11,805,228**	**11,982,488**	**12,247,618**	**12,617,602**	**5.3 %**
PERSONNEL					
Full-Time	91	92	92	94	2.2 %
Part-Time	3	3	3	4	33.3 %
FTEs	92.70	93.70	93.70	97.54	4.1 %
REVENUES					
Miscellaneous Revenues	55,235	55,230	55,235	55,230	—
State Jury Fee Reimbursement	491,220	404,245	482,785	482,785	19.4 %
County General Fund Revenues	**546,455**	**459,475**	**538,020**	**538,015**	**17.1 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,700,908	1,812,155	1,812,155	1,832,683	1.1 %
Employee Benefits	503,863	570,498	570,498	571,616	0.2 %
Grant Fund - MCG Personnel Costs	**2,204,771**	**2,382,653**	**2,382,653**	**2,404,299**	**0.9 %**
Operating Expenses	215,555	235,486	235,486	318,079	35.1 %
Grant Fund - MCG Expenditures	**2,420,326**	**2,618,139**	**2,618,139**	**2,722,378**	**4.0 %**
PERSONNEL					
Full-Time	23	23	23	23	—
Part-Time	1	1	1	1	—
FTEs	23.30	23.30	23.30	21.96	-5.8 %
REVENUES					
State Grants	2,420,589	2,618,139	2,618,139	2,722,378	4.0 %
Grant Fund - MCG Revenues	**2,420,589**	**2,618,139**	**2,618,139**	**2,722,378**	**4.0 %**
DEPARTMENT TOTALS					
Total Expenditures	**14,225,554**	**14,600,627**	**14,865,757**	**15,339,980**	**5.1 %**
Total Full-Time Positions	**114**	**115**	**115**	**117**	**1.7 %**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Total Part-Time Positions	**4**	**4**	**4**	**5**	**25.0 %**
Total FTEs	**116.00**	**117.00**	**117.00**	**119.50**	**2.1 %**
Total Revenues	**2,967,044**	**3,077,614**	**3,156,159**	**3,260,393**	**5.9 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**11,982,488**	**93.70**
Changes (with service impacts)		
Add: Add Paralegal Specialist to Support Juvenile Magistrate [Family Division Services]	74,474	1.00
Enhance: Add Part-time Administrative Aide to Cover Increased Trust Office Workload [Trust and Guardianships]	23,501	0.50
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	382,192	0.00
Increase Cost: Annualization of FY19 Personnel Costs	174,826	0.00
Technical Adj: Realign Family Law Grant Budget with Grant Award [Family Division Services]	148,769	1.08
Increase Cost: Restore One-time Lapse Increase [Family Magistrates]	92,000	0.00
Increase Cost: Add IT Specialist II Position to serve as Database Administrator [Technical Services]	80,392	1.00
Increase Cost: MDEC Data Migration and Testing [Administration]	50,000	0.00
Technical Adj: Realign Drug Court Grant Budget with Grant Award [Administration]	15,209	0.20
Increase Cost: Retirement Adjustment	10,236	0.00
Increase Cost: Motor Pool Adjustment	1,122	0.00
Technical Adj: Realign Trial Research Budget with Grant Award [Administration]	410	0.06
Re-align: Realign Evaluation Services Budget Based on Past Actuals [Administration]	(20,000)	0.00
Re-align: Realign Child Care Services Budget Based on Past Actuals [Administration]	(50,000)	0.00
Re-align: Realign Arbitration Services Budget Based on Past Actuals [Administration]	(73,000)	0.00
Decrease Cost: Turnover Savings	(96,650)	0.00
Decrease Cost: Savings from Proposed Reclassifications to Offset New Position Additions	(178,367)	0.00
FY20 RECOMMENDED	**12,617,602**	**97.54**
GRANT FUND - MCG		
FY19 ORIGINAL APPROPRIATION	**2,618,139**	**23.30**
Other Adjustments (with no service impacts)		
Technical Adj: Realign Drug Court Grant Budget with Grant Award [Administration]	72,163	(0.20)
Technical Adj: Realign Family Law Grant Budget with Grant Award [Family Division Services]	35,166	(1.08)
Technical Adj: Realign Trial Research Budget with Grant Award [Administration]	(3,090)	(0.06)
FY20 RECOMMENDED	**2,722,378**	**21.96**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Family Magistrates	390,395	6.00	658,811	7.00
Administration	3,324,951	10.20	3,105,356	10.71
Adjudication	3,386,840	33.00	3,612,911	33.50
Case Assignment	1,302,554	14.00	1,374,001	14.00
Jury	714,438	4.50	682,215	4.00
Family Division Services	889,941	9.00	1,066,166	9.83
Technical Services	1,307,586	12.00	1,413,461	13.00
Law Library	471,084	3.00	471,591	3.00
Trust and Guardianships	194,699	2.00	233,090	2.50
Grants	2,618,139	23.30	2,722,378	21.96
Total	**14,600,627**	**117.00**	**15,339,980**	**119.50**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**12,618**	**12,618**	**12,618**	**12,618**	**12,618**	**12,618**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY20	**0**	**89**	**89**	**89**	**89**	**89**
New positions in the FY20 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**	**101**	**101**	**101**	**101**	**101**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**12,618**	**12,808**	**12,808**	**12,808**	**12,808**	**12,808**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY20 Recommended		FY21 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Add IT Specialist II Position to serve as Database Administrator	80,392	1.00	117,041	1.00
Add Paralegal Specialist to Support Juvenile Magistrate	74,474	1.00	110,391	1.00
Add Part-time Administrative Aide to Cover Increased Trust Office Workload	23,501	0.50	39,761	0.50
Total	**178,367**	**2.50**	**267,193**	**2.50**

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State's Attorney

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$18,948,674	153.85

JOHN MCCARTHY, STATE'S ATTORNEY

MISSION STATEMENT

The State's Attorney's Office is a constitutionally created independent agency. The mission of the State's Attorney's Office is to serve the public interest through the fair and honest administration of justice by exercising its responsibilities to: prosecute criminal violations in Montgomery County, educate the public with regard to criminal justice issues, provide training to lawyers for future service, address inequality and promote fairness in the criminal justice system, ensure access to the criminal justice system, promote professional relations with judges and attorneys, and further the efficient use of criminal justice resources.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the State's Attorney's Office is $18,948,674, an increase of $828,620 or 4.57 percent from the FY19 Approved Budget of $18,120,054. Personnel Costs comprise 95.92 percent of the budget for 147 full-time position(s) and 11 part-time position(s), and a total of 153.85 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 4.08 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Safe 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

ACCOMPLISHMENTS

- ☑ During the 2018 school year, the State's Attorney's Office had 50 law school interns and three fellows who donated over 15,700 hours of their time to the office. These students help screen cases, conduct legal research, contact victims and witnesses, and prepare cases for trial. Their service equates to over 7.5 full time positions.
- ☑ The Mental Health Courts in Montgomery County's Circuit and District Courts opened in December 2016 and January 2017 respectively. The Mental Health Courts have graduated 23 people, and only one participant has recidivated.

PROGRAM CONTACTS

Contact Lisa Russo of the State's Attorney's Office 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,849,606**	**14.00**
Increase Cost: Purchase 100 Adobe Acrobat Annual Subscriptions	15,000	0.00
Decrease Cost: Turnover Savings	(32,616)	0.00
Decrease Cost: Lapse Secretary to State's Attorney Position	(64,544)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	65,187	(1.15)
FY20 Recommended	**1,832,633**	**12.85**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of community outreach presentations on teen dating	36	27	30	30	30
Number of community outreach presentations on Internet safety / cyberbullying	124	111	120	120	120
Number of students reached through community outreach presentations in schools	12,685	6,500	6,500	6,500	6,500
Number of community outreach presentations for Seniors	39	40	40	40	40

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**7,975,327**	**62.72**

FY20 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	718,302	2.28
FY20 Recommended	**8,693,629**	**65.00**

Juvenile Court Prosecution

The Juvenile Court Prosecution program prosecutes criminal violations committed by juvenile offenders in Montgomery County and performs a preliminary review of all cases in which a juvenile is charged with a violent crime. This includes cases which have been reviewed by the Juvenile Services Administration and then referred to the State's Attorney's Office. In such cases, formal charges are filed where appropriate, and litigated to disposition in the Juvenile Court, attempting to obtain restitution for victims when possible. This program also provides administrative support to Teen Court, a Countywide peer adjudication initiative for non-violent juvenile offenses.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of students participating in the Truancy Prevention Program	312	318	320	320	320
Percent of Truancy Prevention Program participants showing at least 60% improvement in unexcused absences	56	48	50	50	50
Number of teens referred to the Teen Court program	323	310	300	300	300
Percent of teens who declined to participate in the Teen Court program	18	17	17	17	17
Percent of Teen Court participants who successfully complete the program requirements	80	76	76	76	76
Number of juvenile cases screened for mediation	27	33	35	35	35
Percent of juvenile cases screened resulting in mediations	12	6	10	10	10
Percent of juvenile mediations in which an agreement is reached	12	100	90	90	90

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,899,752**	**16.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	220,639	1.00
FY20 Recommended	**2,120,391**	**17.50**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of adult cases screened for mediation	178	240	250	250	250
Percent of adult cases screened resulting in mediations	53	30	45	45	45
Percent of adult mediations in which an agreement is reached	83	90	85	85	85
Adult mediations: Total actual restitution vs. Total restitution requested	$97,595 of $104,015	$84,666 of $84,666	N/A	N/A	N/A

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,729,068**	**25.38**

FY20 Recommended Changes	Expenditures	FTEs
Technical Adj: Reallocation of FTEs for GVRG Gun Violence Reduction Grant	0	(0.02)
Technical Adj: Reallocation of FTEs for VAWA STOP Violence Against Women Grant	0	(0.02)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(121,375)	0.28
FY20 Recommended	**2,607,693**	**25.62**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,435,076**	**14.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(35,278)	(1.00)
FY20 Recommended	**1,399,798**	**13.50**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**555,443**	**6.00**
Add: Replace Lost State Grant Funding for One Senior Legal Assistant in the Gang Unit	75,441	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.	(111,206)	(1.87)
FY20 Recommended	**519,678**	**5.13**

Major Fraud and Special Investigations

The Major Fraud and Special Investigations Division investigates allegations of complex financial crimes such as real estate and other business investment fraud schemes for which the Police Department is unable to provide investigative resources. The division also investigates allegations of thefts involving attorneys stealing from clients, financial exploitation of elderly victims, and misconduct by public officials. When these investigations support criminal charges, the cases are charged, generally in the Circuit Court, and litigated to disposition by Senior Assistant State's Attorneys. A significant part of this program is attempting to obtain

restitution for victims and businesses that have lost money in these complex cases. Program staff also provides guidance to police officers and investigators from other agencies in situations where financial crimes may be suspected.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**483,977**	**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.	47,363	0.00
FY20 Recommended	**531,340**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,191,805**	**9.25**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	51,707	0.00
FY20 Recommended	**1,243,512**	**9.25**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	12,434,309	12,861,431	13,055,564	13,465,692	4.7 %
Employee Benefits	3,825,687	4,161,705	3,953,512	4,437,931	6.6 %
County General Fund Personnel Costs	**16,259,996**	**17,023,136**	**17,009,076**	**17,903,623**	**5.2 %**
Operating Expenses	1,015,816	820,174	981,680	773,325	-5.7 %
Capital Outlay	11,521	0	0	0	—
County General Fund Expenditures	**17,287,333**	**17,843,310**	**17,990,756**	**18,676,948**	**4.7 %**
PERSONNEL					
Full-Time	138	142	142	143	0.7 %
Part-Time	10	10	10	10	—
FTEs	146.37	150.25	150.25	150.99	0.5 %
REVENUES					
Discovery Materials	0	7,000	0	0	-100.0 %
Miscellaneous Revenues	691	0	3,527	0	—
Other Charges/Fees	3,800	4,200	3,800	3,800	-9.5 %
County General Fund Revenues	**4,491**	**11,200**	**7,327**	**3,800**	**-66.1 %**
GRANT FUND - MCG					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Salaries and Wages	226,108	202,955	202,955	198,528	-2.2 %
Employee Benefits	62,843	73,789	73,789	73,198	-0.8 %
Grant Fund - MCG Personnel Costs	**288,951**	**276,744**	**276,744**	**271,726**	**-1.8 %**
Operating Expenses	30,079	0	0	0	—
Grant Fund - MCG Expenditures	**319,030**	**276,744**	**276,744**	**271,726**	**-1.8 %**
PERSONNEL					
Full-Time	2	4	4	4	—
Part-Time	1	1	1	1	—
FTEs	0.98	3.10	3.10	2.86	-7.7 %
REVENUES					
Federal Grants	166,246	0	0	0	—
State Grants	151,968	276,744	276,744	271,726	-1.8 %
Grant Fund - MCG Revenues	**318,214**	**276,744**	**276,744**	**271,726**	**-1.8 %**

DEPARTMENT TOTALS

Total Expenditures	**17,606,363**	**18,120,054**	**18,267,500**	**18,948,674**	**4.6 %**
Total Full-Time Positions	**140**	**146**	**146**	**147**	**0.7 %**
Total Part-Time Positions	**11**	**11**	**11**	**11**	**—**
Total FTEs	**147.35**	**153.35**	**153.35**	**153.85**	**0.3 %**
Total Revenues	**322,705**	**287,944**	**284,071**	**275,526**	**-4.3 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**17,843,310**	**150.25**
Changes (with service impacts)		
Add: Replace Lost State Grant Funding for One Senior Legal Assistant in the Gang Unit [Victim/Witness Court Assistance]	75,441	1.00
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	657,803	0.00
Increase Cost: Annualization of FY19 Personnel Costs	347,394	0.00
Increase Cost: State's Attorney's Office Salary Plan	90,195	0.00
Increase Cost: Purchase 100 Adobe Acrobat Annual Subscriptions [Administration]	15,000	0.00
Increase Cost: Retirement Adjustment	9,595	0.00
Increase Cost: Motor Pool Adjustment	3,833	0.00
Increase Cost: Mandated Salary Adjustment, Section 2-123A (b)	2,539	0.00
Technical Adj: Reallocation of Grant Fund FTEs	0	0.24
Technical Adj: Changes in Net-Gross Charges to Police	(26,580)	(0.50)

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Turnover Savings [Administration]	(32,616)	0.00
Decrease Cost: Lapse Secretary to State's Attorney Position [Administration]	(64,544)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(65,682)	0.00
Decrease Cost: Turnover Savings	(178,740)	0.00
FY20 RECOMMENDED	**18,676,948**	**150.99**

GRANT FUND - MCG

FY19 ORIGINAL APPROPRIATION	**276,744**	**3.10**
Other Adjustments (with no service impacts)		
Technical Adj: Reallocation of FTEs for GVRG Gun Violence Reduction Grant [District Court Prosecution]	0	(0.02)
Technical Adj: Reallocation of FTEs for VAWA STOP Violence Against Women Grant [District Court Prosecution]	0	(0.02)
Technical Adj: Reallocation of FTEs for VOCA Victim Services Grant	0	(0.22)
Technical Adj: Reallocation of FTEs for Drug Court Grant	0	0.02
Technical Adj: Reduction of VOCA Victim Services Award	(5,018)	0.00
FY20 RECOMMENDED	**271,726**	**2.86**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Administration	1,849,606	14.00	1,832,633	12.85
Circuit Court Prosecution	7,975,327	62.72	8,693,629	65.00
Juvenile Court Prosecution	1,899,752	16.50	2,120,391	17.50
District Court Prosecution	2,729,068	25.38	2,607,693	25.62
District Court Screening and Mediation	1,435,076	14.50	1,399,798	13.50
Victim/Witness Court Assistance	555,443	6.00	519,678	5.13
Major Fraud and Special Investigations	483,977	5.00	531,340	5.00
Prosecution Management	1,191,805	9.25	1,243,512	9.25
Total	**18,120,054**	**153.35**	**18,948,674**	**153.85**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND					
Police	General Fund	114,663	0.50	142,402	1.00

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**18,677**	**18,677**	**18,677**	**18,677**	**18,677**	**18,677**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**65**	**65**	**65**	**65**	**65**
Restoration of one-time lapse adjustment in the budget development year						
Labor Contracts	**0**	**176**	**176**	**176**	**176**	**176**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**18,677**	**18,918**	**18,918**	**18,918**	**18,918**	**18,918**

County Executive

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$6,020,944	34.50

MARC ELRICH, COUNTY EXECUTIVE

MISSION STATEMENT

The Office of the County Executive provides political leadership to the community and administrative direction to the County's departments and offices. The Office is committed to providing accurate, timely, and effective support to the County Executive and the Chief Administrative Officer (CAO) as they carry out their responsibilities to residents and employees of Montgomery County in an atmosphere that is characterized by excellence, efficiency, openness, equity, and integrity.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Office of the County Executive is $6,020,944, an increase of $223,022 or 3.85 percent from the FY19 Approved Budget of $5,797,922. Personnel Costs comprise 86.01 percent of the budget for 34 full-time position(s) and six part-time position(s), and a total of 34.50 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 13.99 percent of the FY20 budget.

County Priority Outcomes

The Office of the County Executive supports and also enforces all seven of the County Executive's Priority Outcomes.

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. The County Executive has outlined seven priority outcomes and 21 key indicators of County performance and quality of life.

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,240,210**	**8.00**
Increase Cost: Restore One-Time Lapse Increase	158,295	0.00
Shift: Create a Biomanufacturing Industry Center Supported by the National Institute for Innovation in Manufacturing Biopharmaceuticals (NIMBL) shifted from NDA Incubator	50,000	0.00
Increase Cost: Motor Pool Adjustment	1,239	0.00
Decrease Cost: Abolish Senior Executive Administrative Aide Position	(101,582)	(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.	(13,752)	0.00
FY20 Recommended	**1,334,410**	**7.00**

CAO - Supervision & Management of Executive Branch Departments

The Chief Administrative Officer (CAO) oversees the operations and services of all departments and offices of the Executive Branch. The CAO also advises the County Executive on all administrative and government operations/service related matters and coordinates final review and decision-making on policies, programs, service delivery, budgets, legislation, regulations and related matters. The CAO uses the following to carry out his responsibilities: 1) The Office of Performance and Innovation (formerly CountyStat) provides data analytics services - a forum for ongoing monitoring and measurement of the effectiveness and efficiency of County government services to improve performance, reinforce accountability and focus on results, and leads the County's Lean process improvement efforts by coaching and training County employees to identify, analyze, and reengineer business processes to be more efficient, customer-friendly, and cost-effective. 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) 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) CAO staff acts as a facilitator for strategic economic commercial development projects and resolves conflicts that arise during the entitlement and permitting process. The staff works with public and private-sector entities, including State and County agencies, utility companies, and community groups and 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. 5) The Planning 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 Planning Implementation Coordinator also 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,701,996**	**24.50**
Add: FY19 Mid-Year Change Chief Labor Relations Officer Position	209,250	1.00
Add: FY19 Mid-Year Change- Chief Equity Officer Position	209,250	1.00
Add: FY19 Mid-Year Change - Chief Digital Officer Position	115,933	0.60
Shift: Seed Funding to Support Creation of a County-based Kitchen Incubator/Food Hall shifted from NDA Incubator	40,740	0.00
Increase Cost: COG-GARE Regional Cohort - Training	10,000	0.00
Technical Adj: Re-align FTE	0	0.40
Decrease Cost: Professional Services Contracts	(54,500)	0.00
Decrease Cost: FY19 Mid-Year Personnel Changes	(97,849)	0.00
Technical Adj: FY19 Mid-Year Change - Abolish Senior Information Technology Specialist	(115,933)	(1.00)
Shift: Business Solutions Group Shifted to CEC	(356,741)	(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.	162,258	0.00
FY20 Recommended	**3,824,404**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**553,478**	**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.	(11,391)	0.00
FY20 Recommended	**542,087**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**302,238**	**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.	17,805	0.00
FY20 Recommended	**320,043**	**2.00**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,694,448	3,863,169	4,246,962	4,012,905	3.9 %
Employee Benefits	1,131,583	1,149,789	974,512	1,165,596	1.4 %
County General Fund Personnel Costs	**4,826,031**	**5,012,958**	**5,221,474**	**5,178,501**	**3.3 %**
Operating Expenses	745,067	784,964	769,881	842,443	7.3 %
County General Fund Expenditures	**5,571,098**	**5,797,922**	**5,991,355**	**6,020,944**	**3.8 %**
PERSONNEL					
Full-Time	36	36	36	34	-5.6 %
Part-Time	5	5	5	6	20.0 %
FTEs	35.50	35.50	35.50	34.50	-2.8 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	101,360	0	0	0	—
Employee Benefits	15,722	0	0	0	—
Grant Fund - MCG Personnel Costs	**117,082**	**0**	**0**	**0**	**—**
Operating Expenses	50,741	0	0	0	—
Grant Fund - MCG Expenditures	**167,823**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	1	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	168,002	0	0	0	—
State Grants	(360)	0	0	0	—
Grant Fund - MCG Revenues	**167,642**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**5,738,921**	**5,797,922**	**5,991,355**	**6,020,944**	**3.8 %**
Total Full-Time Positions	**37**	**36**	**36**	**34**	**-5.6 %**
Total Part-Time Positions	**5**	**5**	**5**	**6**	**20.0 %**
Total FTEs	**36.50**	**35.50**	**35.50**	**34.50**	**-2.8 %**
Total Revenues	**167,642**	**0**	**0**	**0**	**—**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
FY19 ORIGINAL APPROPRIATION	**5,797,922**	**35.50**
Changes (with service impacts)		
Add: FY19 Mid-Year Change Chief Labor Relations Officer Position [CAO - Supervision & Management of Executive Branch Departments]	209,250	1.00
Add: FY19 Mid-Year Change- Chief Equity Officer Position [CAO - Supervision & Management of Executive Branch Departments]	209,250	1.00
Add: FY19 Mid-Year Change - Chief Digital Officer Position [CAO - Supervision & Management of Executive Branch Departments]	115,933	0.60
Other Adjustments (with no service impacts)		
Increase Cost: Restore One-Time Lapse Increase [County Executive - Policy Planning and Development]	158,295	0.00
Increase Cost: FY20 Compensation Adjustment	104,396	0.00
Shift: Create a Biomanufacturing Industry Center Supported by the National Institute for Innovation in Manufacturing Biopharmaceuticals (NIMBL) shifted from NDA Incubator [County Executive - Policy Planning and Development]	50,000	0.00
Shift: Seed Funding to Support Creation of a County-based Kitchen Incubator/Food Hall shifted from NDA Incubator [CAO - Supervision & Management of Executive Branch Departments]	40,740	0.00
Increase Cost: Annualization of FY19 Personnel Costs	40,406	0.00
Increase Cost: COG-GARE Regional Cohort - Training [CAO - Supervision & Management of Executive Branch Departments]	10,000	0.00
Increase Cost: Retirement Adjustment	5,118	0.00
Increase Cost: Intranet Quorum for Boards	5,000	0.00
Increase Cost: Motor Pool Adjustment [County Executive - Policy Planning and Development]	1,239	0.00
Technical Adj: Re-align FTE [CAO - Supervision & Management of Executive Branch Departments]	0	0.40
Decrease Cost: Professional Services Contracts [CAO - Supervision & Management of Executive Branch Departments]	(54,500)	0.00
Decrease Cost: FY19 Mid-Year Personnel Changes [CAO - Supervision & Management of Executive Branch Departments]	(97,849)	0.00
Decrease Cost: Abolish Senior Executive Administrative Aide Position [County Executive - Policy Planning and Development]	(101,582)	(1.00)
Technical Adj: FY19 Mid-Year Change - Abolish Senior Information Technology Specialist [CAO - Supervision & Management of Executive Branch Departments]	(115,933)	(1.00)
Shift: Business Solutions Group Shifted to CEC [CAO - Supervision & Management of Executive Branch Departments]	(356,741)	(2.00)
FY20 RECOMMENDED	**6,020,944**	**34.50**

GRANT FUND - MCG

FY19 ORIGINAL APPROPRIATION	**0**	**0.00**
FY20 RECOMMENDED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
County Executive - Policy Planning and Development	1,240,210	8.00	1,334,410	7.00
CAO - Supervision & Management of Executive Branch Departments	3,701,996	24.50	3,824,404	24.50
Internal Audit	553,478	1.00	542,087	1.00
Administration	302,238	2.00	320,043	2.00
Total	**5,797,922**	**35.50**	**6,020,944**	**34.50**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND					
Permitting Services	Permitting Services	206,365	1.00	200,268	1.00
CIP	Capital Fund	326,273	2.00	264,671	1.60
Total		**532,638**	**3.00**	**464,939**	**2.60**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**6,021**	**6,021**	**6,021**	**6,021**	**6,021**	**6,021**
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	**6,021**	**6,030**	**6,030**	**6,030**	**6,030**	**6,030**

Board of Elections

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$8,130,984	56.35

MARGARET JURGENSEN, ELECTIONS DIRECTOR

MISSION STATEMENT

The mission of the Board of Elections is to register voters, conduct elections, assist persons seeking elective office with candidate filings and campaign fund reports, assist citizens seeking to place questions on the ballot, and preserve election data.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Montgomery County Board of Elections is $8,130,984, an increase of $57,562 or 0.71 percent from the FY19 Approved Budget of $8,073,422. Personnel Costs comprise 53.11 percent of the budget for 29 full-time position(s) and two part-time position(s), and a total of 56.35 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 46.89 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **Effective, Sustainable Government**

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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

ACCOMPLISHMENTS

- ☑ RECORD TURNOUT GUBERNATORIAL ELECTION - In FY19, more than 400,000 voters cast ballots in the Gubernatorial General Election - shattering the previous record of 308,429 voters who turned out for a gubernatorial general election in 2006.

- ☑ HAND RECOUNT OF PAPER BALLOTS - In FY19, the Board and staff conducted two hand recounts in the Democratic primary for County Executive and in the Democratic primary for the House of Delegates in Legislative District 16. During the recount, staff created new procedures and set precedents for how recounts will likely be conducted using paper ballots in the future.
- ☑ EXPANDED OUTREACH TO ENLIST 16 YEAR OLD ELECTION JUDGES - The Board expanded its award-winning Future Vote Program and leveraged a new state law allowing 16 year old students the choice of either Student Service Learning Hours or a paid stipend as an Election Judge. The Board's staff visited every high school to recruit and engage a record number of students in the program.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- FASTER INTAKE OF ABSENTEE BALLOTS - Coordination of incoming absentee ballots was streamlined and an increased number of staff were assigned to perform data entry, improving the customer experience for voters seeking information on the status of their ballot.
- FASTER PAYMENT TO ELECTION JUDGES - Streamlining procedures and shifting staff resources, the turnaround time for processing payroll decreased from six to five weeks in the 2018 Gubernatorial Election. Election Judges received their stipend payments a week earlier.

COLLABORATION AND PARTNERSHIPS

Use of Emergency Management Communications Platform on Election Day

The Board has dramatically improved its field support, responsiveness, and ability to communicate swiftly and effectively with up to 250 polling places on Election Day, at no additional cost to County taxpayers. The Office of Emergency Management and Homeland Security offered the use of its public alert notification system, which can also be used for targeted communication and text response. During the 2016 Presidential Election, the Board experimented with a pilot project, expanded its use in the 2018 Gubernatorial Election, and intends to expand this partnership to communicate with employees and with early voting sites for the 2020 Presidential Election.

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 Crystal B. Sallee of the Office of Management and Budget at 240.777.2778 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of active registered voters (000s)	657	644	655	680	700
Number of voter registration transactions (000s)	685	690	695	700	705
Number of provisional ballots issued on election day(s)	12,757	3,634	10,496	9,000	12,000
Number of absentee ballots requested (000s)	63	14.9	47.0	55	70
Number of absentee ballots voted/returned (000s)	50.5	10.6	37.4	25.0	60.0

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,563,921**	**18.20**
Increase Cost: Technical Adjustment	3,652	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.	2,761	(0.83)
FY20 Recommended	**1,570,334**	**17.37**

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 early voting sites and polling places.

The Election Operations program conducts an election each fiscal year, according to a four-year election cycle. Year One: Gubernatorial Primary Election (FY18) / Year Two: Gubernatorial General Election (FY19) / Year Three: Presidential Primary Election (FY20) / Year Four: Presidential General Election (FY21).

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of designated polling place equivalents per election	312	324	324	327	327
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%
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	3,556	2,979	3,432	3,800	4,000

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,114,564**	**20.53**
Decrease Cost: Site Rental for Early Voting	(4,950)	0.00
Reduce: Operating Expenses	(41,500)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	55,125	0.00
FY20 Recommended	**3,123,239**	**20.53**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
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	1,064	1,059	1,059	1,174	1,174
Number of voting booths prepared and used on election days	4,515	3.283	3,283	3,687	3,687
Total ballots cast (000s)	482	158	414	310	500

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,394,937**	**17.45**
Increase Cost: Electronic Poll Book Maintenance	176,974	0.00
Increase Cost: Board Members - Stipend	5,250	0.00
Decrease Cost: Sample Ballot/Shredding Fees	(11,000)	0.00
Technical Adj: FY19 Mid-Year Staffing Changes	(13,158)	0.17
Decrease Cost: Test	(252,078)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	136,486	0.83
FY20 Recommended	**3,437,411**	**18.45**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,292,254	3,301,886	3,799,993	3,443,874	4.3 %
Employee Benefits	771,442	817,310	1,046,536	874,880	7.0 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
County General Fund Personnel Costs	**4,063,696**	**4,119,196**	**4,846,529**	**4,318,754**	**4.8 %**
Operating Expenses	4,035,541	3,954,226	3,588,259	3,812,230	-3.6 %
County General Fund Expenditures	**8,099,237**	**8,073,422**	**8,434,788**	**8,130,984**	**0.7 %**
PERSONNEL					
Full-Time	28	28	28	29	3.6 %
Part-Time	3	3	3	2	-33.3 %
FTEs	56.18	56.18	56.18	56.35	0.3 %
REVENUES					
Other Charges/Fees	8,048	10,000	10,000	10,000	—
County General Fund Revenues	**8,048**	**10,000**	**10,000**	**10,000**	**—**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**8,073,422**	**56.18**
Changes (with service impacts)		
Reduce: Operating Expenses (Keys & Locks)	(8,000)	0.00
Reduce: Operating Expenses [Election Operations]	(41,500)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Electronic Poll Book Maintenance [Administration]	176,974	0.00
Increase Cost: FY20 Compensation Adjustment	130,157	0.00
Increase Cost: Annualization of FY19 Personnel Costs	69,699	0.00
Increase Cost: Board Members - Stipend [Administration]	5,250	0.00
Increase Cost: Retirement Adjustment	3,958	0.00
Increase Cost: Technical Adjustment [Voter Registration Services]	3,652	0.00
Decrease Cost: Motor Pool Adjustment	(1,442)	0.00
Decrease Cost: Site Rental for Early Voting [Election Operations]	(4,950)	0.00
Decrease Cost: Sample Ballot/Shredding Fees [Administration]	(11,000)	0.00
Technical Adj: FY19 Mid-Year Staffing Changes [Administration]	(13,158)	0.17
Decrease Cost: Test [Administration]	(252,078)	0.00
FY20 RECOMMENDED	**8,130,984**	**56.35**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Voter Registration Services	1,563,921	18.20	1,570,334	17.37

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Election Operations	3,114,564	20.53	3,123,239	20.53
Administration	3,394,937	17.45	3,437,411	18.45
Total	**8,073,422**	**56.18**	**8,130,984**	**56.35**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**8,131**	**8,131**	**8,131**	**8,131**	**8,131**	**8,131**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**53**	**53**	**53**	**53**	**53**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**8,131**	**8,184**	**8,184**	**8,184**	**8,184**	**8,184**

Community Engagement Cluster

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$4,795,376	29.50

FARIBA KASSIRI, DEPUTY CHIEF ADMINISTRATIVE OFFICER

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 recommended FY20 Operating Budget for the Community Engagement Cluster is $4,795,376, an increase of $946,294 or 24.58 percent from the FY19 Approved Budget of $3,849,082. Personnel Costs comprise 84.40 percent of the budget for 25 full-time position(s) and nine part-time position(s), and a total of 29.50 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 15.60 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Greener County**
- **Effective, Sustainable Government**

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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

ACCOMPLISHMENTS

- ☑ Produced and distributed, through the Montgomery County Commission for Women (CFW), "A Tale of Two Counties: The Status of Women in Montgomery County 2018." The report is an update to the 2007 Status of Women Report and covers the following: Women and the Economy, Women and Health, Women and Poverty, Women and Politics, Women and Education, and Women and Public Safety. The report's findings were covered by WAMU, the Bethesda Beat, and WDVM.
- ☑ Organized the 39th Annual Women's Legislative Briefing in January 2019, hosted by CFW.
- ☑ Offered 30 seminars, serving over several hundred residents through CFW programming. Consistent with the CFW's commitment to impact and aligning its work to a set of clear priorities that reflect the needs of the community, the programming committee crafted a mission for its engagement through seminars and workshops: To enrich the lives of women and families by Informing, Educating, Empowering, and Supporting residents of the County.
- ☑ Supported and provided leadership, through CFW, the Montgomery County Human Trafficking Prevention Committee (Committee). The 2018 accomplishments of the Committee include: (1) creation of victim referral cards that are distributed by the Vice Unit of the Montgomery County Police Department, (2) completion of a written report that provides an overview of findings from a survey of Montgomery County hotels concerning their human trafficking training practices, and (3) reviewed and inspected "bodyworks" establishment to ensure they were not fronts for sex trafficking.
- ☑ Served 8,057 residents through volunteer-taught classes such as English for Speakers of Other Languages (ESOL), Spanish, computer skills, or job search skills; 5,253 residents through information and referral services; and 3,570 residents through partner organization programs such as ESOL and citizenship preparation classes via the Gilchrist Center in FY18.
- ☑ Designed and implemented a new data tracking system for the Gilchrist Center, in partnership with Department of Technology Services. The new system uses tablets making customer information collection much more accurate, effective, and efficient. The new automated system received a National Association of Counties Achievement Award, which is awarded to outstanding programs of the year.
- ☑ Recognized as one of four U.S. communities for the Welcoming Communities Transatlantic Exchange Program, the U.S.-Germany exchange program for immigrant integration practitioners. The Gilchrist Center led the initiative on behalf of the County. The German delegation stayed for four days in Montgomery County to learn best immigrant integration practices, visiting MCPS, Linkages to Learning, Impact Silver Spring, Montgomery College, etc. The Montgomery County team of four visited German cities in November 2018 as part of the program.
- ☑ Hosted a delegation of six British cities to Montgomery County in May 2018 through the University of Oxford's Inclusive Cities Program to learn about best welcoming practices and exchange ideas with Montgomery County's immigrant integration practitioners.
- ☑ 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). For the Community Service Week 2018 and Martin Luther King Day 2019, 5,819 volunteers engaged 171 different projects. Three new partners hosted MLK Day project sites in 2019. More than 1,100 local nonprofit and government agencies have active accounts on MCVC website listing volunteer opportunities, including 207 agency accounts created in 2018. More than 15,000 volunteers have created

accounts on the website to respond to volunteer opportunities, 9,454 volunteer accounts were created in 2018. A total of 20,417 referrals were made through the website in 2018. Continued and built on partnership with MCPS to manage Student Service Learning volunteer opportunities for all students in middle and high school. Provided monthly capacity building trainings for agencies attended by 268 nonprofit professionals in 2018. The new 50+ Volunteer Network program interviewed 209 volunteers and matched skilled volunteers with 147 opportunities at nonprofit and government agencies. In FY18, volunteers with the Tax Aide Program of RSVP completed 4,972 tax returns for 6,448 low to moderate income residents, resulting in total tax refunds of $4,601,275.

- ☑ Distributed $25,000 in neighborhood matching funds through the Regional Services Centers (RSCs) to over 30 grassroots-based neighborhood groups to undertake hyper-local small events to build communities and strengthen networks across racial and social divides, including block parties, special neighborhood gatherings, and community conversations.
- ☑ Improved the Mid-County Regional Service Office website and upgraded the weekly e-newsletter which has a subscription of over 2,000 with an open rate of 25 - 29 percent. The Silver Spring Regional Services Center (SSRSC) also increased its eNewsletter subscription to over 6,000; and now lists it on NextDoor.com with an additional 9,000 subscribers.
- ☑ Strengthened opportunities for civic engagement and communication with county government from the Upcounty Regional Office by assisting the Germantown Alliance in their mission to be a recognized and credible voice for the Germantown community of 100,000 residents; and by introducing strategies for a developing Clarksburg Clothing Closet that will serve Upcounty residents, especially those entering and returning to the workforce.
- ☑ Guided a successful strategy from the Upcounty Regional Office that included assistance from Landlord-Tenant Affairs and CASA de Maryland to improve the relationship between Middlebrook Gardens' 500+ residents and their property management company.
- ☑ Led a multi-agency and community partnership effort through the East County Regional Service Center (ECRSC) to hold the Second Annual East County Job Fair which brought together 65 public and private recruiters and 706 job seekers. Over 200 participants attended a series of workshops designed to promote small business development.
- ☑ Joined, organized, and provided leadership to three Neighborhood Action Teams with the SSRSC: Oakview Community; Progress Place Environs; and Downtown Safety.
- ☑ Organized eight listening sessions for over 1,300 residents across the county over a period of four weeks through the Office of Community Partnerships (OCP) to assist the transition process of the County Executive's Office. Helped to organize and staff the transition team meetings along with other administrative support. Partners for the listening sessions included CUPF, REC, Montgomery Community Media.

COLLABORATION AND PARTNERSHIPS

Citizens Corners

OCP launched countywide Citizenship Corners in partnership with MCPL and the Gilchrist Immigrant Resource Center as part of a national bipartisan effort to encourage eligible immigrants to apply for U.S. citizenship, with information provided in a number of languages.

Partners

Department of Public Libraries

Thriving Germantown Initiative

The Upcounty Regional Office continued to work with the Thriving Germantown Initiative to help secure $1 million in State funds toward establishing a service delivery hub that will co-locate several nonprofit providers who will deliver direct services

to Germantown residents in need. The initiative currently has 27 nonprofit, private and government partners who are collaboratively assessing families' needs, determining risks, tracking the success of referrals made for service, and identifying trend data.

Partners

Department of Health and Human Services, Montgomery County Public Schools, Non-Profits

Safety and Security in Germantown

The Upcounty Regional Office partnered with the Boys and Girls Club of Greater Washington and Montgomery County Police to improve safety and security measures at the organization's Montgomery County facility in Germantown.

Partners

Department of Police, Non-Profits

Merchant and Small Business Assistance

The SSRSC is at the forefront of efforts to mitigate the impact on merchants and small businesses of the Purple Line and other construction work in the Regional Area. This has included bringing together the owners of business adjacent to the Studio Plaza development and others in Fenton Village, particularly Bonifant Street; working with the Long Branch Business League and the City of Takoma and the Takoma Langley Crossroads Development Authority in Langley Park; assisting the neighborhoods surrounding the Montgomery Hills and Brookville Road commercial hubs. The mitigation efforts have included setting up direct financial assistance to businesses impacted by County projects; increased way-finding signage; improved presence in social media; and directing access to technical assistance and other resources.

Partners

Department of Environmental Protection, Department of Permitting Services, Department of Police, Department of Transportation, Urban Districts, 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.

FY20 Recommended Changes	Expenditures	FTEs

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,216,270**	**8.00**
Add: County Match - Maryland State Census Grant Program	96,536	0.00
Re-align: Grant Budget Adjustment	(2,855)	0.00
Decrease Cost: OCP Events	(30,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	22,672	0.00
FY20 Recommended	**1,302,623**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Overall participant satisfaction with their experience at the Gilchrist Center (scale 1-5)	4.8	4.7	4.8	4.8	4.8
Overall satisfaction of participants in Gilchrist Center classes (scale 1-5)	4.8	4.8	4.8	4.8	4.8

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**463,612**	**5.50**
Add: Mid-Year Position for Gilchrist Center	116,475	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(31,514)	0.00
FY20 Recommended	**548,573**	**6.50**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
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)	4.7	4.7	4.7	4.7	4.7

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**177,382**	**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.	13,507	0.00
FY20 Recommended	**190,889**	**1.00**

Regional Services Centers

The County has five Regional Services 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 liaising 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Overall satisfaction of Regional Citizen Advisory Boards with the effectiveness and timeliness of the Centers' service as liaisons between County residents and the government (scale 1-5)	4.3	4.6	4.6	4.6	4.7
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	4.3	4.3	4.4	4.5

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,183,873**	**5.00**
Add: Regional Business Hub Program	429,583	3.00
Shift: Funding from County Executive's Office for Business Solutions Group	356,741	2.00
Decrease Cost: Marketing/Promotion	(20,000)	0.00
Decrease Cost: White Flint project	(20,000)	0.00
Decrease Cost: Other Special Functions	(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.	82,675	0.00
FY20 Recommended	**1,987,872**	**10.00**

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 Services 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**807,945**	**4.00**
Decrease Cost: Miscellaneous Operating Expenses	(36,770)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(5,756)	0.00
FY20 Recommended	**765,419**	**4.00**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec

COUNTY GENERAL FUND

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	2,276,992	2,387,094	2,401,442	3,119,716	30.7 %
Employee Benefits	581,065	698,630	698,630	863,231	23.6 %
County General Fund Personnel Costs	**2,858,057**	**3,085,724**	**3,100,072**	**3,982,947**	**29.1 %**
Operating Expenses	810,852	696,038	639,312	747,964	7.5 %
County General Fund Expenditures	**3,668,909**	**3,781,762**	**3,739,384**	**4,730,911**	**25.1 %**
PERSONNEL					
Full-Time	17	18	18	24	33.3 %
Part-Time	6	9	9	9	—
FTEs	22.85	22.85	22.85	28.85	26.3 %
REVENUES					
Facility Rental Fees	5,714	10,500	10,500	10,500	—
Miscellaneous Revenues	2,500	0	710	0	—
Other Charges/Fees	(30)	0	0	0	—
Parking Fees	(3,600)	0	0	0	—
Recreation Fees	5,400	0	0	0	—
County General Fund Revenues	**9,984**	**10,500**	**11,210**	**10,500**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	42,200	52,084	52,084	47,620	-8.6 %
Employee Benefits	11,163	15,236	15,236	16,845	10.6 %
Grant Fund - MCG Personnel Costs	**53,363**	**67,320**	**67,320**	**64,465**	**-4.2 %**
Operating Expenses	14,579	0	0	0	—
Grant Fund - MCG Expenditures	**67,942**	**67,320**	**67,320**	**64,465**	**-4.2 %**
PERSONNEL					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	0.65	0.65	0.65	0.65	—
REVENUES					
Federal Grants	52,465	67,320	67,320	64,465	-4.2 %
State Grants	33,257	0	0	0	—
Grant Fund - MCG Revenues	**85,722**	**67,320**	**67,320**	**64,465**	**-4.2 %**
DEPARTMENT TOTALS					
Total Expenditures	**3,736,851**	**3,849,082**	**3,806,704**	**4,795,376**	**24.6 %**
Total Full-Time Positions	**18**	**19**	**19**	**25**	**31.6 %**
Total Part-Time Positions	**6**	**9**	**9**	**9**	**—**
Total FTEs	**23.50**	**23.50**	**23.50**	**29.50**	**25.5 %**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Total Revenues	**95,706**	**77,820**	**78,530**	**74,965**	**-3.7 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**3,781,762**	**22.85**
Changes (with service impacts)		
Add: Regional Business Hub Program [Regional Services Centers]	429,583	3.00
Add: Mid-Year Position for Gilchrist Center [Gilchrist Center]	116,475	1.00
Add: County Match - Maryland State Census Grant Program [Community Partnership]	96,536	0.00
Other Adjustments (with no service impacts)		
Shift: Funding from County Executive's Office for Business Solutions Group [Regional Services Centers]	356,741	2.00
Increase Cost: FY20 Compensation Adjustment	76,579	0.00
Increase Cost: Retirement Adjustment	6,399	0.00
Decrease Cost: Annualization of FY19 Personnel Costs	(1,394)	0.00
Decrease Cost: Marketing/Promotion [Regional Services Centers]	(20,000)	0.00
Decrease Cost: White Flint project [Regional Services Centers]	(20,000)	0.00
Decrease Cost: Other Special Functions [Regional Services Centers]	(25,000)	0.00
Decrease Cost: OCP Events [Community Partnership]	(30,000)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Administration]	(36,770)	0.00
FY20 RECOMMENDED	**4,730,911**	**28.85**
GRANT FUND - MCG		
FY19 ORIGINAL APPROPRIATION	**67,320**	**0.65**
Other Adjustments (with no service impacts)		
Re-align: Grant Budget Adjustment [Community Partnership]	(2,855)	0.00
FY20 RECOMMENDED	**64,465**	**0.65**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Community Partnership	1,216,270	8.00	1,302,623	8.00
Gilchrist Center	463,612	5.50	548,573	6.50
Commission for Women	177,382	1.00	190,889	1.00
Regional Services Centers	1,183,873	5.00	1,987,872	10.00

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Administration	807,945	4.00	765,419	4.00
Total	**3,849,082**	**23.50**	**4,795,376**	**29.50**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**4,731**	**4,731**	**4,731**	**4,731**	**4,731**	**4,731**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY20	**0**	**49**	**49**	**49**	**49**	**49**
New positions in the FY20 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 Recommended in FY20	**0**	**(114)**	**(114)**	**(114)**	**(114)**	**(114)**
Items recommended for one-time funding in FY20, including Census Grant match, and operating expenses associated with new positions, will be eliminated from the base in the outyears.						
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	**4,731**	**4,680**	**4,680**	**4,680**	**4,680**	**4,680**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY20 Recommended		FY21 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Additional Positions for Regional Business Hub Program	146,360	2.00	195,140	2.00
Total	**146,360**	**2.00**	**195,140**	**2.00**

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County Attorney

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$6,377,401	43.20

MARC HANSEN, COUNTY ATTORNEY

MISSION STATEMENT

The mission of the Office of the County Attorney is to act as the Chief Legal Officer of Montgomery County Government and to conduct all its legal business.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Office of the County Attorney is $6,377,401, an increase of $187,876 or 3.04 percent from the FY19 Approved Budget of $6,189,525. Personnel Costs comprise 88.83 percent of the budget for 76 full-time position(s) and two part-time position(s), and a total of 43.20 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 11.17 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

INITIATIVES

- Pursuing litigation against opioid manufacturers and distributors.
- Pursuing litigation for violations of the Fair Housing Act against lenders for discriminatory practices that led to the housing market crash in 2008-2010.
- Pursue litigation against the Federal Communications Commission (FCC) in connection with recently issued FCC orders regarding the construction of a 5G network.

ACCOMPLISHMENTS

- ☑ Argued before the U.S Court of Appeals for the 4th Circuit defending a Federal District Court's grant of the County's motion to dismiss Pulte Home's claim for $168,000,000.
- ☑ County prevailed in a seven-year long series of trials/hearings against a claim that the County violated the Rehabilitation Act/American with Disabilities Act in the U.S. District Court for Maryland. Argued the case before the U.S. Court of Appeals for the 4th Circuit defending the verdict rendered by the District Court in favor of the County.
- ☑ Maryland Court of Special Appeals affirmed the Tax Court's denial of Lockheed Martin's $1.3 million refund claim for the hotel/motel tax paid by Lockheed Martin to the County.

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 14 local government Self-Insurance Fund participants (including 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of workers' compensation hearings [1]	1,901	2,055	1,984	1,984	1,984
Worker's compensation cases: Total net gain to the County ($000)	3,299	2,584	2,966	2,966	2,966
Last settlement amount demanded by plaintiff ($000)	$46,864	$658,906	$324,135	$324,135	$324,135
Total paid to plaintiff by the County ($000)	$94	$91.8	$110	$110	$110
Ratio amount paid by County vs. amount demanded by the plaintiff	0.20	0.014	0.08	0.08	0.08
Total number of settlements	27	19	26	26	26
Number of judgments paid	2	7	6	6	6
Number of judgments in County's favor	43	44	46	46	46
Self-insurance fund litigation: Win/loss ratio	96%	86%	89%	89%	89%
Code enforcement - Win/loss ratio	98.67%	99.2%	98.4%	98.4%	98.4%
Code enforcement collected ($000)	$553	$578	$482	$482	$482

[1] *The increase in workers compensation hearings in FY18 correlates to the increase in work-related injuries, which can be attributed to more safety concerns and less resources dedicated to injury prevention.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**91,362**	**1.00**

FY20 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	42,678	0.25
FY20 Recommended	**134,040**	**1.25**

Health and Human Services

The attorneys in this division act as counsel and give legal advice to the Department of Health and Human Services. The attorneys 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of children in need of assistance (CINA) or guardianship hearings	2,476	2,618	2,444	2,444	2,444
Number of adoptions granted	15	19	19	19	19
Number of CINA cases closed	168	182	175	175	175
Number of new adoption petitions filed	17	19	19	19	19
Number of new CINA petitions filed	170	193	178	178	178
Number of new termination of parental rights (TPR) petitions filed [1]	46	22	32	32	32
Number of termination of parents rights (TPR's) granted [2]	38	32	29	29	29
Child welfare litigation - ratio of termination of parental rights (TPR) and child in need of assistance (CINA) adjudicated granted or denied	100%	99.5%	99.8%	99.8%	99.8%

[1] *The number of Termination of Parental Rights petitions filed is determined by the number of times the court challenges a child's plan for reunification to adoption. The increased number of adoption cases in FY17 could reflect more serious cases coming into Juvenile Court where reunification with a parent cannot be achieved and/or more cases with sibling groups. The increase in the number of petitions filed reflect the judges' commitment to permanency in Juvenile Court.*

[2] *The number of Termination of Parental Rights petitions filed is determined by the number of times the court challenges a child's plan for reunification to adoption. The increased number of adoption cases could reflect more serious cases coming into Juvenile Court where reunification with a parent cannot be achieved and/or more cases with sibling groups. The increase in the number of petitions filed reflect the judges' commitment to permanency in Juvenile Court.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,254,681**	**7.10**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(46,645)	0.00
FY20 Recommended	**1,208,036**	**7.10**

Finance and Procurement

Acts as counsel and provides 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.

Beginning in FY20, the Public Interest Representation program is merged with the Finance and Procurement program.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Debt collection - collected/total referred ratio	189.0%	191.0%	164.0%	164.0%	164.0%

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Debt collection - cost/revenue ratio [1]	3.1%	2.7%	3.2%	3.2%	3.2%
Debt collection ($000)	$14,814	$17,889	$15,545	$15,545	$15,545
Forfeitures collected ($000)	$217.73	$286.00	$295.00	$295.00	$295.00

[1] *This measure indicates the labor cost spent on collection. This is an indicator designed to show that the County is able to keep the collection cost low compared to outside private industry.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**450,435**	**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.	734,756	7.50
FY20 Recommended	**1,185,191**	**11.50**

Support Services

Provide administrative, research, and technical guidance and support to divisions within the Department. Allows for an equitable distribution of work assignments, to cross-train staff, and to evaluate fairly the performance of the staff. Provides administrative support to the Risk Management Fund, and revenue support to the Risk Management Fund, Revenue Authority, and Solid Waste Fund.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**378,296**	**4.70**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	38,464	0.00
FY20 Recommended	**416,760**	**4.70**

Human Resources

Attorneys act as counsel and give legal advice to the following agencies: Montgomery County Fire and Rescue Service, Ethics Commission, Board of Investment Trustees, Office of Human Resources, Department of Correction and Rehabilitation, Office of Public Information, Department of Transportation (Transit Services Division, Taxicab Unit), Human Rights Commission, Board of Appeals, and the Police Department (Internal Affairs Division). Attorneys also defend or prosecute contested cases involving the County, and their employees, while pending before State and Federal appellate courts.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,067,301**	**7.25**
Shift: Net-Gross Charge County Attorney Position to Police	(71,833)	(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.	152,102	0.75
FY20 Recommended	**1,147,570**	**7.50**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**165,614**	**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.	15,710	(1.80)
FY20 Recommended	**181,324**	**0.90**

Public Interest Representation

The Office of the County Attorney 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 Office of the County Attorney acts as counsel and provides legal advice to the Police Department, the Department of Emergency Management and Homeland Security, Environmental Protection, Permitting Services, and the Office of 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 Office of the County Attorney also drafts and reviews agreements, legislation, regulations and other legal documents. Attorneys conduct negotiations, issue legal opinions, and testify before public bodies. The Office of the County Attorney is 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 Collection Unit collects all fees owed to Montgomery County that have been referred to the County Attorney, including past-due property taxes, personal property taxes, code enforcement judgments, subrogation claims, bounced checks, unpaid fines, and miscellaneous amounts billed to the County.

Beginning in FY20, this program's functions are incorporated into the Finance and Procurement program.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**635,698**	**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.	(635,698)	(6.50)
FY20 Recommended	**0**	**0.00**

Administration

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

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Overall average rating from Internal Customer Satisfaction Survey	3.40	3.39	3.40	3.40	3.40

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,664,275**	**7.50**

FY20 Recommended Changes	Expenditures	FTEs
Increase Cost: Westlaw Research and Library Subscription	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.	(51,096)	0.00
FY20 Recommended	**1,633,179**	**7.50**

Goverment Operations and Appeals

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.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percent of appeals in the Appellate Court won	94.73%	87.00%	92.00%	92.00%	92.00%
Appeals lost	1	2	1	1	1
Appeals won	18	13	17	17	17

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**481,863**	**2.75**
Increase Cost: Cloud eDiscovery Application	20,000	0.00
Increase Cost: ProLaw Case Management Licenses	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.	(33,562)	0.00
FY20 Recommended	**471,301**	**2.75**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,525,565	4,201,208	4,703,851	4,313,025	2.7 %
Employee Benefits	1,449,359	1,319,035	1,453,517	1,352,094	2.5 %
County General Fund Personnel Costs	**5,974,924**	**5,520,243**	**6,157,368**	**5,665,119**	**2.6 %**
Operating Expenses	781,352	669,282	703,874	712,282	6.4 %
County General Fund Expenditures	**6,756,276**	**6,189,525**	**6,861,242**	**6,377,401**	**3.0 %**
PERSONNEL					
Full-Time	76	76	76	76	—
Part-Time	2	2	2	2	—
FTEs	44.75	43.50	43.50	43.20	-0.7 %
REVENUES					
Federal Financial Participation Reimbursements	287,358	250,000	250,000	250,000	—

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Other Charges/Fees	(693)	75,000	75,000	0	-100.0 %
Other Intergovernmental	45,691	45,630	48,230	45,630	—
County General Fund Revenues	**332,356**	**370,630**	**373,230**	**295,630**	**-20.2 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**6,189,525**	**43.50**
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	198,472	0.00
Re-align: Adjust Budget for County Attorney to Address Structural Budget Deficiencies (reduce lapse)	150,000	0.00
Increase Cost: Restore One-Time Lapse Increase	21,467	0.00
Increase Cost: Westlaw Research and Library Subscription [Administration]	20,000	0.00
Increase Cost: Cloud eDiscovery Application [Goverment Operations and Appeals]	20,000	0.00
Increase Cost: Retirement Adjustment	9,609	0.00
Increase Cost: ProLaw Case Management Licenses [Goverment Operations and Appeals]	3,000	0.00
Technical Adj: Adjusted Charges to Other Departments	0	0.20
Shift: Net-Gross Charge County Attorney Position to Police [Human Resources]	(71,833)	(0.50)
Decrease Cost: Annualization of FY19 Personnel Costs	(162,839)	0.00
FY20 RECOMMENDED	**6,377,401**	**43.20**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Insurance Defense Litigation	91,362	1.00	134,040	1.25
Health and Human Services	1,254,681	7.10	1,208,036	7.10
Finance and Procurement	450,435	4.00	1,185,191	11.50
Support Services	378,296	4.70	416,760	4.70
Human Resources	1,067,301	7.25	1,147,570	7.50
Zoning, Land Use and Economic Development	165,614	2.70	181,324	0.90
Public Interest Representation	635,698	6.50	0	0.00
Administration	1,664,275	7.50	1,633,179	7.50
Goverment Operations and Appeals	481,863	2.75	471,301	2.75
Total	**6,189,525**	**43.50**	**6,377,401**	**43.20**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND					
Board of Appeals	General Fund	68,344	0.50	73,328	0.50
Intergovernmental Relations	General Fund	27,653	0.30	28,807	0.30
Finance	General Fund	144,059	1.05	173,345	1.05
Finance	Risk Management (Self Insurance - ISF)	2,997,116	20.50	3,130,073	20.50
Human Resources	Employee Health Self Insurance	18,009	0.10	18,588	0.10
Correction and Rehabilitation	General Fund	126,412	1.00	134,728	1.00
Police	General Fund	0	0.00	71,933	0.50
Parking District Services	Bethesda Parking	23,534	0.10	24,200	0.10
Parking District Services	Silver Spring Parking	47,068	0.20	28,992	0.20
Health and Human Services	Grant Fund	194,294	2.40	194,294	2.40
Permitting Services	Permitting Services	217,598	1.00	223,810	1.00
Housing and Community Affairs	General Fund	87,614	0.50	92,655	0.50
Housing and Community Affairs	Montgomery Housing Initiative	175,228	1.00	182,143	1.00
Solid Waste Services	Solid Waste Disposal	135,067	0.75	139,411	0.75
Solid Waste Services	Solid Waste Collection	45,022	0.25	46,470	0.25
CIP	Capital Fund	465,494	3.00	466,548	2.80
NDA - Montgomery County Employee Retirement Plans	General Fund	18,009	0.10	18,588	0.10
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	18,009	0.10	18,588	0.10
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	75,638	0.42	78,070	0.42
NDA - Retiree Health Benefits Trust	Retiree Health Benefits Trust Fund	30,615	0.17	31,600	0.17
NDA - Retiree Health Benefits Trust	RSP-Disability Benefits (LTD2)	10,805	0.06	11,153	0.06
Cable Television Communications Plan	Cable TV	117,671	0.50	121,001	0.50
	Total	**5,043,259**	**34.00**	**5,308,325**	**34.30**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**6,377**	**6,377**	**6,377**	**6,377**	**6,377**	**6,377**
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.						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
Subtotal Expenditures	**6,377**	**6,419**	**6,419**	**6,419**	**6,419**	**6,419**

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Ethics Commission

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$469,955	3.00

ROBERT W. COBB, DIRECTOR

MISSION STATEMENT

The Ethics Commission exercises authorities granted to it under the Public Ethics Law to promote the public's trust of County government and to ensure the impartiality of County employees, including elected officials, in the execution of their responsibilities.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Ethics Commission is $469,955, an increase of $6,672 or 1.44 percent from the FY19 Approved Budget of $463,283. Personnel Costs comprise 91.73 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 8.27 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Program Measures					
Percentage of Executive Branch public financial disclosure filers in compliance with ethics training requirement	NA	99%	99%	99%	99%
Number of financial disclosure statements required (calendar year)	1,768	1,786	1,786	1,786	1,786
Number of formal opinions, waivers and guidance (calendar year)	22	15	15	15	15
Number of lobbyists registered (calendar year)	270	172	172	172	172
Number of lobbyist activity reports (calendar year)	405	259	259	259	259
Number of outside employment requests processed (calendar year)	1,045	882	882	882	882

ACCOMPLISHMENTS

- ☑ Based on initiatives of the Ethics Commission, the County Council amended the County's public ethics law and approved regulations the Ethics Commission submitted addressing employee conduct and ethics program administration.
- ☑ More than 99% of executive branch public financial disclosure filers attended mandatory ethics training between May 17, 2017 and July 1, 2018.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Commission worked with Department of Technology Services (DTS) to develop and implement an electronic payment system to collect lobbying registration fees.
- With the assistance of the DTS, the Commission initiated changes to the outside employment online system and the lobbying registration and activity reporting system based on amendments to the ethics law and newly approved regulations. These changes will improve the operation of ethics programs and facilitate use of the online systems.

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, including 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 is also responsible for budget, procurement, human resources, and resource management for the operation of the office in accordance with Montgomery County policies.

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	320,982	325,812	333,820	345,243	6.0 %
Employee Benefits	77,054	78,588	81,844	85,829	9.2 %
County General Fund Personnel Costs	**398,036**	**404,400**	**415,664**	**431,072**	**6.6 %**
Operating Expenses	33,180	58,883	47,464	38,883	-34.0 %
County General Fund Expenditures	**431,216**	**463,283**	**463,128**	**469,955**	**1.4 %**
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	23,875	30,000	30,000	30,000	—
County General Fund Revenues	**23,875**	**30,000**	**30,000**	**30,000**	**—**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**463,283**	**3.00**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY19 Personnel Costs	13,638	0.00
Increase Cost: FY20 Compensation Adjustment	10,904	0.00
Increase Cost: Retirement Adjustment	2,130	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(20,000)	0.00
FY20 RECOMMENDED	**469,955**	**3.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**470**	**470**	**470**	**470**	**470**	**470**
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	**470**	**470**	**470**	**470**	**470**	**470**

Finance

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$89,645,237	130.79

ALEXANDRE A. ESPINOSA, DIRECTOR

MISSION STATEMENT

The mission of the Department of Finance is to prudently manage financial operations, recommend and implement sound fiscal policies, safeguard public assets, and encourage a safe environment on public property.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Department of Finance is $89,645,237, an increase of $5,702,972 or 6.79 percent from the FY19 Approved Budget of $83,942,265. Personnel Costs comprise 19.67 percent of the budget for 135 full-time position(s) and no part-time position(s), and a total of 130.79 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 80.33 percent of the FY20 budget.

The Finance Operating Budget is comprised of a General Fund component (the Director's Office and the Divisions of Fiscal Management, Treasury, Information Technology, and Controller) and the Division of Risk Management, which is funded by the Liability and Property Coverage Self-Insurance Fund. The total FY20 Operating Budget for the General Fund component is $15,601,135 an increase of $1,103,118 or 7.6 percent over the FY19 approved budget of $14,498,017. Personnel Costs comprise approximately 82.46 percent of the General Fund budget for 124 full-time positions. A total of 98.92 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 17.54 percent of the budget.

The total FY20 Operating Budget for the Self-Insurance Fund component of Finance (Risk Management) is $74,044,102, an increase of $4,599,854 or 6.62 percent over the FY19 approved budget of $69,444,248. Personnel Costs comprise approximately 6.44 percent of the Self-Insurance Fund budget for 11 full-time positions. A total of 31.87 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 93.56 percent of the budget. Included in the total FTEs are 20.50 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.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**
- **A Growing 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

INITIATIVES

- Upgrading Kronos Workforce TimeKeeper (MCTIME) from Version 6.2 to Version 8.2.
- Upgrading Kronos Telestaff scheduling system for Fire Rescue Service.
- Replacing the custom in-house real and personal property tax web billing applications with Citizens Self Service from Tyler Technologies.
- Implementing electronic timeclocks for the retail and warehouse division at the Department of Liquor Control.
- Upgrading Accounts Payable forensics software to monitor and verify payments to vendors.
- The Department of Finance will be implementing credit card and electronic payment solutions and re-engineering existing solutions that will decrease the total cost of ownership for the County. This will entail creating a centralized payment portal, automating processes, reducing the level of effort for on-boarding departments that wish to process credit cards, and collaborating with the merchant service provider to reduce transaction costs.
- Risk Management is actively working with FM Global, the Montgomery County Self Insurance Program's property insurance carrier, to present training to program members' maintenance staff to decrease property losses due to human factors.
- Risk Management is working with the Office of the County Attorney and the commercial excess insurance carrier to improve claim reporting and update claim handling guidelines.

ACCOMPLISHMENTS

- ☑ Retained the County's AAA bond rating from all three major credit rating agencies in the fall of 2018.
- ☑ Received the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the FY17 Comprehensive Annual Financial Report (CAFR).
- ☑ Received the GFOA award for Outstanding Achievement in Popular Annual Financial Reporting for producing the County's first Popular Annual Financial Report (PAFR) in FY17.
- ☑ Successfully issued $330 million in General Obligation bonds in FY19 with an interest rate (True Interest Cost) of 3.28 percent.
- ☑ Received a perfect score across all six divisions for the Office of Emergency Management and Homeland Security end of year Continuity of Operations Planning (COOP) status for 2017.

- ☑ The average daily investment portfolio increased from $845 million in FY17 to $871 million in FY18. Investment income jumped from $6.0 million in FY17 to over $11.7 million in FY18, with an average portfolio yield of 1.34 percent in FY18 (compared to 0.71 percent in FY17). This 1.34 percent average yield also compares favorably versus the benchmark yield of 1.29 percent (S&P Local Government Index).
- ☑ The County's Commercial Property Assessed Clean Energy Program (C-PACE), completed its first project in December of 2016, which was also the first C-PACE Project to be completed in the State. The Program currently has 12 completed projects with a total of $8.4 million in C-PACE financing. To date, the County has completed more projects, in both volume and total financed value, than all other Maryland counties combined.
- ☑ During the inaugural 2018 election cycle of the County's Public Election Fund Program, there were 68 candidates who appeared on the 2018 County Council and County Executive election ballots, 40 of those candidates filed an intent to participate in the program with 23 candidates qualifying for the Program and receiving approximately $5.25 million in matching public funds. Of the 10 elected offices eligible to participate in the Program, 7 of those offices were attained by a candidate who participated in the PEF Program, including the highest elected office of County Executive.
- ☑ Performed a security assessment of all County operations that accept credit card payments to ensure that each organization is operating in a Payment Card Industry Data Security Standard (PCI-DSS) compliant manner.
- ☑ Risk Management staff issued a new insurance broker contract with minimal cost increases.
- ☑ Risk Management held the 4th Montgomery County Self Insurance Program Annual Meeting and celebrated the 40th anniversary of the founding of the Montgomery County Self Insurance Program and its years of service to the County and member agencies.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ✹ MUNIS, the County's property tax billing system, was successfully upgraded from version 9.4 to 11.3 in mid-March 2018. Preparations are being made to migrate from the County's on-premise environment to the Cloud.
- ✹ A test instance of the MUNIS Citizen Self Service module (version 11.3) has been implemented and is in the process of being reviewed, tested, and validated.
- ✹ Implemented a document management system for streamlining property tax credit for military retirees and senior residents.
- ✹ Implemented a Kronos Telestaff scheduling system for the Department of Corrections and Rehabilitation.
- ✹ Continued exploration for the use of Robotic Processing Automation software to perform repetitive and manually intensive jobs on software platforms that do not allow automation. This reduces staffing costs and increases accuracy.

COLLABORATION AND PARTNERSHIPS

- ✻ Disaster Recovery and Continuity of Enterprise Financial Systems

  Collaborated with the Department of Technology Services and the Office of Emergency Management and Homeland Security (OEMHS) to secure grant funding for OEMHS to assist in formulating a strategy to address disaster recovery and operational continuity of the County's critical enterprise financial systems in the event of a prolonged outage. $300K of grant funding has already been secured. This grant will be used to develop a disaster recovery and continuity of operation solution for the County's ERP system.

  Partners

  Office of Emergency Management and Homeland Security, Department of Technology Services

Implement Online Credit Card & E-check Payment Options

Assisted the following departments and programs with implementing an on-line credit card and e-check payment option: Health and Human Services (HHS) Short Term Rental and Child Care/Proclass, Department of Liquor Control (DLC) Solicitor, iStore Ads, and DLC Licensees.

Partners

Department of Health and Human Services, Department of Liquor Control

PROGRAM CONTACTS

Contact Jedediah Millard of the Department of Finance at 240.777.8855 or Anita Aryeetey of the Office of Management and Budget at 240.777.2784 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

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. One of the program's primary goals is to maintain the County's AAA General Obligation Bond debt rating and to actively invest the County's working capital to 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 a variety of economic development initiatives that support the growth and/or expansion of economic opportunities in the County; and high quality financial consulting services for County agencies, managers, staff, elected officials, and residents.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
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) [1]	3.5%	1.7%	3.3%	3.3%	3.3%
Interest Rate Benchmarking - County General Obligation (GO) vs. Municipal Market Data Index (basis point spread) [2]	30.0	3.0	0	0	0
Investment Return - Rate of return on Montgomery County's investments	0.71%	1.34%	1.70%	2.20%	2.20%
Investment Return Benchmarking - County Return vs. S&P Local Government Investment Pool Index (basis point spread)	12	18	12	12	12
Revenue forecasting - Percent variance between actual revenue and projected revenue	-0.67%	-3.31%	0%	0%	0%

[1] *Did not have a 20 year metric for FY18 as there was not a County issuance with this time horizon, 1.726% reflects true interest cost available for 10-year debt issuance.*

[2] *FY17 value abnormally larger due to the volatile rate environment after the presidential election in when rates went up 75 bps between the election (November 6) and Christmas. This disproportionately affected the longer maturities. The County was above MMD by 5 basis points (bps) for 2017 and 2018 maturities, but greater than 25 bps above in later years. FY18 is a return to a more stable interest rate environment.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,947,371**	**11.00**
Add: Ten Year Fiscal Plan Consultant	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.	146,917	1.00
FY20 Recommended	**2,194,288**	**12.00**

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, project management, 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,399,903**	**3.00**
Increase Cost: IT Financial Systems Applications - Ongoing Maintenance	268,710	0.00
Increase Cost: Annual PCI and ACH Industry Compliance	5,890	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(22,136)	0.00
FY20 Recommended	**1,652,367**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Procurement Card rebate revenue generated	607,388	724,221	750,000	775,000	800,000

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**824,964**	**7.75**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	152,688	1.13
FY20 Recommended	**977,652**	**8.88**

Accounts Receivable

This program is responsible for the timely receipt and accounting for monies due to the County from residents, businesses, and government agencies. In conjunction with the implementation of the Enterprise Resource Planning (ERP) system and associated best practices, this program provides for development of standardized policies and procedures, and provision of services including invoicing/billing, collection, accounting, reconciliation, and reporting reconciliation of monies due. This program will provide greater accountability through improved reporting, enhanced tracking of payment trends, and increased opportunities for maximizing collectability.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**315,803**	**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.	211,287	0.50
FY20 Recommended	**527,090**	**6.00**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Receive the Government Finance Officers Association (GFOA) Certificate of	Received	Expected	Expected	Expected	Expected

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Achievement for Excellence in Financial Reporting [1]					

[1] *The County has been awarded this certificate more times than any other county in the nation (FY17 = 48 times)*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,066,436**	**16.65**
Decrease Cost: Eliminate Accountant Auditor Reclass	(81,304)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,627	(0.66)
FY20 Recommended	**1,988,759**	**15.99**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**624,527**	**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.	(64,989)	0.00
FY20 Recommended	**559,538**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Pension and long-term disability (LTD2) payroll payments processed	61,119	63,064	65,000	65,000	65,000

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,274,277**	**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.	28,977	0.00
FY20 Recommended	**1,303,254**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Property tax accounts billed	371,866	376,553	378,000	380,000	382,000

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,780,331**	**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.	224,362	0.05
FY20 Recommended	**2,004,693**	**18.15**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Cashier transactions processed	107,921	116,916	110,000	110,000	110,000

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**454,216**	**4.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	24,357	0.00
FY20 Recommended	**478,573**	**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; recommending and reviewing contractual insurance requirements for County vendors; avoiding risk; and purchasing commercial insurance policies.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Workers Compensation - Cost per $100 of payroll	3.34	2.88	2.91	2.91	2.91
Workers Compensation - Number of Montgomery County Government cases resulting in lost work time	485	554	575	590	590

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**64,767,608**	**4.00**
Increase Cost: Claims Expense Increase Estimated by Actuary	3,506,520	0.00
Increase Cost: Commercial Insurance Premiums Increase Provided by Insurance Broker	840,585	0.00
Increase Cost: Claims Service Contract Administrative Costs	180,296	0.00
Decrease Cost: New Broker Service Contract	(52,600)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(347,507)	0.00
FY20 Recommended	**68,894,902**	**4.00**

Occupational Safety and Health

This program operates a proactive 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 Safety 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 continuous training is provided in loss prevention and loss control to promote a safe and healthy work environment for County employees. The program also employs proactive computer-based training for personal and facility safety.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Training classes conducted by Safety and Health Specialists [1]	2,120	1,469	2,000	2,100	2,100

[1] *Late in FY17, online training was initiated to complement in-person classes. The decrease in FY18 is related to the roll-out of the new online training program and the fact that DGS completed biennial OSHA training in FY17.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**801,329**	**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.	(36,114)	0.00
FY20 Recommended	**765,215**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,997,116**	**20.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	132,958	0.00
FY20 Recommended	**3,130,074**	**20.50**

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. This program also includes the Financial Analysis, Audit, and Compliance (FAAC) section of the Controller's Division. This section is responsible for performing extensive financial analysis to improve financial reporting, advancing functions in Oracle EBS financial modules, posting audits of financial transactions, and ensuring compliance with Department and Countywide policies.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**4,688,384**	**17.37**
Increase Cost: Annualization of Audit and Compliance Resources	365,522	3.00
Decrease Cost: Abolish M1 (Deputy Director) position	(217,342)	(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.	332,268	0.00
FY20 Recommended	**5,168,832**	**19.37**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	7,287,518	9,560,198	7,973,715	10,016,599	4.8 %
Employee Benefits	2,774,431	2,556,976	2,782,887	2,849,022	11.4 %
County General Fund Personnel Costs	**10,061,949**	**12,117,174**	**10,756,602**	**12,865,621**	**6.2 %**
Operating Expenses	4,032,409	2,380,843	3,592,601	2,735,514	14.9 %
County General Fund Expenditures	**14,094,358**	**14,498,017**	**14,349,203**	**15,601,135**	**7.6 %**
PERSONNEL					
Full-Time	121	121	121	124	2.5 %
Part-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
FTEs	93.90	94.90	94.90	98.92	4.2 %
REVENUES					
Miscellaneous Revenues	737,340	507,000	730,000	700,000	38.1 %
Other Charges/Fees	385,121	366,300	522,500	514,500	40.5 %
Other Fines/Forfeitures	17,953	5,000	10,000	15,000	200.0 %
Other Intergovernmental	369,659	418,000	417,000	473,970	13.4 %
County General Fund Revenues	**1,510,073**	**1,296,300**	**1,679,500**	**1,703,470**	**31.4 %**

SELF INSURANCE INTERNAL SERVICE FUND

EXPENDITURES					
Salaries and Wages	3,218,759	3,575,288	2,916,647	3,694,380	3.3 %
Employee Benefits	1,077,269	1,065,787	872,937	1,076,946	1.1 %
Self Insurance Internal Service Fund Personnel Costs	**4,296,028**	**4,641,075**	**3,789,584**	**4,771,326**	**2.8 %**
Operating Expenses	57,217,309	64,803,173	64,941,511	69,272,776	6.9 %
Self Insurance Internal Service Fund Expenditures	**61,513,337**	**69,444,248**	**68,731,095**	**74,044,102**	**6.6 %**
PERSONNEL					
Full-Time	11	11	11	11	—
Part-Time	0	0	0	0	—
FTEs	31.12	31.87	31.87	31.87	—
REVENUES					
Investment Income	2,065,271	850,000	850,000	1,000,000	17.6 %
Miscellaneous Revenues	4,017,631	0	1,000,000	1,000,000	—
Self Insurance Revenues	67,295,886	69,423,933	68,423,933	73,404,480	5.7 %
Self Insurance Internal Service Fund Revenues	**73,378,788**	**70,273,933**	**70,273,933**	**75,404,480**	**7.3 %**

DEPARTMENT TOTALS

Total Expenditures	**75,607,695**	**83,942,265**	**83,080,298**	**89,645,237**	**6.8 %**
Total Full-Time Positions	**132**	**132**	**132**	**135**	**2.3 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**125.02**	**126.77**	**126.77**	**130.79**	**3.2 %**
Total Revenues	**74,888,861**	**71,570,233**	**71,953,433**	**77,107,950**	**7.7 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**14,498,017**	**94.90**
Changes (with service impacts)		
Add: Ten Year Fiscal Plan Consultant [Fiscal Management]	100,000	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	426,240	0.00
Increase Cost: Annualization of Audit and Compliance Resources [Operations and Administration]	365,522	3.00
Increase Cost: Restore One-Time Lapse Increase	342,963	0.00
Increase Cost: IT Financial Systems Applications - Ongoing Maintenance [Information Technology]	268,710	0.00
Increase Cost: Annualization of FY19 Personnel Costs	143,854	0.00
Increase Cost: Retirement Adjustment	28,091	0.00
Increase Cost: Annualization of FY19 Operating Expenses	17,481	0.00
Increase Cost: Annual PCI and ACH Industry Compliance [Information Technology]	5,890	0.00
Technical Adj: Realign Montgomery County Employee Retirement Plans (MCERP) and Department of Liquor Control (DLC) Chargebacks to Reflect Actual Service Levels.	0	2.02
Decrease Cost: Chargeback for Billing, Collection, and Processing Services for Non-Tax Funds	(1,712)	0.00
Decrease Cost: Contractual Resources for Indirect Cost Analysis and Services	(14,000)	0.00
Decrease Cost: Eliminate Accountant Auditor Reclass [General Accounting]	(81,304)	0.00
Decrease Cost: Abolish M1 (Deputy Director) position [Operations and Administration]	(217,342)	(1.00)
Decrease Cost: Lapse Adjusted to Reflect Actual Rate	(281,275)	0.00
FY20 RECOMMENDED	**15,601,135**	**98.92**

SELF INSURANCE INTERNAL SERVICE FUND

FY19 ORIGINAL APPROPRIATION	**69,444,248**	**31.87**
Other Adjustments (with no service impacts)		
Increase Cost: Claims Expense Increase Estimated by Actuary [Insurance]	3,506,520	0.00
Increase Cost: Commercial Insurance Premiums Increase Provided by Insurance Broker [Insurance]	840,585	0.00
Increase Cost: Claims Service Contract Administrative Costs [Insurance]	180,296	0.00
Increase Cost: FY20 Compensation Adjustment	135,678	0.00
Increase Cost: Retirement Adjustment	5,986	0.00
Increase Cost: Motor Pool Adjustment	2,049	0.00
Increase Cost: Rent Costs for Move to New Offices	603	0.00
Decrease Cost: OPEB Adjustment	(7,850)	0.00
Decrease Cost: Annualization of FY19 Personnel Costs	(11,413)	0.00
Decrease Cost: New Broker Service Contract [Insurance]	(52,600)	0.00
FY20 RECOMMENDED	**74,044,102**	**31.87**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Fiscal Management	1,947,371	11.00	2,194,288	12.00
Information Technology	1,399,903	3.00	1,652,367	3.00

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Accounts Payable	824,964	7.75	977,652	8.88
Accounts Receivable	315,803	5.50	527,090	6.00
General Accounting	2,066,436	16.65	1,988,759	15.99
Grants Accounting	624,527	5.00	559,538	5.00
Payroll	1,274,277	10.00	1,303,254	10.00
Tax Operations	1,780,331	18.10	2,004,693	18.15
Treasury Operations	454,216	4.90	478,573	4.90
Insurance	64,767,608	4.00	68,894,902	4.00
Occupational Safety and Health	801,329	3.00	765,215	3.00
Legal Services	2,997,116	20.50	3,130,074	20.50
Operations and Administration	4,688,384	17.37	5,168,832	19.37
Total	**83,942,265**	**126.77**	**89,645,237**	**130.79**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	122,040	0.75	126,880	0.75
Human Resources	Retiree Health Benefits Trust Fund	35,150	0.25	37,110	0.25
General Services	Central Duplicating (Printing & Mail)	6,430	0.05	6,760	0.05
Transportation	Leaf Vacuuming	244,750	0.43	245,720	0.43
Parking District Services	Bethesda Parking	30,870	0.24	32,500	0.24
Parking District Services	Silver Spring Parking	34,940	0.27	36,800	0.27
Parking District Services	Wheaton Parking	11,750	0.09	12,370	0.09
Community Use of Public Facilities	Community Use of Public Facilities	47,460	0.37	49,950	0.37
Recreation	Recreation	41,840	0.33	44,010	0.33
Permitting Services	Permitting Services	12,550	0.10	13,200	0.10
Environmental Protection	Water Quality Protection	959,652	6.00	961,739	6.00
Solid Waste Services	Solid Waste Disposal	582,708	4.38	587,636	4.38
Solid Waste Services	Solid Waste Collection	270,550	0.64	271,466	0.64
Liquor Control	Liquor	1,026,081	8.00	815,361	6.50
CIP	Capital Fund	152,412	1.00	152,597	1.00
Non-Departmental Accounts	Employees Retirement Savings Plan (RSP)	12,246	0.10	0	0.00
Non-Departmental Accounts	Retirement Fund (ERS)	68,852	0.54	40,152	0.30
Non-Departmental Accounts	Retiree Health Benefits Trust Fund	2,406	0.02	4,708	0.05
Non-Departmental Accounts	BIT 457 Deferred Comp. Plan	6,626	0.06	0	0.00
Non-Departmental Accounts	RSP-Disability Benefits (LTD2)	22,480	0.16	1,480	0.01

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
NDA - Conference Center	General Fund	145,549	1.00	156,599	1.00
NDA - Incubator Programs - Economic Development Partnership	General Fund	0	0.00	111,288	1.00
Economic Development Fund	Economic Development Fund	152,412	1.00	158,040	1.00
	Total	**3,989,754**	**25.78**	**3,866,366**	**24.76**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**15,601**	**15,601**	**15,601**	**15,601**	**15,601**	**15,601**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY20	**0**	**(23)**	**(23)**	**(23)**	**(23)**	**(23)**
Items recommended for one-time funding in FY20, including operating expenses for the Compliance Unit, will be eliminated from the base in the outyears.						
Restore One-Time Lapse Increase	**0**	**281**	**281**	**281**	**281**	**281**
Restoration of one-time lapse adjustment in the budget development year						
Labor Contracts	**0**	**55**	**55**	**55**	**55**	**55**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**15,601**	**15,913**	**15,913**	**15,913**	**15,913**	**15,913**
SELF INSURANCE INTERNAL SERVICE FUND						
EXPENDITURES						
FY20 Recommended	**74,044**	**74,044**	**74,044**	**74,044**	**74,044**	**74,044**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**0**	**(1)**	**(4)**	**(6)**	**(8)**
Labor Contracts	**0**	**22**	**22**	**22**	**22**	**22**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**74,044**	**74,066**	**74,065**	**74,062**	**74,060**	**74,058**

General Services

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$40,381,913	170.30

DAVID DISE, DIRECTOR

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 recommended FY20 Operating Budget for the Department of General Services is $40,381,913, an increase of $2,251,955 or 5.91 percent from the FY19 Approved Budget of $38,129,958. Personnel Costs comprise 43.76 percent of the budget for 232 full-time position(s) and one part-time position(s), and a total of 170.30 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 56.24 percent of the FY20 budget.

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

COUNTY PRIORITY OUTCOMES

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

- **A Greener County**
- **Effective, Sustainable Government**
- **A Growing 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Multi-Program Measures					
Internal customer satisfaction: Average score given to all DGS operations in a survey across Montgomery County Government (4 point scale)	3.13	3.07	3.09	3.11	3.12

ACCOMPLISHMENTS

- ☑ Reviewed and revised the County's Emergency Operations Plan for compliance with the Americans with Disabilities Act, and presented training for staff designated to work emergency shelters in the event of a disaster or severe weather emergency. Expanded the services for effective communication with people who are deaf or hard of hearing by providing assistive listening systems in County meeting rooms. As of June 30, 2018, twenty-six (26) assistive listening devices have been installed in County buildings and six (6) portable systems have been procured for use by departments using other meeting rooms.
- ☑ Lead the County's efforts to install 7.6 megawatts of solar and other clean energy technologies on County facilities. To date, the program has produced enough clean energy to power more than 800 homes and lowering greenhouse gas emissions as much as planting 192,000 trees.
- ☑ Substantially completed building envelope, lighting, HVAC, HVAC controls, and water conservation retrofits at the Pre-Release Center, Longwood Community Center, Twinbrook Library, Kensington Park Library, and the Silver Spring Health Center that are expected to save the County $240,439 per year. This includes installing a Combined Heat and Power system at the Pre-Release Center.
- ☑ Installed microgrids at the Public Safety Headquarters and the Montgomery County Correctional Facility that now produce clean energy and low-carbon energy to meet the energy needs of these crucial facilities, and enable them to operate independent of the energy grid during normal operations and prolonged power outages.
- ☑ Installed microgrids at the Public Safety Headquarters and the Montgomery County Correctional Facility that now produce clean energy and low-carbon energy to meet the energy needs of these crucial facilities, and enable them to operate independent of the energy grid during normal operations and prolonged power outages.
- ☑ Multifunction Printers - Eliminated more than 1,000,000 pages being printed (676,666 pages deleted; 406,108 pages expired). Saved or reduced more than 1,382,397 gallons of water, 51,803 lbs. of carbon dioxide and 55 trees.Records Management and Imaging - Shredded 234,178 lbs.

COLLABORATION AND PARTNERSHIPS

Facilities Management

2018 NACO Award: Using GIS Maps to Improve Contract Management in Facilities Maintenance.

Americans with Disabilities Act

Supported the Department of Technology Services to improve the accessibility of the County's website, including creating accessible map solutions to replace older non-accessible static maps.

Office of Energy and Sustainability

Continue to coordinate the public use of $41 million in direct financial benefits and other policy commitments as a result of the merger of Pepco Holdings Incorporated and Exelon Corporation. Financial benefits included seed capital for the nation's first

Green Bank, funding for low- and moderate-income weatherization, workforce development, and other programs.

Implemented two nationally recognized microgrid projects under a public-private partnership. The Public Safety Headquarters (PSHQ) and the Montgomery County Correctional Facility (MCCF) projects combine clean and low-carbon technologies to allow the facilities to operate independently from the utility grid. Received 2018 NACo Achievement Award for this initiative.

Continue to coordinate the policy and public benefits from the merger of Altagas Ltd and WGL holdings to benefit public infrastructure, multifamily housing, and other uses.

Planning and Development

Secured $80 million in private investment in FY18, and a cumulative investment of $178 million since FY14.

Creation of 502 total new housing units including 123 units of affordable housing.

Building Design & Construction

Received 2018 NACo Achievement Award for authoring a Project Mangement Handbook for Project Managers and Consultants.

Glen Echo Park

An agreement with the National Park Service was executed July 20, 2018. The Cooperative Agreement delegates all management and operation at Glen Echo Park to Montgomery County. Doing so ensures the Park's operation during federal closures and ensures continuity of programming, as well timely building and grounds maintenance.

PROGRAM CONTACTS

Contact Angela Dizelos of the Department of General Services at 240.777.6028 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

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.

FY20 Recommended Changes	Expenditures	FTEs

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**8,146,754**	**34.07**
Increase Cost: Conversion of Part Time Mail Clerk to Full Time Printer Apprentice	24,291	0.50
Decrease Cost: Contract Cost Savings	(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.	114,997	0.00
FY20 Recommended	**8,236,042**	**34.57**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Real Estate: Average amount Montgomery County pays in rent (in dollars per square foot)	28.64	19.34	19.92	20.52	21.13
County rent vs. average market rent for leased space [1]	29.91	26.88	N/A	N/A	N/A

[1] *For competitiveness, DGS does not provide real estate projections for future years.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**986,463**	**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.	34,215	0.00
FY20 Recommended	**1,020,678**	**7.00**

Energy and Sustainability

The Energy and Sustainability (ES) program is responsible for facilitating comprehensive energy and sustainability strategies across County operations. It leads the County's green government programs which crosscuts County Departments and DGS Divisions. 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Environmental Stewardship: Carbon footprint from facilities and fleet operations (in metric ton carbon dioxide equivalents) [1]	-31,177	-41,554	0	0	0

[1] *Negative net carbon values indicate that the County's greenhouse gas emission reductions due to efficiency, renewable energy initiatives and greenhouse gas offsets exceed its annual emissions. The County government's policy is to achieve zero emissions from its direct operations. The County's renewable energy and carbon offset purchases are planned several years in advance based on estimated consumption. Growth in*

County consumption has been dramatically lower than forecast. DGS has begun reducing its purchase of renewable energy credits in 2019 to more accurately reflect the amount of offsets necessary to achieve zero emissions.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**794,079**	**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.	18,706	0.00
FY20 Recommended	**812,785**	**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, and corrective maintenance; housekeeping; grounds maintenance; recycling; building structure and envelope maintenance; electrical/mechanical systems operations and maintenance; small to mid-sized remodeling projects; snow removal; 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 operations to protect and extend the life of the County's investment in facilities and equipment.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Facilities Maintenance: Quarterly Work Order Completion	N/A	67%	87%	87%	87%
Facilities Maintenance: Number of hours offline for heating / cooling systems	25	11	11	10	10
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties ($000) [1]	6,616	6150	6566	8030	8030
Facilities: Customer rating of the aesthetics and comfort of County-maintained buildings (4 point scale)	3.82	3.76	3.76	3.76	3.76

[1] *Dollars reflect budget numbers.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**25,084,036**	**108.70**
Enhance: Maintenance budget for new facilities	1,066,800	0.00
Increase Cost: Adjust budget for Overtime to address structural budget deficiencies	309,733	0.00
Increase Cost: Code Compliance: Small Arms Firing Range Lead Abatement and HVAC Maintenance (EnviroSmart)	260,610	0.00
Increase Cost: Adjust budget for Lapse to address structural budget deficiencies	181,867	0.00
Reduce: American Film Institute Contract	(33,594)	0.00
Decrease Cost: Savings from replacing Alternative Community Service Workers with contractors	(152,520)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	232,019	0.00
FY20 Recommended	**26,948,951**	**108.70**

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 Smart 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; management and administration of information technology; oversight of all personnel activities; 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,118,626**	**15.03**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	244,831	0.00
FY20 Recommended	**3,363,457**	**15.03**

Building Design and Construction

This program provides for the overall management of the Department's Capital Improvements Program (CIP) for facilities. This program includes the comprehensive, timely, economic, and environmentally efficient planning, design, and construction of buildings for County use, as well as public venues owned by the County. This program also provides comprehensive architectural and engineering services from planning through design. Functional elements include programming, contract administration, planning management, design management, and project management. Each County project includes an array of sustainable features to reduce the impact of the facility on the environment and lifecycle costs. These features are derived from an integrated design process that evaluates each measure, such as energy efficiency, onsite renewables environmental site design, and enhanced monitoring, collectively reducing utility and other costs. The planning and design of facilities follows best practices in project design and construction estimating and the timely delivery of facilities based on project schedules in the County CIP. This program is fully charged to the CIP.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**0**	**0.00**
FY20 Recommended	**0**	**0.00**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	11,020,619	10,000,231	10,790,784	10,827,819	8.3 %
Employee Benefits	3,882,044	3,673,744	3,908,422	3,874,858	5.5 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
County General Fund Personnel Costs	**14,902,663**	**13,673,975**	**14,699,206**	**14,702,677**	**7.5 %**
Operating Expenses	20,509,091	16,309,229	16,294,229	17,443,194	7.0 %
County General Fund Expenditures	**35,411,754**	**29,983,204**	**30,993,435**	**32,145,871**	**7.2 %**
PERSONNEL					
Full-Time	198	198	198	198	—
Part-Time	1	1	1	1	—
FTEs	136.93	135.73	135.73	135.73	—
REVENUES					
Miscellaneous Revenues	107,717	120,000	120,000	120,000	—
County General Fund Revenues	**107,717**	**120,000**	**120,000**	**120,000**	**—**

PRINTING & MAIL INTERNAL SERVICE FUND

EXPENDITURES					
Salaries and Wages	1,878,330	2,027,443	1,908,416	2,134,490	5.3 %
Employee Benefits	713,832	800,386	743,897	833,137	4.1 %
Printing & Mail Internal Service Fund Personnel Costs	**2,592,162**	**2,827,829**	**2,652,313**	**2,967,627**	**4.9 %**
Operating Expenses	5,205,241	4,959,515	4,959,515	4,909,005	-1.0 %
Capital Outlay	94,159	359,410	359,410	359,410	—
Printing & Mail Internal Service Fund Expenditures	**7,891,562**	**8,146,754**	**7,971,238**	**8,236,042**	**1.1 %**
PERSONNEL					
Full-Time	33	33	33	34	3.0 %
Part-Time	1	1	1	0	-100.0 %
FTEs	34.07	34.07	34.07	34.57	1.5 %
REVENUES					
Imaging/Archiving Revenues	1,488,631	1,508,760	1,508,760	1,508,760	—
Investment Income	21,418	7,804	7,804	7,804	—
Mail Revenues	1,976,757	2,246,857	2,246,857	2,246,857	—
Other Charges/Fees	1,945,012	1,843,208	1,843,208	1,843,208	—
Print Revenues	2,383,107	2,538,079	2,538,079	2,488,079	-2.0 %
Printing & Mail Internal Service Fund Revenues	**7,814,925**	**8,144,708**	**8,144,708**	**8,094,708**	**-0.6 %**

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	150,000	0	0	0	—
Grant Fund - MCG Expenditures	**150,000**	**0**	**0**	**0**	**—**
PERSONNEL					

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
State Grants	150,000	0	0	0	—
Grant Fund - MCG Revenues	**150,000**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**43,453,316**	**38,129,958**	**38,964,673**	**40,381,913**	**5.9 %**
Total Full-Time Positions	**231**	**231**	**231**	**232**	**0.4 %**
Total Part-Time Positions	**2**	**2**	**2**	**1**	**-50.0 %**
Total FTEs	**171.00**	**169.80**	**169.80**	**170.30**	**0.3 %**
Total Revenues	**8,072,642**	**8,264,708**	**8,264,708**	**8,214,708**	**-0.6 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**29,983,204**	**135.73**
Changes (with service impacts)		
Enhance: Maintenance budget for new facilities [Facilities Management]	1,066,800	0.00
Reduce: American Film Institute Contract [Facilities Management]	(33,594)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	506,067	0.00
Increase Cost: Adjust budget for Overtime to address structural budget deficiencies [Facilities Management]	309,733	0.00
Increase Cost: Code Compliance: Small Arms Firing Range Lead Abatement and HVAC Maintenance (EnviroSmart) [Facilities Management]	260,610	0.00
Increase Cost: Adjust budget for Lapse to address structural budget deficiencies [Facilities Management]	181,867	0.00
Increase Cost: Motor Pool Adjustment	68,011	0.00
Increase Cost: Annualization of FY19 Personnel Costs	20,098	0.00
Increase Cost: Retirement Adjustment	10,937	0.00
Shift: Annualization of ESRI Enterprise Agreement - Shift to DTS	(800)	0.00
Shift: Recognize Community Use of Public Facilities budget for reimbursement of selected Facilities Maintenance costs	(74,542)	0.00
Decrease Cost: Savings from replacing Alternative Community Service Workers with contractors [Facilities Management]	(152,520)	0.00
FY20 RECOMMENDED	**32,145,871**	**135.73**

PRINTING & MAIL INTERNAL SERVICE FUND

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
FY19 ORIGINAL APPROPRIATION	**8,146,754**	**34.07**
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	117,634	0.00
Increase Cost: Conversion of Part Time Mail Clerk to Full Time Printer Apprentice [Central Duplicating, Imaging, Archiving, & Mail Services]	24,291	0.50
Increase Cost: Motor Pool Adjustment	13,920	0.00
Increase Cost: Retirement Adjustment	6,345	0.00
Decrease Cost: Annualization of FY19 Personnel Costs	(8,472)	0.00
Decrease Cost: OPEB Adjustment	(14,430)	0.00
Decrease Cost: Contract Cost Savings [Central Duplicating, Imaging, Archiving, & Mail Services]	(50,000)	0.00
FY20 RECOMMENDED	**8,236,042**	**34.57**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Central Duplicating, Imaging, Archiving, & Mail Services	8,146,754	34.07	8,236,042	34.57
Real Estate Program	986,463	7.00	1,020,678	7.00
Energy and Sustainability	794,079	5.00	812,785	5.00
Facilities Management	25,084,036	108.70	26,948,951	108.70
Administration	3,118,626	15.03	3,363,457	15.03
Building Design and Construction	0	0.00	0	0.00
Total	**38,129,958**	**169.80**	**40,381,913**	**170.30**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND					
General Services	Central Duplicating (Printing & Mail)	53,699	0.52	56,241	0.52
Fleet Management Services	Motor Pool	620,472	2.80	636,303	2.80
Solid Waste Services	Solid Waste Disposal	48,223	0.10	68,652	0.10
Liquor Control	Liquor	568,265	1.20	564,025	1.20
CIP	Capital Fund	8,170,329	55.65	8,216,502	55.65
Not Defined	Not Defined	749,029	3.50	749,029	3.50
	Total	**10,210,017**	**63.77**	**10,290,752**	**63.77**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**32,146**	**32,146**	**32,146**	**32,146**	**32,146**	**32,146**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**90**	**90**	**90**	**90**	**90**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**32,146**	**32,236**	**32,236**	**32,236**	**32,236**	**32,236**
PRINTING & MAIL INTERNAL SERVICE FUND						
EXPENDITURES						
FY20 Recommended	**8,236**	**8,236**	**8,236**	**8,236**	**8,236**	**8,236**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**(1)**	**(2)**	**(12)**	**(19)**	**(24)**
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	**8,236**	**8,264**	**8,263**	**8,253**	**8,246**	**8,241**

Fleet Management Services

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$84,869,295	212.10

DAVID DISE, DIRECTOR

MISSION STATEMENT

The mission of the Department of General Services Division of Fleet Management Services (DFMS, 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 its four shop locations and thirteen fuel sites, and operates out of six depots Countywide.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Division of Fleet Management Services is $84,869,295, an increase of $11,071,177 or 15.00 percent from the FY19 Approved Budget of $73,798,118. Personnel Costs comprise 28.50 percent of the budget for 208 full-time position(s) and no part-time position(s), and a total of 212.10 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 71.50 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Easier Commutes**
- **A Greener County**
- **Effective, Sustainable 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

INITIATIVES

- ***Articulated Bus Maintenance Bay Retrofit*** - DFMS is retrofitting four current maintenance bays at the Equipment

Maintenance and Transit Operations Center (EMTOC) to allow for fleet management support of Transit's future Ride On 60-foot articulated buses. The retrofitting will not only allow Fleet to service the 60-foot buses, but will also increase capacity to meet future transit fleet levels.

- ***Reverse Auction Contract*** - DFMS generated a Request for Proposal (RFP) which resulted in a Reverse Auction Contract. The goal of this contract is to provide reverse auction services for the procurement of fuel as well as other energy procurements. The contract is expandable to support other commodities and services throughout the County. The costs of reverse auction services are not billed to the County but are passed on to the awardee.

ACCOMPLISHMENTS

- ***Achieved Significant Improvements in Inventory Parts Handling*** - The Parts fill rate ended the year at 88 percent and the Parts stock turns improved to 2.07. The annual Parts inventory had the best ever year-end variance at .02 percent.
- ***Material Handling Upgrade (Space Saver)*** - The existing material handling equipment at the Brookville Maintenance Facility (BMF) received the first phase of upgraded technology for the operating system of the Space Saver's automated parts shelving system. The upgrade allows for the continued use of this material handling equipment that provides more efficient parts storage and processing.
- ***Expansion of Automated Tool Boxes, Computerized Cabinet/Locker Systems*** - Due to the successful results of the initial installation of Automated Tool Boxes at the Equipment Maintenance and Transit Operations Center (EMTOC) in maximizing tool availability for repairs while minimizing tool losses, an additional automated tool box was added to the EMTOC transit operations.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ***Implemented a Preventive Maintenance (PM) Contractor-based Business Model*** - An increased emphasis was placed on Preventive Maintenance (PM) to reduce bus repair costs and to prepare for a replacement campaign for major components, which impacted the PM scheduling. To address these areas and to increase capacity to meet PM requirements, DFMS implemented a new PM Business Model.
- ***Developed and Implemented a Recall Tracking Tool*** - Utilizing SharePoint, DFMS developed and implemented a Recall Tracking Tool which reduced the Recall Corrective Action timeline and allowed for better information on where vehicles were in the process. This also improved the overall management of the contractor.

COLLABORATION AND PARTNERSHIPS

- Acquisition of New Complements of Transit Buses for Expansion of Routes and Services
  Montgomery County is adding new types of buses to the fleet (Rapid Transit Buses, Microbuses, Electric Buses, and 60-foot Articulated Buses). In conjunction with the Department of Transportation (DOT) Division of Transit Services, DFMS developed specifications and completed a Request for Proposals (RFP). During the build cycle, DFMS will participate in on-site inspections.

PROGRAM CONTACTS

Contact Peggy Lynch of the Division of Fleet Management Services at 240.777.5759 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

Heavy Equipment and Automotive Services

This program is responsible for the maintenance and repair of the heavy equipment fleet which includes heavy dump trucks, straight 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 services at the Seven Locks maintenance facility.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Fleet Maintenance and Operations: Mean distance between failure: Administrative light equipment (in miles)	20,523	11,847	12,500	12,500	12,500
Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles) [1]	33,349	13,778	18,500	18,500	18,500
Fleet Maintenance and Operations: Mean distance between failure: Public Safety light equipment (in miles)	27,487	24,893	25,800	25,800	25,800
Heavy equipment fleet availability	90.00	89.00	89.00	89.00	89.00
Percentage of customers satisfied with police vehicle maintenance	97.0	96.0	97.0	97.0	97.0
Police vehicle fleet availability	97.0	96	97	97	97
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days)	0.6	0.82	1.0	1.0	1.0
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy Equipment (in days)	3.2	1.7	3.0	3.0	3.0
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days)	2.2	2.3	1.5	1.5	1.5

[1] *The methodology for calculating mileage was changed at the end of FY17, that took into account the average fuel economy for vehicles in the same class.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**13,165,751**	**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.	984,430	0.00
FY20 Recommended	**14,150,181**	**39.00**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Average days out of service per bus for parts	2.84	2.09	3.0	3.0	3.0
Fleet Maintenance and Operations: Mean distance between failure: Transit equipment (in miles) [1]	17,565	14,762	12,000	12,000	12,000

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days)	1.8	1.6	2.0	2.0	2.0

[1] *The Federal Transit Administration requirement is 12,000 miles.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**18,508,109**	**112.00**
Enhance: US 29 FLASH Operating Costs	1,934,176	6.00
Increase Cost: Bus Service Lanes	533,627	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.	(421,207)	0.00
FY20 Recommended	**20,554,705**	**118.00**

Management Services

This program provides policy development and planning; operational, personnel, and administrative oversight; and support for division activities. Management Services is 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 coordination, and vehicle acquisition and disposal functions.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Clean Air Commitment - Gallons of alternative fuels used [1]	1,499,289	1,479,278	1,500,000	1,600,000	1,600,000
Clean Air Commitment - Gallons of diesel/unleaded used	4,976,010	4,942,973	5,000,0000	4,900,000	4,900,000
Fiscal inventory parts turn rate	2.27	2.07	2.0	2.0	2.0
Percentage of workorders completed without delay for parts	85.0	88.0	85.0	85.0	85.0

[1] *The measurement for gallons of alternative fuels used is in Gasoline Gallon Equivalents.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**31,659,813**	**19.10**
Increase Cost: Fuel price adjustment	1,908,482	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,697,878	0.00
FY20 Recommended	**35,266,173**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**10,464,445**	**36.00**
Increase Cost: Vehicle Replacement	4,243,428	0.00
Increase Cost: Vehicle Replacements funded by Insurance Reimbursement	687,425	0.00

FY20 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(497,062)	0.00
FY20 Recommended	**14,898,236**	**36.00**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
MOTOR POOL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	16,349,546	17,033,601	16,427,533	18,478,221	8.5 %
Employee Benefits	5,034,894	5,291,786	5,142,791	5,712,231	8.0 %
Motor Pool Internal Service Fund Personnel Costs	**21,384,440**	**22,325,387**	**21,570,324**	**24,190,452**	**8.4 %**
Operating Expenses	47,373,247	46,586,497	47,666,218	50,588,492	8.6 %
Capital Outlay	6,372,601	4,823,774	4,823,774	10,027,891	107.9 %
Debt Service Other	0	62,460	62,460	62,460	—
Motor Pool Internal Service Fund Expenditures	**75,130,288**	**73,798,118**	**74,122,776**	**84,869,295**	**15.0 %**
PERSONNEL					
Full-Time	200	202	202	208	3.0 %
Part-Time	0	0	0	0	—
FTEs	204.10	206.10	206.10	212.10	2.9 %
REVENUES					
Insurance Recoveries	1,601,658	1,587,425	1,800,000	1,787,425	12.6 %
Investment Income	159,331	157,780	314,130	157,780	—
Miscellaneous Revenues	2,025,272	1,203,000	1,203,000	203,000	-83.1 %
Motor Pool Charges/Fees	77,672,207	72,950,295	72,950,295	77,032,289	5.6 %
Motor Pool Internal Service Fund Revenues	**81,458,468**	**75,898,500**	**76,267,425**	**79,180,494**	**4.3 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
MOTOR POOL INTERNAL SERVICE FUND		
FY19 ORIGINAL APPROPRIATION	**73,798,118**	**206.10**
Changes (with service impacts)		
Enhance: US 29 FLASH Operating Costs [Transit Equipment Services]	1,934,176	6.00
Other Adjustments (with no service impacts)		
Increase Cost: Vehicle Replacement [Administrative Services]	4,243,428	0.00
Increase Cost: Fuel price adjustment [Management Services]	1,908,482	0.00
Increase Cost: FY20 Compensation Adjustment	860,044	0.00
Increase Cost: Vehicle Replacements funded by Insurance Reimbursement [Administrative Services]	687,425	0.00
Increase Cost: Wage Equity Study impact	546,885	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Bus Service Lanes [Transit Equipment Services]	533,627	0.00
Increase Cost: Adjust budget for Overtime to address structural budget deficiencies	344,791	0.00
Increase Cost: Risk Management Adjustment	259,819	0.00
Increase Cost: Retirement Adjustment	25,251	0.00
Increase Cost: Motor Pool Adjustment	18,534	0.00
Decrease Cost: Annualization of FY19 Personnel Costs	(62,895)	0.00
Decrease Cost: OPEB Adjustment	(228,390)	0.00
FY20 RECOMMENDED	**84,869,295**	**212.10**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Heavy Equipment and Automotive Services	13,165,751	39.00	14,150,181	39.00
Transit Equipment Services	18,508,109	112.00	20,554,705	118.00
Management Services	31,659,813	19.10	35,266,173	19.10
Administrative Services	10,464,445	36.00	14,898,236	36.00
Total	**73,798,118**	**206.10**	**84,869,295**	**212.10**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
MOTOR POOL INTERNAL SERVICE FUND						
EXPENDITURES						
FY20 Recommended	**84,869**	**84,869**	**84,869**	**84,869**	**84,869**	**84,869**
No inflation or compensation change is included in outyear projections.						
BRT support - net annualization and one-time	**0**	**(155)**	**(155)**	**(155)**	**(155)**	**(155)**
Retiree Health Insurance Pre-funding	**0**	**(3)**	**(10)**	**(69)**	**(110)**	**(140)**
Labor Contracts	**0**	**231**	**231**	**231**	**231**	**231**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**84,869**	**84,942**	**84,935**	**84,876**	**84,835**	**84,805**

Human Resources

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$281,820,607	68.65

KAREN PLUCINSKI, ACTING DIRECTOR

MISSION STATEMENT

To foster excellence in people by providing quality human resources services to our employees, partners, and the community.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Office of Human Resources is $281,820,607, an increase of $14,390,116 or 5.38 percent from the FY19 Approved Budget of $267,430,491. Personnel Costs comprise 3.20 percent of the budget for 68 full-time position(s) and two part-time position(s), and a total of 68.65 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 96.80 percent of the FY20 budget.

The Office of Human Resources Budget is comprised of a General Fund component of $8,947,599 and a Employee Health Benefit Self Insurance Fund component of $272,873,008.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Multi-Program Measures					
Average customer satisfaction rating (1-4) on the yearly internal customer survey of County managers	3.09	3.07	3.10	3.30	3.50

INITIATIVES

- Creating an automated training notification for Managers and HR Liaisons to monitor employees compliance with mandatory trainings.
- Developing on-line, computer-based learning strategies to complement existing instructor lead training. Piloting Preventing Workplace Harassment training in Spring 2019.
- Initiated the formal bid process to procure contracts for a new pharmacy benefits manager, Flexible Spending Account and Direct Bill/COBRA Administrator with the goal to obtain products and services at prices that are competitive for each service area.
- Create a cross-functional project team to develop and execute a comprehensive background investigation policy and procedures.
- Research innovative ways of on-boarding and expediting college and high school students interested in internship opportunities within County government.
- Increase focus and awareness on mental health issues and design program offerings for various County agencies based on their needs.
- Expand wellness program offerings for high-risk employee populations to address key topics including managing stress, weight loss strategies, and diabetes prevention and measures to combat the disease.
- Offer programs that encompass all dimensions of wellbeing including emotional, financial, intellectual, occupational, physical, social, and spiritual.
- Initiate project to move toward a paperless Benefits Open Enrollment process to allow employees greater flexibility when considering changes to or signing up for new benefits during annual Open Enrollment.

ACCOMPLISHMENTS

- ☑ Received the Alliance for Workplace Excellence Awards including the Workplace Seal of Approval, Health and Wellness Seal of Approval, Diversity Champion Award, Ecoleadership Award, Best Practices Supporting Workers' of All Abilities Award, and Best Practices Supporting 50+ Award.
- ☑ Implemented group insurance contracts with new dental, life, vision, and long-term disability vendors, which resulted in savings to the County and additional value added benefits not previously offered, including hearing aid discounts and legal services.
- ☑ Provided employability skills training and workplace internships for 57 participants through the Project SEARCH program since September 2012, with an employment rate for Montgomery County and partners of 60 percent (26 positions).
- ☑ Enhanced the Lieutenant's promotional exam process for the Department of Correction and Rehabilitation to increase the pool of well-qualified candidates.
- ☑ Enhanced marketing materials used at Career Fairs and proactively outreached to universities and professional associations to strengthen and attract a diverse and well-qualified pool of candidates for Montgomery County positions.
- ☑ Trained over 200 MLS managers on effectively using Conflict Facilitation techniques as part of the County's informal dispute resolution processes.
- ☑ Expanded Wellness webinar library to allow shift workers to participate in on-line webinars at a time that is convenient for their schedules.
- ☑ Increased Virgin Pulse platform enrollment from 54.6 percent to 60 percent and engagement remains steady at about 50 percent, placing the County above all of the Contractor's average book of business in both categories.

- ☑ Created and implemented the Police Leadership Service Compensation Plan through Executive Regulation, which amended the Code of Maryland Regulations to create a new Police Leadership (PLS) salary schedule to include sworn police managers' schedule and aligned salary increases with performance.
- ☑ Developed a comprehensive leadership development strategy to support key business priorities and enable County leadership and management to perform at their fullest potential in delivering quality services to our residents in a time of rising demands for service and constrained resources. In the past six months, over 1,000 managers participated in the MLS LEADS program offerings.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Implemented an automated process for granting Merit Status to probationary employees that removed the requirement for HR Liaisons to process individual memos for each employee at the time they are granted Merit status.
- Implemented the Temporary and Probationary Promotional Oracle fields and dashboards to ensure HR Liaisons have the necessary tools to track and manage all promoted employees.
- Created a service level agreement with departmental hiring managers to provide the eligible list of candidates within seven to ten business days.
- Trained over 75 percent of the HR Liaison community on the Wage Equity Guidelines to improve productivity and timeline for approvals.

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,687,509**	**19.40**
Decrease Cost: Office Supplies	(3,885)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	374,085	2.00
FY20 Recommended	**3,057,709**	**21.40**

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.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Customer satisfaction with training: Percentage who found training helpful to job	93.1	92.0	93.0	93.0	93.0

FY20 Recommended Changes	Expenditures	FTEs

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,617,465**	**14.75**
Decrease Cost: Management Training Programs	(19,870)	0.00
Decrease Cost: Partial Suspension of Senior Fellows Program	(50,000)	(0.50)
Decrease Cost: Tuition Assistance	(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.	(246,610)	(1.75)
FY20 Recommended	**2,250,985**	**12.50**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Average satisfaction score (1-5) of departments with pools of candidates for positions, based on a survey of hiring managers	4.5	4.5	4.6	4.6	4.7
Average number of days to fill a vacant County position	83	91	90	89	85

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,516,677**	**10.40**
Eliminate: Abolish M1 Position (General Fund)	(107,281)	(0.40)
Eliminate: Abolish M1 Position (Employee Health Self Insurance Fund)	(160,922)	(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.	349,136	1.00
FY20 Recommended	**1,597,610**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percentage of grievances resolved before reaching third party neutral	93	98	98	98	98

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,159,638**	**8.00**
Enhance: OMS Contractor Support	223,225	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(118,137)	(1.00)
FY20 Recommended	**3,264,726**	**7.00**

EEO Compliance and Diversity Management

The Equal Employment Opportunity (EEO) and Diversity Management team ensures compliance with local, State, and Federal discrimination laws, as well as MCPR Section, 5 related to Equal Employment Opportunity. The Division provides mandatory and customized training to employees and managers concerning equal employment and diversity management. The training also extends to civilian and public safety employees. The Division is responsible for mandated Federal and State EEO-related reporting requirements, EEO certifications, data/statistical analyses, and other EEO related reporting compliance associated with grant funding. The Division's primary responsibility is EEO compliance as it relates to the investigation of EEO complaints, monitoring departmental investigations, providing guidance and assistance to managers/supervisors related to EEO matters and resolution of EEO issues/complaints including mediation and reaching amicable resolution of EEO complaints.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**428,893**	**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.	12,599	0.00
FY20 Recommended	**441,492**	**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 people) in a manner that ensures an understanding of program provisions and their value as part of total compensation.

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

The 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**257,020,309**	**15.35**
Increase Cost: Claims Expenditure Adjustment	14,222,066	0.00
Increase Cost: Adjustment to Administrative Operating Expenses	129,640	0.00
Shift: Position Transfer - from HHS to Police Stress Management	114,241	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.	(278,171)	(2.00)
FY20 Recommended	**271,208,085**	**14.35**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,280,772	4,633,971	4,445,545	4,708,646	1.6 %
Employee Benefits	1,121,508	1,288,279	1,093,112	1,342,913	4.2 %
County General Fund Personnel Costs	**5,402,280**	**5,922,250**	**5,538,657**	**6,051,559**	**2.2 %**
Operating Expenses	2,786,833	2,833,442	2,994,917	2,896,040	2.2 %
County General Fund Expenditures	**8,189,113**	**8,755,692**	**8,533,574**	**8,947,599**	**2.2 %**
PERSONNEL					
Full-Time	68	69	69	68	-1.5 %
Part-Time	3	3	3	2	-33.3 %
FTEs	44.65	45.65	45.65	45.00	-1.4 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
EMPLOYEE HEALTH SELF INSURANCE					
EXPENDITURES					
Salaries and Wages	1,924,142	2,490,300	2,146,064	2,284,977	-8.2 %
Employee Benefits	496,135	638,354	507,768	690,180	8.1 %
Employee Health Self Insurance Personnel Costs	**2,420,277**	**3,128,654**	**2,653,832**	**2,975,157**	**-4.9 %**
Operating Expenses	241,872,087	255,546,145	245,813,159	269,897,851	5.6 %
Employee Health Self Insurance Expenditures	**244,292,364**	**258,674,799**	**248,466,991**	**272,873,008**	**5.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	25.25	25.25	25.25	23.65	-6.3 %
REVENUES					
Investment Income	267,611	204,660	527,600	562,010	174.6 %
Medicaid/Medicare Reimbursement	1,236,005	0	0	0	—
Other Charges/Fees	6,512,529	0	0	0	—
Self Insurance Employee Health Income	64,309,242	261,465,858	260,184,453	281,967,908	7.8 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Employee Health Self Insurance Revenues	**72,325,387**	**261,670,518**	**260,712,053**	**282,529,918**	**8.0 %**
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	7,676	0	0	0	—
Grant Fund - MCG Expenditures	**7,676**	**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					
Miscellaneous Revenues	7,676	0	0	0	—
Grant Fund - MCG Revenues	**7,676**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**252,489,153**	**267,430,491**	**257,000,565**	**281,820,607**	**5.4 %**
Total Full-Time Positions	**68**	**69**	**69**	**68**	**-1.4 %**
Total Part-Time Positions	**3**	**3**	**3**	**2**	**-33.3 %**
Total FTEs	**69.90**	**70.90**	**70.90**	**68.65**	**-3.2 %**
Total Revenues	**72,333,063**	**261,670,518**	**260,712,053**	**282,529,918**	**8.0 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**8,755,692**	**45.65**
Changes (with service impacts)		
Enhance: OMS Contractor Support [Labor and Employee Relations]	223,225	0.00
Eliminate: Abolish M1 Position (General Fund) [Recruitment and Selection]	(107,281)	(0.40)
Reduce: Labor Negotiations Support	(176,473)	(1.00)
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	173,377	0.00
Shift: Position Transfer - from HHS to Police Stress Management [Health & Employee Welfare]	114,241	1.00
Increase Cost: Annualization of FY19 Personnel Costs	74,759	0.25
Increase Cost: Retirement Adjustment	13,814	0.00
Decrease Cost: Office Supplies [Director's Office]	(3,885)	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Management Training Programs [Business Operations and Performance]	(19,870)	0.00
Decrease Cost: Partial Suspension of Senior Fellows Program [Business Operations and Performance]	(50,000)	(0.50)
Decrease Cost: Tuition Assistance [Business Operations and Performance]	(50,000)	0.00
FY20 RECOMMENDED	**8,947,599**	**45.00**

EMPLOYEE HEALTH SELF INSURANCE

FY19 ORIGINAL APPROPRIATION	**258,674,799**	**25.25**
Changes (with service impacts)		
Eliminate: Abolish M1 Position (Employee Health Self Insurance Fund) [Recruitment and Selection]	(160,922)	(0.60)
Other Adjustments (with no service impacts)		
Increase Cost: Claims Expenditure Adjustment [Health & Employee Welfare]	14,222,066	0.00
Increase Cost: Adjustment to Administrative Operating Expenses [Health & Employee Welfare]	129,640	0.00
Increase Cost: FY20 Compensation Adjustment	88,665	0.00
Increase Cost: Retirement Adjustment	7,943	0.00
Decrease Cost: Annualization of FY19 Personnel Costs	(89,183)	(1.00)
FY20 RECOMMENDED	**272,873,008**	**23.65**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Director's Office	2,687,509	19.40	3,057,709	21.40
Business Operations and Performance	2,617,465	14.75	2,250,985	12.50
Recruitment and Selection	1,516,677	10.40	1,597,610	10.40
Labor and Employee Relations	3,159,638	8.00	3,264,726	7.00
EEO Compliance and Diversity Management	428,893	3.00	441,492	3.00
Health & Employee Welfare	257,020,309	15.35	271,208,085	14.35
Total	**267,430,491**	**70.90**	**281,820,607**	**68.65**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	1,423,318	0.00	1,591,025	0.00
Police	General Fund	295,333	2.00	307,101	2.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	24,209	0.20	26,230	0.20

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	207,290	0.40	186,251	0.40
NDA - Montgomery County Employee Retirement Plans	Non-Appropriated Funds	34,740	0.00	26,390	0.00
	Total	**1,984,890**	**2.60**	**2,136,997**	**2.60**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**8,948**	**8,948**	**8,948**	**8,948**	**8,948**	**8,948**
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	**8,948**	**8,964**	**8,964**	**8,964**	**8,964**	**8,964**
EMPLOYEE HEALTH SELF INSURANCE						
EXPENDITURES						
FY20 Recommended	**272,873**	**272,873**	**272,873**	**272,873**	**272,873**	**272,873**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**11**	**11**	**11**	**11**	**11**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**272,873**	**272,884**	**272,884**	**272,884**	**272,884**	**272,884**

Human Rights

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$1,288,037	8.60

JAMES STOWE, DIRECTOR

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 accommodations and intimidation; and promote increased understanding and tolerance among diverse groups.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Office of Human Rights is $1,288,037, an increase of $40,990 or 3.29 percent from the FY19 Approved Budget of $1,247,047. Personnel Costs comprise 88.89 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 11.11 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **Effective, Sustainable Government**

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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

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 and the 50th Anniversary of the Federal Fair Housing Act of 1968, and 51st Anniversary of the Montgomery County Open Housing Law of 1967.

- ☑ Held the One-Stop Fair Employment workshop for County private and public employers with a focus on new local laws and State and Federal employment case law.
- ☑ Planned and coordinated the Sixth Annual Friendship Unity 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. This event was very important as the Office continued to see an increase of reported incidents of hate and violence.
- ☑ Successfully mediated and conciliated complaints in excess of $1.5 million. Other cases were investigated and closed consistent with performance measure 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percent of cases that have completed their investigation within 15 months	95%	95%	100%	100%	100%
Percent of cases that have a Letter of Determination issued within 30 days of completed investigation by investigator	100%	100%	100%	100%	100%
Percent of referred cases that are mediated successfully	50%	65%	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)	5%	5%	5%	5%	5%

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**886,626**	**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.	19,438	0.00
FY20 Recommended	**906,064**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Overall satisfaction of the Commissioners with the HRC's advocacy for human and civil rights issues (scale of 1-5)	4.7	4.8	4.8	4.8	4.8

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**43,448**	**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.	2,883	0.00
FY20 Recommended	**46,331**	**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. The Office investigates and seeks to resolve housing discrimination complaints.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percent of housing providers in full compliance with Fair Housing Laws based on the Office of Human Rights-selected matched pair testing [1]	90%	N/A	95%	95%	95%

[1] *Testing was suspended to Complete Report Summary for the Previous Testing Period Budget Considerations.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**60,957**	**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.	3,717	0.00
FY20 Recommended	**64,674**	**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 and programs.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**256,016**	**1.00**
Decrease Cost: Contract Services	(20,932)	0.00
Decrease Cost: Part-time Salaries	(28,950)	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.	64,834	0.00
FY20 Recommended	**270,968**	**1.00**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec

COUNTY GENERAL FUND

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	830,572	849,218	863,989	884,276	4.1 %
Employee Benefits	235,189	237,192	237,401	260,685	9.9 %
County General Fund Personnel Costs	**1,065,761**	**1,086,410**	**1,101,390**	**1,144,961**	**5.4 %**
Operating Expenses	121,274	160,637	135,982	143,076	-10.9 %
County General Fund Expenditures	**1,187,035**	**1,247,047**	**1,237,372**	**1,288,037**	**3.3 %**
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	121,540	55,000	59,200	59,200	7.6 %
Miscellaneous Revenues	99	0	829	0	—
County General Fund Revenues	**121,639**	**55,000**	**60,029**	**59,200**	**7.6 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**1,247,047**	**8.60**
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	36,687	0.00
Increase Cost: Restore One-Time Lapse Increase	28,950	0.00
Increase Cost: Annualization of FY19 Personnel Costs	20,158	0.00
Increase Cost: Biennial Hall of Fame Event	2,500	0.00
Increase Cost: Retirement Adjustment	1,706	0.00
Increase Cost: Motor Pool Adjustment	871	0.00
Decrease Cost: Contract Services [Administration]	(20,932)	0.00
Decrease Cost: Part-time Salaries [Administration]	(28,950)	0.00
FY20 RECOMMENDED	**1,288,037**	**8.60**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Compliance	886,626	6.00	906,064	6.00
Community Mediation and Public Affairs	43,448	0.50	46,331	0.50
Fair Housing	60,957	1.10	64,674	1.10

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Administration	256,016	1.00	270,968	1.00
Total	**1,247,047**	**8.60**	**1,288,037**	**8.60**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**1,288**	**1,288**	**1,288**	**1,288**	**1,288**	**1,288**
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	**1,288**	**1,296**	**1,296**	**1,296**	**1,296**	**1,296**

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Intergovernmental Relations

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$1,150,199	5.30

MELANIE WENGER, DIRECTOR

MISSION STATEMENT

The mission of the Office of Intergovernmental Relations is to represent County interests at the regional, State, and Federal levels; to prepare the annual State Legislative Program; 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 recommended FY20 Operating Budget for the Office of Intergovernmental Relations is $1,150,199, a decrease of $101,960 or 8.14 percent from the FY19 Approved Budget of $1,252,159. Personnel Costs comprise 81.86 percent of the budget for five full-time position(s) and no part-time position(s), and a total of 5.30 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 18.14 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **A More Affordable and Welcoming Community**
- **Thriving Youth and Families**
- **Easier Commutes**
- **A Greener County**
- **Effective, Sustainable Government**
- **Safe Neighborhoods**
- **A Growing Economy**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding

for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Program Measures					
Number of bills for which a County fiscal estimate was requested by the State Department of Legislative Services [1]	431	524	436	436	436
Number of formal position statements prepared [2]	253	285	252	252	252
Percent of State legislative package where Intergovernmental Relations position prevailed [3]	92%	89%	89%	89%	89%
Percent of State priorities fully realized [4]	80%	61%	61%	61%	61%
Total direct State aid ($ millions)	752	782	816	816	816
Total State retirement payments ($ millions)	179	168	170	170	170
General Assembly bills identified as of potential interest to the County and analyzed by the Office of Intergovernmental Relations [5]	856	1243	992	992	992

[1] *Projections are based on the mathematical average of the last three years' actual figures.*

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

[3] *Fixed Projections at 80%*

[4] *Fixed Projections at 60%*

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

INITIATIVES

- Continue to enhance collaboration with the County Executive, County Council, County departments, independent agencies (Montgomery County Public Schools, Washington Suburban Sanitary Commission, Maryland-National Capital Park and Planning Commission, Montgomery College, Revenue Authority, and Housing Opportunities Commission), and the County's various Boards, Committees, and Commissions to enhance: (1) the process for developing Federal and State priorities to maximize opportunities; and (2) Federal and State advocacy efforts regarding legal, legislative, fiscal and regulatory matters.
- Continue to enhance the Office of Intergovernmental Relations' Legislative Tracking System to maximize its workflow management and public information capabilities.

ACCOMPLISHMENTS

- Secured $59.7 million in State grants for capital funding for school facilities.
- Secured $38.7 million in State grants for capital improvements at higher education facilities.
- Secured an increase of $34 million in direct State aid, primarily for K-12 Education.
- Secured a new $167 million annual stream of funding for Maryland's share of the Washington Metropolitan Area Transit Authority (WMATA) subsidy to support maintenance and system improvement.
- Obtained passage of the Promoting ext-Raordinary Innovation in Maryland's Economy (PRIME) Act to attract Amazon HQ2 to Montgomery County with $3 billion of incentives through State income tax credits, property tax credits, and sales tax exemptions. State budget also includes $10 million as the first portion of a $150 million grant package.
- Secured $10 million for the first and second installment of a four-year $20 million retention incentive package for Marriott International to construct its new headquarters in Montgomery County.
- Secured a second $1 million down payment in State funding for the Poolesville Economic Development Project.

- ☑ Obtained a grandfather clause in Statewide paid sick leave legislation that preserves the County's authority to implement its own local sick and safe leave law.
- ☑ Obtained legislation that delays for two years the County's obligation to repay the State for local income tax refunds required by the *Wynne* case, which allows the County to postpone approximately $143 million in repayments.
- ☑ Obtained legislation strengthening WMATA's governing board (Metro Board of Directors) by requiring that one of the State's two principal board members be the Maryland Secretary of Transportation or the Secretary's designee.
- ☑ Worked collaboratively with Montgomery County Police Department (MCPD) and Maryland Association of Counties (MACo) to obtain legislation creating the Commission to Advance the Next Generation of 911 Across Maryland.
- ☑ Worked collaboratively with the Office of the County Attorney (OCA), MACo, Maryland Municipal League (MML), and Local Government Insurance Trust (LGIT) to successfully oppose a bill that would have increased the County's liability for attorney's fees.
- ☑ Worked collaboratively with the Department of Technology Services (DTS), OCA, MACo and MML to successfully oppose a bill that would have preempted local authority regarding "small cell" wireless facilities.
- ☑ Worked collaboratively with DTS and MACo to expand the scope of the Rural Broadband Task Force to include the County's Agricultural Reserve.
- ☑ Worked collaboratively with Office of Emergency Management and Homeland Security (OEMHS), Revenue Authority, Public Information, DTS, OCA, MACo, and MML to amend the Maryland Public Information Act to allow the County to protect the privacy of residents and business by keeping email addresses and telephone numbers confidential.
- ☑ Collaborated with Department of General Services, OCA, Congressional Delegation, National Park Service, and Department of the Interior to negotiate a new 10-year cooperative management agreement for Glen Echo Park that preserves a local-Federal partnership benefiting County residents and the Washington, D.C. metropolitan area and protecting nationally significant fFederal property.
- ☑ Worked collaboratively with Congressional Delegation to obtain legislation extending Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs that support technology development, commercialization, job creation, and economic growth in the biotech sector.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ✹ Collaborated with the Universities at Shady Grove to host a student intern who contributed significantly to the County's legislative advocacy efforts.
- ✹ Improved efficiency in Federal advocacy efforts by terminating a $100,000 contract for outside consultant services and absorbing those responsibilities by increasing a 0.8 staff position to full-time.
- ✹ Improved the public interface of the Office of Intergovernmental Relations' (OIR) website, including a direct link to OIR's Legislative Tracking System that provides easy access to legislative history and County position statements for bills tracked by OIR.
- ✹ Continued to participate in training, education, and networking opportunities at the local, State and federal levels, including programs and opportunities sponsored by MACo, NACo, Maryland State Bar Association, Maryland Governmental Relations Association, Montgomery County Chamber of Commerce, and Telecommunity.

COLLABORATION AND PARTNERSHIPS

Collaboration

As reflected under "Accomplishments," the Office of Intergovernmental Relations continued to collaborate extensively throughout the year with the County Executive, County Council, Department Directors, departmental liaisons and other key staff, independent agencies, the County's many Boards, Committees and Commissions, and other stakeholders involved in federal and State matters.

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 FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	739,035	736,659	753,294	758,540	3.0 %
Employee Benefits	170,952	168,398	160,877	183,010	8.7 %
County General Fund Personnel Costs	**909,987**	**905,057**	**914,171**	**941,550**	**4.0 %**
Operating Expenses	181,624	316,432	293,441	193,314	-38.9 %
County General Fund Expenditures	**1,091,611**	**1,221,489**	**1,207,612**	**1,134,864**	**-7.1 %**
PERSONNEL					
Full-Time	4	5	5	5	—
Part-Time	1	0	0	0	—
FTEs	5.10	5.30	5.30	5.30	—
REVENUES					
Miscellaneous Revenues	239	0	0	0	—

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
County General Fund Revenues	**239**	**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	30,666	30,670	30,670	15,335	-50.0 %
Grant Fund - MCG Expenditures	**30,666**	**30,670**	**30,670**	**15,335**	**-50.0 %**
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	30,666	30,670	30,670	15,335	-50.0 %
Grant Fund - MCG Revenues	**30,666**	**30,670**	**30,670**	**15,335**	**-50.0 %**
DEPARTMENT TOTALS					
Total Expenditures	**1,122,277**	**1,252,159**	**1,238,282**	**1,150,199**	**-8.1 %**
Total Full-Time Positions	**4**	**5**	**5**	**5**	**—**
Total Part-Time Positions	**1**	**0**	**0**	**0**	**—**
Total FTEs	**5.10**	**5.30**	**5.30**	**5.30**	**—**
Total Revenues	**30,905**	**30,670**	**30,670**	**15,335**	**-50.0 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**1,221,489**	**5.30**
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	20,959	0.00
Increase Cost: Annualization of FY19 Personnel Costs	10,113	0.00
Increase Cost: Retirement Adjustment	5,421	0.00
Increase Cost: Legislation Tracking System	3,700	0.00
Decrease Cost: Professional Services [Intergovernmental Relations]	(1,818)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(125,000)	0.00
FY20 RECOMMENDED	**1,134,864**	**5.30**
GRANT FUND - MCG		

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
FY19 ORIGINAL APPROPRIATION	**30,670**	**0.00**
Federal/State Programs		
Reduce: Reduction in State Aid/Expenses	(15,335)	0.00
FY20 RECOMMENDED	**15,335**	**0.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**1,135**	**1,135**	**1,135**	**1,135**	**1,135**	**1,135**
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	**1,135**	**1,138**	**1,138**	**1,138**	**1,138**	**1,138**

Management and Budget

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$5,235,537	33.25

RICHARD S. MADALENO, DIRECTOR

MISSION STATEMENT

The mission of the Office of Management and Budget (OMB) is to offer a broad-based, objective perspective on a range of public and fiscal policies to the County Executive, County Council, and other County partners. The analytical work performed in OMB provides policymakers with data and options for informed decisions. The Office supports and enhances the effective operation of County government, ensuring funds are spent in the most fiscally prudent and socially responsible way. OMB also ensures that departmental expenditures are made in accordance with Executive polices and Council appropriations, consistent with the County Charter.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Office of Management and Budget is $5,235,537, an increase of $315,232 or 6.41 percent from the FY19 Approved Budget of $4,920,305. Personnel Costs comprise 95.99 percent of the budget for 33 full-time position(s) and one part-time position(s), and a total of 33.25 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 4.01 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Program Measures					
Overall Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award ratings - percent rated outstanding or proficient [1]	98.9	N/A	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]	88.9	73.1	85.0	90.0	90.0

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
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	85.1	79.1	85.0	90.0	90.0
Percentage of respondents rating the quality of OMB training and instructional materials as good or very good on the OMB Customer Survey for the budget process	96.0	94.1	96.0	96.0	96.0
Number of budget preparation and system trainings conducted by OMB [3]	8	12	11	14	8

[1] *The fiscal year shown for GFOA rating corresponds to the fiscal year during which the budget was prepared (e.g. FY17 GFOA results apply to FY18 budget document, which was prepared during FY17). FY18 data is unavailable at the time of publication. Data will be updated in the Approved budget publication.*

[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. FY17 results apply to the process of preparing the FY18 budget, which occurred during FY17).*

[3] *Increase in even numbered fiscal years due to increased CIP trainings during the development of a full CIP.*

INITIATIVES

- Similar to the two-year Capital Improvement Plan cycle, OMB will implement a two-year Public Services Program cycle beginning in FY21. This approach will allow departments and decision makers to better plan, evaluate, and realign County funding to ensure that funds are being spent in the most efficient and effective way possible.
- In an effort to layout a comprehensive blueprint to tackle the County's fiscal challenges over the next decade, OMB will work with other departments to prepare a ten-year financial plan.
- In FY19, OMB implemented Phase I of the online budgeting tool, *A Balancing Act.* OMB will initiate Phase II with the implementation of the Taxpayer Receipt module. *A Balancing Act* is an interactive tool which allows the County to communicate financial information to residents and solicit their feedback. It increases transparency, accountability, and community member participation. With the implementation of the Taxpayer Receipt module, residents can prepare a simulated "receipt" showing how their taxes are used.
- Designing and developing Operating Budget Workforce Module. This module will replace the remaining Hyperion functionality for better data integrity, ease of use, and reduced server footprint and cost. The system is being developed in-house at limited additional cost to the County. The new module will be available for use in the FY21-22 Operating Budget.
- Designing and developing new BASIS and Open Budget dashboards that display and track department operating budgets to the County Executive's priority outcomes and respective performance measures.

ACCOMPLISHMENTS

- ☑ Developed options for County Executive decisions to close the FY20 Budget gap of $186.9 million and produce a balanced budget while preserving critical services and advancing key County policies.
- ☑ Developed and implemented a $45.9 million Savings Plan to close the gap caused by FY18 year end deficit and FY19 revenue shortfalls.
- ☑ Provided analysis to the County Executive and County Council to address significant expected shortfalls in impact taxes without impacting planned support for Montgomery County Public Schools (MCPS) capital projects. Prudent reductions in planned General Obligation bond debt for FY19-24 moved the County toward a more sustainable debt level and contributed to AAA ratings from all three credit rating agencies
- ☑ Conducted comparative Program of Requirements analysis resulting in project and debt service efficiencies, programmatic improvements, and enhanced collaboration between co-locating agencies for projects included in the CIP.

- ☑ Developed and implemented new Operating Budget BASIS Planning Module that is used to formulate all expenses and revenues for the operating budget. The module replaced Hyperion Planning functionality for better ease of use coupled with enhanced reports.
- ☑ 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 non-profit organizations of the community grant application system. A budget overview and process presentation was conducted for members of the Mid-County Citizen Advisory Board. Operating budget forums were held in conjunction with the County Executive's Office and the five Regional Services Centers. Interactive Budget Forum workshop featuring *A Balancing Act* was held to directly involve residents and receive their input on budgeting priorities. BASIS and Open Budget presentations were conducted for visiting dignitaries from Cambodia, Croatia and World Bank.
- ☑ Received three NACo awards in FY19 for the following initiatives: development and implementation of the on-line Capital Open Budget information tool; development and implementation of the on-line Operating Open Budget information tool; and development and implementation of the CIP Budget Analytical Statistical Information System (CIP-BASIS).

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ✸ Implemented new BASIS Operating Budget planning modules used by departments to develop and submit budgets. The new modules streamlined processes and added functionalities.

COLLABORATION AND PARTNERSHIPS

- ✳ Operating Budget Forums

  Operating budget forums were held in conjunction with the County Executive's Office and the five Regional Services Centers.

  Partners

  Community Engagement Cluster, Office of the County Executive

- ✳ Cross Departmental Issue Coordination

  OMB facilititated operating budget cluster meetings to promote collaboration, information sharing, cost-savings, and efficiency among departments. Specific areas of focus included: Safe Neighborhoods; Thriving Youth and Families; Digital Evidence Management and e-Discovery; Pedestrian Safety/Vision Zero; and Technology.

- ✳ Project Search

  Partnered with the Office of Human Resources to provide opportunities for Project Search participants to intern at OMB. Since 2013, OMB has hosted eight Project Search participants and hired two of those participants to permanent positions.

  Partners

  Office of Human Resources

- ✳ Collective Bargaining

  OMB, in partnership with the Office of Human Resources, County Attorney, Finance, Police, and Fire & Rescue Service served on the County's collective bargaining negotiating team.

  Partners

Office of the County Attorney, Department of Finance, Montgomery County Fire and Rescue Service, Office of Human Resources, Department of Police

Community Grant Outreach Forums

OMB partnered with staff from the County Council to conduct three information and training sessions on the County's Community Grant application and award process. The sessions were held across the County and were attended by 310 representatives from community non-profit organizations.

Partners

County Council

Tranisition Workshops

OMB provided support and assistance at the County Executive's Transition Outcome Team meetings.

Partners

Office of the County Executive

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

Staff in the Budget Preparation and Administration program serve the County by preparing the County's Operating Budget, Public Services Program, Capital Budget, and Capital Improvement Program ensuring compliance with the County Charter and the decisions of elected officials. fiscal projections prepared by OMB are used by County elected officials in setting policy for the County, and help maintain the County's AAA bond rating.

OMB staff support County partners in fiscal management and policy development, resource management, collective bargaining negotiations, management and performance analyses, fiscal impact analyses of legislation and regulations, development and monitoring of user fees and other revenue sources, and the review of grant applications and contract compliance. To ensure prudent fiscal stewardship, OMB offers several training sessions for County partners throughout the year and provides support for the County Executive's budget forums with County residents. OMB is frequently recognized by the Government Finance Officers Association for its high-quality budget publications.

OMB provides representation on a number of committees including the Contract Review Committee, 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 FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,622,689	3,904,607	3,724,923	3,976,394	1.8 %
Employee Benefits	1,084,606	915,698	993,394	1,049,143	14.6 %
County General Fund Personnel Costs	**4,707,295**	**4,820,305**	**4,718,317**	**5,025,537**	**4.3 %**
Operating Expenses	104,524	100,000	135,585	210,000	110.0 %
County General Fund Expenditures	**4,811,819**	**4,920,305**	**4,853,902**	**5,235,537**	**6.4 %**
PERSONNEL					
Full-Time	32	33	33	33	—
Part-Time	1	1	1	1	—
FTEs	32.25	33.25	33.25	33.25	—

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**4,920,305**	**33.25**
Changes (with service impacts)		
Add: Contractual IT Support [Budget Preparation and Administration]	100,000	0.00
Add: Budget Management Tool (A Balancing Act) [Budget Preparation and Administration]	10,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Restore One-Time Lapse Increase [Budget Preparation and Administration]	194,713	0.00
Increase Cost: FY20 Compensation Adjustment	150,585	0.00
Increase Cost: Retirement Adjustment	11,018	0.00
Decrease Cost: Annualization of FY19 Personnel Costs	(14,988)	0.00
Decrease Cost: Increase lapse and turnover savings [Budget Preparation and Administration]	(136,096)	0.00
FY20 RECOMMENDED	**5,235,537**	**33.25**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	79,213	0.50	85,371	0.50

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**5,236**	**5,236**	**5,236**	**5,236**	**5,236**	**5,236**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY20	**0**	**(100)**	**(100)**	**(100)**	**(100)**	**(100)**
Items recommended for one-time funding in FY20, including contractual IT support, will be eliminated from the base in the outyears.						
Restore One-Time Lapse Increase	**0**	**136**	**136**	**136**	**136**	**136**
Restoration of one-time lapse adjustment in the budget development year						
Labor Contracts	**0**	**28**	**28**	**28**	**28**	**28**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**5,236**	**5,300**	**5,300**	**5,300**	**5,300**	**5,300**

Procurement

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$4,480,897	34.90

PAM JONES, ACTING DIRECTOR

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 efficient and cost effectiveness of the procurement of goods, services, and construction for all Executive Branch departments and agencies. The Office of Procurement ensures compliance with all related laws, regulations, and policies. The Office of Procurement focuses on identifying opportunities for improvement of inter and intra departmental purchasing processes and implementation of recognized best practices to increase organizational efficacy, promote transparency, improve accountability, and facilitate compliance. In its interactions with all County departments and agencies, external governmental agencies, members of the business community and the general public, the Office of Procurement serves as a resource for policy and program initiatives involving public contracting.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Office of Procurement is $4,480,897, an increase of $35,528 or 0.80 percent from the FY19 Approved Budget of $4,445,369. Personnel Costs comprise 92.41 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 7.59 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**
- **A Growing 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

INITIATIVES

- Developing an implementation plan for delivering information regarding the status of procurement solicitation awards using voice technology through Open Data to increase transparency and further departmental goals.

ACCOMPLISHMENTS

- ☑ Developed a new Request for Proposal (RFP) template with Department of Transportation (DOT) and the Office of the County Attorney (OCA) for awarding projects utilizing Construction Manager At Risk (CMAR) methodology; streamlined process/checklist for submission/issuance of projects under the Small Construction Task Order Contracts; and developed an additional template to streamline contract renewals for lower-threshold community grants.
- ☑ Procurement received the 2018 Achievement of Excellence in Procurement (AEP) Award for its demonstration of innovation, professionalism, E-Procurement, productivity, and leadership with a strong dedication to the advancement of the public procurement professional from the National Procurement Institute as well as the 2018 Public Access Partner Award from the Women Presidents' Educational Organization (WPEO) in recognition of the importance the Office of Procurement places on supply chain diversity in our business strategies.
- ☑ Encumbered $198 million to Minority, Female, and Disabled (MFD) Owned Business Program vendors, comprising 23.5 percentof eligible spending in FY18 and $115 million to Local Small Business Reserve Program (LSBRP) vendors, comprising 26.8 percent of eligible spending in FY18.
- ☑ Focused on outreach efforts and validating/certifying MFD and LSBRP vendors-hosting or attending 31 outreach and networking events.
- ☑ Hosted Second Annual Procurement Forum, and First Spring Round Table Event for Business Matchmaking.
- ☑ In 2018 the Office of Procurement conducted a series of Procurement Overview and Compliance trainings to further professional development and to strengthen networking and collaboration between contract administrators, peers, and procurement staff on contract issues.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Division of Business Relations and Compliance has used social media to impact the discovery by entrepreneurs of new opportunities for growth. Through email distribution of newsletters and encouraging participation in networking/business matchmaking events, as well as instructional business certification events, the minority, local, and small business vendor community serving Montgomery County has increased.
- Forty percent of contract awards were given to first time contractors.
- Developed two pre-approved Community Grant contract templates (different dollar thresholds) for Countywide use.
- Processed 81 percent of FY18 Community Grant Awards by September 1.

COLLABORATION AND PARTNERSHIPS

- Prevailing Wage Workshop

On March 7, 2018, Office of Procurement coordinated an event for staff to offer brief remarks at the Silver Spring Library regarding the mission of the Prevailing Wage Program and the importance of complying with the Prevailing Wage Law.

Super Matchmaker Conference

On March 29, 2018, the Division of Business Relations and Compliance participated in a business matchmaking event for current and potential entrepreneurs in collaboration with the Capital Regional Minority Suppliers.

Partners

Non-Profits

Introduction to Government Contracting

On April 18, 2018, the Division of Business Relations and Compliance (BRC) collaborated with the Asian American Chamber of Commerce at the Lerch, Early and Brewer Chartered Bethesda Law Firm as a resource to provide information on the BRC mission and accomplishments.

Partners

Non-Profits

Government Procurement Conference

On April 19, 2018, the Division of Procurement Operations collaborated with the Federal Government at the Walter E. Washington Convention Center in Washington, D.C. to provide information and literature during Business matchmaking sessions.

Washington Surburban Sanitary Commission (WSSC) to Business

On April 27, 2018, the Division of Business Relations and Compliance collaborated with the Washington Suburban Sanitary Commission (WSSC) at the WSSC Tap into Business event to offer information and technical assistance at a booth.

Partners

Washington Suburban Sanitary Commission

How To Do Business With Montgomery County

On June 19, 2018, the Division of Business Relations and Compliance collaborated with the Maryland Procurement Technical Assistance Center (PTAP) at the Small Business Resource Center in Baltimore, Maryland for a presentation by staff and to provide information and technical assistance.

Partners

Non-Profits

Educational and Business Planning Events

The following were hosted or presented in part by the Division of Business Relations and Compliance:

September 20, 2017 and February 28, 2018 - Minority Business Enterprise (MBE), Disadvantaged Business Enterprise, Airport Disadvantage Business Enterprise, Small Business Enterprise Certification Workshops for Minority Businesses.

October 3, 2017 the Division of Business Relations and Compliance delivered programmatic information in Hanover,

Maryland at the MBE Application Assistance Workshop that was a collaboration with the Maryland Department of Transportation (MDOT).

Partners

Non-Profits

PROGRAM CONTACTS

Contact Marsha Watkins Thomas of the Office of Procurement at 240.777.9954 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

Procurement Operations

The core components of this program are to purchase goods, services, and construction required by County departments in the most timely and cost-effective manner possible. Program staff assist departments in the development of procurement strategies and documents to ensure a competitive, transparent, and fair procurement process in accordance with the County Code and the Procurement Regulations. Program staff also educate vendors about the County's procurement process and procedures.

Procurement staff also provides County departments with training, assistance and guidance of department contract administrators. Procurement Specialists develop contract administration procedures, research vendors, review contracts, and recommend revisions to County procurement policies and regulations to streamline the procurement process. In addition, testimony and other evidence regarding claims and contract disputes with contractors are reviewed to resolve issues.

Procurement staff participates with local, State, and national procurement purchasing associations to promote and teach continuing procurement education and learning credits, latest industry trends, latest source selection methods, and cooperative purchases. Staff also participates in and leads recognized professional purchasing organizations at the local, State, and national levels.

The Information Technology (IT) staff provides support to develop and maintain information systems for the department's business operations. This includes purchase and maintenance of IT equipment, service and support for major end-use systems on a Countywide 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's Department of Technology Services.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percentage of procurements completed in agreed upon time [1]	81	82	80	80	80
Percent of procurements meeting agreed-upon timeline (Construction)	87%	94%	85%	85%	85%
Percent of procurements meeting agreed-upon timeline (IFB)	76%	77%	76%	75%	75%
Percent of procurements meeting agreed-upon timeline (RFP)	81%	77%	75%	75%	75%

[1] *This figure represents the average for the following: Invitation For Bid - 77%; Request For Proposals - 77%; and Construction - 94% for FY18.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,332,010**	**25.40**
Decrease Cost: Lapse Part Time Procurement Specialist II	(45,600)	0.00
Decrease Cost: Abolish Manager I	(266,063)	(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.	193,002	0.00
FY20 Recommended	**3,213,349**	**24.40**

Business Relations and Compliance

The mission of the Division of Business Relations and Compliance (BRC) is to plan and implement programmatic strategies to expand business opportunities for minority, female and disabled business owners as well as Montgomery County small businesses. The office administers the County's Wage Requirements and Prevailing Wage programs for service and construction contracts. The DBRC is 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 the County include equitable participation by certified minority, female, or disabled-owned businesses. The program identifies MFD firms, encourages and coordinates their participation in the procurement process through community outreach and internal seminars, and monitors contracts subject to MFD participation to ensure compliance.

-Local Small Business Reserve Program (LSBRP): the Local Small Business Reserve Program ensures that County departments award a minimum of 20 percent of total eligible contract dollars for goods, services, or construction to registered local small businesses. The program certifies local small businesses that meet the requirements set by law, assists County departments in identifying contracting opportunities and solicitations appropriate for LSBRP competition, and provides training and networking to help local small businesses compete with businesses of similar size and resources for County contracts to strengthen the local small business sector.

-Wage Requirements Law (WRL): The Wage Requirements Law program ensures that County contractors and subcontractors pay employees a "living wage" in compliance with the annually adjusted rate established by the Maryland State Commissioner of Labor and Industry for the Montgomery County region.

-Prevailing Wage Law (PWL): The Prevailing Wage Law is patterned after the Federal Davis-Bacon and State of Maryland's prevailing wage laws. It requires the local prevailing wage be paid to workers on County financed construction contracts. The prevailing wage rate is a rate paid for comparable work in the private sector within the County. The rates are calculated by the State, based on surveys of construction company employers.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Business Relations and Compliance: Percentage of contract dollars awarded to LSBs	25	26.8	25	25	25
Percent of LSBs who apply for LSB certification and are certified	56.5%	64.6%	60%	60%	60%
Number of LSBs who apply for LSB certification and are certified	599	676	720	760	800
Percent of County contract dollars that are awarded to certified MFD vendors (measured against County goals for each category)	23%	23.5%	23%	23%	23%
Value of County contracts awarded to local small businesses ($s)	93,408	115,362	100,000	100,000	100,000
Percent of registered vendors that are certified MFD-owned businesses	4.85%	4.21%	5%	5%	5%
Enforcement: Number of instances that employees/workers are found to be underpaid under the Wage Requirements Law (WRL)	95	2	10	10	10
Enforcement: Number of instances that employees/workers are found to be underpaid under the Prevailing Wage Law (PWL)	185	84	50	50	50
Enforcement: Dollars returned to workers as result of enforcement actions taken by Procurement	$190,600	$27,334	$50,000	$50,000	$50,000

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**962,561**	**5.50**
Add: New Program Manager I Position (Bill 6-18)	88,359	1.00
Increase Cost: Reclass Program Specialist II to Program Manager I	13,816	0.00
Increase Cost: Contract Costs	2,400	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.	36,173	0.00
FY20 Recommended	**1,103,309**	**6.50**

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, and provides departmental customer service assistance. 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**150,798**	**4.00**
Decrease Cost: Lapse Office Services Coordinator	(70,216)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	83,657	0.00
FY20 Recommended	**164,239**	**4.00**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Salaries and Wages	3,037,102	3,065,607	3,073,563	3,021,717	-1.4 %
Employee Benefits	1,034,723	1,044,594	1,013,291	1,118,878	7.1 %
County General Fund Personnel Costs	**4,071,825**	**4,110,201**	**4,086,854**	**4,140,595**	**0.7 %**
Operating Expenses	424,825	335,168	325,558	340,302	1.5 %
Capital Outlay	1,217	0	0	0	—
County General Fund Expenditures	**4,497,867**	**4,445,369**	**4,412,412**	**4,480,897**	**0.8 %**
PERSONNEL					
Full-Time	35	35	35	35	—
Part-Time	2	2	2	2	—
FTEs	34.90	34.90	34.90	34.90	—
REVENUES					
Other Fines & Forfeitures	32,609	0	0	0	—
County General Fund Revenues	**32,609**	**0**	**0**	**0**	**—**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**4,445,369**	**34.90**
Changes (with service impacts)		
Add: New Program Manager I Position (Bill 6-18) [Business Relations and Compliance]	88,359	1.00
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	126,591	0.00
Increase Cost: Restore One-Time Lapse Increase	115,816	0.00
Increase Cost: Annualization of FY19 Personnel Costs	64,513	0.00
Increase Cost: Reclass Program Specialist II to Program Manager I [Business Relations and Compliance]	13,816	0.00
Increase Cost: Retirement Adjustment	5,912	0.00
Increase Cost: Contract Costs [Business Relations and Compliance]	2,400	0.00
Decrease Cost: Lapse Part Time Procurement Specialist II [Procurement Operations]	(45,600)	0.00
Decrease Cost: Lapse Office Services Coordinator [Procurement Services]	(70,216)	0.00
Decrease Cost: Abolish Manager I [Procurement Operations]	(266,063)	(1.00)
FY20 RECOMMENDED	**4,480,897**	**34.90**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Procurement Operations	3,332,010	25.40	3,213,349	24.40

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Business Relations and Compliance	962,561	5.50	1,103,309	6.50
Procurement Services	150,798	4.00	164,239	4.00
Total	**4,445,369**	**34.90**	**4,480,897**	**34.90**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund		FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND						
Fleet Management Services	Motor Pool		40,636	0.30	41,783	0.30
Parking District Services	Bethesda Parking		6,775	0.05	7,013	0.05
Parking District Services	Silver Spring Parking		6,775	0.05	7,013	0.05
Transit Services	Mass Transit		27,091	0.20	27,855	0.20
Solid Waste Services	Solid Waste Disposal		67,727	0.50	69,638	0.50
		Total	**149,004**	**1.10**	**153,302**	**1.10**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**4,481**	**4,481**	**4,481**	**4,481**	**4,481**	**4,481**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**116**	**116**	**116**	**116**	**116**
Restoration of one-time lapse adjustment in the budget development year						
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	**4,481**	**4,616**	**4,616**	**4,616**	**4,616**	**4,616**

Public Information

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$5,395,872	52.60

OHENE GYAPONG, ACTING DIRECTOR

MISSION STATEMENT

The mission of the Office of Public Information (PIO) is to provide timely, accurate, and effective communication with the public. PIO works with the County Executive, departments and agencies, media, County employees, the County Council and other elected officials, businesses, civic groups, and every other segment of the Montgomery County community. PIO provides information through the mass media, social media, Internet, presentations, publications and graphics, cable television programming, and telephone and electronic requests for information and assistance via the MC311 Customer Service Center.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Office of Public Information is $5,395,872, an increase of $34,441 or 0.64 percent from the FY19 Approved Budget of $5,361,431. Personnel Costs comprise 96.47 percent of the budget for 70 full-time position(s) and one part-time position(s), and a total of 52.60 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 3.53 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Multi-Program Measures					
Internal County staff satisfaction with PIO services (scale of 1 [lowest] to 4 [highest])	3.23	3.22	3.25	3.25	3.25

INITIATIVES

The Public Information Office (PIO) installed digital displays in the Executive Office Building (EOB) cafeteria in addition to the EOB Lobby, Regional Service Centers, and the Takoma Park/East Silver Spring Center to provide information about County Government events, programs and services. During FY20-FY22, PIO plans to install 145 more digital signage screens in 75 County facilities.

ACCOMPLISHMENTS

- Increased direct communication with residents, businesses, and partner organizations through social media sites: You Tube; Facebook; and Twitter - expanded Twitter to more than 73,500 followers and expanded distribution lists for electronic publications such as "The Paperless Airplane" which now reaches more than 240,000 households. MC311 collaborates with the Public Information Office to respond to resident requests for services and information via phone, email, and social media.
- The MC311 Customer Service Center has shown continued growth in online presence and on social media: 12.58 percent increase in web-based requests for service over FY17. Eight percent increase in social media requests for service (Twitter) over FY17.
- The MC311 Customer Service Center implemented an enhanced protocol to address departmental needs for Siebel service request and dashboard management training. An online registration process through Siebel has streamlined the request and scheduling process for the three multi-skilled level classroom training sessions. Service requests can be submitted on line 24 hours a day/7 days a week using MC311's online web portal. The change has increased training attendance and improved responsiveness and tracking.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Public Information Office interacts with residents about County issues, programs, and services through press releases; media advisories, on line chats, town hall meetings, news and other public events, the County website, email and online newsletters, English and Spanish radio shows, YouTube, Facebook, Flickr, Periscope, Twitter and Nextdoor. PIO's sustained interaction with residents, businesses, and other stakeholders through these vehicles helps ensure message proliferation and feedback, which factors into the improvement of future communication efforts.
- MC311 has a robust "Work From Home" program for eligible customer service representatives. The program allows the call center to quickly activate during weather or public safety events to assure staff are available to handle incoming calls. In addition, it increases productivity and boosts employee morale. Customer Services Representatives are also able to create service requests remotely when they attend community events. It allows customers to create service requests on the spot.

COLLABORATION AND PARTNERSHIPS

County's Small Business Assistance Program

The Public Information Office and the Wheaton Urban District Advisory Committee have been working with other departments including Transportation, Finance, Recreation, and the Mid-County Regional Services Office, to inform area businesses of eligibility for the County's Small Business Assistance program during the construction of the new 14-story County office building in Wheaton. PIO is undertaking a major, ongoing, multi-faceted effort to keep residents in the community updated on the project's progress, and to make them aware that businesses are open during construction.

Partners

Community Engagement Cluster, Department of Finance, Department of Recreation, Department of Transportation

Montgomery County Services

MC311's Community Engagement Team has partnered with multiple County departments to educate County residents of the wide range of services offered through Montgomery County Government. MC311 has implemented strategies to engage customers through face-to-face meetings, public forums, and social media. By utilizing partnerships with libraries, home owners associations, neighborhood associations, and other similiar entities, the Community Engagement Team has taken the "*311 experience*" to the community.

Partners

Community Engagement Cluster, Department of Health and Human Services, Department of Public Libraries

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**146,687**	**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.	8,348	0.00
FY20 Recommended	**155,035**	**1.00**

Note(s):

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, 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook, Twitter (in millions)	92	123	210	270	270
Total attendance at press conferences and press events	3,632	5,826	6,000	7,000	7,000
Number of press events	35	57	60	70	70
Number of press requests under the MPIA	8	32	15	20	20
Percentage of Maryland Public Information Act (MPIA) requests completed within 30 days	85	85	90	90	90

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,357,047**	**8.65**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	57,809	0.00
FY20 Recommended	**1,414,856**	**8.65**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
MC311 - Average amount of time it takes to reach a Customer Service Representative after the Welcome Announcement (in seconds) [1]	N/A	N/A	20	20	20
MC311 - Percent customer satisfaction rating	86%	85%	86%	87%	88%
Cost per customer contact (in dollars) (salary expenditures divided by the total number of customer contacts by phone, web portal, mobile-enabled portal, Twitter)	$4.02	$3.80	$3.90	$3.90	$3.90
Average rate of Service Requests created on the MC311 website and the mobile enabled portal	32.25%	36.92%	34%	34%	34%
Average rate of first call resolution (customer requests closed in one call divided by total calls answered at the call center)	72.17%	72.61%	73.5%	75%	75%
Average rate of calls that come into 311, but are not answered by a Customer Service Representative (CSR) [2]	N/A	8.14%	4.12%	4.00%	4.00%
Average rate of callers requesting to speak Spanish	4.12%	3.76%	4.12%	4.00%	4.00%

[1] *There is a gap in data from August, 2016 - October, 2017, due to technical issues, therefore actuals for FY17 and FY18 are not available. Two new CSR positions created in FY17 were filled in FY18.*

[2] *The CSC stats for FY17 Actual are not verified. They were impacted during the move of the CSC in FY17. DTS is working on a resolution with Avaya.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,857,697**	**40.85**
Enhance: Shift funding from Operating Expenses to Personnel Costs in FY19, to support two Customer Service Representative I Positions	143,313	2.00
Re-align: Increase due to reduction in chargeback to HHS (0.10 FTE)	12,174	0.10
Re-align: Shift funding from Operating Expenses to Personnel Costs in FY19, to support two Customer Service Representative I Positions	(143,313)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(43,890)	0.00
FY20 Recommended	**3,825,981**	**42.95**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,466,122	3,805,609	3,703,125	3,905,733	2.6 %
Employee Benefits	1,118,274	1,222,832	1,280,514	1,299,785	6.3 %
County General Fund Personnel Costs	**4,584,396**	**5,028,441**	**4,983,639**	**5,205,518**	**3.5 %**
Operating Expenses	588,739	332,990	188,957	190,354	-42.8 %
County General Fund Expenditures	**5,173,135**	**5,361,431**	**5,172,596**	**5,395,872**	**0.6 %**
PERSONNEL					
Full-Time	63	68	68	70	2.9 %
Part-Time	0	1	1	1	—
FTEs	44.90	50.50	50.50	52.60	4.2 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**5,361,431**	**50.50**
Changes (with service impacts)		
Enhance: Shift funding from Operating Expenses to Personnel Costs in FY19, to support two Customer Service Representative I Positions [MC311 Customer Service Center]	143,313	2.00
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	172,993	0.00
Re-align: Increase due to reduction in chargeback to HHS (0.10 FTE) [MC311 Customer Service Center]	12,174	0.10
Increase Cost: Retirement Adjustment	9,391	0.00
Increase Cost: Motor Pool Adjustment	677	0.00
Re-align: Shift funding from Operating Expenses to Personnel Costs in FY19, to support two Customer Service Representative I Positions [MC311 Customer Service Center]	(143,313)	0.00
Decrease Cost: Annualization of FY19 Personnel Costs	(160,794)	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
FY20 RECOMMENDED	**5,395,872**	**52.60**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Web Content and Graphic Management	146,687	1.00	155,035	1.00
Public Relations	1,357,047	8.65	1,414,856	8.65
MC311 Customer Service Center	3,857,697	40.85	3,825,981	42.95
Total	**5,361,431**	**50.50**	**5,395,872**	**52.60**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	4,500	0.00	4,500	0.00
Health and Human Services	General Fund	142,095	1.60	138,033	1.50
Permitting Services	Permitting Services	245,064	2.90	261,831	2.90
Housing and Community Affairs	Montgomery Housing Initiative	62,304	0.90	66,189	0.90
Solid Waste Services	Solid Waste Disposal	366,693	4.75	385,152	4.75
Solid Waste Services	Solid Waste Collection	96,968	1.25	99,128	1.25
Cable Television Communications Plan	Cable TV	799,381	6.60	841,923	6.60
	Total	**1,717,005**	**18.00**	**1,796,756**	**17.90**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**5,396**	**5,396**	**5,396**	**5,396**	**5,396**	**5,396**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**51**	**51**	**51**	**51**	**51**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**5,396**	**5,447**	**5,447**	**5,447**	**5,447**	**5,447**

Technology Services

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$44,005,142	167.25

H. N. (SONNY) SEGAL, CHIEF INFORMATION OFFICER

MISSION STATEMENT

The mission of the Department of Technology Services (DTS) is to be responsive, collaborative, and innovative in providing technology solutions and services to facilitate the delivery of a wide range of services in all branches of government. The department strives to provide its solutions and services in a cost effective, timely, high quality, and secure manner to reduce service times, avoid cost, reduce information security risk, and improve the quality of County services through automation-assisted process improvement.

- DTS is responsive by providing solutions and services to internal and external partners, customers and constituents, when and where they are needed; and securely enabling County employees to provide quality services and information to internal entities, residents, and businesses.
- DTS is collaborative as it partners with internal customers, external agencies, and the public and private sectors to increase the productivity of County government, businesses, and residents; and, to assist with technology-enabled economic, workforce development, and digital equity initiatives.
- DTS is innovative as it identifies and implements technology solutions to business needs that enhance value and enable continuous measurable improvement.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Department of Technology Services is $44,005,142, an increase of $1,833,177 or 4.35 percent from the FY19 Approved Budget of $42,171,965. Personnel Costs comprise 54.92 percent of the budget for 174 full-time position(s) and two part-time position(s), and a total of 167.25 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 45.08 percent of the FY20 budget.

The recommended FY20 Operating budget funds technology initiatives that are consistent with the County's Technology Strategic Plan (2016 to 2019). An update to the plan is expected in FY20.

http://www.montgomerycountymd.gov/DTS/Resources/Files/strategic/TechnologyStrategicPlan2016-2019_Vol1.pdf.

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

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Multi-Program Measures					
Average customer satisfaction rating (1-4) on the yearly internal customer survey of County managers	3.23	3.24	TBD	TBD	TBD

ACCOMPLISHMENTS

- ☑ Awarded the "Large Digital Counties Award" from the Center for Digital Government and NACo; six NACo awards; and six Public Technology Institute awards.
- ☑ Responded to 32,000+ IT Help Desk calls and tickets.
- ☑ Improved customer experience on County websites by implementing "responsive design" which enables websites to adjust to tablet and cellphone screens.
- ☑ Reduced vulnerabilities through aggressive software patching, computer re-imaging, and internet blocking.
- ☑ Published the FiberNet Master Plan which identifies the strategic needs of each County agency; planned and in-progress projects; and priority capital investments.
- ☑ Conducted the first Interagency Technology Policy and Coordination Committee (ITPCC) Cyber Security Awareness Month.
- ☑ Improved information security for all County data stored on OneDrive and SharePoint.
- ☑ Implemented a cyber security dashboard to easily share status updates and issues with County departments.
- ☑ Improved access to public Wi-Fi by upgrading wireless infrastructure in County facilities.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Employee Productivity Solutions Team (EPS) developed SharePoint solutions to improve collaboration and workflow automation and trained department "champions" to scale the practice.
- Improved customer experiences for Department of Liquor Control (DLC) licensees by improving the iStore interface.
- Implemented technology solutions, including scanning and voice picking, to improve speed and accuracy in the DLC warehouse.

- Implemented workflow changes in the employee appraisal process to achieve efficiencies and workforce satisfaction.

PROGRAM CONTACTS

Contact Helen Ni of the Department of Technology Services at 240.777.2807 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

Enterprise Systems and Operations Division (ESOD)

The Enterprise Systems and Operations Division (ESOD) designs, implements, and maintains a secure and reliable data center and server and cloud infrastructures for County business systems, County staff, contractors, suppliers, and volunteers. The Division manages infrastructure for enterprise-wide business systems including Enterprise Resource Planning (ERP), MC311, and MCTime. ESOD operates enterprise data centers and manages enterprise cloud-based solutions, office productivity, collaboration systems, the enterprise directory and identity management systems, enterprise file and print systems, enterprise image archiving and 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 functionality and security of the County IT infrastructure. ESOD manages and provides support for the Public Safety Data System and multiple aspects of the 911 operations. ESOD also manages the Enterprise Services Bus (ESB) that serves as the County's data highway for easy systems interfacing and secure, very high-speed data transfers between enterprise and department systems, with both internal systems and external systems, including the many systems participating in the open data program.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Enterprise applications system availability (%) [1]	99.997	99.970	99.997	99.997	99.997
Number of Enterprise Service Bus data transfers (monthly average)	209,620	205,023	210,000	215,000	220,000

[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*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**12,407,859**	**42.00**
Enhance: Off-site data center capacity	120,000	0.00
Decrease Cost: Lapse two Sr. IT Specialists and one Technology Expert	(340,517)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	751,971	(4.00)
FY20 Recommended	**12,939,313**	**38.00**

Enterprise Telecommunications and Services Division (ETSD)

The Enterprise Telecommunications and Services Division (ETSD) provides reliable, modern, and integrated communications services and solutions for County government departments and agencies including MC311. PBX Telecommunications Services is responsible for the programming, operation, and maintenance of the County's telephone system and related services, e.g., voicemail, call distribution. Radio Communications Services is responsible for the operation and maintenance of the County's 800

MHZ radio and mobile communications systems and infrastructures which predominantly support public safety agencies.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Average number of workdays to complete telecom requests	7.4	9.6	7.0	7.0	7.0

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**6,777,188**	**26.00**
Decrease Cost: Lapse one Program Manager II and one Sr. IT Specialist	(218,580)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,691,614)	(8.00)
FY20 Recommended	**4,866,994**	**18.00**

Enterprise Applications and Solutions Division (EASD)

The Enterprise Applications and Solutions Division (EASD) delivers and maintains solutions through web-based applications, data services, and geographic information systems. EASD also 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 and openMontgomery. 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 Employee Productivity Solutions (EPS) Team is focused on helping the departments improve processes and automate workflows and approvals to minimize output variability, improve service quality, and reduce government processing times. The EPS also provides the departments with extensive training in the new productivity tools sets (e.g., Office365, OneDrive, SharePoint for collaboration). The DCM Team oversees the replacement of personal computers and manages 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percent of DTS Help Desk requests that are resolved on the first call	97.2	97.0	97.0	97.0	97.0
Open Data - Number of datasets published	47	46	50	50	50

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**7,201,244**	**36.75**
Enhance: ESRI Enterprise Agreement	192,617	0.00
Decrease Cost: Lapse two Sr. IT Specialists and one Manager III	(352,300)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,563,520	8.00
FY20 Recommended	**8,605,081**	**44.75**

Office of the Chief Operating Officer (COO)

The Office of the Chief Operating Officer (COO) provides operational leadership and strategies for the development and delivery of County government's technology solutions planning through the Project Management Office (PMO). The COO oversees the day-to-day operations of the Department's operating divisions in support of all enterprise and departmental systems and infrastructures. The COO also manages Enterprise Architecture Planning functions to ensure cost-effective Countywide IT investment. The PMO reviews and provides input to the departments' technology funding requests; organizes and chairs regular meetings of the Technology Managers Operations Group (TOMG) comprised of departmental IT staff; provides IT project managers to cross-departmental projects; enunciates project management standards and best practices; encourages project management certification; and coordinates the activities of DTS' Account Managers that are assigned groups of user departments. The Management Services Team is responsible for department administrative support including budgeting and financial processing, human resources management, procurement, and facilities management.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,800,013**	**18.50**
Shift: 1.5 FTEs from the Public Safety Systems Modernization (PSSM) capital project	202,613	1.50
Decrease Cost: Lapse one IT Specialist III, one Sr. IT Specialist, and one Program Manager	(356,982)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,508,607	4.00
FY20 Recommended	**4,154,251**	**24.00**

Office of the Chief Information Officer (CIO)

The Office of the Chief Information Officer (CIO) manages the Department of Technology Services, provides technology leadership, develops technology and information security plans, provides policy direction, and overseas high value programs, initiatives, and organization units including the Enterprise Information Security Office (EISO), the Public Safety Systems Modernization (PSSM) Program, the Office of Broadband Programs; the Integrated Criminal Justice Information System (IJIS) Program Office; and the Enterprise Data Management initiative. In addition, the CIO chairs the County government's Information Technology Policy Advisory Committee (IPAC); represents the County on the CIO Subcommittee of the Council-appointed Interagency Technology Policy Coordinating Committee (ITPCC); represents the County at the regional level (e.g., Metropolitan Washington Council of Governments CIO Committee); represents the County at the State level (e.g., the Governor's technology related boards, and the Maryland Association of Counties (MACO) IT Affiliate); and, represents the County at the National level (e.g., the National Association of Counties and the Public Technology Institute).

The EISO governs enterprise information security risk management, data security assessments and audits, policy and procedure development, and sensitive data architecture design, provides security training to County employees through an Enterprise Security Awareness Training program, and rapidly responds to information security and privacy incidents that may affect 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), the Maryland Security and Protection of Information Act (SPIA), and various other State and Federal information security laws. The PSSM Program encompasses the modernization of the Computer Aided Dispatch (CAD) system, the Law Enforcement Records Management (LE-RMS) system, the Fire Station Alerting (FSA) system, and the mobile Radio Communications Infrastructure (RSI). The IJIS Program facilitates the exchange of criminal justice data between Montgomery

County Agencies (e.g., Police, Sheriff, Corrections, State's Attorney's Office, Health and Human Services, District and Circuit Court), the State of Maryland, and the Federal Government. The IJIS Program Office is responsible for assisting departments with creating process efficiencies and aligning their information technology (IT) needs with the overall County enterprise strategy, State and Federal laws, and criminal justice management best practices. The Enterprise Data Management initiative is led by the Chief Data Officer (CDO) and ensures the County's structured and unstructured data is inventoried, cleansed, available, and secured for use in business decision making, continuous service improvement, operational governance, planning, and transparency. Activities include data cataloging, normalization, architecting, securing, sharing, and analysis to facilitate County government efficiency through the institutionalization of data-driven decision-making. The CDO works closely with CountyStat, the County's performance management office to develop and institutionalize data analytics capabilities across the County and to market on-going comprehensive data analytics tools and techniques for specific outcomes. The CDO defines and oversees how the department captures, maintains, and applies data and information to support key processes.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
IT Security - Average security vulnerabilities per device	17.7	12.9	10.0	8.0	7.0

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**4,648,365**	**9.00**
Enhance: Contract staff - Integrated Justice Information System (IJIS) maintenance and enhancements	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.	(7,391)	0.00
FY20 Recommended	**4,740,974**	**9.00**

Enterprise Resource Planning Division (ERPD)

The Enterprise Resource Planning Division (ERPD) is responsible for providing critical business management support capabilities to County government's core business functions including financial management, human capital management, budgeting, procurement, supply chain management and enterprise change management. ERPD provides this support through its use of the Oracle Corporation's E-Business Suite (EBS) and Oracle Business Intelligence Enterprise Edition (OBIEE) platforms customized for County use. The ERPD partners with user departments and external stakeholders (e.g., suppliers and retail licensees) to meet operational needs, adapt to the ongoing and changing environment; reengineer business processes to improve efficiency; implement new initiatives; and stay abreast of platform enhancements and improvements to the County's ERP systems. ERPD is comprised of business analysts and software developers required to develop complex solutions to drive continuous service delivery and improvement. Operations supported include those in the Department of Liquor Control (e.g. order management and warehouse functions).

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
ERP Business Intelligence usage (number of queries)	239,988	236,073	230,000	220,000	210,000
ERP financial transactions (in millions)	312.0	316.2	320.0	325.0	330.0

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**8,137,296**	**32.50**
Decrease Cost: Lapse one Sr. IT Specialist and one Functional Business Analyst	(189,655)	0.00

FY20 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	346,643	0.00
FY20 Recommended	**8,294,284**	**32.50**

Office of Broadband Programs (OBP)

The Office of Broadband Programs (OBP) is responsible for Countywide broadband governance, planning, implementation, and operations; encouraging broadband related economic development; and enabling digital equity initiatives. This Office leads the County Executive's ultraMontgomery initiative; manages the County's cable television and telecommunications franchise agreements and the Cable Revenue Fund; ensures that consumer cable and broadband services are of high quality; communications providers comply with safety and construction codes; enforces cable and broadband customer service requirements; promotes community and civic engagement through Public, Educational, and Government (PEG) programming utilizing multi-media platforms; and manages the County's fiber optic network and related broadband services.

The goals of the ultraMontgomery program are to grow knowledge-based jobs that rely on always-on, ultra high-speed broadband networks (e.g., in biohealth/bioscience, advanced technologies, cybersecurity, media, financial services, federal agencies, and research & development), encourage broadband abundance and innovation in the County, and to increase digital equity for all County residents, businesses, and entrepreneurs. Only ultraMontgomery is reflected below. Other OBP programs are detailed in the Cable Television Communications Plan section of this publication.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**200,000**	**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.	204,245	0.00
FY20 Recommended	**404,245**	**1.00**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	15,622,430	18,083,569	15,693,710	18,846,053	4.2 %
Employee Benefits	4,480,077	5,237,552	4,341,547	5,319,799	1.6 %
County General Fund Personnel Costs	**20,102,507**	**23,321,121**	**20,035,257**	**24,165,852**	**3.6 %**
Operating Expenses	21,039,382	18,730,544	21,267,068	19,718,990	5.3 %
Capital Outlay	0	120,300	120,300	120,300	—
County General Fund Expenditures	**41,141,889**	**42,171,965**	**41,422,625**	**44,005,142**	**4.3 %**
PERSONNEL					
Full-Time	176	174	174	174	—
Part-Time	2	2	2	2	—

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
FTEs	168.40	165.75	165.75	167.25	0.9 %
REVENUES					
Miscellaneous Revenues	(22,873)	0	0	0	—
County General Fund Revenues	**(22,873)**	**0**	**0**	**0**	**—**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**42,171,965**	**165.75**
Changes (with service impacts)		
Enhance: ESRI Enterprise Agreement [Enterprise Applications and Solutions Division (EASD)]	192,617	0.00
Enhance: Off-site data center capacity [Enterprise Systems and Operations Division (ESOD)]	120,000	0.00
Enhance: Contract staff - Integrated Justice Information System (IJIS) maintenance and enhancements [Office of the Chief Information Officer (CIO)]	100,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Restore One-Time Lapse Increase	1,243,125	0.00
Increase Cost: FY20 Compensation Adjustment	643,301	0.00
Increase Cost: Software maintenance increases	521,629	0.00
Shift: 1.5 FTEs from the Public Safety Systems Modernization (PSSM) capital project [Office of the Chief Operating Officer (COO)]	202,613	1.50
Increase Cost: Annualization of FY19 Personnel Costs	177,114	0.00
Increase Cost: Motor Pool Adjustment	54,200	0.00
Increase Cost: Retirement Adjustment	36,612	0.00
Decrease Cost: Lapse one Sr. IT Specialist and one Functional Business Analyst [Enterprise Resource Planning Division (ERPD)]	(189,655)	0.00
Decrease Cost: Lapse one Program Manager II and one Sr. IT Specialist [Enterprise Telecommunications and Services Division (ETSD)]	(218,580)	0.00
Decrease Cost: Lapse two Sr. IT Specialists and one Technology Expert [Enterprise Systems and Operations Division (ESOD)]	(340,517)	0.00
Decrease Cost: Lapse two Sr. IT Specialists and one Manager III [Enterprise Applications and Solutions Division (EASD)]	(352,300)	0.00
Decrease Cost: Lapse one IT Specialist III, one Sr. IT Specialist, and one Program Manager [Office of the Chief Operating Officer (COO)]	(356,982)	0.00
FY20 RECOMMENDED	**44,005,142**	**167.25**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Enterprise Systems and Operations Division (ESOD)	12,407,859	42.00	12,939,313	38.00
Enterprise Telecommunications and Services Division (ETSD)	6,777,188	26.00	4,866,994	18.00
Enterprise Applications and Solutions Division (EASD)	7,201,244	36.75	8,605,081	44.75
Office of the Chief Operating Officer (COO)	2,800,013	18.50	4,154,251	24.00
Office of the Chief Information Officer (CIO)	4,648,365	9.00	4,740,974	9.00
Enterprise Resource Planning Division (ERPD)	8,137,296	32.50	8,294,284	32.50
Office of Broadband Programs (OBP)	200,000	1.00	404,245	1.00
Total	**42,171,965**	**165.75**	**44,005,142**	**167.25**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	395,325	0.00	395,325	0.00
Liquor Control	Liquor	1,194,351	0.00	1,049,691	0.00
CIP	Capital Fund	754,012	4.50	507,606	3.00
NDA - Retiree Health Benefits Trust	Retirement Fund (ERS)	134,314	0.00	135,433	0.00
	Total	**2,478,002**	**4.50**	**2,088,055**	**3.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**44,005**	**44,005**	**44,005**	**44,005**	**44,005**	**44,005**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY20	**0**	**(100)**	**(100)**	**(100)**	**(100)**	**(100)**
Items recommended for one-time funding in FY20, including IJIS contractors, will be eliminated from the base in the outyears.						
Restore One-Time Lapse Increase	**0**	**1,458**	**1,458**	**1,458**	**1,458**	**1,458**
Restoration of one-time lapse adjustment in the budget development year						
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	**44,005**	**45,399**	**45,399**	**45,399**	**45,399**	**45,399**

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Urban Districts

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$9,128,438	58.60

FARIBA KASSIRI, DEPUTY CHIEF ADMINISTRATIVE OFFICER

MISSION STATEMENT

Urban Districts support and enhance the County's unincorporated downtowns (Bethesda, Silver Spring, and Wheaton) as prosperous, livable urban centers by maintaining streetscape and its investments; providing additional public amenities such as plantings, seating, shelters, and works of art; promoting the commercial and residential interests of these areas; and programming cultural and community activities.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Urban Districts is $9,128,438, a decrease of $27,967 or 0.31 percent from the FY19 Approved Budget of $9,156,405. Personnel Costs comprise 46.40 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 53.60 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Greener County**
- **Effective, Sustainable Government**
- **Safe Neighborhoods**
- **A Growing 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual	Actual	Estimated	Target	Target

	FY17	FY18	FY19	FY20	FY21
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)	4.2	4.9	4.9	4.9	4.9
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with the "value added" of the UD Hospitality team (scale 1-5)	4.3	4.25	4.3	4.3	4.3
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with the "value added" of the UD Hospitality team (scale 1-5) [1]	4.5	4.5	4.5	4.5	4.5

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ACCOMPLISHMENTS

- ☑ Bethesda Urban District (BUD) worked with the Department of Permitting Services and the Department of Transportation (DOT) to coordinate the review of traffic management plans for new development, and improve communication with developers and the public over the impact during construction of the Marriott International Headquarters.
- ☑ Supported events on Veterans Plaza in the Silver Spring Urban District (SSUD) by coordinating set-up prior to each event and clearing the venue following each event.
- ☑ Wheaton Urban District (WUD) participated and supported a feasibility study for a Wheaton Arts/Cultural Facility, working with the Department of General Services (DGS), external consultants, and a stakeholder group of artists, businesses, and residents. The process included focus groups, town halls, community survey, numerous one-on-one interviews, benchmarking of other arts facilities, and a market analysis.
- ☑ As a result of an increase in pedestrian fatalities in and near Wheaton, WUD partnered with the Department of Transportation (DOT), the Montgomery County Department of Police, Maryland State Highway Administration (MSHA), Public Information Office and CountyStat for a pedestrian education and enforcement campaign that engaged residents, businesses, Westfield Mall, and various community groups. WUD continues to work with MSHA and DOT on re-engineering strategies in the Wheaton downtown area.

PROGRAM CONTACTS

Contact Ken Hartman of the Urban Districts at 240.777.8206 or Lindsay Lucas of the Office of Management and Budget at 240.777.2766 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
BETHESDA URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's marketing and promotion (scale 1-5)	4.8	4.8	4.8	4.8	4.8
BETHESDA URBAN DISTRICT - Average number of website sessions per month	35,000	30000	30000	30000	30000
BETHESDA URBAN DISTRICT - Number of social media followers	11,000	12,500	13,500	14,500	15,500
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's marketing and promotion (scale 1-5)	3.8	3	3.1	3.2	3.3
SILVER SPRING URBAN DISTRICT - Average number of website sessions per month	112,000	116,000	116,000	120,000	120,000
SILVER SPRING URBAN DISTRICT - Number of social media followers	6,800	11,658	12,000	13,000	14,000
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's marketing and promotion (scale 1-5)	4.1	3.75	3.8	3.8	3.8
WHEATON URBAN DISTRICT - Average number of website sessions per month	35,000	37,000	40,000	41,000	42,000
WHEATON URBAN DISTRICT - Number of social media followers	2,883	3,062	3,660	4,150	4,650

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,582,418**	**30.95**
Reduce: TGIF Concert Series	(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.	202,103	1.00
FY20 Recommended	**3,774,521**	**31.95**

Sidewalk Repair

This program provides for the removal and replacement of deteriorated concrete and brick walks and curbs in the Urban Districts.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**443,969**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(300,000)	0.00
FY20 Recommended	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
BETHESDA URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with cleanliness levels of Urban District maintained (scale 1-5)	5.0	4.9	4.9	4.9	4.9
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with cleanliness levels of Urban District maintained (scale 1-5)	3.3	3.25	3.3	3.3	3.3
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with cleanliness levels of Urban District maintained (scale 1-5)	4.7	4.8	4.8	4.8	4.8

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,861,114**	**0.00**
Decrease Cost: Streetscape Maintenance	(2,024)	0.00

FY20 Recommended Changes	Expenditures	FTEs
Reduce: Street Maintenance - Seasonal Flowers	(7,151)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(3,000)	0.00
FY20 Recommended	**1,848,939**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
BETHESDA URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	4.8	4.9	4.9	4.9	4.9
SILVER SPRING URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	3.3	3	3.0	3.2	3.5
WHEATON URBAN DISTRICT - Overall satisfaction of Urban Districts Advisory Board with urban district's landscape maintenance (scale 1-5)	4.7	4.75			

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**123,885**	**0.00**
FY20 Recommended	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,228,088**	**18.35**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	63,217	(1.00)
FY20 Recommended	**1,291,305**	**17.35**

Administration

This program provides staff support for contract administration, the Urban District Advisory Committees, and for the administration of Urban District corporations. This program also provides for budget preparation and monitoring, payment authorization, records maintenance, and the Bethesda Circulator contract.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,916,931**	**9.30**
Decrease Cost: Lapse Equipment Operator Position	(25,990)	0.00

FY20 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	54,878	0.00
FY20 Recommended	**1,945,819**	**9.30**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
URBAN DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	36,936	82,729	68,128	79,822	-3.5 %
Employee Benefits	39,462	47,113	37,324	25,785	-45.3 %
Urban District - Bethesda Personnel Costs	**76,398**	**129,842**	**105,452**	**105,607**	**-18.7 %**
Operating Expenses	3,037,686	3,184,063	3,184,063	3,196,162	0.4 %
Urban District - Bethesda Expenditures	**3,114,084**	**3,313,905**	**3,289,515**	**3,301,769**	**-0.4 %**
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	184,576	189,877	189,877	194,567	2.5 %
Property Tax	663,674	717,614	704,078	728,825	1.6 %
Urban District - Bethesda Revenues	**848,250**	**907,491**	**893,955**	**923,392**	**1.8 %**
URBAN DISTRICT - SILVER SPRING					
EXPENDITURES					
Salaries and Wages	1,681,069	1,739,256	1,701,162	1,795,061	3.2 %
Employee Benefits	725,108	773,446	741,377	826,058	6.8 %
Urban District - Silver Spring Personnel Costs	**2,406,177**	**2,512,702**	**2,442,539**	**2,621,119**	**4.3 %**
Operating Expenses	1,006,121	1,340,728	1,340,728	1,117,190	-16.7 %
Urban District - Silver Spring Expenditures	**3,412,298**	**3,853,430**	**3,783,267**	**3,738,309**	**-3.0 %**
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	158,212	150,000	150,000	150,000	—
Property Tax	791,407	931,139	968,997	1,003,131	7.7 %
Urban District - Silver Spring Revenues	**949,619**	**1,081,139**	**1,118,997**	**1,153,131**	**6.7 %**
URBAN DISTRICT - WHEATON					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Salaries and Wages	1,040,316	1,044,785	1,026,337	1,066,161	2.1 %
Employee Benefits	399,040	425,190	410,764	442,603	4.1 %
Urban District - Wheaton Personnel Costs	**1,439,356**	**1,469,975**	**1,437,101**	**1,508,764**	**2.6 %**
Operating Expenses	458,528	519,095	519,095	579,596	11.7 %
Urban District - Wheaton Expenditures	**1,897,884**	**1,989,070**	**1,956,196**	**2,088,360**	**5.0 %**
PERSONNEL					
Full-Time	22	22	22	22	—
Part-Time	1	1	1	1	—
FTEs	22.70	22.70	22.70	22.70	—
REVENUES					
Investment Income	0	7,250	0	0	-100.0 %
Property Tax	206,184	237,229	252,372	261,217	10.1 %
Urban District - Wheaton Revenues	**206,184**	**244,479**	**252,372**	**261,217**	**6.8 %**

DEPARTMENT TOTALS

Total Expenditures	**8,424,266**	**9,156,405**	**9,028,978**	**9,128,438**	**-0.3 %**
Total Full-Time Positions	**60**	**60**	**60**	**60**	**—**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**58.60**	**58.60**	**58.60**	**58.60**	**—**
Total Revenues	**2,004,053**	**2,233,109**	**2,265,324**	**2,337,740**	**4.7 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
URBAN DISTRICT - BETHESDA		
FY19 ORIGINAL APPROPRIATION	**3,313,905**	**1.00**
Other Adjustments (with no service impacts)		
Increase Cost: Risk Management Adjustment	62,051	0.00
Increase Cost: FY20 Compensation Adjustment	4,945	0.00
Increase Cost: Motor Pool Adjustment	2,072	0.00
Decrease Cost: Streetscape Maintenance [Streetscape Maintenance]	(2,024)	0.00
Decrease Cost: Annualization of FY19 Personnel Costs	(29,180)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(50,000)	0.00
FY20 RECOMMENDED	**3,301,769**	**1.00**
URBAN DISTRICT - SILVER SPRING		
FY19 ORIGINAL APPROPRIATION	**3,853,430**	**34.90**
Other Adjustments (with no service impacts)		

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: FY20 Compensation Adjustment	96,169	0.00
Increase Cost: Risk Management Adjustment	75,466	0.00
Increase Cost: Annualization of FY19 Personnel Costs	34,555	0.00
Increase Cost: Retirement Adjustment	3,683	0.00
Increase Cost: Motor Pool Adjustment	996	0.00
Decrease Cost: Lapse Equipment Operator Position [Administration]	(25,990)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(300,000)	0.00
FY20 RECOMMENDED	**3,738,309**	**34.90**

URBAN DISTRICT - WHEATON

FY19 ORIGINAL APPROPRIATION	**1,989,070**	**22.70**
Changes (with service impacts)		
Reduce: Street Maintenance - Seasonal Flowers [Streetscape Maintenance]	(7,151)	0.00
Reduce: TGIF Concert Series [Promotion of Community and Business Activities]	(10,000)	0.00
Reduce: Lapse Public Service Worker Positon	(43,862)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	60,384	0.00
Increase Cost: Risk Management Adjustment	35,353	0.00
Increase Cost: Motor Pool Adjustment	31,094	0.00
Increase Cost: Annualization of FY19 Personnel Costs	19,936	0.00
Increase Cost: Event Planning - Permits	11,205	0.00
Increase Cost: Retirement Adjustment	2,331	0.00
FY20 RECOMMENDED	**2,088,360**	**22.70**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Promotion of Community and Business Activities	3,582,418	30.95	3,774,521	31.95
Sidewalk Repair	443,969	0.00	143,969	0.00
Streetscape Maintenance	1,861,114	0.00	1,848,939	0.00
Tree Maintenance	123,885	0.00	123,885	0.00
Enhanced Security	1,228,088	18.35	1,291,305	17.35
Administration	1,916,931	9.30	1,945,819	9.30
Total	**9,156,405**	**58.60**	**9,128,438**	**58.60**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
URBAN DISTRICT - SILVER SPRING					
Parking District Services	Silver Spring Parking	0	0.00	165,230	3.00

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
URBAN DISTRICT - BETHESDA						
EXPENDITURES						
FY20 Recommended	**3,302**	**3,302**	**3,302**	**3,302**	**3,302**	**3,302**
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	**3,302**	**3,304**	**3,304**	**3,304**	**3,304**	**3,304**
URBAN DISTRICT - SILVER SPRING						
EXPENDITURES						
FY20 Recommended	**3,738**	**3,738**	**3,738**	**3,738**	**3,738**	**3,738**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**30**	**30**	**30**	**30**	**30**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,738**	**3,768**	**3,768**	**3,768**	**3,768**	**3,768**
URBAN DISTRICT - WHEATON						
EXPENDITURES						
FY20 Recommended	**2,088**	**2,088**	**2,088**	**2,088**	**2,088**	**2,088**
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	**2,088**	**2,108**	**2,108**	**2,108**	**2,108**	**2,108**

Consumer Protection

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$2,387,851	16.60

ERIC FRIEDMAN, DIRECTOR

MISSION STATEMENT

The mission of the Office of Consumer Protection (OCP) is to enforce consumer protection laws prohibiting unfair and deceptive business acts or practices to ensure a fair marketplace for consumers and businesses. Activities include complaint resolution, law enforcement, education, legislation, advocacy, and outreach to vulnerable consumers.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Office of Consumer Protection is $2,387,851, an increase of $50,711 or 2.17 percent from the FY19 Approved Budget of $2,337,140. Personnel Costs comprise 94.88 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 5.12 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **Effective, Sustainable Government**
- **A Growing Economy**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Program Measures					
Restitution received as a percent of restitution asked for by the consumer and validated by the assigned OCP case investigator	83%	94.7%	85%	85%	85%

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Average OCP customer satisfaction rating - Manner in which the customer's case was handled (1-4 scale) based on customer satisfaction survey	3.1	3.1	4	4	4
Average OCP customer satisfaction rating - Outcome of the customer's case (1-4 scale) based on customer satisfaction survey	2.9	2.9	3.3	3.4	3.5
Average time in workdays to investigate and close a written complaint (All complaints)	51	76	75	70	65
Average time in workdays to investigate and close a written complaint (> $5,000)	78	103	100	95	90
Average time in workdays to investigate and close a written complaint ($1,001 - $5,000)	78	90	88	85	80
Average time in workdays to investigate and close a written complaint ($101 - $1,000)	52	60	60	58	57
Average time in workdays to investigate and close a written complaint (< $100)	56	102	80	70	60
Percent of consumer protection cases closed that are resolved by OCP	60%	54%	56%	58%	60%
Media Coverage - Percent of news releases receiving media coverage, including print news, television and radio	100%	100%	100%	100%	100%
Media Coverage - Number of times media outlets, including print news, television and radio, seek out OCP's expertise	24	19	19	20	22

INITIATIVES

- The Office of Consumer Protection (OCP) co-hosted several multi-agency consumer protection forums with elected officials. OCP engaged in outreach enhancements by co-sponsoring a forum at Bethesda-Chevy Chase High School with U.S. Senator Chris Van Hollen and Maryland Attorney General Brian Frosh. In addition, OCP co-sponsored a "ConsumerFest" outreach event at the Silver Spring Civic Center with Congressman Jaime Raskin and Maryland Attorney General Brian Frosh.
- OCP launched a new program to provide expert mediation services to Montgomery County businesses for free as an option to resolve disputes without the time and expense associated with litigation in court.
- After nearly two years of investigation and research into the home improvement industry, OCP has prepared a report and press release regarding the dangers of relying on online referral services.

ACCOMPLISHMENTS

- ☑ OCP conducted an in-depth investigation on new home builders and initiated a hearing process to take action against new home builders who were found to be in violation of County and State consumer protection laws and numerous building code violations.
- ☑ OCP successfully filed several Application for Statement of Charges to initiate criminal action against unlicensed home improvement contractors that have victimized consumers in Montgomery County.
- ☑ The Maryland Financial Consumer Protection Commission was established to monitor changes related to the federal Consumer Financial Protection Bureau and in the marketplace, and to make recommendations to the Governor, Maryland General Assembly, and Maryland Congressional Delegation. Based in part upon sharing information provided by OCP, the Commission published an initial report which resulted in the introduction and passage of state legislation to protect consumers.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- With assistance from the Department of Permitting Services (DPS), OCP conducted research regarding compliance with Montgomery County's new home building licensing and permitting laws and identified long-standing compliance issues in the industry. OCP assisted in drafting Bill 31-18, New Home Warranty and Builder Licensing - Amendments to revise Montgomery County's new home builder registration law and to better coordinate enforcement responsibility between DPS

and OCP.

- OCP continues to work with the Department of Technology Services (DTS) to onboard the licensing program into the Complaint and Licensing Management System (CALMS). To date, DTS has converted the Secondhand Personal Property Dealers License, the Motor Vehicle Repair & Towing Registration, and the Radio Television and Electrical Appliance Registration.
- OCP and DTS continue to support the "forms automation" initiative by automating the OCP's speaker request form, volunteer application form, the Maryland Public Information Act (MPIA) request form, and the complaint form into Spanish.
- OCP with assistance from DTS has installed a public computer for consumers to file complaints, and merchants to fill out applications for the licensing program.

COLLABORATION AND PARTNERSHIPS

Business Eviction and Response Team Program (B.E.R.T.)

OCP collaborated with the Montgomery County's Sheriff's Office regarding the award-winning Business Eviction Response Team (B.E.R.T.) program to safeguard and return personal property to consumers after the eviction process concluded.

Partners
Sheriff's Office

"Scambuster" Videos and Alerts

OCP's consumers participated in the "Scambuster" videos and alerts that are created by County Cable Montgomery. In these videos, the consumers explain how they were faced with a scam, how they recognized the scam, and how they were able to "bust" the scam and not become a victim.

Partners
Office of Broadband Programs

PROGRAM CONTACTS

Contact Marsha Carter of the Office of Consumer Protection at 240.777.3686 or Crystal B. Sallee of the Office of Management and Budget at 240.777.2778 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Consumer Protection

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.

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.

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.

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 FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,392,532	1,574,368	1,553,127	1,648,756	4.7 %
Employee Benefits	593,304	567,188	561,994	616,814	8.8 %
County General Fund Personnel Costs	**1,985,836**	**2,141,556**	**2,115,121**	**2,265,570**	**5.8 %**
Operating Expenses	171,833	195,584	180,098	122,281	-37.5 %
County General Fund Expenditures	**2,157,669**	**2,337,140**	**2,295,219**	**2,387,851**	**2.2 %**
PERSONNEL					
Full-Time	17	17	17	17	—
Part-Time	1	1	1	1	—
FTEs	16.60	16.60	16.60	16.60	—
REVENUES					
Common Ownership Community Fees	4,738	0	0	0	—
Miscellaneous Revenues	640	0	0	0	—
New Home Builder's License	141,680	139,500	139,500	143,000	2.5 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Other Fines/Forfeitures	50	1,000	1,000	1,000	—
Other Licenses/Permits	51,248	60,000	60,000	60,000	—
County General Fund Revenues	**198,356**	**200,500**	**200,500**	**204,000**	**1.7 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**2,337,140**	**16.60**
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	63,529	0.00
Increase Cost: Annualization of FY19 Personnel Costs	60,066	0.00
Increase Cost: Restore One-Time Lapse Increase and Professional Services	55,842	0.00
Increase Cost: Retirement Adjustment	1,876	0.00
Decrease Cost: Lapse Part-time, Vacant Admininstrative Specialist I Position [Consumer Protection]	(51,524)	0.00
Decrease Cost: Operating Expenses [Consumer Protection]	(79,078)	0.00
FY20 RECOMMENDED	**2,387,851**	**16.60**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	74,750	1.00	79,732	1.00

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**2,388**	**2,388**	**2,388**	**2,388**	**2,388**	**2,388**
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	**2,388**	**2,404**	**2,404**	**2,404**	**2,404**	**2,404**

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Correction and Rehabilitation

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$70,774,509	535.57

ROBERT GREEN, DIRECTOR

MISSION STATEMENT

The mission of the Department of Correction and Rehabilitation (DOCR) is to protect and serve the residents of Montgomery County and the general public by providing progressive and comprehensive correctional, rehabilitative, and community re-entry services. These functions are achieved through the operation of well-managed and effective correctional programs, including: the use of pre-trial supervision; secure incarceration; community treatment; reintegration programs; highly accountable security methods and procedures in each operating unit and program; and effective, progressive administration and management oversight.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Department of Correction and Rehabilitation is $70,774,509, an increase of $4,495,691 or 6.78 percent from the FY19 Approved Budget of $66,278,818. Personnel Costs comprise 89.83 percent of the budget for 535 full-time position(s) and no part-time position(s), and a total of 535.57 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 10.17 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Safe 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Multi-Program Measures					
Zero tolerance security incidents - Number of inappropriate releases of an inmate	1	4	0	0	0
Zero tolerance security incidents - Number of inappropriate inmate releases remedied	1	4	0	0	0
Zero tolerance security incidents - Number of inmate suicides	0	0	2	0	0

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Zero tolerance security incidents - Number of substantiated sexual misconduct or Prison Rape Elimination Act (PREA) incidents	4	4	0	0	0

INITIATIVES

- Continue developing Departmental data dashboards to produce timely and accessible critical information for the purpose of improved monitoring and analysis of operational issues, tracking outcomes, creating priorities, and making substantive decisions.
- Customized a new training initiative for staff succession planning and training, "Leadership Beyond the Bars."
- Development of a separate WiFi network for the expansion of secure inmate education and training.
- Continue Phase III of ADA remediation upgrades to Pre-Release Center housing units, medical unit and other accessible upgrades.
- Planning for the Pre-Release Center Refresh Project (Completion Date-Winter 2019).
- Construction of the Pre-Release Center Dietary Kitchen Project (Underway-Completion Summer 2019).

ACCOMPLISHMENTS

- ☑ Rebranded and rededicated the Model Learning Center, DOCR's education program with Montgomery College and Montgomery County Public Schools.
- ☑ Received the Maryland Commission on Correctional Standards Recognition of Achievement Award for 100% compliance with standards for Community Corrections Facility (March 2018).
- ☑ Continued utilization and expansion of tablet learning technology for inmate education and resources, receiving the National Association of Counties Award for "Reentry Tablet Program" at Montgomery County Correctional Facility.
- ☑ Total upgrade and configuration of Central Control at the Montgomery County Correctional Facility.
- ☑ Pre-Release and Reentry Services completed the Prison Rape Elimination Act (PREA) audit inspection (March 2018).
- ☑ Established on-site Temporary Cash Assistance (TCA) eligibility screenings and healthcare enrollments for Pre-Release and Reentry Services' participants.
- ☑ Pre-Release Center facility roof replacement.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Initial rollout of the DOCR Jail Management System (JMS) in collaboration with the Department of Technology Services. This is a major information technology system which improves efficiencies of operations throughout our department. This is a County-driven platform. Recently implemented modules meet the requirements for diminution and restitution changes required by the Maryland Justice Reinvestment Act.
- Implementation of the TeleStaff system for electronic schedule management and staff deployment, creating enhanced utilization review of human resources.

- Completed the microgrid installation at the Montgomery County Correctional Facility which interfaces with the large solar project previously completed. Solar and other advanced energy technologies on County facilities provide energy independence, environmental protection, and cost savings. The project received State and National accolades.
- DOCR Internet and Intranet sites updated to provide important information to County employees, as well as providing transparent and relatable information about our operations to citizens.
- Completed energy saving ESCO upgrades at the Pre-Release Center, a 144-bed community correctional facility.

PROGRAM CONTACTS

Contact Kaye Beckley of the Department of Correction and Rehabilitation at 240.773.9908 or Rachel Silberman of the Office of Management and Budget at 240.777.2770 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, Capital Improvement Projects (CIP), and Special Projects.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,410,048**	**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.	190,225	(1.00)
FY20 Recommended	**3,600,273**	**24.00**

Director's Office

The Director's Office provides oversight and direction for all DOCR activities in coordination with the Chief Administrative Officer and County Executive.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Accreditation standards met from the Maryland Commission on Correctional Standards and the American Correctional Association	100%	100%	100%	100%	100%

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**902,119**	**6.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	25,234	0.00
FY20 Recommended	**927,353**	**6.00**

Pre-Release and Re-entry Services

The Pre-Release and Re-entry Services Division (PRRS) provides community-based residential and non-residential alternatives to secure confinement for sentenced adult offenders in which they engage in work, treatment, education, family involvement, and other services to prepare them for release. The program primarily serves inmates who are within one year of release and who are sentenced to DOCR. In addition, the program also provides re-entry services to Federal and State sentenced inmates and Federal probationers who are within one year of release and who are returning to Montgomery County and the greater Washington Metro area upon release.

The residential program, located at the 144-bed Pre-Release Center in 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 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Security incidents - Number of residents absconded from Community Corrections custody	6	4	0	0	0
Security incidents - Number of residents absconded from custody returned to Community Corrections	6	4	0	0	0
Percentage of offenders from Pre-Release and Re-Entry Services employed at time served	72%	77%	75%	75%	75%

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**6,435,551**	**56.18**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	184,846	(1.00)
FY20 Recommended	**6,620,397**	**55.18**

Pre-Trial Services

The Pre-Trial Services (PTS) Division 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 Program for Substance Abusers (IPSA).

The Pre-Trial Assessment Unit is housed at the Montgomery County Detention Center and is responsible for assessing those who have been newly arrested and have been unable to make bond. Staff verifies personal information, analyzes criminal histories, and formulates recommendations to the Court to enable 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 Pre-Trial Supervision Unit provides monitoring of court-ordered conditions to offenders released to the community while awaiting trial. Advanced technology such as GPS tracking and Radio Frequency Curfew equipment are used to monitor offenders' movements in the community. Drug testing is also performed. Violations of release conditions are immediately reported to the Court for possible re-incarceration.

The diversion programs, ACS and IPSA, are predominantly for first-time misdemeanant offenders who will ultimately have their charges expunged following successful completion of one of these programs. Community service, drug education, and treatment are core functions of these programs. There is an administrative fee with these programs.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Court appearance rate while under supervision	95.6%	95.3%	95.7%	95.7%	95.7%

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**4,380,260**	**39.00**
Increase Cost: Adjust Budget for Electronic Monitoring to Address Structural Budget Deficiencies	98,000	0.00
Increase Cost: Drug Testing	75,000	0.00
Reduce: Security Staffing at Pre-Trial Services from 2 to 1 Officers	(86,893)	(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.	650,562	1.00
FY20 Recommended	**5,116,929**	**39.00**

Detention Services

Under the supervision of the Warden, Detention Services is responsible for the operation of two detention facilities, the Montgomery County Detention Center (MCDC) located in Rockville, and the Montgomery County Correctional Facility (MCCF) located in Clarksburg.

MCDC is responsible for the intake, reception, and diagnostic functions of the Department including law enforcement processing of adult 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 MCDC, bond hearings are conducted by the Maryland District Court Commissioners. They also determine eligibility of offenders for legal representation by the Public Defender Office.

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 or serving sentences of up to 18 months. Progressive and comprehensive correctional services and programs are provided to all inmates covering substance abuse treatment, mental health issues, cognitive behavioral modification programs, education, life skills, and workforce development.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
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%	77%	73%	73%	73%

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**51,150,840**	**411.64**
Increase Cost: Adjust Budget for Medical Expenses to Address Structural Budget Deficiencies	430,000	0.00
Increase Cost: Adjust Budget for Food to Address Structural Budget Deficiencies	300,000	0.00
Increase Cost: Fund TB Nurse Previously Funded by a Grant	102,000	0.75
Decrease Cost: Library Costs that can be Absorbed by Inmate Special Revenue Fund	(15,800)	0.00
Reduce: Eliminate Maintenance Officer	(76,893)	(1.00)
Reduce: Eliminate Supply Officer	(76,893)	(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.	2,696,303	1.00
FY20 Recommended	**54,509,557**	**411.39**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	45,891,660	44,883,610	47,218,131	48,010,779	7.0 %
Employee Benefits	14,464,906	14,994,299	14,614,848	15,564,582	3.8 %
County General Fund Personnel Costs	**60,356,566**	**59,877,909**	**61,832,979**	**63,575,361**	**6.2 %**
Operating Expenses	7,542,347	6,400,909	7,614,570	7,199,148	12.5 %
Capital Outlay	24,990	0	0	0	—
County General Fund Expenditures	**67,923,903**	**66,278,818**	**69,447,549**	**70,774,509**	**6.8 %**
PERSONNEL					
Full-Time	538	538	538	535	-0.6 %
Part-Time	0	0	0	0	—
FTEs	537.82	537.82	537.82	535.57	-0.4 %
REVENUES					
Alternative Community Services	320,251	385,000	385,000	385,000	—
Care of Federal/State Prisoners	924,801	1,160,000	1,160,000	1,160,000	—
Home Confinement Fees	29,218	30,000	30,000	30,000	—
Illegal Alien Inmate Reimbursement	0	600,000	0	0	-100.0 %
Miscellaneous Revenues	1,130	0	566	0	—
Other Charges/Fees	49,535	75,100	75,100	75,100	—
Other Intergovernmental	145,846	120,000	120,000	120,000	—
Other Licenses and Permits	39	0	0	0	—
Substance Abusers Intervention Program (IPSA)	79,949	74,000	74,000	74,000	—
County General Fund Revenues	**1,550,769**	**2,444,100**	**1,844,666**	**1,844,100**	**-24.5 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**66,278,818**	**537.82**
Changes (with service impacts)		
Reduce: Eliminate Maintenance Officer [Detention Services]	(76,893)	(1.00)
Reduce: Eliminate Supply Officer [Detention Services]	(76,893)	(1.00)
Reduce: Security Staffing at Pre-Trial Services from 2 to 1 Officers [Pre-Trial Services]	(86,893)	(1.00)
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	2,053,438	0.00
Restore: One-Time Lapse Increase to Address Structural Budget Deficiencies	1,200,000	0.00
Increase Cost: Annualization of FY19 Personnel Costs	835,220	0.00
Increase Cost: Adjust Budget for Medical Expenses to Address Structural Budget Deficiencies [Detention Services]	430,000	0.00
Increase Cost: Adjust Budget for Food to Address Structural Budget Deficiencies [Detention Services]	300,000	0.00
Increase Cost: Substance Abuse Testing Kits	135,139	0.00
Increase Cost: Fund TB Nurse Previously Funded by a Grant [Detention Services]	102,000	0.75
Increase Cost: Adjust Budget for Electronic Monitoring to Address Structural Budget Deficiencies [Pre-Trial Services]	98,000	0.00
Increase Cost: Drug Testing [Pre-Trial Services]	75,000	0.00
Increase Cost: Motor Pool Adjustment	20,353	0.00
Decrease Cost: Library Costs that can be Absorbed by Inmate Special Revenue Fund [Detention Services]	(15,800)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(75,000)	0.00
Decrease Cost: Pharmacy Reduction to Reflect a Change in How Medication is Administered	(169,453)	0.00
Decrease Cost: Retirement Adjustment	(252,527)	0.00
FY20 RECOMMENDED	**70,774,509**	**535.57**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Management Services Division	3,410,048	25.00	3,600,273	24.00
Director's Office	902,119	6.00	927,353	6.00
Pre-Release and Re-entry Services	6,435,551	56.18	6,620,397	55.18
Pre-Trial Services	4,380,260	39.00	5,116,929	39.00
Detention Services	51,150,840	411.64	54,509,557	411.39
Total	**66,278,818**	**537.82**	**70,774,509**	**535.57**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund		FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND						
General Services	General Fund		84,021	1.00	91,933	1.00
Fleet Management Services	Motor Pool		110,539	1.00	114,871	1.00
		Total	**194,560**	**2.00**	**206,804**	**2.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**70,775**	**70,775**	**70,775**	**70,775**	**70,775**	**70,775**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**668**	**668**	**668**	**668**	**668**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**70,775**	**71,443**	**71,443**	**71,443**	**71,443**	**71,443**

Emergency Management and Homeland Security

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$2,374,768	16.30

DR. EARL STODDARD, DIRECTOR

MISSION STATEMENT

It is the mission of the Office of Emergency Management and Homeland Security (OEMHS) to plan, coordinate, prevent, prepare, and protect against major threats that may harm, disrupt, or destroy our communities, commerce, and institutions; and to effectively manage and coordinate the County's unified response, mitigation, and recovery from the consequences of such disasters or events should they occur. Key objectives are to:

- Coordinate County plans and actions to minimize harm to residents, employees, and visitors in Montgomery County before, during, and after emergencies.
- Coordinate the services, protection, and contingency plans for sustained operations of County facilities.
- Coordinate and provide public education to ensure the resilience of our communities during disasters.
- Coordinate homeland security policies and priorities, including grant-seeking, management, and reporting.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Office of Emergency Management and Homeland Security is $2,374,768, an increase of $208,909 or 9.65 percent from the FY19 Approved Budget of $2,165,859. Personnel Costs comprise 89.46 percent of the budget for 15 full-time position(s) and one part-time position(s), and a total of 16.30 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 10.54 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**
- **Safe 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

INITIATIVES

- Integration of the Montgomery County Fire and Rescue Service Community Emergency Response Team (CERT) into OEMHS plans and field operations.
- Reconstituted of the Local Emergency Planning Council (LEPC) including expansion of members and the complete overhaul of its bylaws.
- Expansion of OEMHS field deployment capabilities, including support of neighboring jurisdictions, such as Howard County's response to flooding in Ellicott City in 2018.

ACCOMPLISHMENTS

- ☑ Full implementation of the Extreme Temperature strategy, including use of emergency alerts and integration with Montgomery County Police Department animal services regulations.
- ☑ Development and implementation of a snow protocol for status of County Government, including notification of employees and residents about changes to the status of government due to inclement weather.
- ☑ Complete revision of the County's Emergency Operations Plan.
- ☑ Complete revision of the Hazard Mitigation Plan as required by the Federal Emergency Management Agency on a five-year cycle.
- ☑ Completed the Volunteer and Donations Management Plan, and facilitated the development of a Community Organizations Active in Disaster (COAD) group and held monthly meetings.
- ☑ Conducted numerous preparedness presentations and trainings for the general public and specific vulnerable communities. Added new programs including "You are the Help until Help Arrives" and "Stop the Bleed"
- ☑ Coordinated a complex integration of a full-scale regional emergency preparedness exercise including regional hospitals, Montgomery College, and the County's Emergency Management Group. The exercise included an active shooter scenario at Montgomery College, which tested the College's response plans and the hospitals' surge capacity.
- ☑ Managed 39 Homeland Security grant projects across two Federal fiscal years. Projects included the purchase of equipment and supplies, as well as contractor and personnel support for County and municipal law enforcement, Montgomery County Fire and Rescue Service (MCFRS) , Department of General Service (DGS), Department of Transportation (DOT), and Department of Correction and Rehabilitation (DCOR).

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- OEMHS created a special Alert Notification Network for use by the Board of Elections staff during the 2018 primary and general elections. This alert group was set up to communicate information with staff in 230 polling places by email, text, and

voice.

- In coordination with MCFRS, OEMHS improved the capability of the Emergency Operations Center (EOC) to send and receive radio communication on both the 700 and 800 MHz frequencies. The EOC now has seven radio consoles installed to primarily serve Police, MCFRS, DOT, DGS, and OEMHS; they can also be used to communicate with municipality responders.

COLLABORATION AND PARTNERSHIPS

- Integration of Community Emergency Response Team into OEMHS Plans

  Integration of the MCFRS Community Emergency Response Team into OEMHS plans and field operations, including volunteer and donations management planning.

  Partners

  Montgomery County Fire and Rescue Service

PROGRAM CONTACTS

Contact Michael Goldfarb of the Office of Emergency Management and Homeland Security at 240.777.2333 or Lindsay Lucas of the Office of Management and Budget at 240.777.2766 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Emergency Management Planning, Response & Recovery

This program 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; logistics support, administration, and finance coordination; serving as the 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Available capacity for overnight shelter	8,987	8,987	8,987	9,300	9,500
Percentage of County residents subscribed to Alert Montgomery (by device) based on 2012 U.S. Census population of 1,004,709	17.1	20.0	21.0	22.0	23.0
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 [1]	100	100	100	100	100
Percentage of Emergency Management Operations Center primary systems availability	99	99	100	100	100
Percentage of County employees that meet National Incident Management Systems requirements [2]	100	100	75	80	85
Percentage of Principal County Departments and Offices with a COOP plan score of 2.5 or higher [3]	74	71	74	75	76
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	15	16	17	18	19
Percentage of the County's 19 municipalities participating in Federal Emergency Management Agency's National Flood Insurance Program	89	84	84	84	84

[1] *In FY15, Montgomery County became the twelfth county in the country (and the first in Maryland) to become accredited by the Emergency Management Accreditation Program.*

[2] *OEMHS has (FY17 & FY18) focused on verifying the NIMS compliance for Montgomery County Police, Fire and OEMHS. In FY19, the focus will shift to approximately 28 additional County agencies. We fully expect that reaching compliance with agencies such as HHS, DOT, DGS, DLC and others may take some time.*

[3] *Drop from FY17 to FY18 is due to a change in the scoring formula that added participation in monthly drills to the score.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,630,964**	**12.30**
Decrease Cost: Partial Year Lapse of the Volunteer and Donations Management Coordinator	(25,679)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(18,917)	(0.70)
FY20 Recommended	**1,586,368**	**11.60**

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 Director of OEMHS.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**534,895**	**3.00**
Technical Adj: Administrative Specialist Position	99,411	0.78
Increase Cost: Administrative Specialist Position	21,172	0.22
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	132,922	0.70
FY20 Recommended	**788,400**	**4.70**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	816,055	840,171	844,409	883,368	5.1 %
Employee Benefits	225,742	255,026	244,965	278,521	9.2 %
County General Fund Personnel Costs	**1,041,797**	**1,095,197**	**1,089,374**	**1,161,889**	**6.1 %**
Operating Expenses	161,562	248,171	219,375	250,328	0.9 %
County General Fund Expenditures	**1,203,359**	**1,343,368**	**1,308,749**	**1,412,217**	**5.1 %**
PERSONNEL					
Full-Time	8	8	8	9	12.5 %
Part-Time	1	1	1	1	—
FTEs	8.60	8.60	8.60	8.82	2.6 %
REVENUES					
Hazardous Materials Permits	780,885	865,000	865,000	865,000	—
Other Charges/Fees	102,300	0	51,867	0	—
County General Fund Revenues	**883,185**	**865,000**	**916,867**	**865,000**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	700,555	624,739	624,739	736,787	17.9 %
Employee Benefits	178,035	197,752	197,752	225,764	14.2 %
Grant Fund - MCG Personnel Costs	**878,590**	**822,491**	**822,491**	**962,551**	**17.0 %**
Operating Expenses	8,163,161	0	0	0	—
Grant Fund - MCG Expenditures	**9,041,751**	**822,491**	**822,491**	**962,551**	**17.0 %**
PERSONNEL					
Full-Time	6	6	6	6	—

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Part-Time	0	0	0	0	—
FTEs	6.70	6.70	6.70	7.48	11.6 %
REVENUES					
Federal Grants	7,289,649	822,491	822,491	962,551	17.0 %
State Grants	(45,420)	0	0	0	—
Grant Fund - MCG Revenues	**7,244,229**	**822,491**	**822,491**	**962,551**	**17.0 %**

DEPARTMENT TOTALS

Total Expenditures	**10,245,110**	**2,165,859**	**2,131,240**	**2,374,768**	**9.6 %**
Total Full-Time Positions	**14**	**14**	**14**	**15**	**7.1 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**15.30**	**15.30**	**15.30**	**16.30**	**6.5 %**
Total Revenues	**8,127,414**	**1,687,491**	**1,739,358**	**1,827,551**	**8.3 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**1,343,368**	**8.60**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY19 Personnel Costs	35,153	0.00
Increase Cost: FY20 Compensation Adjustment	34,897	0.00
Increase Cost: Administrative Specialist Position [Administration]	21,172	0.22
Increase Cost: Motor Pool Adjustment	2,157	0.00
Increase Cost: Retirement Adjustment	1,149	0.00
Decrease Cost: Partial Year Lapse of the Volunteer and Donations Management Coordinator [Emergency Management Planning, Response & Recovery]	(25,679)	0.00
FY20 RECOMMENDED	**1,412,217**	**8.82**
GRANT FUND - MCG		
FY19 ORIGINAL APPROPRIATION	**822,491**	**6.70**
Other Adjustments (with no service impacts)		
Technical Adj: Administrative Specialist Position [Administration]	99,411	0.78
Increase Cost: Annualization of FY19 Personnel Costs	34,193	0.00
Increase Cost: Annualization of FY19 Operating Expenses	6,456	0.00
FY20 RECOMMENDED	**962,551**	**7.48**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Emergency Management Planning, Response & Recovery	1,630,964	12.30	1,586,368	11.60
Administration	534,895	3.00	788,400	4.70
Total	**2,165,859**	**15.30**	**2,374,768**	**16.30**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**1,412**	**1,412**	**1,412**	**1,412**	**1,412**	**1,412**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**26**	**26**	**26**	**26**	**26**
Restoration of one-time lapse adjustment in FY20.						
Labor Contracts	**0**	**7**	**7**	**7**	**7**	**7**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,412**	**1,445**	**1,445**	**1,445**	**1,445**	**1,445**

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Fire and Rescue Service

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$223,301,136	1,318.26

SCOTT GOLDSTEIN, FIRE CHIEF

MISSION STATEMENT

The mission of the Montgomery County Fire and Rescue Service (MCFRS) is to provide maximum protection of lives, property, and the environment with comprehensive risk reduction programs and safe and effective emergency response provided by highly skilled career and volunteer service providers representing the 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 recommended FY20 Operating Budget for the Montgomery County Fire and Rescue Service is $223,301,136 an increase of $5,3008,929 or 2.43 percent from the FY19 Approved Budget of $218,000,207. Personnel Costs comprise 83.1 percent of the budget for 1,317 full-time positions, and a total of 1,318.26 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 16.9 percent of the FY20 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 $8,005,050 for general obligation debt and $4,320,550 for other debt is required.

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

COUNTY PRIORITY OUTCOMES

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

- **Safe Neighborhoods**

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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

INITIATIVES

- Continue implementation of the Mobile Integrated Healthcare program which aims to reduce ambulance transports and emergency room visits by directing patients with high Emergency Medical Services (EMS) utilization to ongoing, supportive health and human services programs. Under the program, civilians will be hired to replace uniform staff, outreach to opiate overdose patients will begin, and 250 patients will be served. The top five institutional super-users will be addressed.

ACCOMPLISHMENTS

- Completed a twelve-year effort to staff all 35 engines with four personnel, allowing for a more rapid fire attack as well as reduced response times to medical calls. The fourth person on each engine is a paramedic, which expands the availability of paramedics throughout the County and results in paramedics arriving to medical calls more quickly than they did prior to four-person staffing when they were solely on medic units.
- Achieved five-year reaccreditation -- MCFRS is one of nearly 250 agencies worldwide with this distinction and is only one of two internationally accredited combination (career and volunteer) fire and rescue departments in Maryland. The accreditation model provides an extensive organizational review, self-assessment and evaluation process that enables fire and emergency service agencies to examine performance levels and compare them to industry best practices.
- In the latest Montgomery County Resident Survey, MCFRS received 95 percent positive ratings for fire service and 94 percent positive ratings for ambulance and emergency medical service.
- The Public Safety Training Academy conducted two six-month recruit classes in FY 2018, training 69 firefighter recruits who graduated and began serving in the field.
- Added weekday staffing, four personnel, at Burtonsville Station 15 to reduce failures to respond.
- Worked with CountyStat to update the report that calculates the number of employees required to staff a shift position in each operational area. This is an important factor in the explanation of personnel costs.
- Launched new scheduling website and upgraded to web-based scheduling system allowing full access to staffing data off-site.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Staffing two engines with four-person staffing with the recently-awarded Federal Staffing for Adequate Fire and Emergency Response (SAFER) Grant.
- Utilized Federal funds awarded through the Assistance to Firefighters Grant to purchase a flashover simulator, which allows firefighters at the training academy to train in realistic live-fire exercises.
- Hazardous materials team increased radiation detection capability through the "Securing the Cities" grant program.
- Continued civilianization of call-taking and dispatching operations at the Emergency Communications Center.
- Introduced County-supported software to manage leave selection process for all uniform personnel.

PROGRAM CONTACTS

Contact Dominic Del Pozzo of the Montgomery County Fire and Rescue Service at 240.777.2236 or Rachel Silberman of the Office of Management and Budget at 240.777.2770 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 firefighter/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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Commission on Fire Accreditation International (CFAI) core competencies met during FY14-FY18 accreditation cycle [1]	100%	100%	NA	NA	NA

[1] *MCFRS was awarded accredited status by the Commission on Fire Accreditation International on August 9, 2018 and will remain in effect for a period of five years.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,192,418**	**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.	(8,419)	0.00
FY20 Recommended	**3,183,999**	**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 residents 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 and Integrated Healthcare Services. MCFRS personnel operate from 37 Fire and Rescue stations. Thirty-five engines, 16 aerial units, 6 heavy rescue squads, 12 ALS medic units, 2 paramedic chase cars, and 30 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
EMS cardiac care: Percentage of STEMI patients with door-to-balloon (D2B) time less than or equal to 90 minutes	92.3%	93.6%	94.0%	95.0%	95.0%
EMS cardiac care: Percentage of cardiac arrest patients with return of spontaneous circulation (ROSC)	32.7%	34.9%	36.0%	37.0%	38.0%
EMS stroke care: Percentage of stroke patients with EMS to door (E2D) time less than or equal to 30 minutes	83.9%	84.0%	85.0%	86.0%	87.0%
90th percentile arrival time for first Advanced Life Support (ALS) unit in metropolitan areas of the County	10:28	10:27	10:10	9:50	9:30
90th percentile arrival time for first Advanced Life Support (ALS) unit in urban areas of the County	11:12	11:09	10:55	10:35	10:15
90th percentile arrival time for first Advanced Life Support (ALS) unit in suburban areas of the County	11:27	11:02	10:50	10:40	10:30
90th percentile arrival time for first Advanced Life Support (ALS) unit in rural areas of the County	12:44	13:04	12:40	12:20	12:00
90th percentile arrival time for first engine to structure fire in metropolitan areas of the County	9:11	9:55	9:20	8:45	8:00
90th percentile arrival time for first engine to structure fire in urban areas of the County	10:03	10:47	10:00	9:15	8:30
90th percentile arrival time for first engine to structure fire in suburban areas of the County	10:43	10:08	9:45	9:20	8:55
90th percentile arrival time for first engine to structure fire in rural areas of the County	13:02	13:49	13:00	12:00	10:55
Percent of residential structure fires confined to the room of origin	81%	85.5%	86%	86.5%	87%
Number of residential fire deaths per 100,000 residents	0.9	0.0	0.2	0.3	0.4
Number of residential fire injuries per 100,000 residents	6.0	2.9	3.0	3.1	3.2

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**159,520,360**	**1,172.30**
Increase Cost: Adjust budget for Overtime to Address Structural Budget Deficiencies	2,184,000	0.00
Replace: FY16 SAFER grant	203,444	0.00
Increase Cost: Adjust Complement to Address Structural Budget Deficiency	179,700	20.00
Enhance: Address Wheaton Rescue Squad Failures to Respond during shift changes	174,736	0.00
Technical Adj: Technical Adjustment/FY16 SAFER Grant	0	2.00
Replace: FY16 SAFER Grant shifted to Fire fund	(170,150)	(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.	1,192,472	0.00
FY20 Recommended	**163,284,562**	**1,192.30**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**12,168,069**	**52.60**
Increase Cost: Station alerting maintenance contract	141,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,321,934	0.00
FY20 Recommended	**16,631,003**	**52.60**

Note(s): *Reflects the transfers from Fiscal Management (of $2.1 million) for vehicle maintenance and fuel, funded by the Emergency Medical Service Transport fee.*

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 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**28,201,307**	**36.26**
Increase Cost: Occupational Medical Services	276,015	0.00
Decrease Cost: Risk Management Adjustment	(1,461,282)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,699,608	0.00
FY20 Recommended	**28,715,648**	**36.26**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**11,548,080**	**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.	(6,536,904)	0.00
FY20 Recommended	**5,011,176**	**15.10**

Note(s): *Reflects the transfer to Support Services of $2.1 million for vehicle maintenance and fuel, funded by the Emergency Medical Service Transport fee.; and the transfer of $2.7 million to Volunteer Services for the disbursement of fifteen percent of net Emergency Medical Service Transport revenues to Fire Departments.*

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 LFRDs in training, risk management, the formulation and standardization of LFRD/MCFRS business plans, use and maintenance of fire and rescue apparatus, budget preparation, and formulating department-wide policy. The program makes recommendations to the Fire Chief, monitors legislative and regulatory actions involving volunteer activities, and informs the affected groups. The program provides additional opportunities for people to volunteer, including the creation of a Mobile Volunteer Personnel Corps.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Child safety seat inspections survey - percent of respondents who were overall satisfied	99.4%	99.2%	100%	100%	100%

FY20 Recommended Changes	Expenditures	FTEs

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,369,973**	**10.00**
Increase Cost: Length of Service Awards Program	266,000	0.00
Increase Cost: Volunteer Contract	25,309	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,813,466	0.00
FY20 Recommended	**6,474,748**	**10.00**

Note(s): *Reflects the transfer ($2.7 million) from Fiscal Management for the disbursement of fifteen percent of net Emergency Medical Service Transport revenues to Fire Departments.*

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
FIRE					
EXPENDITURES					
Salaries and Wages	135,096,828	131,107,493	136,488,978	135,336,419	3.2 %
Employee Benefits	49,161,786	49,009,885	49,403,339	50,979,517	4.0 %
Fire Personnel Costs	**184,258,614**	**180,117,378**	**185,892,317**	**186,315,936**	**3.4 %**
Operating Expenses	45,602,162	37,293,839	43,793,219	36,566,360	-2.0 %
Capital Outlay	10,956	0	0	0	—
Fire Expenditures	**229,871,732**	**217,411,217**	**229,685,536**	**222,882,296**	**2.5 %**
PERSONNEL					
Full-Time	1,285	1,290	1,290	1,312	1.7 %
Part-Time	1	0	0	0	—
FTEs	1,286.76	1,291.26	1,291.26	1,313.26	1.7 %
REVENUES					
EMS Reimbursement-Ambulance Fee	21,087,021	19,500,000	19,500,000	19,500,000	—
Investment Income	11,662	710,760	22,990	24,490	-96.6 %
Miscellaneous Revenues	204,286	244,882	244,882	244,882	—
Other Charges/Fees	3,189	0	0	0	—
Other Intergovernmental	0	0	198,622	198,622	—
Property Tax	210,007,261	215,654,797	213,470,661	218,732,869	1.4 %
State Fire/Rescue 508 Funds	1,961,675	0	1,963,432	0	—
Fire Revenues	**233,275,094**	**236,110,439**	**235,400,587**	**238,700,863**	**1.1 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,318,766	441,465	441,465	268,815	-39.1 %
Employee Benefits	219,936	147,525	147,525	150,025	1.7 %
Grant Fund - MCG Personnel Costs	**1,538,702**	**588,990**	**588,990**	**418,840**	**-28.9 %**
Operating Expenses	992,428	0	0	0	—
Grant Fund - MCG Expenditures	**2,531,130**	**588,990**	**588,990**	**418,840**	**-28.9 %**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
PERSONNEL					
Full-Time	0	7	7	5	-28.6 %
Part-Time	0	0	0	0	—
FTEs	0.00	7.00	7.00	5.00	-28.6 %
REVENUES					
Federal Grants	2,096,417	588,990	588,990	418,840	-28.9 %
State Grants	34,594	0	0	0	—
Grant Fund - MCG Revenues	**2,131,011**	**588,990**	**588,990**	**418,840**	**-28.9 %**

DEPARTMENT TOTALS

Total Expenditures	**232,402,862**	**218,000,207**	**230,274,526**	**223,301,136**	**2.4 %**
Total Full-Time Positions	**1,285**	**1,297**	**1,297**	**1,317**	**1.5 %**
Total Part-Time Positions	**1**	**0**	**0**	**0**	**—**
Total FTEs	**1,286.76**	**1,298.26**	**1,298.26**	**1,318.26**	**1.5 %**
Total Revenues	**235,406,105**	**236,699,429**	**235,989,577**	**239,119,703**	**1.0 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
FIRE		
FY19 ORIGINAL APPROPRIATION	**217,411,217**	**1,291.26**
Changes (with service impacts)		
Enhance: Address Wheaton Rescue Squad Failures to Respond during shift changes [Operations]	174,736	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	5,034,419	0.00
Increase Cost: Adjust budget for Overtime to Address Structural Budget Deficiencies [Operations]	2,184,000	0.00
Increase Cost: Annualization of FY19 Lapsed Positions	320,730	0.00
Increase Cost: Occupational Medical Services [Human Resources Division]	276,015	0.00
Increase Cost: Length of Service Awards Program [Volunteer Services]	266,000	0.00
Replace: FY16 SAFER grant [Operations]	203,444	0.00
Increase Cost: Adjust Complement to Address Structural Budget Deficiency [Operations]	179,700	20.00
Increase Cost: Station alerting maintenance contract [Support Services]	141,000	0.00
Increase Cost: Motor Pool Adjustment	32,302	0.00
Increase Cost: Volunteer Contract [Volunteer Services]	25,309	0.00
Technical Adj: Technical Adjustment/FY16 SAFER Grant [Operations]	0	2.00
Shift: Annualization of ESRI Enterprise Agreement - Shift to DTS	(1,900)	0.00
Decrease Cost: Retirement Adjustment	(239,469)	0.00
Decrease Cost: Holiday Pay - Number of Holidays	(380,000)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(568,020)	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Annualization of FY19 Personnel Costs	(715,905)	0.00
Decrease Cost: Risk Management Adjustment [Human Resources Division]	(1,461,282)	0.00
FY20 RECOMMENDED	**222,882,296**	**1,313.26**

GRANT FUND - MCG

FY19 ORIGINAL APPROPRIATION	**588,990**	**7.00**
Other Adjustments (with no service impacts)		
Replace: FY16 SAFER Grant shifted to Fire fund [Operations]	(170,150)	(2.00)
FY20 RECOMMENDED	**418,840**	**5.00**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Office of the Fire Chief	3,192,418	12.00	3,183,999	12.00
Operations	159,520,360	1,172.30	163,284,562	1,192.30
Support Services	12,168,069	52.60	16,631,003	52.60
Human Resources Division	28,201,307	36.26	28,715,648	36.26
Fiscal Management	11,548,080	15.10	5,011,176	15.10
Volunteer Services	3,369,973	10.00	6,474,748	10.00
Total	**218,000,207**	**1,298.26**	**223,301,136**	**1,318.26**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
FIRE						
EXPENDITURES						
FY20 Recommended	**222,882**	**222,882**	**222,882**	**222,882**	**222,882**	**222,882**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY20	**0**	**2,167**	**2,167**	**2,167**	**2,167**	**2,167**
New uniform positions in the FY20 budget are filled at the end of the Recruit Class. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Labor Contracts	**0**	**1,721**	**1,721**	**1,721**	**1,721**	**1,721**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Clarksburg Fire Station (P450300)	**0**	**0**	**153**	**203**	**203**	**203**
MKC - Kensington FS #25 (P450903)	**0**	**106**	**106**	**106**	**106**	**106**

FUTURE FISCAL IMPACTS

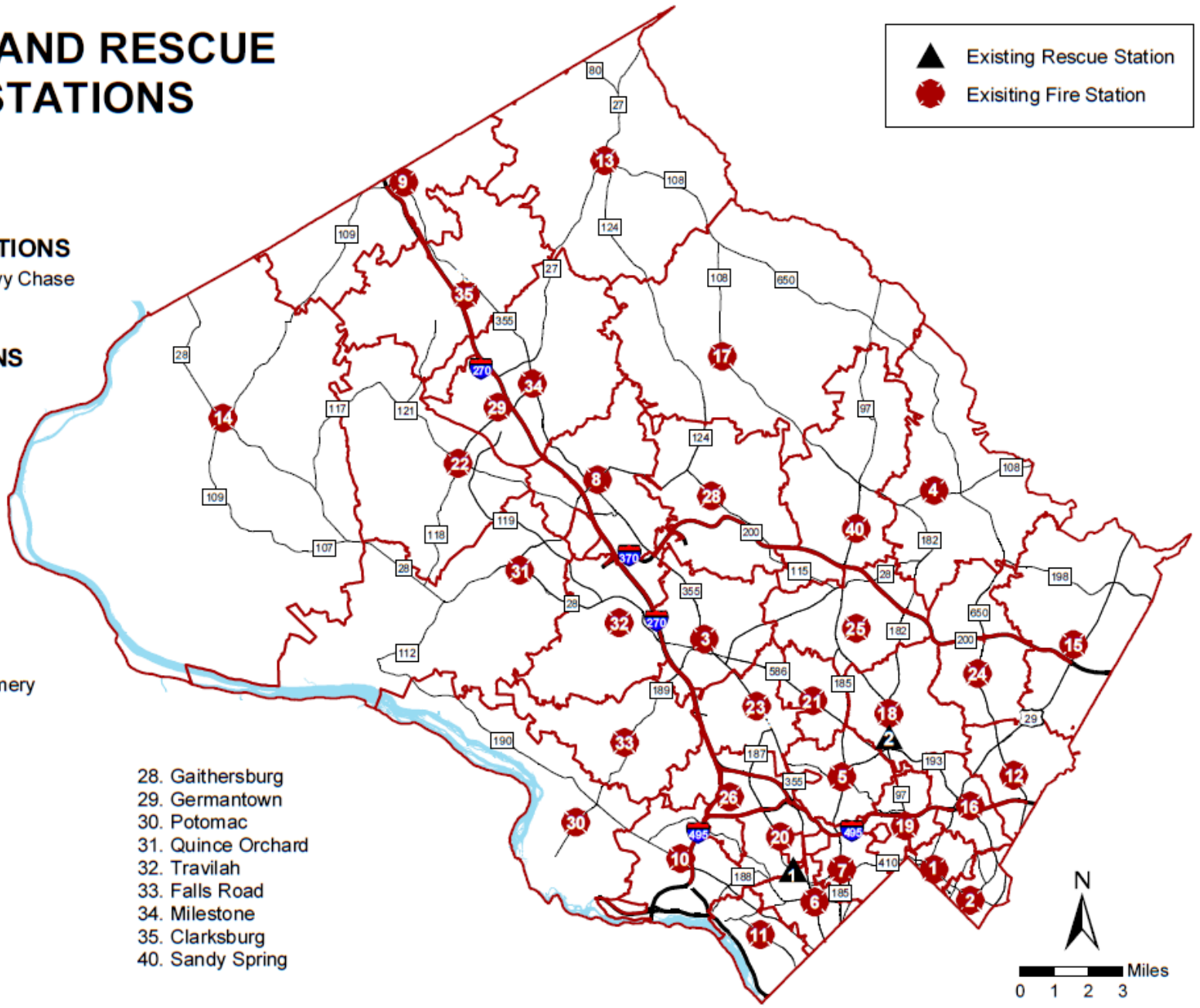
CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
White Flint Fire Station #23 (P451502)	**0**	**0**	**0**	**144**	**144**	**144**
Subtotal Expenditures	**222,882**	**226,876**	**227,029**	**227,223**	**227,223**	**227,223**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY20 Recommended		FY21 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Adjust Complement to Address Structural Budget Deficiency	119,700	20.00	2,286,989	20.00
Total	**119,700**	**20.00**	**2,286,989**	**20.00**

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. Glenmont
19. Silver Spring
20. Bethesda
21. Parkland
22. Kingsview
23. Twinbrook
24. Hillandale
25. Aspen Hill
26. Bethesda
28. Gaithersburg
29. Germantown
30. Potomac
31. Quince Orchard
32. Travilah
33. Falls Road
34. Milestone
35. Clarksburg
40. Sandy Spring

Police

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$295,232,312	1,965.26

J. THOMAS MANGER, CHIEF OF POLICE

MISSION STATEMENT

The mission of the Department of Police is to safeguard life and property, preserve the peace, prevent and detect crime, enforce the law, and protect the rights of all citizens. The Department is committed to working in partnership with the community to identify and resolve issues that impact public safety.

Community Policing Philosophy

The Montgomery County Department of Police embraces the concept of community policing as a philosophy and an organizational strategy. This approach allows the police and the community to work closely together in creative ways to solve the problems of crime or fear of crime, address physical and social disorder, and advance the overall quality of life in the community. This philosophy rests on the belief that the community deserves input into the process and that solutions to today's community problems require both the public and the police to address neighborhood concerns beyond a narrow focus on individual crime incidents. These partnerships and strategies have allowed the Department to address community concerns quickly, to improve the Department's ability to communicate with and better serve the community, and to enhance the Department's ability to accomplish its mission.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Department of Police is $295,232,312, an increase of $15,193,981 or 5.43 percent from the FY19 Approved Budget of $280,038,331. Personnel Costs comprise 83.24 percent of the budget for 1,898 full-time position(s) and 199 part-time position(s), and a total of 1,965.26 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 16.76 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**
- **Safe 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Multi-Program Measures					
Average emergency 911 call response time (minutes)	8:35	8:21	8:15	8:09	8:03
Crime investigation and closure rate: Homicide	82%	87%	86%	86%	86%
Crime investigation and closure rate: Rape	70%	51%	68.3%	68.3%	68.3%
Crime investigation and closure rate: Robbery	41%	38%	40%	40%	40%
Crime investigation and closure rate: Aggravated Assaults	61%	58%	61%	61%	61%
Crime investigation and closure rate: Burglary	27%	26%	25%	25%	25%

INITIATIVES

- Add a Forensic Scientist for the Crime Lab to ensure evidence is tested in a timely manner.
- Purchase 250 dashboard video cameras to ensure community trust in the County's policing.
- Add a position to prepare dashboard camera and body-worn camera footage for release when requested through the Maryland Public Information Act.
- Transition animal-related emergency calls to the Animal Services Division during peak animal-related call times.

ACCOMPLISHMENTS

- ☑ Re-established the Community Engagement Division to maximize and enhance outreach and engagement efforts throughout the County.
- ☑ MCPD was awarded reaccreditation for the seventh time by Commission on Advanced Law Enforcement Accreditation (CALEA).
- ☑ The Crime Lab has completed the accreditation process through the American Society of Crime Laboratory Directors (ASCLAD).

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Over the past year, the department has initiated or completed the following technology enhancements:
  - Complete the upgrade to enhance the radio infrastructure.
  - Complete Text-to-911 installation (integration pending).
  - Implementing a new records management system.
- Reorganize and strengthen the Prescription Drug Disposal Program as a demonstration of the department's commitment to reducing the amount of prescription drugs in the home, as unused medications create a public health and safety concern.

COLLABORATION AND PARTNERSHIPS

Vision Zero

Continue to collaborate with the County government partners; the State Highway Administration; and several other associations, committees, and offices in the second year of the 2-year Vision Zero action plan.

Partners

County Council, Office of Emergency Management and Homeland Security, Department of Health and Human Services, Department of Transportation, Maryland-National Capital Park and Planning Commission, Non-Profits

Helping Victims of Domestic Violence

MCPD continues to be a partner in the Family Justice Center, which offers comprehensive services for victims of domestic violence.

Partners

Department of Correction and Rehabilitation, Department of Health and Human Services, Sheriff's Office, State's Attorney's Office, Non-Profits

Police Cadet Program

The Department continues to partner with Montgomery College to maintain the Montgomery County Police Cadet Program.

Partners

Montgomery College

School Resource Officer (SRO) Program & Critical Incident Response Training

Partnership with the Montgomery County Public Schools to operate a School Resource Officer (SRO) program and provide training related to critical incident response.

Partners

Montgomery County Public Schools

Mental Health and Substance Abuse

Ongoing partnerships with HHS to provide critical services including support to the Crisis Intervention Team; the Opiate Overdose Response Program; and the Stop, Triage, Engage, Educate, and Rehabilitate (STEER) program, which 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

Keeping Seniors Safe Program

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.

Partners

Department of Health and Human Services

Embracing Diversity

Expanded community partnerships through the Office of the Chief, including the African American, Asian, Hispanic, Latino, and LGBTQ liaison committees, and the Interfaith community working group. The partnerships help aid investigations and responses to the increase in the number of bias incidents in the County.

Partners

Office of Human Rights

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.

PROGRAM DESCRIPTIONS

Office of the Chief

The Office of the Chief has responsibility for the overall management, direction, planning, and coordination of all Department of Police programs and operations. The Chief is responsible for administering the Department in accordance with applicable laws and regulations, and ensuring that organizational objectives are met.

The 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, and objectively investigating complaints of misconduct. The IAD manages this process and ensures that each complaint is thoroughly reviewed and investigated so that corrective action is taken on sustained cases for improper conduct, and employees are safeguarded from unwarranted criticism for properly engaging in their duties.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,289,072**	**12.00**
Add: New Charge from County Attorney	71,833	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.	(43,974)	(1.00)
FY20 Recommended	**2,316,931**	**11.50**

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. In addition, the Community Engagement Division (CED) is

responsible for outreach throughout the County to engage citizens in their neighborhoods, places of worship, and in the business community.

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 DCATs 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 improvements achieved through joint partnership efforts. The SROs are deployed in public high schools for protection while also providing mentoring, mediation, and educational services to all stakeholders in the school system with the goal of preventing crimes before they occur.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**115,048,710**	**934.50**
Restore: One-time Savings for FY19 Salaries and Operating Expense for 6 Sworn Positions	1,031,339	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,041,359	(11.50)
FY20 Recommended	**119,121,408**	**923.00**

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, the Security Services Division, and the Crisis Response and Support Division.

The Special Operations Division consists of the Special Weapons and Tactical Team (SWAT), Canine Unit, the Special Events Response Team (SERT), the Emergency Services Unit (ESU), and the Managed Search Operations Team (MSOT).

The Traffic 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 Section, the School Safety Section, and Special Traffic Operations Section, which includes four specialized units: Alcohol Initiatives Unit (AIU), Collision Reconstruction Unit (CRU), Commercial Vehicle 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 appropriate caregivers.

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.

The Crisis Response and Support Division is responsible for coordinating the duties of the various support teams, programs, and organizations that provide specialized support to the Department and/or the community during times of crisis or special needs.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of traffic collisions in Montgomery County	23,400	21,666	21,341	21,021	20,706

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**44,260,371**	**285.20**
Increase Cost: Annualization of School Safety Program Contractors	67,663	0.00
Technical Adj: FTE Adjustment	0	(1.00)
Decrease Cost: Align Contract Security Cost in the Council Office Building to Staffed Hours	(48,496)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,974,179	4.00
FY20 Recommended	**46,253,717**	**288.20**

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, and the Missing Persons/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 Electronic/Technical Surveillance 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 Firearms Investigations Unit.

The Special Victims Investigations Division consists of: the Child Abuse/Sexual Assault Section, the Missing Persons/Runaway Section, the Domestic Violence/Elder Abuse Section, the Sex Offender Unit, the Polygraph Unit, and the Child Exploitation 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**39,920,930**	**297.00**

FY20 Recommended Changes	Expenditures	FTEs
Add: Forensic Scientist for Crime Lab	82,701	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.	765,075	(9.00)
FY20 Recommended	**40,768,706**	**289.00**

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 nine divisions.

The Management and Budget Division is responsible for preparation and management of the Department's operating budget, financial matters, fleet management, grants, supplies and equipment, contracts and procurement, the Vehicle Recovery Section, and the False Alarm Reduction Section.

The Communications Division is responsible to answer all 911 calls 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 Field Services Section, which manages service and support for the department's mobile data computers (MDC) and other state systems and applications; the Records Section, which is the clearinghouse for criminal histories, court orders, crash reports, crime statistics, and includes the Message Routing Unit, Warrant Control Unit, Data Systems Unit, and the Records Management Unit; and the Technology Section, which is responsible for the evaluation, procurement, installation, and maintenance of all hardware, software, and wireless systems used by the Department.

The Employee Health and Wellness Division is responsible for promoting the health and well being 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.

The Capital Projects and Facilities Division is responsible for managing the Department's facilities and the Capital Improvements Program (CIP).

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Average time to answer 911 calls (seconds)	8.0	4.0	5.0	5.0	5.0

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**78,519,248**	**429.25**
Increase Cost: Towing Charge Pass-through Expense	1,000,000	0.00
Increase Cost: Annualization of Next Generation 911 and Text to 911 Contract	717,294	0.00
Add: Dashboard Camera Video System -- 100 New Units, 150 Replacement Units	533,066	0.00
Add: IT Specialist II for Body Worn Camera Redaction	76,682	1.00
Increase Cost: Adjust Charges from State's Attorney	26,580	0.50
Increase Cost: Convert GIS Contractor to IT Specialist II	5,030	1.00
Increase Cost: Convert Redaction Contractor to County Position	1,345	1.00
Technical Adj: FTEs Associated with Four Cadets Added in FY18	0	1.31
Technical Adj: Term Position Approved as a Mid-year Action in FY19	0	1.00
Decrease Cost: Convert School Bus Camera Program Contractor to County Position	(33,026)	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,925,331	17.50
FY20 Recommended	**86,771,550**	**453.56**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	167,889,254	174,376,900	171,906,386	182,696,677	4.8 %
Employee Benefits	57,841,885	60,057,183	59,263,733	62,897,861	4.7 %
County General Fund Personnel Costs	**225,731,139**	**234,434,083**	**231,170,119**	**245,594,538**	**4.8 %**
Operating Expenses	44,769,085	45,439,248	44,672,664	49,395,262	8.7 %
Capital Outlay	240,142	0	0	77,512	—
County General Fund Expenditures	**270,740,366**	**279,873,331**	**275,842,783**	**295,067,312**	**5.4 %**
PERSONNEL					
Full-Time	1,887	1,891	1,891	1,897	0.3 %
Part-Time	195	197	197	199	1.0 %
FTEs	1,949.30	1,956.95	1,956.95	1,964.26	0.4 %
REVENUES					
Emergency 911	7,742,320	7,000,000	7,000,000	7,000,000	—
Miscellaneous Revenues	142,464	150,000	690,843	650,000	333.3 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Motor Pool - Insurance Recoveries	37,640	0	0	0	—
Other Charges/Fees	2,052,606	1,800,000	2,000,000	2,192,000	21.8 %
Other Fines/Forfeitures	7,606,690	2,274,500	7,938,867	8,309,500	265.3 %
Other Intergovernmental	(677,382)	250,000	250,000	250,000	—
Other Licenses/Permits	87,816	76,300	76,300	110,300	44.6 %
Parking Fines	14,546	10,500	10,500	1,010,500	—
Pet Licenses	351,272	650,000	650,000	650,000	—
Photo Red Light Citations	3,894,499	4,600,000	4,600,000	4,600,000	—
Speed Camera Citations	15,954,868	18,985,000	18,985,000	18,985,000	—
State Aid: Police Protection	14,167,756	14,180,847	14,180,847	14,180,847	—
Vehicle/Bike Auction Proceeds	1,138,476	900,000	900,000	900,000	—
County General Fund Revenues	**52,513,571**	**50,877,147**	**57,282,357**	**58,838,147**	**15.6 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	433,451	97,718	97,718	95,544	-2.2 %
Employee Benefits	65,781	50,282	50,282	52,456	4.3 %
Grant Fund - MCG Personnel Costs	**499,232**	**148,000**	**148,000**	**148,000**	**—**
Operating Expenses	434,603	17,000	17,000	17,000	—
Grant Fund - MCG Expenditures	**933,835**	**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	279,866	0	0	0	—
Miscellaneous Revenues	4,518	0	0	0	—
State Grants	471,027	165,000	165,000	165,000	—
Grant Fund - MCG Revenues	**755,411**	**165,000**	**165,000**	**165,000**	**—**

DEPARTMENT TOTALS

Total Expenditures	**271,674,201**	**280,038,331**	**276,007,783**	**295,232,312**	**5.4 %**
Total Full-Time Positions	**1,888**	**1,892**	**1,892**	**1,898**	**0.3 %**
Total Part-Time Positions	**195**	**197**	**197**	**199**	**1.0 %**
Total FTEs	**1,950.30**	**1,957.95**	**1,957.95**	**1,965.26**	**0.4 %**
Total Revenues	**53,268,982**	**51,042,147**	**57,447,357**	**59,003,147**	**15.6 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**279,873,331**	**1,956.95**
Changes (with service impacts)		
Add: Dashboard Camera Video System -- 100 New Units, 150 Replacement Units [Management Services]	533,066	0.00
Add: Forensic Scientist for Crime Lab [Investigative Services]	82,701	1.00
Add: Equipment for Vehicles Associated With New Officers Added in FY19 Winter Class	77,512	0.00
Add: IT Specialist II for Body Worn Camera Redaction [Management Services]	76,682	1.00
Add: New Charge from County Attorney [Office of the Chief]	71,833	0.50
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	8,188,669	0.00
Increase Cost: Annualization of FY19 Personnel Costs	2,762,070	0.00
Increase Cost: Motor Pool Adjustment	1,275,007	0.00
Restore: One-time Savings for FY19 Salaries and Operating Expense for 6 Sworn Positions [Patrol Services]	1,031,339	0.00
Increase Cost: Towing Charge Pass-through Expense [Management Services]	1,000,000	0.00
Increase Cost: Annualization of Next Generation 911 and Text to 911 Contract [Management Services]	717,294	0.00
Restore: One-time Reduction in Operating Expenses	619,000	0.00
Increase Cost: PLS Pay for Performance (Increase to Base Pay)	335,789	0.00
Restore: One-time Lapse Increase	119,861	0.00
Increase Cost: Annualization of School Safety Program Contractors [Field Services]	67,663	0.00
Increase Cost: Operating Expenses for New Officers Added in FY19 Winter Class	63,979	0.00
Increase Cost: Adjust Charges from State's Attorney [Management Services]	26,580	0.50
Increase Cost: Convert GIS Contractor to IT Specialist II [Management Services]	5,030	1.00
Increase Cost: Convert Redaction Contractor to County Position [Management Services]	1,345	1.00
Technical Adj: Term Position Approved as a Mid-year Action in FY19 [Management Services]	0	1.00
Technical Adj: FTEs Associated with Four Cadets Added in FY18 [Management Services]	0	1.31
Technical Adj: FTE Adjustment [Field Services]	0	(1.00)
Decrease Cost: Retirement Adjustment	(6,685)	0.00
Shift: Funds for Annualization of ESRI Enterprise Agreement to DTS	(9,950)	0.00
Decrease Cost: Convert School Bus Camera Program Contractor to County Position [Management Services]	(33,026)	1.00
Decrease Cost: Align Contract Security Cost in the Council Office Building to Staffed Hours [Field Services]	(48,496)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(143,225)	0.00
Decrease Cost: Align Lapse Budget to Vacancies	(1,620,057)	0.00
FY20 RECOMMENDED	**295,067,312**	**1,964.26**
GRANT FUND - MCG		
FY19 ORIGINAL APPROPRIATION	**165,000**	**1.00**
FY20 RECOMMENDED	**165,000**	**1.00**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Office of the Chief	2,289,072	12.00	2,316,931	11.50
Patrol Services	115,048,710	934.50	119,121,408	923.00
Field Services	44,260,371	285.20	46,253,717	288.20
Investigative Services	39,920,930	297.00	40,768,706	289.00
Management Services	78,519,248	429.25	86,771,550	453.56
Total	**280,038,331**	**1,957.95**	**295,232,312**	**1,965.26**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND					
Emergency Management and Homeland Security	Grant Fund	125,000	0.70	120,000	0.70

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

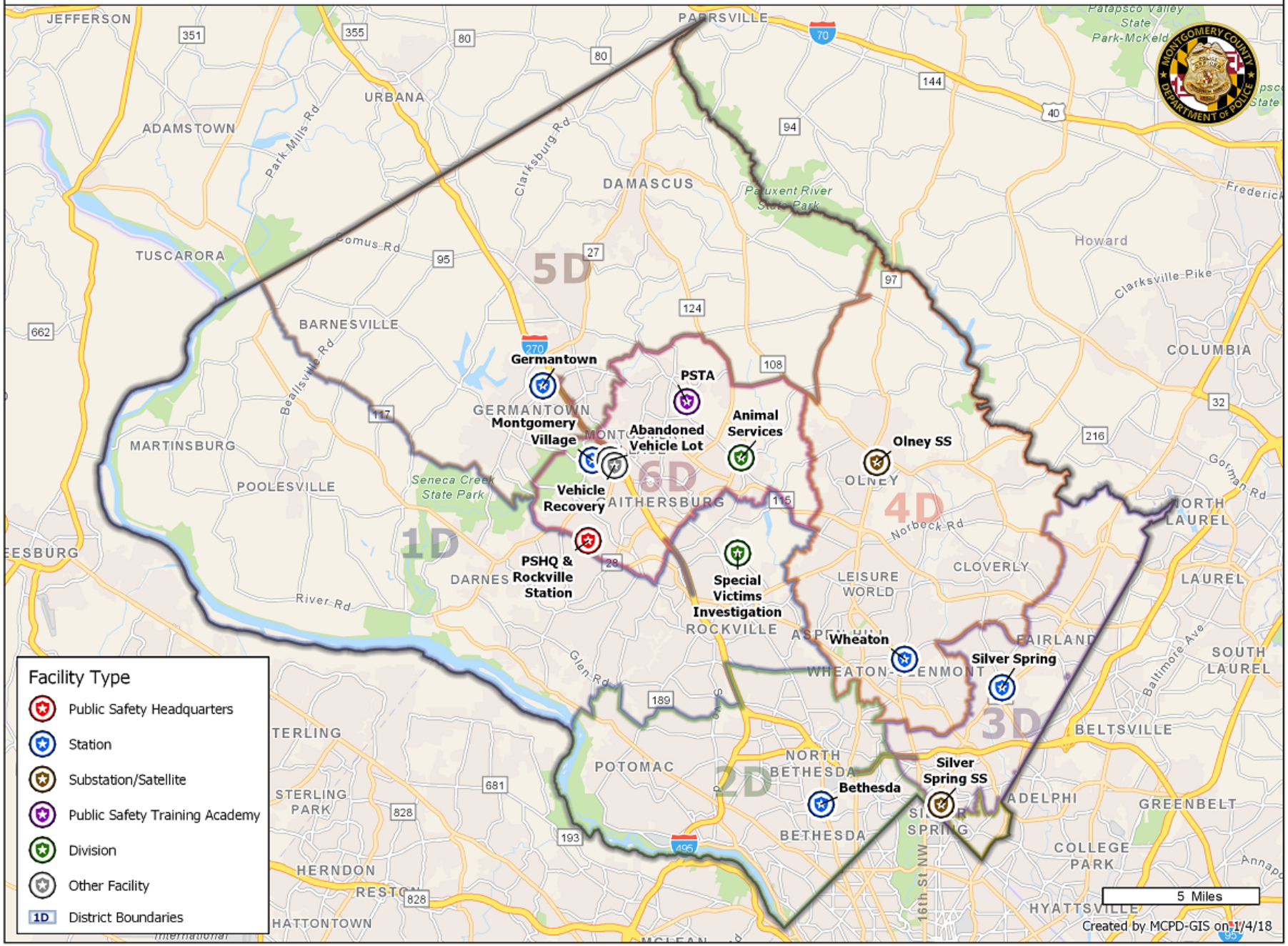
Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**295,067**	**295,067**	**295,067**	**295,067**	**295,067**	**295,067**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY20	**0**	**130**	**130**	**130**	**130**	**130**
New positions in the FY20 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 Recommended in FY20	**0**	**(439)**	**(439)**	**(439)**	**(439)**	**(439)**
Items recommended for one-time funding in FY20, including equipment for new vehicles, mobile video cameras, and equipment for new positions, will be eliminated from the base in the outyears.						
Savings From Contractual Conversions	**0**	**(93)**	**(93)**	**(93)**	**(93)**	**(93)**
This item represents operating expense savings for the three contractual conversions in the County Executive's budget.						
Labor Contracts	**0**	**1,328**	**1,328**	**1,328**	**1,328**	**1,328**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**295,067**	**295,994**	**295,994**	**295,994**	**295,994**	**295,994**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY20 Recommended	FY21 Annualized

	Expenditures	FTEs	Expenditures	FTEs
Convert GIS Contractor to IT Specialist II	84,025	1.00	112,033	1.00
Forensic Scientist for Crime Lab	77,701	1.00	103,601	1.00
IT Specialist II for Body Worn Camera Redaction	71,682	1.00	95,576	1.00
Convert Redaction Contractor to County Position	84,025	1.00	112,033	1.00
Convert School Bus Camera Program Contractor to County Position	71,682	1.00	95,576	1.00
Total	**389,115**	**5.00**	**518,819**	**5.00**

Montgomery County Police Department: Facility Locations



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Sheriff

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$25,359,343	190.80

DARREN POPKIN, SHERIFF

MISSION STATEMENT

The mission of the Sheriff's Office is to provide general law enforcement, judicial enforcement, and specialized public safety services to the residents of Montgomery County in a lawful, fair, impartial, and non-discriminatory manner; and to ensure that Court mandates are carried out with respect for individual rights and freedoms. The Sheriff's Office is committed to establishing and maintaining cooperative working relationships with all other law enforcement, governmental, and criminal justice agencies, and the Courts to ensure that the residents of Montgomery County receive the full range of law enforcement services required for a safe and orderly society.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Sheriff's Office is $25,359,343, an increase of $1,199,813 or 4.97 percent from the FY19 Approved Budget of $24,159,530. Personnel Costs comprise 86.62 percent of the budget for 188 full-time position(s) and five part-time position(s), and a total of 190.80 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 13.38 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**
- **Safe 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

INITIATIVES

- The Family Justice Center will continue working with Montgomery County Police and the Humane Society to create a

collaborative temporary boarding/fostering program for pets of domestic violence victims.

- The Family Justice Center will partner with the Education and Outreach Committee of the Domestic Violence Coordinating Council to adapt the Expect Respect presentation to other audiences, including sixth and seventh graders, parents, and professionals who work with youth.
- In FY20, the Family Justice Center will partner with the Domestic Violence Coordinating Council Education and Outreach Committee to create Family Justice Center information cards for placement on County Ride On buses.

ACCOMPLISHMENTS

- ☑ In 2018, the Montgomery County Assessment of Lethality and Emergency Response Team (ALERT) continued collaboration on cases identified as having an elevated risk of lethality. This multi-disciplinary team flagged cases for ALERT and worked together in real time to ensure coordinated intervention, victim safety, and offender accountability.
- ☑ The Family Justice Center welcomed Pro Bono Counseling Project (PBCP) as an off-site partner. The PBCP ensures that Maryland families and individuals with limited resources in need of mental health care are linked with licensed mental health professionals who provide care on a volunteer basis.
- ☑ The Family Justice Center, in collaboration with Domestic Violence Coordinating Council and Montgomery County Public Schools (MCPS), helped coordinate the Ninth Annual Choose Respect Montgomery Healthy Teen Dating Conference, highlighting warning signs of abusive relationships, bystander intervention, and resources available in the community for those involved in abusive relationships. The event was attended by 500 teens, parents, youth service providers, educators, and volunteers.
- ☑ To promote awareness of the Family Justice Center, the Domestic Violence Coordinating Council Education and Outreach Committee developed multi-language information cards. The card states, "Are you afraid of your partner? Free help is available," in the most commonly spoken languages in Montgomery County.
- ☑ During FY 2018, volunteers and interns contributed over 3,000 hours at the Family Justice Center.

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of Interim and Temporary Peace Orders served [1]	2397	2345	2820	3000	3200
Number of safety check violations resulting in arrest [2]	1	4	3	4	5
Number of weapons seized as a result of Protective Orders	119	142	252	275	300

[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] *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.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**5,384,142**	**23.87**
Add: New IT Position for Body Worn Camera Program	105,195	1.00
Increase Cost: Annualization of Body Worn Camera Program	75,141	0.00
Increase Cost: Adjust Budget for Ballistic Vests to Address Structural Budget Deficiencies	24,329	0.00
Increase Cost: Replace Five Outdated Automated External Defibrillators	11,500	0.00
Increase Cost: Accreditation for Law Enforcement Agencies	7,500	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,149,551	5.30
FY20 Recommended	**6,757,358**	**30.17**

Courtroom/Courthouse Security and Transport

The Sheriff's Office is responsible for transporting inmates between the Montgomery County Correctional Facility (MCCF), Montgomery County Detention Center (MCDC), and various jails and court-holding facilities, as well as to and from healthcare facilities. The Sheriff's Office also guards inmates while at these facilities. When a writ is received from other counties, deputies are required to transport MCDC and MCCF inmates to other Maryland District and Circuit Courts. The Sheriff's Office administers temporary detention facilities in the Silver Spring and Rockville District Courts, the Circuit Court for adult inmates 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 Service, and other law enforcement agencies as necessary.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**9,218,031**	**77.50**
Increase Cost: Security Contract	40,000	0.00
Increase Cost: Canine Program Support (Training Materials and Ballistic Vest Replacement)	14,500	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(640,554)	(5.62)
FY20 Recommended	**8,631,977**	**71.88**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,533,615**	**24.14**
Technical Adj: Change in Child Support Administration Grant	143,869	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	33,162	0.36
FY20 Recommended	**2,710,646**	**24.50**

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 the Law Enforcement Information Exchange to enable data sharing with law enforcement agencies in the National Capital Region. The Sheriff's Office also conducts investigations to locate and apprehend those fugitives for whom the Sheriff's Office holds a warrant. In addition, the Sheriff's Office is responsible for returning fugitives to Montgomery County from other jurisdictions for outstanding Circuit Court warrants and processing those fugitives when returned.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,423,437**	**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.	190,995	1.00
FY20 Recommended	**2,614,432**	**22.00**

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 24 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**4,600,305**	**43.29**
Increase Cost: Reallocation of Grant Fund FTEs	0	0.04
Technical Adj: Reallocation of Grant Fund FTEs	0	(0.04)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	44,625	(1.04)
FY20 Recommended	**4,644,930**	**42.25**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	15,740,718	15,268,915	16,068,638	15,991,918	4.7 %
Employee Benefits	5,087,419	5,112,838	5,178,709	5,256,751	2.8 %
County General Fund Personnel Costs	**20,828,137**	**20,381,753**	**21,247,347**	**21,248,669**	**4.3 %**
Operating Expenses	3,023,954	2,930,816	3,042,003	3,119,844	6.5 %
County General Fund Expenditures	**23,852,091**	**23,312,569**	**24,289,350**	**24,368,513**	**4.5 %**
PERSONNEL					
Full-Time	179	179	179	180	0.6 %
Part-Time	5	5	5	5	—
FTEs	184.88	184.93	184.93	185.89	0.5 %
REVENUES					
Facility Rental Fees	0	500	500	500	—
Miscellaneous Revenues	0	4,000	96,302	4,000	—
Other Charges/Fees	64,657	20,000	20,000	20,000	—
Other Intergovernmental	15,303	20,460	20,460	20,460	—
Sheriff Fees	971,265	1,200,000	1,200,000	1,200,000	—
County General Fund Revenues	**1,051,225**	**1,244,960**	**1,337,262**	**1,244,960**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	564,859	427,351	427,351	556,665	30.3 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Employee Benefits	230,922	146,348	146,348	160,903	10.0 %
Grant Fund - MCG Personnel Costs	**795,781**	**573,699**	**573,699**	**717,568**	**25.1 %**
Operating Expenses	112,429	273,262	273,262	273,262	—
Grant Fund - MCG Expenditures	**908,210**	**846,961**	**846,961**	**990,830**	**17.0 %**
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	0	0	0	0	—
FTEs	4.92	4.87	4.87	4.91	0.8 %
REVENUES					
Federal Grants	828,511	846,961	846,961	990,830	17.0 %
Miscellaneous Revenues	21,752	0	0	0	—
State Grants	30,432	0	0	0	—
Grant Fund - MCG Revenues	**880,695**	**846,961**	**846,961**	**990,830**	**17.0 %**

DEPARTMENT TOTALS

Total Expenditures	**24,760,301**	**24,159,530**	**25,136,311**	**25,359,343**	**5.0 %**
Total Full-Time Positions	**187**	**187**	**187**	**188**	**0.5 %**
Total Part-Time Positions	**5**	**5**	**5**	**5**	**—**
Total FTEs	**189.80**	**189.80**	**189.80**	**190.80**	**0.5 %**
Total Revenues	**1,931,920**	**2,091,921**	**2,184,223**	**2,235,790**	**6.9 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**23,312,569**	**184.93**
Changes (with service impacts)		
Add: New IT Position for Body Worn Camera Program [Administration]	105,195	1.00
Reduce: Budget Six Fewer Recruits for Deputy Sheriff Recruit Training to Align With Staffing Needs	(278,796)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	814,269	0.00
Increase Cost: Annualization of FY19 Personnel Costs	202,998	0.00
Increase Cost: Restore One-Time Lapse Increase	90,185	0.00
Increase Cost: Promotional Exams	80,000	0.00
Increase Cost: Annualization of Body Worn Camera Program [Administration]	75,141	0.00
Increase Cost: Motor Pool Adjustment	72,646	0.00
Increase Cost: Security Contract [Courtroom/Courthouse Security and Transport]	40,000	0.00
Increase Cost: Adjust Budget for Ballistic Vests to Address Structural Budget Deficiencies [Administration]	24,329	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Canine Program Support (Training Materials and Ballistic Vest Replacement) [Courtroom/Courthouse Security and Transport]	14,500	0.00
Increase Cost: Replace Five Outdated Automated External Defibrillators [Administration]	11,500	0.00
Increase Cost: Accreditation for Law Enforcement Agencies [Administration]	7,500	0.00
Technical Adj: Reallocation of Grant Fund FTEs [Domestic Violence]	0	(0.04)
Decrease Cost: Retirement Adjustment	(90,935)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(112,588)	0.00
FY20 RECOMMENDED	**24,368,513**	**185.89**

GRANT FUND - MCG

FY19 ORIGINAL APPROPRIATION	**846,961**	**4.87**
Other Adjustments (with no service impacts)		
Technical Adj: Change in Child Support Administration Grant [Civil Process]	143,869	0.00
Increase Cost: Reallocation of Grant Fund FTEs [Domestic Violence]	0	0.04
FY20 RECOMMENDED	**990,830**	**4.91**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Administration	5,384,142	23.87	6,757,358	30.17
Courtroom/Courthouse Security and Transport	9,218,031	77.50	8,631,977	71.88
Civil Process	2,533,615	24.14	2,710,646	24.50
Criminal Process/Warrants and Extraditions	2,423,437	21.00	2,614,432	22.00
Domestic Violence	4,600,305	43.29	4,644,930	42.25
Total	**24,159,530**	**189.80**	**25,359,343**	**190.80**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**24,369**	**24,369**	**24,369**	**24,369**	**24,369**	**24,369**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY20	**0**	**(114)**	**(114)**	**(114)**	**(114)**	**(114)**
Items recommended for one-time funding in FY20, including funding for promotional exams, automated external defibrillators, and accreditation will be eliminated from the base in the outyears.						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
Promotional Exams	**0**	**(80)**	**0**	**(80)**	**0**	**(80)**
Promotional exams are offered every other year, and will occur in FY22.						
Labor Contracts	**0**	**316**	**316**	**316**	**316**	**316**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**24,369**	**24,492**	**24,572**	**24,492**	**24,572**	**24,492**

Transportation

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$52,864,404	286.80

AL ROSHDIEH, DIRECTOR

MISSION STATEMENT

The mission of the Department of Transportation's (DOT) General Fund supported programs 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 operate and maintain the traffic signal system and road network in a safe and efficient manner; and to develop and implement transportation policies to maximize efficient service delivery. The General Fund supports programs in the Division of Traffic Engineering and Operations, the Division of Parking Management, the Division of Highway Maintenance, the Division of Transportation Engineering, the Division of Transit Services, and the Director's Office.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Department of Transportation is $52,864,404, an increase of $845,601 or 1.63 percent from the FY19 Approved Budget of $52,018,803. Personnel Costs comprise 52.08 percent of the budget for 458 full-time position(s) and eight part-time position(s), and a total of 286.80 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 47.92 percent of the FY20 budget.

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

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **Easier Commutes**
- **A Greener County**
- **Effective, Sustainable Government**
- **Safe 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

ACCOMPLISHMENTS

- ☑ Completed 27,325 linear feet of sidewalk.
- ☑ Completed biennial inspections of 220 bridges and renovations for 25 bridges.
- ☑ Resurfaced 178 lane miles between the Residential Resurfacing, Depot Patching and Paving, Permanent Patching, and Slurry Seal CIP programs.
- ☑ Completed major bridge and/or storm drain improvement projects along Kinster Drive, Valley Wood Drive, West Lake Terrace, Twig Road, Bel Pre Road, Connecticut Avenue, and Barnes Road.
- ☑ Pruned 9,576 Trees, removed 3,601 trees and 3,153 stumps, planted 1,709 trees, and responded to 401 foliage work orders.
- ☑ Responded to 15 storm events totaling roughly 16 inches of snow accumulation. Utilized approximately 55,000 tons of salt and treated roughly 5,200 lane miles of road.
- ☑ The annual leafing collection program collected over 109,114 cubic yards of leaf debris, and the annual sweeping program swept 4,055 miles of road and removed 643 tons of debris.
- ☑ Repaired/restored 120 vehicle sensors for optimal traffic signal operation.
- ☑ Re-timed 64 traffic signals to implement new pedestrian crossing timing and vehicle clearance timing standards.
- ☑ Built and activated HAWK beacons at Muddy Branch and Harmony Hall, MacArthur and Dunrobbin, Randolph and Livingston, Aspen Hill Road and Northgate Shopping Center, Democracy & Walter Johnson HS, and Willard & The Hills Plaza, which were among the first of their kind in Montgomery County.
- ☑ Repaired 8 signal cabinet knockdowns and 30 signal pole knockdowns to ensure continuity of traffic operations
- ☑ Deployed Adaptive Traffic Control pilot at 10 locations along Montrose Road and Montrose Parkway to ensure operations flow through the corridor.
- ☑ Replaced Uninterrupted Power Supply (UPS) systems at 67 locations as part of UPS life-cycle equipment replacement which is critical to ensure signal operation and safety during power outages.
- ☑ Repaired 7,650 streetlight outages, replaced 425 knocked down streetlights, and installed 744 new streetlights Countywide to ensure visibility for motorists and pedestrians.
- ☑ Installed 566 crosswalks and 529 stop bars to ensure safe, designated crossings for pedestrians.
- ☑ Installed pedestal beacon flashers at Schaeffer Road, Black Rock Road, MD 118 (Germantown Road), and MD 28 (Darnestown Road) along the PEPCO Natural Trail to improve pedestrian safety.

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 Department of Technology Services.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**505,585**	**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.	23,499	0.00
FY20 Recommended	**529,084**	**2.85**

Bike Share

This program provides for the planning, management and operation of the Capital Bikeshare Program in Montgomery 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 environment. This includes management and operation of the Capital Bikeshare Network throughout Montgomery County; planning and implementation of new stations, technology, and operations; and coordination with the five regional partners in Capital Bikeshare, as well as municipalities within Montgomery County.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,808,106**	**1.00**
Decrease Cost: Improve Bikeshare Program Efficiency	(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.	1,620	0.00
FY20 Recommended	**1,609,726**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**182,423**	**1.04**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,577	0.00
FY20 Recommended	**186,000**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,005,845**	**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.	42,079	0.00
FY20 Recommended	**1,047,924**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,077,627**	**1.60**
Increase Cost: Residential Permit Program	50,000	0.00
Decrease Cost: Software Maintenance	(50,034)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,873	0.00
FY20 Recommended	**1,080,466**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percent of primary/arterial road quality rated good or better	52%	52%	43%	36%	30%
Percent of rural/residential road quality rated good or better	48%	50%	44%	38%	35%
Percentage of annual requirement for residential resurfacing funded	47%	39%	43%	38%	42%

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,614,410**	**0.00**
FY20 Recommended	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**16,077,505**	**122.72**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	708,169	1.01
FY20 Recommended	**16,785,674**	**123.73**

Snow Removal/Wind/Rain Storms

This program is responsible for the removal of storm debris within County 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,417,377**	**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.	50,801	0.00
FY20 Recommended	**3,468,178**	**24.78**

Streetlighting

This program is responsible for 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**618,767**	**0.30**
Decrease Cost: Savings from Lower Maintenance Costs for LED Streetlights	(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.	482	0.00
FY20 Recommended	**519,249**	**0.30**

Traffic Planning

This program provides for traffic engineering and safety review of road construction projects in the CIP and for review of master plans, preliminary development plans, and road geometric standards from a pedestrian, bicycle, and traffic engineering and safety standpoint. The program also conducts 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; reviews traffic and pedestrian impact studies for the Local Transportation Area Review process; and oversees the preparation, review, approval, and monitoring of development-related transportation mitigation agreements.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**650,495**	**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.	9,025	1.00
FY20 Recommended	**659,520**	**6.00**

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 roads, 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Average number of days to respond to requests for traffic studies	62	22	25	30	35
Number of traffic studies pending	265	273	270	270	270

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,998,579**	**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.	(144,301)	(1.07)
FY20 Recommended	**1,854,278**	**11.53**

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 designs, reviews, and inspects 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,129,446**	**10.20**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	197,067	0.57
FY20 Recommended	**2,326,513**	**10.77**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
The backlog of signalized intersections with a malfunctioning sensor	136	93	110	110	110

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,944,269**	**8.12**
Decrease Cost: Extend Replacement Cycle of LED Traffic Signals by One Year Based on Experience	(405,500)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(31,837)	0.00
FY20 Recommended	**1,506,932**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**238,120**	**1.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,928	0.00
FY20 Recommended	**244,048**	**1.00**

Property Acquisition

This program is responsible for acquiring land for transportation capital projects. Property Acquisition staff works with licensed real estate appraisers and other real estate professionals to assess a property's fair market value and provide just compensation to property owners from whom land and/or other property rights are taken for public use. In addition to land acquisition, this program administers the abandonment of rights-of-ways that are no longer needed for present or anticipated future public use.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**89,256**	**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.	3,493	0.00
FY20 Recommended	**92,749**	**0.60**

Transportation Planning

The Transportation Engineering Planning Unit manages the Facility Planning, Bicycle and Pedestrian Priority Area 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 multi-modal 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. Bicycle and Pedestrian Priority Areas (BIPPA) are identified geographical areas in Montgomery County, where the enhancement of pedestrian and bicyclist traffic and safety is a priority. The objective of the BIPPA program is to improve safe bicyclist and pedestrian access to support cohesive neighborhoods and vibrant communities. The Annual Bikeways Program plans, designs and constructs bikeways, shared use paths, and wayfinding 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, employment centers, recreational and educational facilities, and other major attractions.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**79,830**	**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.	3,497	0.00
FY20 Recommended	**83,327**	**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	Actual	Estimated	Target	Target

	FY17	FY18	FY19	FY20	FY21
Linear feet of sidewalk construction completed (000) [1]	24	27	20	20	20

[1] *The cost per linear foot of sidewalk can increase dramatically if retaining walls or the acquisition of right-of-way is required. This significantly impacts the linear feet constructed per year.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**770,162**	**1.86**
Decrease Cost: Adjust Bridge Load Testing Based on Testing Needs	(150,000)	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.	83,615	0.43
FY20 Recommended	**703,777**	**2.29**

Transportation Construction

This program provides overall construction contract administration, construction management and inspection of the Department's transportation CIP projects. This includes performing constructability reviews, 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.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Transportation capital improvement projects completed within 10% of the cost estimate	75%	75%	90%	90%	90%
Transportation capital improvement projects completed within 3 months of projected timeline	50%	25%	75%	75%	75%

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**172,417**	**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.	14,022	0.00
FY20 Recommended	**186,439**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,674,956**	**7.30**
Increase Cost: Uninterrupted Power Supply (UPS) Unit Maintenance	11,250	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.	141,911	0.50
FY20 Recommended	**1,828,117**	**7.80**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**556,660**	**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.	17,680	0.75
FY20 Recommended	**574,340**	**3.75**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**4,697,223**	**18.37**
Reduce: Stump Removal - 421 Stumps will still be Removed	(79,000)	0.00
Reduce: Tree Planting - 1,622 Trees will still be Planted	(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.	82,408	0.00
FY20 Recommended	**4,525,631**	**18.37**

Note(s): *Total tree maintenance program reductions across all budgets and the Street Tree Preservation CIP project amount to only 4 percent in FY20.*

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 residential property owners in the Leaf Vacuuming District.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**6,204,721**	**31.03**
Increase Cost: Finance Chargeback for Property Tax Billing	4,375	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	329,568	0.00
FY20 Recommended	**6,538,664**	**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. As previously mentioned, 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,505,024**	**20.53**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	394,334	0.31
FY20 Recommended	**3,899,358**	**20.84**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	17,608,668	16,246,455	14,994,427	17,269,698	6.3 %
Employee Benefits	6,201,790	6,404,906	6,016,677	6,608,815	3.2 %
County General Fund Personnel Costs	**23,810,458**	**22,651,361**	**21,011,104**	**23,878,513**	**5.4 %**
Operating Expenses	38,354,080	23,162,721	24,307,448	22,342,285	-3.5 %
Capital Outlay	24,770	0	0	0	—
County General Fund Expenditures	**62,189,308**	**45,814,082**	**45,318,552**	**46,220,798**	**0.9 %**
PERSONNEL					
Full-Time	457	457	457	457	—
Part-Time	8	8	8	8	—
FTEs	252.27	252.27	252.27	255.02	1.1 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
REVENUES					
Bus Advertising	6,250	0	18,750	0	—
Federal Grants	733,750	0	0	0	—
Miscellaneous Revenues	403,408	230,900	230,900	230,900	—
Motor Pool Charges/Fees	7,432	0	4,377	0	—
Other Charges/Fees	914,226	800,000	875,000	675,000	-15.6 %
Other Fines/Forfeitures	6,325	0	0	0	—
Other Intergovernmental	1,727,668	4,043,312	4,043,312	0	-100.0 %
Parking Fees	187,423	210,000	210,000	210,000	—
Parking Fines	1,472,405	0	0	0	—
Residential Parking Permits	14,331	24,000	24,000	24,000	—
State Aid: Highway User	3,674,021	3,764,808	3,821,454	8,218,086	118.3 %
State Grants	0	650,000	650,000	650,000	—
Street Tree Planting	147,676	75,000	75,000	75,000	—
Subdivision Plan Review	258,074	300,000	300,000	300,000	—
Traffic Signals Maintenance	0	994,000	994,000	994,000	—
County General Fund Revenues	**9,552,989**	**11,092,020**	**11,246,793**	**11,376,986**	**2.6 %**

LEAF VACUUMING

EXPENDITURES					
Salaries and Wages	2,487,831	2,599,150	2,396,255	2,703,359	4.0 %
Employee Benefits	712,171	811,998	725,343	845,949	4.2 %
Leaf Vacuuming Personnel Costs	**3,200,002**	**3,411,148**	**3,121,598**	**3,549,308**	**4.1 %**
Operating Expenses	3,058,227	2,793,573	3,080,616	2,989,356	7.0 %
Leaf Vacuuming Expenditures	**6,258,229**	**6,204,721**	**6,202,214**	**6,538,664**	**5.4 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	31.03	31.03	31.03	31.03	—
REVENUES					
Investment Income	16,350	20,750	20,750	26,850	29.4 %
Leaf Vaccuum Collection Fees	7,229,947	7,595,788	7,595,788	7,988,714	5.2 %
Other Charges/Fees	11,332	0	0	0	—
Systems Benefit Charge	(12)	0	0	0	—
Leaf Vacuuming Revenues	**7,257,617**	**7,616,538**	**7,616,538**	**8,015,564**	**5.2 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	0	0	0	82,120	—

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Employee Benefits	0	0	0	22,822	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**104,942**	**—**
Grant Fund - MCG Expenditures	**0**	**0**	**0**	**104,942**	**—**
PERSONNEL					
Full-Time	0	0	0	1	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.75	—
REVENUES					
State Grants	0	0	0	104,942	—
Grant Fund - MCG Revenues	**0**	**0**	**0**	**104,942**	**—**

DEPARTMENT TOTALS

Total Expenditures	**68,447,537**	**52,018,803**	**51,520,766**	**52,864,404**	**1.6 %**
Total Full-Time Positions	**457**	**457**	**457**	**458**	**0.2 %**
Total Part-Time Positions	**8**	**8**	**8**	**8**	**—**
Total FTEs	**283.30**	**283.30**	**283.30**	**286.80**	**1.2 %**
Total Revenues	**16,810,606**	**18,708,558**	**18,863,331**	**19,497,492**	**4.2 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**45,814,082**	**252.27**
Changes (with service impacts)		
Reduce: Stump Removal - 421 Stumps will still be Removed [Tree Maintenance]	(79,000)	0.00
Reduce: Tree Planting - 1,622 Trees will still be Planted [Tree Maintenance]	(175,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	957,071	0.00
Increase Cost: Annualization of FY19 Personnel Costs	315,090	2.75
Increase Cost: Motor Pool Adjustment	287,308	0.00
Increase Cost: Residential Permit Program [Parking Outside the Parking Districts]	50,000	0.00
Increase Cost: Retirement Adjustment	28,020	0.00
Increase Cost: Uninterrupted Power Supply (UPS) Unit Maintenance [Traffic Management and Operations]	11,250	0.00
Increase Cost: Maintenance of Newly Accepted Subdivision Roads	7,740	0.00
Shift: Annualization of ESRI Enterprise Agreement - Shift to DTS	(17,200)	0.00
Decrease Cost: Software Maintenance [Parking Outside the Parking Districts]	(50,034)	0.00
Decrease Cost: Personnel Savings	(73,029)	0.00
Decrease Cost: Savings from Lower Maintenance Costs for LED Streetlights [Streetlighting]	(100,000)	0.00
Decrease Cost: Adjust Bridge Load Testing Based on Testing Needs [Transportation Design]	(150,000)	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Improve Bikeshare Program Efficiency [Bike Share]	(200,000)	0.00
Decrease Cost: Extend Replacement Cycle of LED Traffic Signals by One Year Based on Experience [Traffic Signals & Advanced Transportation Mgmt System]	(405,500)	0.00
FY20 RECOMMENDED	**46,220,798**	**255.02**

LEAF VACUUMING

FY19 ORIGINAL APPROPRIATION	**6,204,721**	**31.03**
Other Adjustments (with no service impacts)		
Increase Cost: Motor Pool Adjustment	191,408	0.00
Increase Cost: FY20 Compensation Adjustment	98,797	0.00
Increase Cost: Annualization of FY19 Personnel Costs	36,113	0.00
Increase Cost: Finance Chargeback for Property Tax Billing [Vacuum Leaf Collection]	4,375	0.00
Increase Cost: Retirement Adjustment	3,250	0.00
FY20 RECOMMENDED	**6,538,664**	**31.03**

GRANT FUND - MCG

FY19 ORIGINAL APPROPRIATION	**0**	**0.00**
Federal/State Programs		
Enhance: Base Realignment and Closure (BRAC) Grant Increase	104,942	0.75
FY20 RECOMMENDED	**104,942**	**0.75**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Automation	505,585	2.85	529,084	2.85
Bike Share	1,808,106	1.00	1,609,726	1.00
Bridge Maintenance	182,423	1.04	186,000	1.04
Transportation Engineering and Management Services	1,005,845	8.00	1,047,924	8.00
Parking Outside the Parking Districts	1,077,627	1.60	1,080,466	1.60
Resurfacing	2,614,410	0.00	2,614,410	0.00
Roadway and Related Maintenance	16,077,505	122.72	16,785,674	123.73
Snow Removal/Wind/Rain Storms	3,417,377	24.78	3,468,178	24.78
Streetlighting	618,767	0.30	519,249	0.30
Traffic Planning	650,495	5.00	659,520	6.00
Traffic and Pedestrian Safety	1,998,579	12.60	1,854,278	11.53
Traffic Sign and Marking	2,129,446	10.20	2,326,513	10.77
Traffic Signals & Advanced Transportation Mgmt System	1,944,269	8.12	1,506,932	8.12

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Transportation Community Outreach	238,120	1.00	244,048	1.00
Property Acquisition	89,256	0.60	92,749	0.60
Transportation Planning	79,830	0.55	83,327	0.55
Transportation Design	770,162	1.86	703,777	2.29
Transportation Construction	172,417	0.85	186,439	0.85
Traffic Management and Operations	1,674,956	7.30	1,828,117	7.80
Transportation Policy	556,660	3.00	574,340	3.75
Tree Maintenance	4,697,223	18.37	4,525,631	18.37
Vacuum Leaf Collection	6,204,721	31.03	6,538,664	31.03
Administration	3,505,024	20.53	3,899,358	20.84
Total	**52,018,803**	**283.30**	**52,864,404**	**286.80**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND					
Urban Districts	Bethesda Urban District	30,000	0.00	30,000	0.00
Urban Districts	Silver Spring Urban District	25,000	0.00	25,000	0.00
Urban Districts	Wheaton Urban District	12,900	0.00	12,900	0.00
Transit Services	Mass Transit	194,640	1.00	0	1.00
Permitting Services	Permitting Services	207,203	0.75	0	0.00
Environmental Protection	Water Quality Protection	4,103,822	32.29	4,122,161	32.29
Solid Waste Services	Solid Waste Disposal	278,502	2.90	283,891	2.90
CIP	Capital Fund	14,798,044	148.24	14,988,338	146.23
Cable Television Communications Plan	Cable TV	1,226,768	0.75	1,230,300	0.75
	Total	**20,876,879**	**185.93**	**20,692,590**	**183.17**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**46,221**	**46,221**	**46,221**	**46,221**	**46,221**	**46,221**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**293**	**293**	**293**	**293**	**293**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
Subtotal Expenditures	**46,221**	**46,515**	**46,515**	**46,515**	**46,515**	**46,515**
LEAF VACUUMING						
EXPENDITURES						
FY20 Recommended	**6,539**	**6,539**	**6,539**	**6,539**	**6,539**	**6,539**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**35**	**35**	**35**	**35**	**35**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**6,539**	**6,574**	**6,574**	**6,574**	**6,574**	**6,574**

FY20-25 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Vacuum Leaf Collection						
FISCAL PROJECTIONS	FY19 ESTIMATE	FY20 REC	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	18.23%	**20.45%**	20.45%	20.45%	20.45%	20.45%	20.45%
CPI (Fiscal Year)	2.2%	**2.3%**	2.5%	2.7%	2.7%	2.7%	2.7%
Investment Income Yield	2.3%	**2.5%**	2.5%	2.5%	2.5%	2.5%	2.5%
% 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 units	2.8%	**2.8%**	2.8%	2.8%	2.8%	2.8%	2.8%
Charges per single-family household	$ 102.93	**$ 108.16**	$ 120.31	$ 124.09	$ 127.10	$ 129.64	$ 132.74
BEGINNING FUND BALANCE	356,062	**393,534**	**214,601**	**246,779**	**238,672**	**270,565**	**302,458**
REVENUES							
Charges For Services	7,595,788	**7,988,714**	8,886,176	9,165,350	9,387,871	9,575,176	9,804,922
Miscellaneous	20,750	**26,850**	32,950	39,050	39,050	39,050	39,050
Subtotal Revenues	7,616,538	**8,015,564**	**8,919,126**	**9,204,400**	**9,426,921**	**9,614,226**	**9,843,972**
INTERFUND TRANSFERS (Net Non-CIP)	(1,376,852)	**(1,655,833)**	**(2,379,152)**	**(2,515,985)**	**(2,504,307)**	**(2,491,781)**	**(2,515,311)**
Transfers To The General Fund	(621,852)	(725,833)	(751,862)	(773,459)	(795,681)	(818,549)	(842,079)
Indirect Costs	(621,852)	(725,833)	(751,862)	(773,459)	(795,681)	(818,549)	(842,079)
Transfers To Special Fds: Non-Tax + ISF	(755,000)	(930,000)	(1,627,290)	(1,742,526)	(1,708,626)	(1,673,232)	(1,673,232)
To Solid Waste Dispsoal Fund	(755,000)	(930,000)	(1,627,290)	(1,742,526)	(1,708,626)	(1,673,232)	(1,673,232)
TOTAL RESOURCES	6,595,748	**6,753,265**	**6,754,575**	**6,935,194**	**7,161,286**	**7,393,010**	**7,631,119**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(6,202,214)	**(6,538,664)**	(6,472,798)	(6,661,524)	(6,855,723)	(7,055,554)	(7,261,180)
Labor Agreement	n/a	**0**	(34,998)	(34,998)	(34,998)	(34,998)	(34,998)
Subtotal PSP Oper Budget Approp / Exp's	(6,202,214)	**(6,538,664)**	**(6,507,796)**	**(6,696,522)**	**(6,890,721)**	**(7,090,552)**	**(7,296,178)**
TOTAL USE OF RESOURCES	(6,202,214)	**(6,538,664)**	**(6,507,796)**	**(6,696,522)**	**(6,890,721)**	**(7,090,552)**	**(7,296,178)**
YEAR END FUND BALANCE	393,534	**214,601**	**246,779**	**238,672**	**270,565**	**302,458**	**334,941**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	6.0%	**3.2%**	**3.7%**	**3.4%**	**3.8%**	**4.1%**	**4.4%**

Assumptions:

Assumptions:

1. Leaf Vacuuming rates are adjusted to achieve cost recovery.
2. The Vacuum Leaf Collection fund balance policy target is $250,000. In future years, rates will be adjusted annually to fund the approved service program and to maintain the appropriate ending balance.

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Parking District Services

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$28,289,292	48.53

AL ROSHDIEH, DIRECTOR

MISSION STATEMENT

The mission of Parking District Services is to:

- Support the role of public parking in commercial areas throughout the County, as parking management is an important tool for achieving public objectives of economic development and transportation management;
- Support the comprehensive development of the Silver Spring, Bethesda, and Wheaton central business districts and promote their economic growth and stability by supplying a sufficient number of parking spaces to accommodate that segment of the public demand which is neither provided for by development nor served by alternative travel modes;
- Promote and complement a total transportation system through the careful balance of rates and parking supply to encourage the use of the most efficient and economical transportation modes available; and
- Develop and implement parking management strategies designed to maximize the usage of the available parking supply in order to enhance the economic development of specific central business districts.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Parking Districts is $28,289,292, an increase of $460,026 or 1.65 percent from the FY19 Approved Budget of $27,829,266. Personnel Costs comprise 19.40 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 80.60 percent of the FY20 budget.

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

COUNTY PRIORITY OUTCOMES

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

- **Easier Commutes**
- **Effective, Sustainable Government**
- **A Growing 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

INITIATIVES

- Upgrade and consolidate control and monitoring systems for electrical, elevators, communications, and ventilation systems.
- Management of the Bethesda facility improvements including payment system upgrades, machine location plan, and sign replacements.
- Conversion of parking cashier system to pay-on-foot system in all Parking Lot Districts (PLDs).
- Joint development partnership with Fairfield Residential Company, LLC to redevelop Fenton Village Public Parking (Lot 3) into a vibrant mixed-use development at Studio Plaza with public parking spaces.
- Implement installation of new LED light fixtures in parking garages to improve lighting and energy efficiency.
- Implementing garage automation systems to effectively monitor electrical and mechanical systems to enhance service delivery.
- Improve customer service experience based on increased staffing hours in gated facilities.
- Improvements in the Residential Permit Parking program to offer both digital and paper-based options to improve service delivery to customers.

ACCOMPLISHMENTS

- ☑ Managed the Wheaton Redevelopment program in through supporting of construction throughout the slab waterproofing and slab concrete construction phases; contract administration and oversight; employee parking plan; parking and construction mitigation and closure activities including community outreach and communication.
- ☑ Initiated the design and procurement of LED light fixtures to improve garage lighting and promote energy efficiency. LED lights are environmentally friendly, operate on low voltage, and improve the safety of our facilities.
- ☑ Installation of new multi-space meters in Parking Lot Districts that provide customers multiple and convenient payment options (coins, bills, credit card, and pay-by-cell) and a customer friendly parking experience.
- ☑ Executed Memorandum of Agreement for on-street parking in the Pike and Rose Development. Successful installation of multi-space meters and parking signage in readiness for collection of parking fees and enforcement of parking regulations.
- ☑ Managed the relocation of the historic building to a lot in Bethesda to facilitate development of residential units and construction of the Purple Line.
- ☑ Completed the Bethesda Parking Demand Study to assess current and future public parking supply and demand conditions.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Upgraded payment systems and introducing vehicle occupancy and counting systems in various high-demand parking garages

in Bethesda and Silver Spring.

- Began Wheaton Core Employee Parking Management Initiative in preparation of County Departments and functions move to Downtown Wheaton.
- Started the development of the parking inventory database, website improvements, work order and customer services process improvements.
- Converted all gated facilities in Silver Spring and Bethesda to 24/7 garage management access.
- Converted single space metered garages in Silver Spring to new multi-space machines with pay by space payment option.

PROGRAM CONTACTS

Contact Jose Thommana of the Parking Districts at 240.777.8732 or Lindsay Lucas of the Office of Management and Budget at 240.777.2766 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 redevelopment 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 redevelopment projects.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,086,220**	**8.70**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(194,594)	(2.28)
FY20 Recommended	**891,626**	**6.42**

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 Six-Year Fiscal Cash Flows for the Parking Lot District enterprise funds. Also included are Accounts Payable and 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	Actual	Estimated	Target	Target

	FY17	FY18	FY19	FY20	FY21
Customer satisfaction rate for Parking Lot Districts (PLDs) [1]	N/A	4.7	N/A	4.7	N/A
Parking Management cost efficiency (ratio of expenses to revenues)	70	66	69	69	69
Parking Management revenue generated ($ millions)	37.7	36.7	36.7	36.7	36.7
Parking Management operating expenditures ($ millions)	26.4	24.2	25.7	25.7	25.7

[1] *Rating on a scale of 1 to 5 with the number 5 representing highest score. Scores from prior years are not shown due to a significant change in survey methodology in FY18.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**9,044,512**	**5.10**
Re-align: Debt Service Adjustment	(12,794)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	462,196	0.38
FY20 Recommended	**9,493,914**	**5.48**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**6,674,809**	**19.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	539,303	1.90
FY20 Recommended	**7,214,112**	**21.40**

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 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 Montgomery County Police Department, 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**11,023,725**	**15.23**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(321,291)	0.00
FY20 Recommended	**10,702,434**	**15.23**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
PARKING DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	1,563,873	1,681,710	1,611,044	1,765,694	5.0 %
Employee Benefits	579,694	591,079	567,066	636,618	7.7 %
Parking District - Bethesda Personnel Costs	**2,143,567**	**2,272,789**	**2,178,110**	**2,402,312**	**5.7 %**
Operating Expenses	7,480,563	7,990,045	8,089,687	7,972,550	-0.2 %
Capital Outlay	22,884	0	0	0	—
Debt Service Other	4,654,646	4,653,194	4,653,194	4,640,400	-0.3 %
Parking District - Bethesda Expenditures	**14,301,660**	**14,916,028**	**14,920,991**	**15,015,262**	**0.7 %**
PERSONNEL					
Full-Time	29	29	29	29	—
Part-Time	0	0	0	0	—
FTEs	19.88	19.88	19.88	20.39	2.6 %
REVENUES					
Investment Income	203,887	173,490	401,970	428,190	146.8 %
Miscellaneous Revenues	173,796	284,120	284,120	284,120	—
Parking Fees	15,191,580	15,555,081	15,555,081	15,555,081	—
Parking Fines	4,052,617	3,250,000	3,250,000	3,250,000	—
Property Rentals	1,191,278	75,000	75,000	75,000	—
Property Tax	(9,483)	0	0	0	—
Parking District - Bethesda Revenues	**20,803,675**	**19,337,691**	**19,566,171**	**19,592,391**	**1.3 %**
PARKING DISTRICT - SILVER SPRING					
EXPENDITURES					
Salaries and Wages	1,603,731	1,897,809	1,780,193	1,968,926	3.8 %
Employee Benefits	584,955	692,583	639,362	711,549	2.7 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Parking District - Silver Spring Personnel Costs	**2,188,686**	**2,590,392**	**2,419,555**	**2,680,475**	**3.5 %**
Operating Expenses	8,134,454	8,917,139	8,936,012	8,992,222	0.8 %
Capital Outlay	32,541	0	0	0	—
Parking District - Silver Spring Expenditures	**10,355,681**	**11,507,531**	**11,355,567**	**11,672,697**	**1.4 %**
PERSONNEL					
Full-Time	21	21	21	21	—
Part-Time	0	0	0	0	—
FTEs	25.23	25.23	25.23	24.72	-2.0 %
REVENUES					
Investment Income	220,702	282,980	435,120	226,457	-20.0 %
Miscellaneous Revenues	221,146	0	0	0	—
Parking Fees	11,985,981	10,663,333	10,663,333	13,440,413	26.0 %
Parking Fines	2,087,849	1,897,689	1,897,689	1,897,689	—
Property Rentals	21,045	0	0	0	—
Property Tax	(7,696)	0	0	0	—
Parking District - Silver Spring Revenues	**14,529,027**	**12,844,002**	**12,996,142**	**15,564,559**	**21.2 %**
PARKING DISTRICT - WHEATON					
EXPENDITURES					
Salaries and Wages	266,778	284,682	272,319	295,644	3.9 %
Employee Benefits	98,121	102,302	97,905	108,431	6.0 %
Parking District - Wheaton Personnel Costs	**364,899**	**386,984**	**370,224**	**404,075**	**4.4 %**
Operating Expenses	714,381	1,018,723	1,035,685	1,197,258	17.5 %
Capital Outlay	4,818	0	0	0	—
Parking District - Wheaton Expenditures	**1,084,098**	**1,405,707**	**1,405,909**	**1,601,333**	**13.9 %**
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.42	3.42	3.42	3.42	—
REVENUES					
Investment Income	9,858	13,980	19,440	21,885	56.5 %
Miscellaneous Revenues	15,027	0	0	0	—
Parking Fees	811,227	725,000	725,000	850,000	17.2 %
Parking Fines	429,421	476,000	476,000	476,000	—
Property Tax	(388)	0	0	0	—
Parking District - Wheaton Revenues	**1,265,145**	**1,214,980**	**1,220,440**	**1,347,885**	**10.9 %**
DEPARTMENT TOTALS					
Total Expenditures	**25,741,439**	**27,829,266**	**27,682,467**	**28,289,292**	**1.7 %**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Total Full-Time Positions	**53**	**53**	**53**	**53**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**48.53**	**48.53**	**48.53**	**48.53**	**—**
Total Revenues	**36,597,847**	**33,396,673**	**33,782,753**	**36,504,835**	**9.3 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
PARKING DISTRICT - BETHESDA		
FY19 ORIGINAL APPROPRIATION	**14,916,028**	**19.88**
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	79,751	0.00
Re-align: Reallocation of Personnel to Reflect Actual Work Demand	40,224	0.51
Increase Cost: Motor Pool Adjustment	15,856	0.00
Increase Cost: Annualization of FY19 Personnel Costs	6,242	0.00
Increase Cost: Retirement Adjustment	3,306	0.00
Increase Cost: Risk Management Adjustment	919	0.00
Re-align: Debt Service Adjustment [Financial Management]	(12,794)	0.00
Decrease Cost: OPEB Adjustment	(34,270)	0.00
FY20 RECOMMENDED	**15,015,262**	**20.39**
PARKING DISTRICT - SILVER SPRING		
FY19 ORIGINAL APPROPRIATION	**11,507,531**	**25.23**
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	83,879	0.00
Increase Cost: Garage 3: Asset placed in service	65,968	0.00
Increase Cost: Annualization of FY19 Personnel Costs	43,029	0.00
Increase Cost: Multi-spaces Meters Service and Maintenance	28,000	0.00
Increase Cost: Retirement Adjustment	3,399	0.00
Increase Cost: Risk Management Adjustment	785	0.00
Decrease Cost: OPEB Adjustment	(19,670)	0.00
Re-align: Reallocation of Personnel to Reflect Actual Work Demand	(40,224)	(0.51)
FY20 RECOMMENDED	**11,672,697**	**24.72**
PARKING DISTRICT - MONTGOMERY HILLS		
FY19 ORIGINAL APPROPRIATION	**0**	**0.00**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
FY20 RECOMMENDED	**0**	**0.00**
PARKING DISTRICT - WHEATON		
FY19 ORIGINAL APPROPRIATION	**1,405,707**	**3.42**
Other Adjustments (with no service impacts)		
Increase Cost: Garage 13: Asset placed in service	173,600	0.00
Increase Cost: FY20 Compensation Adjustment	13,031	0.00
Increase Cost: Multi-space Meters Service and Maintenance	8,400	0.00
Increase Cost: Annualization of FY19 Personnel Costs	3,580	0.00
Increase Cost: Retirement Adjustment	480	0.00
Increase Cost: Risk Management Adjustment	85	0.00
Decrease Cost: OPEB Adjustment	(3,550)	0.00
FY20 RECOMMENDED	**1,601,333**	**3.42**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Administration	1,086,220	8.70	891,626	6.42
Financial Management	9,044,512	5.10	9,493,914	5.48
Engineering and Capital Management	6,674,809	19.50	7,214,112	21.40
Parking Operations	11,023,725	15.23	10,702,434	15.23
Total	**27,829,266**	**48.53**	**28,302,086**	**48.53**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
PARKING DISTRICT - BETHESDA						
EXPENDITURES						
FY20 Recommended	**15,015**	**15,015**	**15,015**	**15,015**	**15,015**	**15,015**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**0**	**(1)**	**(10)**	**(16)**	**(20)**
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	**15,015**	**15,040**	**15,039**	**15,030**	**15,024**	**15,020**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
PARKING DISTRICT - SILVER SPRING						
EXPENDITURES						
FY20 Recommended	**11,673**	**11,673**	**11,673**	**11,673**	**11,673**	**11,673**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**0**	**(1)**	**(7)**	**(11)**	**(15)**
Labor Contracts	**0**	**26**	**26**	**26**	**26**	**26**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**11,673**	**11,699**	**11,698**	**11,692**	**11,688**	**11,684**
Subtotal Expenditures	**0**	**0**	**0**	**0**	**0**	**0**
PARKING DISTRICT - WHEATON						
EXPENDITURES						
FY20 Recommended	**1,601**	**1,601**	**1,601**	**1,601**	**1,601**	**1,601**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**0**	**0**	**(1)**	**(2)**	**(2)**
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	**1,601**	**1,605**	**1,605**	**1,604**	**1,603**	**1,603**

FY20-25 Public Services Program: Fiscal Plan Bethesda Parking Lot District	Estimated 2019	Recommended 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025
Assumptions							
Indirect Cost Rate	18.23%	20.45%	20.45%	20.45%	20.45%	20.45%	20.45%
CPI (Fiscal Year)	2.15%	2.32%	2.53%	2.70%	2.70%	2.70%	2.70%
Investment Income Yield	2.30%	2.45%	2.45%	2.45%	2.45%	2.45%	2.45%
Beginning Fund Balance	$ 17,600,624	$ 16,057,015	$ 12,373,038	$ 13,386,898	$ 12,652,779	$ 11,668,495	$ 12,626,764
Revenues							
Charges for Services	$ 15,555,081	$ 15,555,081	$ 15,555,081	$ 15,555,081	$ 15,555,081	$ 14,755,081	$ 14,755,081
Fines & Forfeits	$ 3,250,000	$ 3,250,000	$ 3,250,000	$ 3,250,000	$ 3,250,000	$ 3,250,000	$ 3,250,000
Miscellaneous	$ 761,090	$ 787,310	$ 6,412,310	$ 787,310	$ 787,310	$ 2,787,310	$ 2,787,310
Subtotal Revenues	$ 19,566,171	$ 19,592,391	$ 25,217,391	$ 19,592,391	$ 19,592,391	$ 20,792,391	$ 20,792,391
Transfers	$ (2,359,658)	$ (2,331,137)	$ (5,031,116)	$ (3,015,473)	$ (3,011,743)	$ (1,978,397)	$ (2,088,117)
Transfers to General Fund	$ (427,128)	$ (491,273)	$ (503,846)	$ (518,203)	$ (532,970)	$ (548,157)	$ (563,777)
Indirect Costs	$ (414,329)	$ (491,273)	$ (503,846)	$ (518,203)	$ (532,970)	$ (548,157)	$ (563,777)
Telecommunications NDA	$ (12,799)	$ -	$ -	$ -	$ -	$ -	$ -
Transfers to Special Funds : Tax Supported	$ (1,532,530)	$ (1,619,864)	$ (1,627,270)	$ (1,597,270)	$ (1,578,773)	$ (1,550,240)	$ (1,524,340)
Bethesda Urban District	$ (1,532,530)	$ (1,619,864)	$ (1,627,270)	$ (1,597,270)	$ (1,578,773)	$ (1,550,240)	$ (1,524,340)
Transfers to Other Funds	$ (400,000)	$ (220,000)	$ (2,900,000)	$ (900,000)	$ (900,000)	$ 120,000	$ -
Transfer to Wheaton PLD	$ (400,000)	$ (220,000)	$ 100,000	$ 200,000	$ 200,000	$ 120,000	$ -
Transfer to Silver Spring PLD	$ -	$ -	$ (3,000,000)	$ (1,100,000)	$ (1,100,000)	$ -	$ -
Total Resources	$ 34,807,137	$ 33,318,269	$ 32,559,313	$ 29,963,816	$ 29,233,427	$ 30,482,488	$ 31,331,038
CIP Current Revenue Appropriation Expenditure	$ (3,805,562)	$ (5,906,400)	$ (3,843,677)	$ (3,208,200)	$ (3,155,000)	$ (3,155,000)	$ (3,155,000)
Other CIP Revenue Appropriation Expenditure	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Appropriations/Expenditures							
Operating Budget	$ (10,267,797)	$ (10,374,862)	$ (10,640,381)	$ (10,943,588)	$ (11,255,434)	$ (11,576,167)	$ (11,906,039)
Existing Debt Service	$ (4,653,194)	$ (4,640,400)	$ (4,634,250)	$ (3,104,192)	$ (3,091,012)	$ (3,078,709)	$ (3,068,191)
Retiree Health Insurance Pre-Funding	$ -	$ -	$ (470)	$ (1,420)	$ (9,850)	$ (15,780)	$ (20,080)
Labor Agreement	$ -	$ -	$ (30,068)	$ (30,068)	$ (30,068)	$ (30,068)	$ (30,068)
Subtotal PSP Operating Budget Appropriation	$ (14,920,991)	$ (15,015,262)	$ (15,305,169)	$ (14,079,267)	$ (14,386,364)	$ (14,700,724)	$ (15,024,379)
Other Claims on Fund Balance	$ (23,569)	$ (23,569)	$ (23,569)	$ (23,569)	$ (23,569)	$ -	$ -
Total Use of Resources	$ (18,750,122)	$ (20,945,231)	$ (19,172,415)	$ (17,311,036)	$ (17,564,933)	$ (17,855,724)	$ (18,179,379)
Year End Fund Balance	$ 16,057,015	$ 12,373,038	$ 13,386,898	$ 12,652,779	$ 11,668,495	$ 12,626,764	$ 13,151,659
Bond Restricted Reserve	$ (7,947,468)	$ (8,571,342)	$ (8,830,101)	$ (8,897,084)	$ (8,964,919)	$ (9,032,911)	$ (9,104,103)
Year End Available Fund Balance	$ 8,109,547	$ 3,801,696	$ 4,556,796	$ 3,755,695	$ 2,703,575	$ 3,593,853	$ 4,047,557
Available Fund Balance As A Percent of Next Year's PSP Expenses	54%	25%	32%	26%	18%	24%	27%
Target Balance	$ 3,753,816	$ 3,826,292	$ 3,519,817	$ 3,596,591	$ 3,675,181	$ 3,756,095	$ 3,756,095

Assumptions:

1. The cash balance includes funds required to be held by the District to cover Bond Covenants.
Bond coverage (annual net revenues over debt service requirements) is maintained at about 226 percent in FY20. The minimum requirement is 125 percent.
2. Revenue for the air rights lease for Garage 49 is assumed in FY19 through FY25.
3. Revenue growth in FY24 projected as a result of increased occupancy of existing facilities associated with the Marriott development.
4. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY21-25 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation cost increases, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include unapproved service improvements. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
5. The Parking Lot Districts have a fund balance policy target equal to 25 percent of the following year's projected operating budget expenses.

FY20-25 Public Services Program: Fiscal Plan Silver Spring Parking Lot District	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2019	2020	2021	2022	2023	2024	2025
Assumptions							
Indirect Cost Rate	18.23%	20.45%	20.45%	20.45%	20.45%	20.45%	20.45%
CPI (Fiscal Year)	2.15%	2.32%	2.53%	2.70%	2.70%	2.70%	2.70%
Investment Income Yield	2.30%	2.45%	2.45%	2.45%	2.45%	2.45%	2.45%
Beginning Fund Balance	$ 16,891,415	$ 8,777,412	$ 5,767,419	$ 7,421,094	$ 7,191,752	$ 6,610,001	$ 4,583,705
Revenues							
Charges for Services	$ 10,663,333	$ 13,440,413	$ 15,040,413	$ 15,040,413	$ 15,040,413	$ 15,040,413	$ 15,040,413
Fines & Forfeits	$ 1,897,689	$ 1,897,689	$ 1,897,689	$ 1,897,689	$ 1,897,689	$ 1,897,689	$ 1,897,689
Miscellaneous	$ 435,120	$ 226,457	$ 168,799	$ 211,464	$ 205,547	$ 190,538	$ 138,260
Subtotal Revenues	$ 12,996,142	$ 15,564,559	$ 17,106,901	$ 17,149,566	$ 17,143,649	$ 17,128,640	$ 17,076,362
Transfers	$ (3,340,130)	$ (3,083,000)	$ (154,227)	$ (2,030,247)	$ (2,011,723)	$ (3,086,669)	$ (3,064,098)
Transfers to General Fund	$ (559,420)	$ (553,157)	$ (567,186)	$ (583,206)	$ (599,682)	$ (616,628)	$ (634,057)
Indirect Costs	$ (472,228)	$ (548,157)	$ (562,186)	$ (578,206)	$ (594,682)	$ (611,628)	$ (629,057)
To RSC	$ (5,000)	$ (5,000)	$ (5,000)	$ (5,000)	$ (5,000)	$ (5,000)	$ (5,000)
Telecommunications NDA	$ (82,192)	$ -	$ -	$ -	$ -	$ -	$ -
Transfers to Special Funds : Tax Supported	$ (2,780,710)	$ (2,529,843)	$ 412,959	$ (1,447,041)	$ (1,412,041)	$ (2,470,041)	$ (2,430,041)
Silver Spring Urban District	$ (2,780,710)	$ (2,529,843)	$ (2,587,041)	$ (2,547,041)	$ (2,512,041)	$ (2,470,041)	$ (2,430,041)
Transfer from Bethesda PLD	$ -	$ -	$ 3,000,000	$ 1,100,000	$ 1,100,000	$ -	$ -
Total Resources	$ 26,547,427	$ 21,258,971	$ 22,720,093	$ 22,540,414	$ 22,323,678	$ 20,651,972	$ 18,595,969
CIP Current Revenue Appropriation Expenditure	$ (6,395,593)	$ (3,800,000)	$ (3,000,000)	$ (2,700,000)	$ (2,700,000)	$ (2,700,000)	$ (2,700,000)
Appropriations/Expenditures							
Operating Budget	$ (11,355,567)	$ (11,672,697)	$ (12,246,431)	$ (12,595,403)	$ (12,954,320)	$ (13,323,463)	$ (13,703,126)
Labor Agreement	$ -	$ -	$ (33,373)	$ (33,373)	$ (33,373)	$ (33,373)	$ (33,373)
Retiree Health Benefits Pre-Funding	$ -	$ -	$ (340)	$ (1,030)	$ (7,130)	$ (11,430)	$ (14,540)
Subtotal PSP Operating Budget Appropriation	$ (11,355,567)	$ (11,672,697)	$ (12,280,144)	$ (12,629,806)	$ (12,994,823)	$ (13,368,266)	$ (13,751,039)
Other Claim on Fund Balance	$ (18,855)	$ (18,855)	$ (18,855)	$ (18,855)	$ (18,855)	$ -	$ -
Total Use of Resources	$ (17,770,015)	$ (15,491,552)	$ (15,298,999)	$ (15,348,661)	$ (15,713,678)	$ (16,068,266)	$ (16,451,039)
Year End Available Fund Balance	$ 8,777,412	$ 5,767,419	$ 7,421,094	$ 7,191,752	$ 6,610,001	$ 4,583,705	$ 2,144,929
Available Fund Balance As A Percent of Next Year's PSP Expenses	75%	47%	59%	55%	49%	33%	16%
Target Balance	$ 2,918,174	$ 3,070,036	$ 3,157,452	$ 3,248,706	$ 3,342,067	$ 3,437,760	$ 3,437,760

Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY21-25 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation cost increases, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include unapproved service improvements. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
2. Increases to revenue from FY21-25 are based on a combination of increased hours of enforcement in lots and garages and overall rates, with the details to be determined in collaboration with the Silver Spring Chamber of Commerce and the County Council.
3. The Parking Lot Districts have a fund balance policy target equal to 25 percent of the following year's projected operating budget expenses.

FY20-25 Public Services Program: Fiscal Plan Wheaton Parking Lot District	Estimated	Recommended	Projected	Projected	Projected	Projected	Projected
	2019	2020	2021	2022	2023	2024	2025
Assumptions							
Indirect Cost Rate	18.23%	20.45%	20.45%	20.45%	20.45%	20.45%	20.45%
CPI (Fiscal Year)	2.15%	2.32%	2.53%	2.70%	2.70%	2.70%	2.70%
Investment Income Yield	2.30%	2.45%	2.45%	2.45%	2.45%	2.45%	2.45%
Beginning Fund Balance	$ 973,824	$ 917,671	$ 604,517	$ 416,844	$ 520,038	$ 481,270	$ 467,093
Revenues							
Charges for Services	$ 725,000	$ 850,000	$ 1,525,000	$ 1,975,000	$ 1,975,000	$ 1,975,000	$ 1,975,000
Fines & Forfeits	$ 476,000	$ 476,000	$ 476,000	$ 476,000	$ 476,000	$ 476,000	$ 476,000
Miscellaneous	$ 19,440	$ 21,885	$ 15,597	$ 10,755	$ 13,417	$ 12,417	$ 12,051
Subtotal Revenues	$ 1,220,440	$ 1,347,885	$ 2,016,597	$ 2,461,755	$ 2,464,417	$ 2,463,417	$ 2,463,051
Transfers	$ 288,852	$ 100,830	$ (221,285)	$ (323,700)	$ (326,184)	$ (248,738)	$ (131,366)
Transfers to General Fund	$ (74,611)	$ (82,633)	$ (84,748)	$ (87,163)	$ (89,647)	$ (92,201)	$ (94,829)
Indirect Costs	$ (70,547)	$ (82,633)	$ (84,748)	$ (87,163)	$ (89,647)	$ (92,201)	$ (94,829)
Telecommunications NDA	$ (4,064)	$ -	$ -	$ -	$ -	$ -	$ -
Transfers to Special Funds : Tax Supported	$ 363,463	$ 183,463	$ (136,537)	$ (236,537)	$ (236,537)	$ (156,537)	$ (36,537)
Wheaton Urban District	$ (36,537)	$ (36,537)	$ (36,537)	$ (36,537)	$ (36,537)	$ (36,537)	$ (36,537)
Transfer from Bethesda PLD	$ 400,000	$ 220,000	$ (100,000)	$ (200,000)	$ (200,000)	$ (120,000)	$ -
Total Resources	$ 2,483,116	$ 2,366,386	$ 2,399,828	$ 2,554,898	$ 2,658,271	$ 2,695,948	$ 2,798,778
CIP Current Revenue Appropriation Expenditure	$ (156,000)	$ (157,000)	$ (157,000)	$ (157,000)	$ (245,000)	$ (245,000)	$ (245,000)
Appropriations/Expenditures							
Operating Budget	$ (1,405,909)	$ (1,601,333)	$ (1,817,315)	$ (1,869,101)	$ (1,922,363)	$ (1,977,142)	$ (2,033,482)
Retiree Health Insurance Pre-Funding	$ -	$ -	$ (50)	$ (140)	$ (1,020)	$ (1,630)	$ (2,070)
Labor Agreement	$ -	$ -	$ (5,083)	$ (5,083)	$ (5,083)	$ (5,083)	$ (5,083)
Subtotal PSP Operating Budget Appropriation	$ (1,405,909)	$ (1,601,333)	$ (1,822,448)	$ (1,874,324)	$ (1,928,466)	$ (1,983,855)	$ (2,040,635)
Other Claim on Fund Balance	$ (3,536)	$ (3,536)	$ (3,536)	$ (3,536)	$ (3,536)	$ -	$ -
Total Use of Resources	$ (1,565,445)	$ (1,761,869)	$ (1,982,984)	$ (2,034,860)	$ (2,177,002)	$ (2,228,855)	$ (2,285,635)
Year End Available Fund Balance	$ 917,671	$ 604,517	$ 416,844	$ 520,038	$ 481,270	$ 467,093	$ 513,143
Available Fund Balance As A Percent of Next Year's PSP Expenses	57%	33%	22%	27%	24%	23%	25%
Target Balance	$ 400,333	$ 455,612	$ 468,581	$ 482,116	$ 495,964	$ 510,159	$ 510,159

Assumptions:

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY21-25 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation cost increases, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include unapproved service improvements. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
2. Increases to revenue from FY21-25 are based on the completion of the Wheaton Revitalization Program in FY20, and a combination of increased hours of enforcement in lots and garages and overall rates starting in FY21, with the details to be determined in collaboration with the Wheaton Chamber of Commerce and the County Council.
3. The Parking Lot Districts have a fund balance policy target equal to 25 percent of the following year's projected operating budget expenses.

Transit Services

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$143,960,847	902.87

AL ROSHDIEH, DIRECTOR

MISSION STATEMENT

The mission of the Division of Transit Services is to provide an effective mix of public transportation services in Montgomery County.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Division of Transit Services is $143,960,847, an increase of $6,364,670 or 4.6 percent from the FY19 Approved Budget of $137,596,177. Personnel Costs comprise 57.83 percent of the budget for 886 full-time position(s) and no part-time position(s), and a total of 902.87 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 42.17 percent of the FY20 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 $22,400,120 is required.

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

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **Easier Commutes**
- **A Greener County**

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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

INITIATIVES

- Implement new limited stop FLASH service on US 29 between the Burtonsville Park-and-Ride Lot and the Silver Spring Transit Center in May 2020. The line will include 18 new station platforms with a fleet of 16 60-foot articulated buses. Service will run from 5:30 am - midnight seven days a week with 7.5 minute headways in the morning and afternoon peak periods and 15 minutes at all other times.
- Implement Ride On FLEX bus service in Spring 2019 . This will be a demand response service. There will be 3 geofenced zones- Rockville, Glenmont and Wheaton. This service will operate with smaller circulator buses are more reasonable and flexible to operate along small neighborhood roads. The opportunity to get closer into the neighborhoods and utilize a new "app" to arrange for pickup should attract new riders and revitalize transit use in the areas.
- Ride On is rolling out its new computer aided dispatch/automatic vehicle location (CAD/AVL) system. The CAD/AVL system provides critical real time bus fleet information. The CAD/AVL system provides schedule adherence, route adherence, traveler information output and fleet management. The new CAD/AVL system is fully integrated to transit planning software and Real Time.

ACCOMPLISHMENTS

- ☑ Extended Route 75 Germantown MARC station during weekday peak periods.
- ☑ Obtained a Federal grant to support infrastructure and purchase costs for new electric buses in FY20.
- ☑ Ride On's new Route 129 (US29) limited stop bus service connecting to the Silver Spring Transit Center began in early calendar year 2018.
- ☑ Forty-two Ride On bus shelters are now solar powered. The bus shelters are located in areas where electric utilities do not have nearby power connections. The solar power provides safety lighting, and there are plans to install solar equipment in 10 additional shelters. Overall, 10 pecent of all shelters will be solar powered.
- ☑ Real Time signs are in over 80 locations displaying real time bus arrival/departure information.

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. 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,385,063**	**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.	120,668	0.00
FY20 Recommended	**1,505,731**	**5.00**

Medicaid and Senior Programs

Medicaid and Senior Special Transportation Programs provide: transportation to and from medical appointments for Medicaid participants, a user-side subsidy program (Call-n-Ride) that provides travel options for low-income elderly and disabled, and outreach and information on public private transportation programs available to seniors and persons with disabilities.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**8,108,630**	**12.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	35,627	0.00
FY20 Recommended	**8,144,257**	**12.50**

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, 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Hours of service	1,144,238	1,179,961	1,196,243	1,217,615	1,254,792
Number of reported collisions between Ride On buses and a person or object, per 100,000 miles driven	3.6	3.6	3.6	3.6	3.6
On time performance for Ride On buses	88.5%	88.2%	88.7%	89.2%	89.7%
Passengers per hour of service	20.1	18.3	18.3	18.2	18.4
Passengers transported (millions)	22.984	21.59	21.83	22.13	23.05
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]	23.0	21.5	21.6	21.8	22.6
Percent of Ride On customers who report a satisfactory customer service experience	N/A	N/A	TBD	TBD	TBD
Ride On complaints per 100,000 bus riders	20.5	23.1	21.9	20.8	20.5

[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.*

FY20 Recommended Changes	Expenditures	FTEs

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**112,038,994**	**802.49**
Add: US 29 FLASH Operating Costs	1,487,740	37.00
Increase Cost: Farebox Parts to Ensure Revenue Collection	300,000	0.00
Increase Cost: Kids Ride Free/Seniors Ride Free to Reflect Actual Charges	134,575	0.00
Technical Adj: Technical Adjustment Staffing	0	0.10
Decrease Cost: Elimination of Bus Detours due to Lytonsville Place Bridge Reopening	(273,962)	0.00
Eliminate: Rock Spring Business Park Express Bus Service	(443,000)	0.00
Reduce: Frequency of Buses on Seven Routes	(1,041,640)	(9.60)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,092,302	(1.19)
FY20 Recommended	**117,295,009**	**828.80**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,998,521**	**16.39**
Increase Cost: COG Grant Increase (Commuter Services)	9,126	0.00
Technical Adj: Technical Adjustment Staffing	(83,017)	(1.00)
Eliminate: Fare Share Program Due to Low Usage	(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.	529,159	1.20
FY20 Recommended	**3,953,789**	**16.59**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**689,849**	**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.	28,178	0.00
FY20 Recommended	**718,027**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,133,004**	**5.63**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	154,118	(0.01)
FY20 Recommended	**2,287,122**	**5.62**

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 three times a year, and coordinates bus service with the Washington Metropolitan Area Transit Authority.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,908,810**	**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.	(459,854)	0.00
FY20 Recommended	**2,448,956**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**400,221**	**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.	5,643	0.00
FY20 Recommended	**405,864**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,486,471**	**0.00**
Increase Cost: Risk Management Adjustment	643,794	0.00
FY20 Recommended	**3,130,265**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,446,614**	**21.08**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	625,213	0.00
FY20 Recommended	**4,071,827**	**21.08**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
MASS TRANSIT					
EXPENDITURES					
Salaries and Wages	54,687,001	57,539,911	58,000,595	60,438,322	5.0 %
Employee Benefits	17,875,219	19,925,853	19,381,205	21,194,306	6.4 %
Mass Transit Personnel Costs	**72,562,220**	**77,465,764**	**77,381,800**	**81,632,628**	**5.4 %**
Operating Expenses	55,339,625	55,025,283	57,407,873	57,128,463	3.8 %
Capital Outlay	115,491	26,000	0	111,500	328.9 %
Mass Transit Expenditures	**128,017,336**	**132,517,047**	**134,789,673**	**138,872,591**	**4.8 %**
PERSONNEL					
Full-Time	840	844	844	871	3.2 %
Part-Time	0	0	0	0	—
FTEs	857.98	863.27	863.27	889.77	3.1 %
REVENUES					
Bus Advertising	953,434	1,007,900	935,000	935,000	-7.2 %
Insurance Recoveries	171,016	0	0	0	—
Investment Income	0	551,830	0	0	-100.0 %
Miscellaneous Revenues	50,082	0	0	0	—
Motor Pool Charges/Fees	623,391	0	0	0	—
Other Charges/Fees	3,143,668	2,492,142	2,492,142	2,492,442	—
Other Fines/Forfeitures	7,542	0	0	0	—
Parking Fees	775,453	661,385	720,000	720,000	8.9 %
Parking Fines	603,792	405,000	525,000	525,000	29.6 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Property Tax	111,853,469	100,841,399	99,820,084	138,627,663	37.5 %
Recreation Fees	3,849	0	0	0	—
Ride On Fare Revenue	21,661,527	21,708,654	20,647,875	20,609,532	-5.1 %
State Aid: Call N' Ride	387,911	387,911	379,107	379,107	-2.3 %
State Aid: Damascus Fixed Route	309,958	309,950	309,950	309,950	—
State Aid: Ride On	39,711,634	39,628,000	40,628,000	40,628,000	2.5 %
Taxi Licensing Fees	493,912	425,000	400,000	400,000	-5.9 %
Mass Transit Revenues	**180,750,638**	**168,419,171**	**166,857,158**	**205,626,694**	**22.1 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,133,988	1,322,697	1,322,697	1,304,894	-1.4 %
Employee Benefits	393,805	296,065	296,065	316,293	6.8 %
Grant Fund - MCG Personnel Costs	**1,527,793**	**1,618,762**	**1,618,762**	**1,621,187**	**0.1 %**
Operating Expenses	3,411,502	3,460,368	3,460,368	3,467,069	0.2 %
Grant Fund - MCG Expenditures	**4,939,295**	**5,079,130**	**5,079,130**	**5,088,256**	**0.2 %**
PERSONNEL					
Full-Time	17	15	15	15	—
Part-Time	0	0	0	0	—
FTEs	16.39	13.10	13.10	13.10	—
REVENUES					
Federal Grants	2,227,357	1,939,693	1,939,693	1,939,693	—
State Grants	1,115,995	3,139,437	3,139,437	3,148,563	0.3 %
Grant Fund - MCG Revenues	**3,343,352**	**5,079,130**	**5,079,130**	**5,088,256**	**0.2 %**
DEPARTMENT TOTALS					
Total Expenditures	**132,956,631**	**137,596,177**	**139,868,803**	**143,960,847**	**4.6 %**
Total Full-Time Positions	**857**	**859**	**859**	**886**	**3.1 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**874.37**	**876.37**	**876.37**	**902.87**	**3.0 %**
Total Revenues	**184,093,990**	**173,498,301**	**171,936,288**	**210,714,950**	**21.5 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
MASS TRANSIT		
FY19 ORIGINAL APPROPRIATION	**132,517,047**	**863.27**
Changes (with service impacts)		
Add: US 29 FLASH Operating Costs [Ride On]	1,487,740	37.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Add: Annualization of Route 52 Restructuring	192,027	0.00
Add: Annualization of Route 75 Extension	35,608	0.00
Eliminate: Rock Spring Business Park Express Bus Service [Ride On]	(443,000)	0.00
Eliminate: Fare Share Program Due to Low Usage [Commuter Services]	(500,000)	0.00
Reduce: Frequency of Buses on Seven Routes [Ride On]	(1,041,640)	(9.60)
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	2,909,066	0.00
Increase Cost: Motor Pool Adjustment	1,460,495	0.00
Increase Cost: Annualization of FY19 Personnel Costs	1,115,363	0.00
Increase Cost: Risk Management Adjustment [Fixed Costs]	643,794	0.00
Increase Cost: Farebox Parts to Ensure Revenue Collection [Ride On]	300,000	0.00
Increase Cost: Kids Ride Free/Seniors Ride Free to Reflect Actual Charges [Ride On]	134,575	0.00
Increase Cost: Retirement Adjustment	123,456	0.00
Increase Cost: Nicholson Court (Lease)	117,100	0.00
Increase Cost: Annualization of FY19 Lapsed Positions	49,286	0.00
Increase Cost: County Share of Administrative Costs of the Washington Suburban Transit Commission (WSTC)	38,653	0.00
Increase Cost: North Bethesda Transportation Management District Contract	34,000	0.00
Increase Cost: Mobile Commuter Store Contract	20,000	0.00
Increase Cost: TMD Biennial reports	20,000	0.00
Increase Cost: Bethesda Transportation Management District Contract	16,000	0.00
Technical Adj: Technical Adjustment Staffing [Ride On]	0	0.10
Technical Adj: Technical Adjustment Staffing [Commuter Services]	(83,017)	(1.00)
Decrease Cost: Elimination of Bus Detours due to Lytonsville Place Bridge Reopening [Ride On]	(273,962)	0.00
FY20 RECOMMENDED	**138,872,591**	**889.77**

GRANT FUND - MCG

FY19 ORIGINAL APPROPRIATION	**5,079,130**	**13.10**
Other Adjustments (with no service impacts)		
Increase Cost: COG Grant Increase (Commuter Services) [Commuter Services]	9,126	0.00
FY20 RECOMMENDED	**5,088,256**	**13.10**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Passenger Facilities	1,385,063	5.00	1,505,731	5.00
Medicaid and Senior Programs	8,108,630	12.50	8,144,257	12.50
Ride On	112,038,994	802.49	117,295,009	828.80

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Commuter Services	3,998,521	16.39	3,953,789	16.59
Taxi Regulation	689,849	5.00	718,027	5.00
Customer Service	2,133,004	5.63	2,287,122	5.62
Transit Operations Planning	2,908,810	7.00	2,448,956	7.00
Transit Parking Facility Maintenance	400,221	1.28	405,864	1.28
Fixed Costs	2,486,471	0.00	3,130,265	0.00
Administration	3,446,614	21.08	4,071,827	21.08
Total	**137,596,177**	**876.37**	**143,960,847**	**902.87**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
MASS TRANSIT					
Health and Human Services	General Fund	282,694	0.00	282,694	0.00

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
MASS TRANSIT						
EXPENDITURES						
FY20 Recommended	**138,873**	**138,873**	**138,873**	**138,873**	**138,873**	**138,873**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY20	**0**	**1,612**	**1,612**	**1,612**	**1,612**	**1,612**
New positions in the FY20 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.						
Annualization of Bus Frequency Reductions	**0**	**(279)**	**(279)**	**(279)**	**(279)**	**(279)**
Reflect full year of savings for frequency reductions implemented in September 2019.						
US 29 FLASH Operating Costs	**0**	**1,422**	**1,422**	**1,422**	**1,422**	**1,422**
US 29 FLASH limited stop service is projected to begin operations in May 2020.						
Labor Contracts	**0**	**1,017**	**1,017**	**1,017**	**1,017**	**1,017**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**138,873**	**142,645**	**142,645**	**142,645**	**142,645**	**142,645**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY20 Recommended	FY21 Annualized

	Expenditures	FTEs	Expenditures	FTEs
US 29 FLASH Operating Costs	792,040	37.00	2,403,904	37.00
Total	**792,040**	**37.00**	**2,403,904**	**37.00**

Health and Human Services

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$323,567,731	1,682.59

VICTORIA BUCKLAND, ACTING DIRECTOR

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 agencies, and private entities to promote and sustain partnerships, which increase the availability of needed services.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Department of Health and Human Services is $323,567,731, an increase of $4,334,418 or 1.36 percent from the FY19 Approved Budget of $319,233,313. Personnel Costs comprise 56.84 percent of the budget for 1,444 full-time position(s) and 343 part-time position(s), and a total of 1,682.59 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 43.16 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **A More Affordable and Welcoming Community**
- **Thriving Youth and Families**
- **A Greener County**
- **Effective, Sustainable Government**
- **Safe 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Multi-Program Measures					
Weighted percentage of HHS customers satisfied with the services they received from HHS staff	98	98	97	97	97
Weighted composite of HHS client cases that demonstrate beneficial impact from received services: Improved health and wellness (1-100 scale)	56	51	55	55	55
Weighted composite score of HHS client cases that demonstrate beneficial impact from received services: Greater independence (1-100 scale)	82	87	90	90	90
Weighted composite score of HHS client cases that demonstrate beneficial impact from received services: Risk mitigation (1-100 scale)	77	75	80	80	80
Percentage of client cases needing assistance with multiple services for which effective team formation is documented (Service Integration Cases) [1]	90	90	93	93	93
Percentage of client cases needing assistance with multiple services for which effective team functioning is documented (Service Integration Cases) [2]	80	84	85	85	85
Status of findings from major audits - Percentage of findings fully or substantially completed	44	44	50	60	70

[1] *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 HHS.*

[2] *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 HHS.*

INITIATIVES

- Funding was provided for a new Senior Home Sharing Program. In FY20, this pilot program will connect senior home providers who have a spare room with home seekers interested in a long-term housing option. This home sharing arrangement can work when renters find it difficult to find affordable rental housing and home providers either need extra income or prefer living with another person who can offer social connection and/or assist with tasks, errands, and costs related to property maintenance.
- In FY18, Trauma Services opened a supervised visitation and exchange program called the Safe Passage Center. The Safe Passage Center provides supervised visits and exchange services to families with a domestic violence protective order and families undergoing contentious divorces, if ordered by a judge. This program reduces stress to domestic violence victims and keeps children safe and secure during their visits with the non-custodial parent

ACCOMPLISHMENTS

- ☑ The Montgomery County Vietnam Veterans Memorial Wall opened in Rockville on May 21, 2018. The Memorial includes the names of 130 County service members who lost their lives or were reported missing in action in Vietnam during the war. Over 400 people attended the event, including dozens of Vietnam War Veterans.
- ☑ Bone Builders, a popular fall prevention and bone strengthening program, tripled in size. The program is primarily held at County Recreation Centers and is facilitated using minimal staff time and dedicated volunteer leaders.

- ☑ Linkages to Learning (LTL) is one of four programs highlighted in Montgomery County's winning application to the 2018 Welcoming Communities Transatlantic Exchange (WCTE), an international network that shares welcoming initiatives to integrate newcomers in their communities. In November 2018, LTL conducted local site visits with peers in Germany and attended a final conference to collectively discuss lessons learned and strategies for the application of welcoming initiatives in both countries.
- ☑ The East County Opportunity Zone Project continues to build a network that supports workforce development, health and wellness, and parent engagement in an under-served community. It has provided assistance with eviction prevention, utility disconnection prevention, childcare services, vocational employment assistance, senior services, behavioral health services, and assistance with somatic health.
- ☑ The Early Childhood Services ChildLink Program conducted the Pregnant and Parenting Teen Speaker Series at a total of 5 high schools in FY18, serving a total of 83 teens. The series will expand to six high schools in FY19. This program is one of the Department's two generation poverty alleviation strategies.
- ☑ The Welcome Back Center of Suburban Maryland offered services to internationally trained health professionals - including 80 nurses, 20 behavioral health professionals, and 3 physicians - who are working towards licensure and/or certification in the healthcare field to secure jobs in Maryland. Program clients hired as Registered Nurses saw a 282 percent increase in wages on average.
- ☑ In FY18, the African American Health Program (AAHP) expanded Healing Our Village (HOV) into community outreach engagement sites - 1,391 individuals received blood glucose, blood pressure, and BMI screening at community events. HOV's expansion of services includes one-on-one counseling at places such as apartment complexes, churches, post offices, and other sites.
- ☑ The Asian American Health Initiative (AAHI) released volume three in their mental health photo-novel series, entitled "More Than Just Stress," which communicates issues around Asian American adolescent mental health to parents and community leaders and provides youth with resources to address mental health challenges.
- ☑ In FY18, School Health Services (SHS) case managed 17,833 children in Montgomery County Public Schools with chronic health conditions, including asthma, diabetes, and life-threatening allergic reactions. SHS also handled 642,237 student visits to Montgomery County Public Schools (MCPS) health rooms, which resulted in 88 percent of children returning to class.
- ☑ The Maternity Partnership Program provided prenatal care to 1,557 County women through partnerships with hospital-based clinics, plus home visiting case management provided by County staff. The program continues to have excellent health outcomes, with 96 percent of the babies born to women delivering through Maternity Partnership program having a healthy birth weight.
- ☑ In partnership with the Interagency Commission on Homelessness, the Inside (not Outside) Initiative was launched with the goal of ending chronic homelessness in the County. Chronic homelessness is defined as long-term homelessness for people with disabilities. In FY18, 250 chronically homeless individuals were placed in permanent housing. This is more than twice as many people housed than in FY17.
- ☑ The Department participated in the State-wide Rapid Rehousing Learning Collaborative sponsored by the Maryland Department of Housing and Community Development, the National Alliance to End Homelessness, and the University of Maryland. Through this collaboration, the County's Rapid Rehousing program placed 21 households in permanent housing in less than 100 days.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ✸ The Mobile Integrated Health program matches high utilizers of emergency medical services (EMS) with public and private social services. The program is a partnership between Fire and Rescue Service and Adult Protective Services (APS) in

collaboration with several hospitals and other social care agencies. The program has reduced EMS transports and corresponding Emergency Department usage by approximately 50 percent for this population.

- The Department initiated a Medication Management Program within the County in partnership with the Montgomery County Fire and Rescue and Emergency Medical Services (EMS). EMS has a trusted relationship with County residents and is therefore well-positioned to introduce the Medication Management program to residents who might benefit from the program.
- During FY 2018, the Adult Behavioral Health Program connected 75 percent of clients with a primary care provider and continued to develop collaborative work relationships with the Primary Care Clinics.
- Children, Youth, and Family Services (CYF) and Montgomery County Public Schools (MCPS) have developed a shared data platform to review and monitor the educational status of youth. The two programs piloted are Linkages to Learning (LTL) and Child Welfare Services (CWS) foster care. The goal is to ensure early intervention services are provided when there are educational concerns, maintain close collaborative contact between staff in both agencies, and promote academic achievement/success among our youth.
- Child Welfare Services has developed a Transitioning Youth Learning Collaborative (LC), focused on older youth (ages 17-21) in foster care. The LC goal is to enhance the preparation and readiness of youth who are aging out of the Child Welfare system by developing a County-wide collaboration of service providers that can work together to ensure that youth aging out-of-care possess the necessary skills to sustain independence and to realize their full potential.
- The Child Care Resource and Referral Center implemented an outreach campaign entitled "Growing Family Child Care Opportunities" to support family child care providers interested in starting a family child care home and to advise parents on the importance of choosing licensed care. By the end of FY18, 18 new providers were registered with the State. Each of these providers will work closely with peer mentors, trainers, and the Quality Enhancement Specialist for Family Child Care to build their programs to meet quality standards and to sustain their small businesses.
- The Asian American Health Initiative (AAHI) released a Mental Health Toolkit, entitled "Staying Well and Living Fully," that aims to provide culturally competent, reliable information about mental health for community leaders and members to share with their respective communities. The toolkits are train-the-trainer materials meant to empower community leaders.
- The Community Action Agency partnered with CountyStat to integrate datasets from its Self-Sufficiency Standard for Maryland 2016 report together with Census population data to create an online dashboard, the Interactive Self-Sufficiency Standard 2016. This award winning, interactive tool graphically depicts the income required to support various family types. This tool assists policy-makers and community partners in better understanding the profile of Montgomery residents living above and below the Self Sufficiency Standard.
- Care for Kids provided primary healthcare services for 5,531 uninsured children. In FY18, the program piloted Behavioral Health services that included bilingual substance abuse treatment and integrated behavioral health in pediatric primary care. The goal is to expand the pilot and ensure access to Behavioral Health for all Care for Kids children.
- Services to End and Prevent Homelessness underwent a reorganization to increase effectiveness and efficiency in service delivery. This process renamed the service area to one that better aligns with the goal of making homelessness rare, brief, and one-time only.
- Partnered with Pathways to Housing to apply for a Grant for the Benefit of Homeless Individuals from the Substance Abuse Mental Health Services Administration. The group was awarded $398,929 to hire an integrated team to provide homeless street outreach.

COLLABORATION AND PARTNERSHIPS

- Data Sharing Platform with Montgomery County Public Schools

Children, Youth, and Family Services and MCPS have developed a shared data platform to review and monitor the educational status of youth. The two programs piloted are Linkages to Learning (LTL) and Child Welfare Services foster care. The goal is to ensure early intervention services are provided when there are educational concerns, maintain close collaborative contact between staff in both agencies, and promote academic achievement/success among our students.

Partners

Montgomery County Public Schools

East County Opportunity Zone Network

The East County Opportunity Zone Project continues to build a network that supports workforce development, health and wellness, and parent engagement in an under-served community. It has provided assistance with eviction prevention, utility disconnection prevention, childcare services, vocational employment assistance, senior services, behavioral health services, and assistance with somatic health.

Partners

Department of Recreation, Non-Profits

Homelessness Coordinated Entry System

Services to End and Prevent Homelessness worked with the Continuum of Care system, a County-wide public-private partnership, to implement a strategy for prioritizing individuals and families for housing and services based on their needs. The new Coordinated Entry System maximizes resources by using a common assessment tool to assign the most appropriate housing intervention based on a household's vulnerability.

Partners

Non-Profits

Circle Time with Friends

Early Childhood Services ChildLink partnered with Montgomery County Public Libraries and the Department of Recreation to raise the importance and awareness of early literacy by offering Circle Time with Friends. This forum allows parents and caregivers to interact with their children through reading and participating in activities and allows children to learn social skills by interacting with their peers. The program will be expanded to other recreation centers.

Partners

Department of Public Libraries, Department of Recreation

Volunteer Income Tax Assistance

The Community Action Agency Volunteer Income Tax Assistance program (VITA) served 1,936 households, helping individuals and families receive almost $5 million in tax refunds, including $1.3 million in Earned Income Tax Credit (EITC) refunds. Seventy-seven volunteers supported the program, giving over 2,100 hours.

Partners

Non-Profits

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 FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	88,725,986	95,569,784	93,801,299	101,847,378	6.6 %
Employee Benefits	32,353,279	32,986,976	32,158,696	35,175,247	6.6 %
County General Fund Personnel Costs	**121,079,265**	**128,556,760**	**125,959,995**	**137,022,625**	**6.6 %**
Operating Expenses	107,412,299	111,540,984	110,477,644	107,816,516	-3.3 %
County General Fund Expenditures	**228,491,564**	**240,097,744**	**236,437,639**	**244,839,141**	**2.0 %**
PERSONNEL					
Full-Time	852	879	879	884	0.6 %
Part-Time	309	313	313	313	—
FTEs	1,211.74	1,237.71	1,237.71	1,246.81	0.7 %
REVENUES					
Core Health Services Funding	2,957,863	4,554,327	4,554,327	4,554,327	—
Federal Financial Participation Reimbursements	14,353,114	14,333,640	15,395,700	15,395,700	7.4 %
Health and Human Services Fees	1,169,318	1,100,000	1,163,850	1,163,850	5.8 %
Health Inspection: Restaurants	1,849,395	2,000,000	1,828,560	1,828,560	-8.6 %
Health Inspections: Living Facilities	267,452	254,470	247,650	247,650	-2.7 %
Health Inspections: Swimming Pools	550,445	566,250	549,770	549,770	-2.9 %
Marriage Licenses	241,065	300,000	240,000	240,000	-20.0 %
Medicaid/Medicare Reimbursement	4,352,087	2,341,220	2,637,820	1,866,750	-20.3 %
Miscellaneous Revenues	250	100,000	0	0	-100.0 %
Nursing Home Reimbursement	849,559	697,130	775,860	775,860	11.3 %
Other Charges/Fees	474,037	435,550	393,650	412,470	-5.3 %
Other Fines/Forfeitures	3,975	1,650	3,500	1,650	—
Other Intergovernmental	2,319,774	3,483,090	3,966,630	4,082,518	17.2 %
Other Licenses/Permits	69,184	263,230	261,430	261,430	-0.7 %
County General Fund Revenues	**29,457,518**	**30,430,557**	**32,018,747**	**31,380,535**	**3.1 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	34,599,288	34,428,593	34,428,593	34,409,785	-0.1 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Employee Benefits	12,162,762	12,423,692	12,423,692	12,485,623	0.5 %
Grant Fund - MCG Personnel Costs	**46,762,050**	**46,852,285**	**46,852,285**	**46,895,408**	**0.1 %**
Operating Expenses	38,693,208	32,283,284	32,283,284	31,833,182	-1.4 %
Grant Fund - MCG Expenditures	**85,455,258**	**79,135,569**	**79,135,569**	**78,728,590**	**-0.5 %**
PERSONNEL					
Full-Time	557	554	554	560	1.1 %
Part-Time	36	29	29	30	3.5 %
FTEs	436.97	432.65	432.65	435.78	0.7 %
REVENUES					
Federal Grants	26,562,152	21,364,867	21,364,867	20,880,523	-2.3 %
HB669 Social Services State Reimbursement	37,533,949	37,731,200	37,731,200	37,778,633	0.1 %
Miscellaneous Revenues	630,344	0	0	0	—
State Grants	19,039,535	20,039,502	20,039,502	20,069,434	0.1 %
Grant Fund - MCG Revenues	**83,765,980**	**79,135,569**	**79,135,569**	**78,728,590**	**-0.5 %**

DEPARTMENT TOTALS

Total Expenditures	**313,946,822**	**319,233,313**	**315,573,208**	**323,567,731**	**1.4 %**
Total Full-Time Positions	**1,409**	**1,433**	**1,433**	**1,444**	**0.8 %**
Total Part-Time Positions	**345**	**342**	**342**	**343**	**0.3 %**
Total FTEs	**1,648.71**	**1,670.36**	**1,670.36**	**1,682.59**	**0.7 %**
Total Revenues	**113,223,498**	**109,566,126**	**111,154,316**	**110,109,125**	**0.5 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**240,097,744**	**1,237.71**
Changes (with service impacts)		
Enhance: Permanent Supportive Housing Funding to Sustain the County's Commitment to End Chronic Homelessness [Permanent Housing]	1,000,000	0.00
Enhance: Funding for School Health Room Staff for New School Facilities [School Health Services]	456,287	4.79
Add: Senior Home Sharing Pilot Program [Senior Community Services]	174,000	0.00
Enhance: Provide Funding for Enhanced Security at Progress Place [Homeless Single Adult Services]	83,000	0.00
Enhance: Provide Funding to Open the New Linkages to Learning Center at Maryvale Elementary School [Linkages To Learning]	80,000	1.00
Add: Implementation of Atticus Act (Vision and Hearing Screening for Children) [School Health Services]	71,339	0.62
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	5,172,925	0.00
Increase Cost: Annualization of FY19 Personnel Costs	1,788,046	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Adjust Budget for the Enterprise Integrated Case Management System and Electronic Health Records System to Address Structural Budget Deficiencies [Office of the Chief Operating Officer]	740,000	0.00
Increase Cost: Home Care Services Contract [Home Care Services]	490,000	0.00
Increase Cost: Adjust Budget for the Community First Choice Nurse Monitoring Program to Address Structural Budget Deficiencies [Home & Community Based MA Waiver Services]	483,918	0.00
Increase Cost: Adjust Budget for In-person Interpretation and Translation Service to Address Structural Budget Deficiencies	288,000	0.00
Increase Cost: Risk Management Adjustment	220,518	0.00
Increase Cost: Annualization of FY19 Lapsed Positions	201,070	0.00
Increase Cost: Retirement Adjustment	196,446	0.00
Increase Cost: Annualization of Adult Drug Court Therapist Costs [Specialty Behavioral Health Services]	99,980	1.00
Increase Cost: Adjust Budget for Crossroads Youth Opportunity Center to Address Structural Budget Deficiencies [Positive Youth Development]	50,569	0.00
Increase Cost: Motor Pool Adjustment	37,795	0.00
Increase Cost: Health Department Accreditation Fee [Chief Public Health]	14,000	0.00
Technical Adj: Technical Adjustment	0	3.68
Re-align: Adjust Funding for Maternity Partnership Program to Reflect Service Demand [Health Care for the Uninsured]	(102,050)	0.00
Shift: Position Transfer from HHS to OHR [Office of the Director]	(114,241)	(1.00)
Decrease Cost: Eliminate a Long-term Vacant Medical Doctor Position [Tuberculosis Program]	(124,550)	(1.00)
Re-align: Office of the Chief Operating Officer Administrative Overhead	(127,713)	0.00
Decrease Cost: Adjust Residential Rehabilitation General Fund Supplement [Behavioral Health Planning & Management]	(200,109)	0.00
Decrease Cost: Delay Implementation of the Youth Drop-in Center [Homeless Single Adult Services]	(246,500)	0.00
Decrease Cost: Delay Implementation of the Paint Branch and Springbrook Cluster [Child & Adolescent School & Community Based Services]	(287,275)	0.00
Shift: Transfer Management of Conservation Corps Contract to the Department of Environmental Protection [Behavioral Health Planning & Management]	(324,177)	0.00
Decrease Cost: Elimination of the Handicap Rental Assistance General Fund Supplement [Permanent Housing]	(329,679)	0.00
Re-align: Adjust Funding for the Developmental Disability Services Supplement to Equal Average Percentage of Minimum Wage Actually Paid to Direct Service Providers by Providing Agencies [Community Support Network for People with Disabilities]	(1,850,202)	0.00
Re-align: Adjust Funding for Working Parents Assistance Program to Account for Decreased Utilization due to State Child Care Subsidy Enhancements [Child Care Subsidies]	(3,200,000)	0.00
FY20 RECOMMENDED	**244,839,141**	**1,246.80**

GRANT FUND - MCG

FY19 ORIGINAL APPROPRIATION	**79,135,569**	**432.65**
Federal/State Programs		
Enhance: Pregnant Women and Children - MD Kids Grant Funds	535,893	(2.00)
Enhance: Group Senior Assisted Housing Grant Funds	361,657	0.00
Enhance: Services to End and Prevent Homelessness Grant Funds	285,080	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Add: New Babies Born Healthy Grant Funds	200,000	1.00
Reduce: State Reductions to Cancer Grant Funds	(132,036)	(2.00)
Other Adjustments (with no service impacts)		
Technical Adj: Technical Adjustment	336,476	(4.40)
Increase Cost: Change in Funding Allocation for Sexual Assault Rape Crisis funds - Victims of Crime Act (VOCA) - Rape Crisis Intervention Grant Funds [Trauma Services]	201,978	0.00
Increase Cost: Increase Cost to Senior Care Grant Funds [Assessment & Continuing Case Management Services]	199,525	0.00
Increase Cost: House Bill 669 Grant Funds	47,433	17.04
Technical Adj: Funding Shift for Community Mental Health Grant Funds [Behavioral Health Planning & Management]	0	(6.71)
Decrease Cost: STD/HIV Grant Funds [STD/HIV Prevention & Treatment Program]	(66,430)	0.20
Shift: MFP Opt. Counseling Grant Funds [Home & Community Based MA Waiver Services]	(96,250)	0.00
Decrease Cost: Change in Award Term of Victims of Crime/General Grant Funds [Trauma Services]	(280,509)	0.00
Re-align: Infants and Toddlers Consolidated Local Implementation Grant (CLIG) Funds [Infants & Toddlers]	(1,999,796)	0.00
FY20 RECOMMENDED	**78,728,590**	**435.78**

FUNCTION SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Aging and Disability Services	51,641,899	173.09	52,710,366	173.09
Behavioral Health and Crisis Services	45,894,990	221.45	45,234,895	218.25
Children, Youth and Family Services	86,946,818	547.73	84,997,795	550.73
Public Health Services	74,727,198	495.74	76,728,892	502.77
Services to End and Prevent Homelessness	22,814,493	70.50	24,257,922	76.50
Administration and Support	37,207,915	161.85	39,637,861	161.25
Total	**319,233,313**	**1,670.36**	**323,567,731**	**1,682.59**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND					
Correction and Rehabilitation	General Fund	0	0.00	106,538	0.75
Police	General Fund	73,369	1.00	100,770	1.00
	Total	**73,369**	**1.00**	**207,308**	**1.75**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**244,839**	**244,839**	**244,839**	**244,839**	**244,839**	**244,839**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**598**	**598**	**598**	**598**	**598**
Restore lapse of Paint Branch and Springbrook Cluster Project and the Youth Drop-in Center.						
Labor Contracts	**0**	**1,381**	**1,381**	**1,381**	**1,381**	**1,381**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**244,839**	**246,818**	**246,818**	**246,818**	**246,818**	**246,818**

Aging and Disability Services

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$52,710,366	173.09

VICTORIA BUCKLAND, ACTING DIRECTOR

FUNCTION

The staff of Aging and Disability Services shares the Montgomery County vision, where seniors, persons with disabilities, and their families are fully participating members of 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 Odile Brunetto of the HHS - Aging and Disability Services at 240.777.4565 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 Aging & Disability Services

This program area provides leadership and direction for administration of Aging and Disability Services.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**463,505**	**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.	14,052	0.00
FY20 Recommended	**477,557**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percentage of callers to the Aging and Disability Resource Unit that received the referrals/information they need	95	96	95	95	95

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**985,502**	**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.	16,608	0.00
FY20 Recommended	**1,002,110**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,713,267**	**10.00**
Increase Cost: Adjust Budget for the Community First Choice Nurse Monitoring Program to Address Structural Budget Deficiencies	483,918	0.00
Shift: MFP Opt. Counseling Grant Funds	(96,250)	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.	166,935	1.00
FY20 Recommended	**3,267,870**	**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, financial exploitation, or inappropriate institutionalization. Services include Adult Protective Services, Social Services to Adults, and the Public Guardianship Program.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percentage of seniors and adults with disabilities that avoid institutional placement while receiving case management services	94	94	94	94	94
Number on Social Services to Adults (SSTA) waiting list	205	256	328	400	472

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**9,994,396**	**69.55**
Increase Cost: Increase Cost to Senior Care Grant Funds	199,525	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	642,342	0.00
FY20 Recommended	**10,836,263**	**69.55**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
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	100	99	99	99

[1] *This program was restored in the FY16 budget. The program has a cap of 500 clients.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**22,288,023**	**36.75**
Re-align: Adjust Funding for the Developmental Disability Services Supplement to Equal Average Percentage of Minimum Wage Actually Paid to Direct Service Providers by Providing Agencies	(1,850,202)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	224,664	0.00
FY20 Recommended	**20,662,485**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Assisted Living Services - Percentage of clients remaining in community placement (i.e., not entering institutional setting) [1]	95	96	96	96	96

[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 96 percent from FY19-FY21.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,465,550**	**7.57**
Enhance: Group Senior Assisted Housing Grant Funds	361,657	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	52,613	0.00
FY20 Recommended	**2,879,820**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Home Care Services - Number of clients served annually [1]	326	279	315	315	315
Home Care Services - Percentage of clients with no unmet personal care needs	94	95	95	95	95

[1] *In FY18, the Occupational Therapy budget was not funded, causing the number served to decline. The shift of Social Service to Adults (SSTA) to do APS Cases resulted in the decline in the number of referrals to Home Care Program.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**4,420,444**	**15.00**
Increase Cost: Home Care Services Contract	490,000	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.	35,018	0.00
FY20 Recommended	**4,945,462**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Ombudsman Services - Percentage of complaints resolved and partially resolved [1]	90	90	88	88	88

[1] *The forecast for a decrease is due to a mandated migration to new software for data collection and reduction in volunteer workforce to assist in complaint resolution. All numbers reported are based on the Federal Fiscal Year Calendar (October 1 - September 30), which means that FY18 numbers are still projections, as are FY19, 20, and 21.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**893,432**	**7.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	57,548	0.00
FY20 Recommended	**950,980**	**7.50**

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.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percentage of customers that report a reduction in stress/caregiver burden as a result of receiving respite services	98	100	99	99	99

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,246,661**	**0.00**
FY20 Recommended	**1,246,661**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
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	93	97	97	97	97

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,014,579**	**10.22**
Add: Senior Home Sharing Pilot Program	174,000	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.	93,374	0.00
FY20 Recommended	**3,281,953**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of unduplicated customers served in the Senior Nutrition Program [1]	5,760	5,236	5,743	5,743	5,743

[1] *All numbers reported are based on the Federal Fiscal Year Calendar (October 1 - September 30), which means that FY18 numbers are still projections, as are FY19, 20, and 21. Numbers for FY18 and after are calculated using revised instructions from the Maryland Department of Aging that now excludes certain home delivered meal participants, resulting in a lower number.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,156,540**	**4.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,665	(1.00)
FY20 Recommended	**3,159,205**	**3.50**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Aging & Disability Resource Unit	985,502	9.00	1,002,110	9.00
Assessment & Continuing Case Management Services	9,994,396	69.55	10,836,263	69.55
Chief Aging & Disability Services	463,505	3.00	477,557	3.00

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Home & Community Based MA Waiver Services	2,713,267	10.00	3,267,870	11.00
Community Support Network for People with Disabilities	22,288,023	36.75	20,662,485	36.75
Assisted Living Services	2,465,550	7.57	2,879,820	7.57
Home Care Services	4,420,444	15.00	4,945,462	15.00
Ombudsman Services	893,432	7.50	950,980	7.50
Respite Care	1,246,661	0.00	1,246,661	0.00
Senior Community Services	3,014,579	10.22	3,281,953	10.22
Senior Nutrition Program	3,156,540	4.50	3,159,205	3.50
Total	**51,641,899**	**173.09**	**52,710,366**	**173.09**

Behavioral Health and Crisis Services

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$45,234,895	218.25

VICTORIA BUCKLAND, ACTING DIRECTOR

FUNCTION

The mission of Behavioral Health and Crisis Services (BHCS) is to promote the behavioral health and well-being of Montgomery County residents. BHCS works to promote mental wellness, prevent substance abuse and suicide, and to ensure access to a comprehensive treatment and recovery system of effective services and support for children, youth and families, adults, and seniors in crisis or with behavioral health needs. BHCS is committed to ensuring culturally and linguistically competent care and the use of evidence-based or best practices along a continuum of care. BHCS works with the State's Behavioral Health Administration, 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; and coordinates the strategic alignment and development of the County Behavioral Health continuum.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**562,744**	**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.	257,329	0.50
FY20 Recommended	**820,073**	**4.00**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
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	93	93	94	94	94
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	78	79	77	77	77

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**8,979,683**	**20.50**
Technical Adj: Funding Shift for Community Mental Health Grant Funds	0	(6.71)
Decrease Cost: Adjust Residential Rehabilitation General Fund Supplement	(200,109)	0.00
Shift: Transfer Management of Conservation Corps Contract to the Department of Environmental Protection	(324,177)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,301,613	9.21
FY20 Recommended	**9,757,010**	**23.00**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percentage of students identified by schools to be at risk that are stabilized utilizing community resources without hospital intervention	94	95	95	95	95

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**5,322,200**	**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.	(179,485)	0.00
FY20 Recommended	**5,142,715**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
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]	84	90	84	84	84

[1] *The clients evaluated are those who were evaluated by clinicians during face-to-face visits or by clinician impression after discharge.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**788,126**	**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.	(532,414)	0.00
FY20 Recommended	**255,712**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percentage of decrease in substance abuse for patients completing treatment (Level 1 Outpatient Treatment) [1]	90	98	90	90	90

[1] *Percent decrease in substance abuse goal is set at 74 percent by the State of Maryland.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**4,918,817**	**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.	(1,938,981)	0.00
FY20 Recommended	**2,979,836**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,608,268**	**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.	(11,621)	(1.00)
FY20 Recommended	**3,596,647**	**29.00**

Forensic Services - Adult

Adult Forensic Services is composed of four programs: Clinical Assessment and Transition Services (CATS); Jail Addiction Services (JAS); Stop, Triage, Engage, Educate, Rehabilitate (STEER); and, the Mental Health Court (MHC) 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 ASAM II.5 level jail-based residential addiction treatment program for inmates who suffer from substance related disorders at the Montgomery County Correctional Facility. The STEER program responds with referrals to treatment for minor offenders referred by: (1) the police in lieu of criminal charges; and (2) victims of overdose. The MHC Team provides clinical assessment, care planning, and care-coordination to the clients of Mental Health Court.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
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	75	77	75	75	75
Percent of clients who successfully graduate from Mental Health Court	N/A	54	54	54	54
STEER - Percent of individuals who engage in treatment as evidenced by attending the first treatment appointment and also remain active at 60 days after starting treatment [1]	N/A	42	42	42	42

[1] *Percent remaining active after 30 days is 68 percent.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,313,902**	**26.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	439,879	2.00
FY20 Recommended	**3,753,781**	**28.00**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percent of clients who reported decreased emotional distress and improvement in depressive symptoms [1]	73	65	73	73	73

[1] *This measure was newly developed for FY16 from previous years to better measure and report outcomes, based on two sub-domain scores from BASIS 24 (Depression and Emotional Lability).*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,919,709**	**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.	(940,559)	(8.75)
FY20 Recommended	**1,979,150**	**11.50**

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 Service, while Family Intervention Services (previously known as the Violence Prevention Initiative) serves youth and families involved with the Department of Juvenile Services. The Prevention Program works to prevent substance use and suicide, and promotes healthy behaviors and lifestyles. In addition, Screening and Assessment Services for Children and Adolescents (SASCA) provides substance use and mental health screening and referral for Montgomery County youth, and collaborates with the State's Attorney's Office and the Montgomery County Police Department to divert youth from involvement with the Department of Juvenile Services.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
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]	90	92	90	90	90
Percentage of clients who showed symptom reduction at posttest or upon discharge	65	70	75	75	75

[1] *This measure is by definition a 12-month follow-up of clients, so actual FY17 data reports recidivism rate for clients who completed substance abuse education and /or behavioral health treatment programs in FY16.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**7,044,942**	**29.75**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	785,454	0.00
FY20 Recommended	**7,830,396**	**29.75**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
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]	85	94	90	90	90
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]	81	95	90	90	90
Percentage of clients receiving therapy that demonstrate improvement on a domestic violence rating scale [3]	91	89	90	90	90

[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.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**5,852,845**	**29.55**
Increase Cost: Change in Funding Allocation for Sexual Assault Rape Crisis funds - Victims of Crime Act (VOCA) - Rape Crisis Intervention Grant Funds	201,978	0.00
Decrease Cost: Change in Award Term of Victims of Crime/General Grant Funds	(280,509)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	250,012	0.00
FY20 Recommended	**6,024,326**	**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's 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,583,754**	**21.00**
Increase Cost: Annualization of Adult Drug Court Therapist Costs	99,980	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.	411,515	0.55
FY20 Recommended	**3,095,249**	**22.55**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
24-Hours Crisis Center	5,322,200	36.90	5,142,715	36.90
Behavioral Health Planning & Management	8,979,683	20.50	9,757,010	23.00
Chief Behavioral Health & Crisis Services	562,744	3.50	820,073	4.00
Mental Health Services Seniors & Persons with Disabilities	788,126	1.00	255,712	1.00
Treatment Services - Admin	4,918,817	3.00	2,979,836	3.00
Access To Behavioral Health Services	3,608,268	30.00	3,596,647	29.00
Forensic Services - Adult	3,313,902	26.00	3,753,781	28.00
Outpatient Behavioral Health Services - Adult	2,919,709	20.25	1,979,150	11.50
Outpatient Behavioral Health Services - Child	7,044,942	29.75	7,830,396	29.75
Trauma Services	5,852,845	29.55	6,024,326	29.55
Specialty Behavioral Health Services	2,583,754	21.00	3,095,249	22.55
Total	**45,894,990**	**221.45**	**45,234,895**	**218.25**

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Children, Youth and Family Services

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$84,997,795	550.73

VICTORIA BUCKLAND, ACTING DIRECTOR

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 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 Children, Youth & Families

This program provides leadership and direction for the administration of Children, Youth, and Family Services.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**808,499**	**4.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	254,361	2.00
FY20 Recommended	**1,062,860**	**6.50**

Child & Adolescent School & Community Based Services

Services provided through this program are delivered through contracts with community-based partners and include 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 cluster projects and East County

Initiative help 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,839,469**	**10.50**
Decrease Cost: Delay Implementation of the Paint Branch and Springbrook Cluster	(287,275)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	199,273	0.00
FY20 Recommended	**3,751,467**	**10.50**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of children served	5,208	5,260	5,000	5,000	5,000
Percentage of Infants and Toddlers families that understand their child's special needs	98	98	99	99	99

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**6,528,338**	**24.53**
Re-align: Infants and Toddlers Consolidated Local Implementation Grant (CLIG) Funds	(1,999,796)	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.	1,768	0.00
FY20 Recommended	**4,530,310**	**24.53**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
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	93	98	98	98	98

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**24,517,421**	**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.	1,186,419	0.00
FY20 Recommended	**25,703,840**	**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, strong families, and healthy communities. Linkages to Learning services include comprehensive behavioral health and 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percentage of Linkages to Learning clients receiving mental health services that report at termination of treatment, a demonstrated maintained or improved status [1]	72	75	75	75	75
Percentage of clients satisfied with services	98	98	98	98	98

[1] *A new assessment instrument was implemented by the program in FY18. Therefore, FY18 should be considered a new baseline as the content of the measure has substantially changed.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**6,577,360**	**5.00**
Enhance: Provide Funding to Open the New Linkages to Learning Center at Maryvale Elementary School	80,000	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.	50,542	0.00
FY20 Recommended	**6,707,902**	**6.00**

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, the Safe Space Program, and the Street Outreach Network. Services and supports are provided through community based work, community education, and partnerships. This program works closely with the Police Department, MCPS, State's Attorney's Office, Recreation Department, other HHS divisions, Libraries, and other community groups to address gang and youth violence issues throughout the County.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**6,474,469**	**18.00**
Increase Cost: Adjust Budget for Crossroads Youth Opportunity Center to Address Structural Budget Deficiencies	50,569	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	36,379	0.00
FY20 Recommended	**6,561,417**	**18.00**

Early Childhood Services

This program focuses on increasing the quality of early care and education programs available to young children throughout the

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, 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
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 [1]	100	100	100	100	100

[1] *The first report in each fiscal year is for six months of data. This data point is updated mid-year after the second six months is reported. The data listed for FY17 represents a full year of data.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**4,135,462**	**13.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	202,946	0.00
FY20 Recommended	**4,338,408**	**13.50**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of families authorized to receive a subsidy [1]	763	732	732	732	732

[1] *Changes to the tables were implemented in FY16. We have had lower participation rates due to the overall cost of care and finding a provider with space or willing to accept the county payment.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**6,571,023**	**7.50**
Re-align: Adjust Funding for Working Parents Assistance Program to Account for Decreased Utilization due to State Child Care Subsidy Enhancements	(3,200,000)	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.	22,452	0.00
FY20 Recommended	**3,393,475**	**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 to include food, medical coverage, shelter, and child care. The Child Care Subsidies program and its functions have been merged into OESS. OESS determines eligibility for Temporary Cash Assistance (TCA); Temporary Disability Assistance Program (TDAP); Refugee Cash Assistance; Supplemental Nutrition Assistance Program (SNAP- formerly known as Food Stamps); Medical Assistance for the Aged, Blind, and Disabled (including long-term care); and the Affordable Care Act which includes Community Medical Assistance, Maryland Children's Health Program, Medical Assistance for Families and Children and Refugee Medical Assistance. This program also administers the County's Working Parents Assistance (WPA) Program that provides child care subsidy for county residents who are over the income eligibility for Maryland Child Care Subsidy Program (CCSP) and determines eligibility for the County's healthcare for the uninsured (Maternity Partnership, Care for

Kids, Senior Dental Program, and Montgomery Cares).

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Twelve month work participation rate for work-eligible Temporary Cash Assistance (TCA) recipients in federally defined work activities	46	43	50	50	50
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)	200	189	180	180	180

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**27,494,777**	**259.40**
Enhance: Pregnant Women and Children - MD Kids Grant Funds	535,893	(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.	917,446	2.00
FY20 Recommended	**28,948,116**	**259.40**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Chief Children, Youth & Families	808,499	4.50	1,062,860	6.50
Child & Adolescent School & Community Based Services	3,839,469	10.50	3,751,467	10.50
Infants & Toddlers	6,528,338	24.53	4,530,310	24.53
Child Welfare Services	24,517,421	204.80	25,703,840	204.80
Linkages To Learning	6,577,360	5.00	6,707,902	6.00
Positive Youth Development	6,474,469	18.00	6,561,417	18.00
Early Childhood Services	4,135,462	13.50	4,338,408	13.50
Child Care Subsidies	6,571,023	7.50	3,393,475	7.50
Office of Eligibility and Support Services	27,494,777	259.40	28,948,116	259.40
Total	**86,946,818**	**547.73**	**84,997,795**	**550.73**

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Public Health Services

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$76,728,892	502.77

VICTORIA BUCKLAND, ACTING DIRECTOR

FUNCTION

The functions of the Public Health Services programs are to protect and promote the health and safety of County residents. This is accomplished by monitoring health status and implementing intervention strategies to contain or prevent disease (including bio-terrorism and emerging diseases); fostering public-private partnerships, which increase access to health services; developing and implementing programs and strategies to address health needs; providing individual and community level health education; evaluating the effectiveness of select programs and strategies; and licensing and inspecting facilities and institutions affecting public health and safety.

PROGRAM CONTACTS

Contact Travis Gayles 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
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.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,814,518**	**14.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(4,547)	1.00
FY20 Recommended	**1,809,971**	**15.50**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percentage of clients with active infectious tuberculosis that receive and are scheduled to complete Directly Observed Therapy and successfully complete the treatment regimen	96	97	97	97	97

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,908,400**	**17.00**
Decrease Cost: Eliminate a Long-term Vacant Medical Doctor Position	(124,550)	(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.	72,970	(1.75)
FY20 Recommended	**1,856,820**	**14.25**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**8,067,349**	**43.20**
Decrease Cost: STD/HIV Grant Funds	(66,430)	0.20
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	32,244	(1.00)
FY20 Recommended	**8,033,163**	**42.40**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
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

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,285,495**	**8.40**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(44,390)	0.00
FY20 Recommended	**1,241,105**	**8.40**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percentage of nursing homes with actual harm deficiencies	13	20	20	20	20

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,488,373**	**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.	7,619	0.00
FY20 Recommended	**1,495,992**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,241,218**	**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.	(2,843)	2.40

FY20 Recommended Changes	Expenditures	FTEs
FY20 Recommended	**1,238,375**	**5.40**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,782,811**	**21.15**
Reduce: State Reductions to Cancer Grant Funds	(132,036)	(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.	30,401	2.10
FY20 Recommended	**2,681,176**	**21.25**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,738,827**	**12.00**
Increase Cost: Health Department Accreditation Fee	14,000	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.	(117,456)	(1.00)
FY20 Recommended	**1,635,371**	**11.00**

Health Promotion and Prevention

The program's mission is to provide health information to the community to help change attitudes and behaviors to improve the population health. The program develops and distributes health education materials and information to County residents, including HHS clients, that helps them prevent the onset of chronic diseases, and to practice healthy behaviors and lifestyles. The emphasis is on health literacy, early access to preventive care and screening, and raising awareness through special events and campaigns. The program features an educational kiosk to help clients access health information, a calendar of health observances, printed materials, social media posting, and targeted outreach events.

FY20 Recommended Changes	Expenditures	FTEs

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**0**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	16,800	0.00
FY20 Recommended	**16,800**	**0.00**

Health Care for the Uninsured

This program area includes the Montgomery Cares, Care for Kids, and Maternity Partnership 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percent of vulnerable populations that have a primary care visit - Children [1]	61	71	71	71	71
Percent of vulnerable populations that have a primary care visit - Adults [2]	27	44	44	44	44
Percentage of healthy birth weight babies (greater than or equal to 2,500 grams) born to pregnant women in the Maternity Partnership Program	97	96	96	96	96

[1] *Changes in the number of uninsured children accessing health care are unpredictable due to the influx of unaccompanied minors and potential changes to the Federal policies for MCHIP.*

[2] *Changes in the number of people accessing health care are unpredictable due to the unknown impact and potential changes to the Federal policies for obtaining coverage through Medicaid, Medicare and other insurance through ACA.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**14,419,500**	**5.00**
Re-align: Adjust Funding for Maternity Partnership Program to Reflect Service Demand	(102,050)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(190,580)	(1.00)
FY20 Recommended	**14,126,870**	**4.00**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percentage of Infants At Risk (IAR) referrals that received a follow-up visit within 10 days by Community Health Service (CHS) nurse [1]	82	95	90	90	90

[1] *Based on the implementation of the electronic health record and the resultant improved data collection, FY17 should be considered the new baseline year and is not comparable with prior years.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**4,774,040**	**42.60**
Add: New Babies Born Healthy Grant Funds	200,000	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.	476,284	2.00
FY20 Recommended	**5,450,324**	**45.60**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Dental Services - Percentage of children that complete their dental treatment plan [1]	46	32	32	32	32

[1] *Some reasons for the low percentage include: (1) There is a 2-3 month wait to get a dental appointment; (2) Parents cancel appointments or do not show for a variety of reasons; (3) Rampant caries in our child population often necessitate 6 or 7 appointments to complete treatment (average number of visits to complete is three); and (4) A small number (about 200) are completed at a specialist's office and are not reflected in the statistic.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,870,301**	**16.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	133,658	1.00
FY20 Recommended	**3,003,959**	**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 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percentage of swimming pools found to be in compliance upon regular inspection	93	92	90	90	90

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,698,499**	**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.	19,706	(0.50)
FY20 Recommended	**3,718,205**	**30.50**

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.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percent of students that return to class and are ready to learn after a health room visit	87	88	87	87	87

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**28,637,867**	**269.89**
Enhance: Funding for School Health Room Staff for New School Facilities	456,287	4.79
Add: Implementation of Atticus Act (Vision and Hearing Screening for Children)	71,339	0.62
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,255,268	0.17
FY20 Recommended	**30,420,761**	**275.47**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Cancer & Tobacco Prevention	1,241,218	3.00	1,238,375	5.40
Chief Public Health	1,738,827	12.00	1,635,371	11.00
Communicable Disease & Epidemiology	1,814,518	14.50	1,809,971	15.50
Health Care & Group Residential Services	1,488,373	12.00	1,495,992	12.00
Health Promotion and Prevention	0	0.00	16,800	0.00
Public Health Emergency Preparedness & Response Program	1,285,495	8.40	1,241,105	8.40
STD/HIV Prevention & Treatment Program	8,067,349	43.20	8,033,163	42.40
Tuberculosis Program	1,908,400	17.00	1,856,820	14.25
Women's Health Services	2,782,811	21.15	2,681,176	21.25
Health Care for the Uninsured	14,419,500	5.00	14,126,870	4.00
Community Health Services	4,774,040	42.60	5,450,324	45.60
Dental Services	2,870,301	16.00	3,003,959	17.00
Environmental Health Regulatory Services	3,698,499	31.00	3,718,205	30.50
School Health Services	28,637,867	269.89	30,420,761	275.47
Total	**74,727,198**	**495.74**	**76,728,892**	**502.77**

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Services to End and Prevent Homelessness

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$24,257,922	76.50

VICTORIA BUCKLAND, ACTING DIRECTOR

FUNCTION

The vision of the staff of Services to End and Prevent Homelessness (SEPH) 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 SEPH is to make homelessness a rare, brief, and non-recurring event by operating from a Housing First philosophy. Housing First recognizes that people are most successful when they have choice in housing and seeks to eliminate barriers such as sobriety requirements or treatment compliance. SEPH provides a full continuum of services including housing stabilization, homeless diversion, 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, both 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 - Services to End and Prevent Homelessness at 240.777.1179 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

Homeless Family Services

Homeless Family Services provides emergency shelter and transitional housing to families with children experiencing homelessness. Services include intake and assessment, case management, and housing location to link families experiencing homelessness to housing, behavioral health, financial, and legal programs. All services are housing focused with a goal of connecting families with permanent housing as quickly as possible and removing systemic barriers to accessing housing and services. All homeless service providers participate in the Coordinated Entry System which uses a coordinated assessment to prioritize families for housing.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percentage of households remaining housed at least 12 months after placement in permanent supportive housing	95	99	90	92	95

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**4,105,720**	**11.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(300,786)	(2.00)
FY20 Recommended	**3,804,934**	**9.90**

Chief Special Needs Housing

This program provides leadership and direction for the administration of Services to End and Prevent Homelessness, and advises the Interagency Commission on Homelessness (ICH) and Montgomery County Continuum of Care (CoC).

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**730,253**	**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.	268,392	1.00
FY20 Recommended	**998,645**	**4.00**

Permanent 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. All permanent supportive housing programs use a Housing First approach where housing is offered without preconditions such as sobriety or treatment compliance.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**5,783,546**	**10.50**
Enhance: Permanent Supportive Housing Funding to Sustain the County's Commitment to End Chronic Homelessness	1,000,000	0.00
Decrease Cost: Elimination of the Handicap Rental Assistance General Fund Supplement	(329,679)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(330,888)	(2.00)
FY20 Recommended	**6,122,979**	**8.50**

Homeless Single Adult Services

Homeless Single Adult Services provides emergency shelter, street outreach, safe haven, and transitional housing to adults experiencing homelessness. 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. All services are housing-focused with a goal of connecting adults with permanent housing as quickly as possible and removing systemic barriers to accessing housing and services. All homeless service providers participate in the Coordinated Entry System which uses a coordinated assessment to prioritize individuals for housing.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Average length of stay in days by homeless families in emergency shelter [1]	92	79	70	65	60
Number of families placed in emergency shelters [2]	124	144	140	151	164

[1] *The Montgomery County Continuum of Care has implemented a coordinated entry system for families experiencing homelessness with a goal of connecting households to permanent housing as quickly as possible. Emergency shelter staff have changed their approach to service delivery. Additionally, SEPH's Rapid Rehousing program expansion created greater access to permanent housing for families exiting emergency shelter.*

[2] *There is a direct correlation between the number of days in family emergency shelter and the number of households served. The shorter the length of stay in shelter, the more households can be served in shelter.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**4,693,713**	**2.00**
Enhance: Provide Funding for Enhanced Security at Progress Place	83,000	0.00
Decrease Cost: Delay Implementation of the Youth Drop-in Center	(246,500)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	84,737	0.00
FY20 Recommended	**4,614,950**	**2.00**

Prevention

Homelessness Prevention 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.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Average number of households receiving a shallow rental subsidy each month	1,720	1,691	1,700	1,700	1,700

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**6,281,789**	**39.10**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,100,226	9.00
FY20 Recommended	**7,382,015**	**48.10**

Diversion

Homelessness Diversion provides conflict resolution, mediation, financial assistance and case management to County residents experiencing homelessness. The program's focus is to divert individuals and families from the homeless system by finding creative resolutions to their housing crisis. Unlike homelessness prevention services, diversion is only offered to households who do not have an active lease.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**150,000**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	89,701	0.00

FY20 Recommended Changes	Expenditures	FTEs
FY20 Recommended	**239,701**	**0.00**

Healthcare for the Homeless

Healthcare for the Homeless provides medical and dental services to individuals experiencing homelessness in emergency shelters, street outreach, and transitional housing. Medical services are also provided to individuals and families served in permanent supportive housing programs. Healthcare for the Homeless is committed to reducing the health disparities for people experiencing homelessness by providing low barrier access to services and reducing re-admissions to hospitals.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,069,472**	**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.	25,226	0.00
FY20 Recommended	**1,094,698**	**4.00**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Chief Special Needs Housing	730,253	3.00	998,645	4.00
Homeless Family Services	4,105,720	11.90	3,804,934	9.90
Permanent Housing	5,783,546	10.50	6,122,979	8.50
Homeless Single Adult Services	4,693,713	2.00	4,614,950	2.00
Prevention	6,281,789	39.10	7,382,015	48.10
Diversion	150,000	0.00	239,701	0.00
Healthcare for the Homeless	1,069,472	4.00	1,094,698	4.00
Total	**22,814,493**	**70.50**	**24,257,922**	**76.50**

Administration and Support

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$39,637,861	161.25

VICTORIA BUCKLAND, ACTING DIRECTOR

FUNCTION

The function of Administration and Support Services is to provide overall leadership, administration, and direction to the Department of Health and Human Services (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, the formation and maintenance of partnerships with non-governmental service providers, and human resource management. 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).

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**5,252,683**	**27.85**
Shift: Position Transfer from HHS to OHR	(114,241)	(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.	190,591	(0.10)
FY20 Recommended	**5,329,033**	**26.75**

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, and information technology

support and development.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**21,891,096**	**91.50**
Increase Cost: Adjust Budget for the Enterprise Integrated Case Management System and Electronic Health Records System to Address Structural Budget Deficiencies	740,000	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.	1,076,093	0.50
FY20 Recommended	**23,707,189**	**92.00**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percentage of African Americans who demonstrate an increase in knowledge after taking diabetes education classes [1]	N/A	85	90	90	90
Percentage of changes in health behaviors as a result of the Latino Youth Wellness Program	58	54	56	57	57
Percentage of individuals who accessed services as a result of contacting the Asian American Health Initiative (AAHI) Patient Navigator Program Multilingual Health Information and Referral Telephone Line	95	99	95	95	95

[1] *This measure was revised during FY18. As the mechanism for measurement has changed, FY18 should be considered a new baseline year.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**10,064,136**	**42.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	537,503	0.00
FY20 Recommended	**10,601,639**	**42.50**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Office of the Director	5,252,683	27.85	5,329,033	26.75
Office of the Chief Operating Officer	21,891,096	91.50	23,707,189	92.00
Office of Community Affairs	10,064,136	42.50	10,601,639	42.50
Total	**37,207,915**	**161.85**	**39,637,861**	**161.25**

Community Use of Public Facilities

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$11,959,269	31.27

RAMONA BELL-PEARSON, DIRECTOR

MISSION STATEMENT

The mission of the Office of Community Use of Public Facilities (CUPF) is to maximize the community's use of schools and other public facilities and to identify and facilitate activities and programs that respond to the community's needs without disrupting the instructional program of the Montgomery County Public Schools or County operations.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Office of Community Use of Public Facilities is $11,959,269, an increase of $39,370 or 0.33 percent from the FY19 Approved Budget of $11,919,899. Personnel Costs comprise 29.50 percent of the budget for 30 full-time position(s) and one part-time position(s), and a total of 31.27 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 70.50 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Greener County**
- **Effective, Sustainable Government**

DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Program Measures					
Percentage of available time in school auditoriums, gyms, all purpose rooms/cafeterias used by the community	45	42	45	45	45

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percentage of available use time in County buildings used by the community [1]	47	46	46	46	46
Percentage of Interagency Coordinating Board (ICB) members satisfied with CUPF's support of ICB	100	100	95	95	95
Percentage of School Childcare Selection Committee members who felt the selection process resulted in placement of a highly-qualified provider	82%	96%	90%	90%	90%
Hours of paid school use	563,754	557,539	560,000	560,000	560,000
Hours of paid school field use	63,023	63,039	64,000	64,000	64,000
Hours of paid community use on Maryland National Capital Park and Planning Commission (M-NCPPC) fields [2]	107,792	102,613	97,737	105,000	105,000
Hours of use for government buildings	15,789	10,467	11,500	11,500	11,500
Hours of paid community use in Silver Spring Civic Building at Veterans Plaza [3]	11,924	12,331	12,500	12,500	12,500
Percentage of school, field, and government building users satisfied with the reservation process	83	92	90	90	90
Percentage of government building free use	88	88	90	90	90

[1] *Several County Buildings are fully or partially unavailable due to construction, "refreshes" or maintenance to include: Wheaton Regional Library, Council Office Building, and Mid-County Government Center.*

[2] *The hours of paid community use on M-NCPPC fields estimate was down in FY19 as compared to actual FY18 and target for FY20. This is explained by the fact that the number of credits issued to customers was very high related to unavailability of fields for use during the FY19 period due to a higher than usual rainy season. In addition there were many fields taken out of use by MCPS due to renovations and upgrades.*

[3] *Silver Spring Civic Building (SSCB) is an early voting and election site. Usually elections will reduce hours of use at the SSCB. However, in FY18, this impact was more than offset by the elimination of free use of the plaza which allowed more paid use.*

INITIATIVES

- The co-location of the Community Use of Public Facilities, County Recreation and Montgomery Parks in the new Wheaton building will enhance collaboration and improve customer access to the shared activity registration and facility reservation system, while simultaneously supporting the growth of the Wheaton community.

ACCOMPLISHMENTS

- Enhanced safety and playability conditions on school ballfields as a result of a $1,000,000 cumulative contribution for the renovation of school ballfields by Montgomery Parks, M-NCPPC. Initial FY17 and FY18 work plans that carried into FY19 resulted in the renovation of 22 fields at 9 school locations. 16 new ballfields at 5 locations were added in FY19 for renovation.
- Enhanced the community's awareness of the role of the Interagency Coordinating Board (ICB) and CUPF's mission using social media and assignment of dedicated staff. In addition to distributing monthly newsletters, participating in community events, and providing information on its website, CUPF posts regularly on the County's NextDoor social media account, which has over 100,000 followers.
- Assisted a total of 78 groups, of which 45% were new users, who received support in their use of the Silver Spring Civic Building and Veterans Plaza through the Community Access Program during FY18.
- Contributed $840,000 between FY17 and FY18 to the security and maintenance at 20 County locations with installation of security cameras, furniture, equipment, and flooring replacements. Another $500,000 has been allocated during FY19 for work at 12 locations with similar improvements.

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 contribute to the salary of a Senior Information Technology Specialist who serves as the System Administrator and liaison with the software vendor, in addition to a County Senior Accountant to manage the distribution of funds. Representatives from each entity participate on various committees to make decisions that impact the operations of the other partners. Recreation, Parks, and CUPF are currently working together on a Governance Group for the purpose of selecting a replacement vendor for ActiveMONTGOMERY. The Group will solicit, select, integrate, and transition the new vendor into a joint operating system to serve the needs of all three Agencies.

Partners

Department of Recreation, Maryland-National Capital Park and Planning Commission

Community Use of Public Facilities

The Community Use of Public Facilities (CUPF) works with various entities to enable the community to use public facilities for a variety of activities when not in use by the tenant organization. This includes schools, public libraries, Montgomery Park fields, and meeting rooms in County buildings. CUPF reimburses the Montgomery County Board of Education for the cost impacts of community use, funds two subsidy programs, returns funds to the general fund, and contributes to special maintenance projects.

Partners

County Council, Department of General Services, Department of Police, Department of Public Libraries, Maryland-National Capital Park and Planning Commission, Montgomery County Public Schools

PROGRAM CONTACTS

Contact Ramona Bell-Pearson of the Office of Community Use of Public Facilities at 240.777.2722 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 FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COMMUNITY USE OF PUBLIC FACILITIES					
EXPENDITURES					
Salaries and Wages	2,344,063	2,503,476	2,395,733	2,654,106	6.0 %
Employee Benefits	761,244	842,937	756,819	873,718	3.7 %
Community Use of Public Facilities Personnel Costs	**3,105,307**	**3,346,413**	**3,152,552**	**3,527,824**	**5.4 %**
Operating Expenses	8,416,825	8,573,486	8,516,588	8,431,445	-1.7 %
Community Use of Public Facilities Expenditures	**11,522,132**	**11,919,899**	**11,669,140**	**11,959,269**	**0.3 %**
PERSONNEL					
Full-Time	29	30	30	30	—
Part-Time	1	1	1	1	—
FTEs	30.07	31.07	31.07	31.27	0.6 %
REVENUES					
Facility Rental Fees	11,782,129	11,512,996	11,431,922	11,926,753	3.6 %
Investment Income	161,425	108,083	108,083	104,195	-3.6 %
Community Use of Public Facilities Revenues	**11,943,554**	**11,621,079**	**11,540,005**	**12,030,948**	**3.5 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COMMUNITY USE OF PUBLIC FACILITIES		
FY19 ORIGINAL APPROPRIATION	**11,919,899**	**31.07**
Changes (with service impacts)		
Enhance: Audio Visual Equipment Installation for the Silver Spring Civic Building [Community Access to Public Space]	130,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	116,239	0.00
Increase Cost: Equipment and Synthetic Turf Fees Returned to MCPS	106,423	0.00
Increase Cost: Utility Reimbursements to MCPS	77,207	0.00
Increase Cost: MCPS Reimbursable Staff Costs	46,365	0.00
Increase Cost: Annualization of FY19 Personnel Costs	33,687	0.00
Increase Cost: ActiveMONTGOMERY Transaction Fees	19,432	0.00
Increase Cost: Security Services at SSCB	15,440	0.00
Increase Cost: Office Lease (Rockville)	11,866	0.00
Increase Cost: Retirement Adjustment	5,619	0.00
Increase Cost: ActiveMONTGOMERY System Administrator	3,251	0.00
Increase Cost: Motor Pool Adjustment	171	0.00
Technical Adj: Adjustment for ActiveMONTGOMERY System Administrator Net to Gross [Community Access to Public Space]	0	0.20

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: OPEB Adjustment	(26,330)	0.00
Decrease Cost: Eliminate funding for one-time special maintenance at Silver Spring Civic Building and other highly used government buildings	(500,000)	0.00
FY20 RECOMMENDED	**11,959,269**	**31.27**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COMMUNITY USE OF PUBLIC FACILITIES						
EXPENDITURES						
FY20 Recommended	**11,959**	**11,959**	**11,959**	**11,959**	**11,959**	**11,959**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY20	**0**	**(130)**	**(130)**	**(130)**	**(130)**	**(130)**
Items recommended for one-time funding in FY20, including the installation of audio visual equipment for the Silver Spring Civic Building, will be eliminated from the base in the outyears.						
MCPS Reimbursable Custodial Costs	**0**	**0**	**4**	**7**	**10**	**14**
CUPF is required to reimburse MCPS for the custodial supply costs of community use.						
MCPS Reimbursable Maintenance Costs	**0**	**0**	**10**	**22**	**33**	**44**
CUPF is required to reimburse MCPS for the maintenance costs of community use.						
MCPS Reimbursable Staff Costs	**0**	**13**	**26**	**39**	**52**	**66**
CUPF is required to reimburse MCPS for the cost impacts of community use. Reimbursements to MCPS for staff, maintenance, and supplies are periodically adjusted to reflect increases in those costs.						
MCPS Reimbursable Utility Costs	**0**	**74**	**152**	**231**	**314**	**397**
These amounts reflect the projected future cost of reimbursing MCPS for utilities.						
Retiree Health Insurance Pre-funding	**0**	**(1)**	**(2)**	**(11)**	**(17)**	**(21)**
Savings from Replacement of ActiveMONTGOMERY with Replacement System	**0**	**(72)**	**(145)**	**(145)**	**(145)**	**(145)**
Reduction in transaction fees, overtime, and use of temporary staff resulting from the replacement of ActiveMONTGOMERY with a new system.						
Security Services at SSCB	**0**	**6**	**12**	**19**	**25**	**31**
Security services at the Silver Spring Civic Building						
Two Year Term Extension for Fiscal Assistant Position	**0**	**0**	**(83)**	**(83)**	**(83)**	**(83)**
The Fiscal Assistant is shared with County Recreation to support online activity registration and facility reservation database.						
Wheaton Redevelopment	**0**	**197**	**190**	**180**	**171**	**171**
Expenses at the Wheaton facility include utilities, maintenance, parking, and debt service net of savings from the current 255 Rockville Pike office lease.						
Labor Contracts	**0**	**35**	**35**	**35**	**35**	**35**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
Subtotal Expenditures	**11,959**	**12,081**	**12,028**	**12,123**	**12,224**	**12,338**

FY20-25 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Community Use of Public Facilities						
FISCAL PROJECTIONS	FY19 ESTIMATE	FY20 REC	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	18.23%	**20.45%**	20.45%	20.45%	20.45%	20.45%	20.45%
CPI (Fiscal Year)	2.2%	**2.3%**	2.5%	2.7%	2.7%	2.7%	2.7%
Investment Income Yield	2.3%	**2.5%**	2.5%	2.5%	2.5%	2.5%	2.5%
BEGINNING FUND BALANCE	**6,372,109**	**4,771,665**	**3,429,758**	**2,342,025**	**1,709,749**	**1,088,775**	**506,431**
REVENUES							
Charges For Services	11,431,922	**11,926,753**	12,228,500	12,558,670	12,897,754	13,245,993	13,868,555
Miscellaneous	108,083	**104,195**	76,379	56,820	42,968	29,174	15,721
Subtotal Revenues	**11,540,005**	**12,030,948**	**12,304,879**	**12,615,490**	**12,940,722**	**13,275,167**	**13,884,276**
INTERFUND TRANSFERS (Net Non-CIP)	**(689,493)**	**(768,770)**	**(776,023)**	**(776,023)**	**(776,023)**	**(776,023)**	**(776,023)**
Transfers To The General Fund	(849,493)	(928,770)	(936,023)	(936,023)	(936,023)	(936,023)	(936,023)
Indirect Costs	(609,960)	(721,440)	(728,693)	(728,693)	(728,693)	(728,693)	(728,693)
CAAP	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
DCM	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)
Telecommunications NDA	(32,203)	0	0	0	0	0	0
Transfers From The General Fund	160,000	160,000	160,000	160,000	160,000	160,000	160,000
After School	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Elections	135,000	135,000	135,000	135,000	135,000	135,000	135,000
TOTAL RESOURCES	**17,222,621**	**16,033,843**	**14,958,614**	**14,181,492**	**13,874,448**	**13,587,919**	**13,614,684**
CIP CURRENT REVENUE APPROP.	**(750,000)**	**(613,000)**	**(304,000)**	**0**	**0**	**0**	**0**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(11,669,140)	**(11,959,269)**	(12,157,759)	(12,370,428)	(12,589,403)	(12,815,317)	(13,051,130)
Labor Agreement	n/a	**0**	(35,469)	(35,469)	(35,469)	(35,469)	(35,469)
Elimination of One-Time Expenses	0	**n/a**	130,000	130,000	130,000	130,000	130,000
Increase in MCPS Reimbursable Staff Costs	n/a	**n/a**	(12,660)	(25,600)	(38,830)	(52,360)	(65,890)
Utility Reimbursements to MCPS	n/a	**n/a**	(74,492)	(151,592)	(231,391)	(313,982)	(396,573)
Maintenance Reimbursement to MCPS	n/a	**n/a**	0	(10,426)	(21,740)	(33,054)	(44,368)
Custodial Supply Reimbursements to MCPS	n/a	**n/a**	(325)	(3,627)	(6,978)	(10,329)	(13,680)
Security Services at Silver Spring Civic Building	n/a	**n/a**	(5,973)	(12,244)	(18,515)	(24,786)	(31,057)
Wheaton Redevelopment	n/a	**n/a**	(197,000)	(190,000)	(180,000)	(171,000)	(171,000)
Retiree Health Insurance Pre-Funding	n/a	**n/a**	510	1,520	10,530	16,870	21,470
Savings from Replacement of ActiveMONTGOMERY	n/a	**n/a**	72,395	144,791	144,791	144,791	144,791
ActiveMONTGOMERY Fiscal Assistant	n/a	**n/a**	0	83,148	83,148	83,148	83,148
Subtotal PSP Oper Budget Approp / Exp's	**(11,669,140)**	**(11,959,269)**	**(12,280,773)**	**(12,439,927)**	**(12,753,857)**	**(13,081,488)**	**(13,429,758)**
OTHER CLAIMS ON FUND BALANCE	**(31,816)**	**(31,816)**	**(31,816)**	**(31,816)**	**(31,816)**	**0**	**0**
TOTAL USE OF RESOURCES	**(12,450,956)**	**(12,604,085)**	**(12,616,589)**	**(12,471,743)**	**(12,785,673)**	**(13,081,488)**	**(13,429,758)**
YEAR END FUND BALANCE	**4,771,665**	**3,429,758**	**2,342,025**	**1,709,749**	**1,088,775**	**506,431**	**184,926**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	**27.7%**	**21.4%**	**15.7%**	**12.1%**	**7.8%**	**3.7%**	**1.4%**

Assumptions:

1. Changes in interfund transfers reflect the election cycle, receipts from the General Fund to offset the cost of free use and unpermitted field use, and technology modernization costs.
2. The ICB must review and approve any changes in fees. A 2% fee increase is assumed in FY25.
3. The fiscal plan assumes a one time use of surplus funds to replace the on-line booking system shared by CUPF, the Recreation Department, and M-NCPPC. This use is shown as a current revenue transfer in FY20 and FY21 to the CIP project, Shared Agency Booking System Replacement (P722001).
4. The fiscal plan assumes additional programmed expenses in FY20 for the purchase and installation of audiovisual equipment at the Silver Spring Civic Building.

Notes:

1. The fund balance is calculated on a net assets basis.
2. These projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
3. Community Use of Public Facilities has a fund balance policy target of 10% of resources.

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Public Libraries

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$43,016,429	399.01

ANITA VASSALLO, ACTING DIRECTOR

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 MCPL 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: MCPL believes in the right of all to learn and to grow. We value intellectual freedom, accountability, quality service, diversity, fairness, professional ethics, integrity of information, and respect for our customers, our community, and ourselves. We are a learning organization that functions openly by exploring new ideas and using the collective talent, knowledge, and creativity of employees at all levels.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Department of Public Libraries is $43,016,429, an increase of $156,314 or 0.36 percent from the FY19 Approved Budget of $42,860,115. Personnel Costs comprise 79.89 percent of the budget for 228 full-time position(s) and 208 part-time position(s), and a total of 399.01 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 20.11 percent of the FY20 budget.

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

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Greener County**
- **Effective, Sustainable Government**
- **A Growing 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Multi-Program Measures					
Total use of library services (number of services provided) [1]	26,546,388	33,025,441	34,907,891	37,524,334	40,309,066
Average annual use of library services for children, for each child under 5 in the County [2]	51.7	50.5	57.5	66.6	77.0
Total use of library adult learning programs, services, and events [3]	179,512	137,886	149,468	165,012	182,173
Average cost per total library usage [4]	$1.57	$1.29	$1.30	$1.44	$1.46

[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.*

[2] *Average number of uses 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.*

[3] *This measure shows the total use of services for adult learning such as English conversation clubs, business counseling, book groups, online 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. Reduction from FY17 to FY18 was related to a number of branches that were closed for refresh during FY18. One branch was closed for twelve months; one branch was closed for eight months; one branch was closed for five months; and two branches were closed for one month each. Also, work was done with database vendors in FY18 to obtain timely, accurate statistics for online classes enrollment and resource use.*

[4] *This measure shows the total use of library services in relation to MCPL's budget.*

INITIATIVES

- Launched the Library of Things, which provides musical instruments for loan (September 2018).
- Initiated the Early Literacy Reading Program "1,000 Books Before Kindergarten".
- Provided new streaming media services to consumers via Acorn TV and Creativebug.
- Designed and launched the website for Maryland's Deaf Culture Digital Library that is coordinated by Montgomery County.
- Piloted a program for Sensory Storytimes which will provide specialized programs to children with developmental differences.
- Launched Citizenship Corners as part of the Montgomery County's Cities for Citizenship Initiative that provides citizenship classes and sessions at selected branches.

ACCOMPLISHMENTS

- ☑ Awarded the 2018 Top Innovator Honorable Mention Award from the Urban Libraries Council for "Reading and Educating to Advance Lives: REAL Change," a partnership with the Jewish Council for the Aging (JCA) and Health and Human Services (HHS) volunteers who read with children in the HHS benefits office.
- ☑ Awarded 2018 NACo Achievement Awards for:

- Sharing Our Voice through Podcasting,
- The REAL Program,
- Engaging a Community in Energy Savings.

☑ Implemented the National Endowment for the Arts (NEA) Big Read with programs and events throughout Montgomery County.

☑ Participated in One Maryland One Book hosting author Chimamanda Ngozi Adichie.

☑ Hosted First Vinyl Day - "Just for the Record Event" (April 2018), a celebration of vinyl music, its culture, art, and sound.

☑ Launched the Books@Home service which provides books by mail to residents who cannot visit a library.

☑ Launched the Internet to Go program which lends laptops and wireless hotspots for use at home.

☑ Hired a Program Specialist for the Deaf Culture Digital Library to assist in coordinating programs for the deaf community and provide information to the community and outside agencies.

☑ Workforce Development:

- Launched HIRE (Helping Individuals Reach Employment) at Rockville Memorial Library in collaboration with WorkSource Montgomery,
- Graduated 12 students from our Career Online High School program,
- Launched LearningExpress Library which offers online resources for academic and career success (November 2017),
- Montgomery County Public Libraries (MCPL) hosted events that connected entrepreneurs to experts to expand their businesses.

☑ Completed refresh projects at the Quince Orchard (December 2017), Connie Morella (April 2018), and White Oak (April 2018) libraries.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

✹ Launched comprehensive process improvement in the Collection Management unit to reduce backlogs and make materials available to customers more quickly.

✹ Piloting Transfer Utility in Collection software at four locations to reduce waste and better tailor branch collections to their local communities.

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 middle school students at MCPS 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

Provided workforce development programs targeting job seekers to include workshops on job search strategies, successful interviewing, resume writing, applying for jobs with Montgomery County, LinkedIn Bootcamps, and career re-entry seminar series for women. Business programs offer classes in English and Spanish for entrepreneurs and small business owners on starting a business, business finance basics, social media for small businesses, building a website for small business, and an online high school diploma program. Financial Literacy offerings include programs on divorce and money, financial planning 101, envisioning your financial future, planning for retirement, entrepreneurship, and protecting against identity theft. The Health and Human Services (HHS) Safe Spaces program at two branches offers a location for late night activities for at-risk teenagers.

Partners

Office of Consumer Protection, Office of Human Resources, Non-Profits

Technology and Programming

Media labs engage youth 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 are available 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

Montgomery County Public Libraries (MCPL) consists of 22 library sites including the Noyes Library for Young Children, the Montgomery County Correctional Facility Library, 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 including 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 Assistant Director team oversees and supports the day-to-day operations of MCPL's branches.

- The Assistant Director for Collection and Technology oversees four branches, the Collection Management and Inter-Library Loan divisions, the Digital Strategies unit, the Technology Management unit, the Deaf Culture Digital Library, social media, digital media labs, and special projects.
- The Assistant Director for Facilities and Americans with Disabilities Act (ADA) oversees nine branches, ADA compliance, refresh project coordination, facilities maintenance, workplace safety, continuity of operations, and is liaison to the Department of General Services.
- The Assistant Director for Outreach and Programs oversees nine branches, workforce development, early literacy, marketing and branding, outreach, policies and procedures, partnership programs, after-school programs, Summer Read and Learn events, and program funding.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of items checked out (circulation) and materials used in a library	11,218,955	10,010,963	9,820,755	9,830,576	10,027,188
Number of library visits	4,621,274	4,523,133	4,550,272	4,668,579	4,789,962
Information questions answered	2,069,558	2,701,442	3,425,428	4,343,442	5,507,484
Total hours of rooms booked	146,442	135,514	147,710	161,003	175,439

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**28,409,010**	**337.91**
Add: Staff to Re-open Wheaton Library Offset by Lapse Adjustment Based Upon Experience	0	3.50
Decrease Cost: Elimination of Lease for Wheaton Interim Library	(215,424)	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.	1,412,435	(0.50)
FY20 Recommended	**29,606,021**	**340.91**

Note(s): *Reallocation of staff from Library Services to the Public to Collection Management.*

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 Assistant Directors.

- 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 of 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Attendance at library programs	261,299	288,793	319,116	359,005	403,881
Number of visits to the library's homepage	3,543,252	3,394,632	3,401,421	3,408,223	3,415,039

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**4,413,629**	**28.00**
Shift: Operating Budget Impact from 21st Century Library Enhancements CIP Project to FY20 Public Libraries' Operating Budget	117,439	0.00
Decrease Cost: Department Wide Salary Lapse Increase	(1,713,370)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	214,673	0.00
FY20 Recommended	**3,032,371**	**28.00**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Library electronic database usage	908,595	943,878	981,633	1,020,898	1,061,733
eBooks and eAudioBooks borrowed	1,307,096	1,318,951	1,424,467	1,538,424	1,661,497

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**10,037,476**	**29.60**
Increase Cost: SirsiDynix Contract	13,928	0.00
Increase Cost: Community Services for Autistic Adults and Children	10,800	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.	315,833	0.50
FY20 Recommended	**10,378,037**	**30.10**

Note(s): *Reallocation of staff from Library Services to the Public to Collection Management.*

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	22,649,068	23,793,826	23,191,519	24,051,543	1.1 %
Employee Benefits	9,509,411	10,118,938	9,421,452	10,096,621	-0.2 %
County General Fund Personnel Costs	**32,158,479**	**33,912,764**	**32,612,971**	**34,148,164**	**0.7 %**
Operating Expenses	8,364,109	8,641,774	8,641,774	8,562,688	-0.9 %
County General Fund Expenditures	**40,522,588**	**42,554,538**	**41,254,745**	**42,710,852**	**0.4 %**
PERSONNEL					
Full-Time	220	220	220	226	2.7 %
Part-Time	212	213	213	208	-2.4 %
FTEs	392.06	392.31	392.31	395.81	0.9 %
REVENUES					
Library Fees	21,496	20,000	20,000	20,000	—
Library Fines	604,019	870,000	870,000	500,000	-42.5 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Miscellaneous Revenues	342,762	280,000	280,000	280,000	—
Parking Fees	17,855	80,000	80,000	80,000	—
State Reimbursement: Library Operations	3,139,619	3,236,000	3,236,000	3,388,000	4.7 %
State Reimbursement: Library Staff Retirement	3,815,138	3,194,819	3,194,819	3,295,000	3.1 %
County General Fund Revenues	**7,940,889**	**7,680,819**	**7,680,819**	**7,563,000**	**-1.5 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	49,876	171,263	171,263	171,546	0.2 %
Employee Benefits	16,035	42,764	42,764	45,562	6.5 %
Grant Fund - MCG Personnel Costs	**65,911**	**214,027**	**214,027**	**217,108**	**1.4 %**
Operating Expenses	69,218	91,550	91,550	88,469	-3.4 %
Grant Fund - MCG Expenditures	**135,129**	**305,577**	**305,577**	**305,577**	**—**
PERSONNEL					
Full-Time	2	2	2	2	—
Part-Time	0	0	0	0	—
FTEs	3.20	3.20	3.20	3.20	—
REVENUES					
Federal Grants	33,413	0	0	0	—
State Grants	104,950	305,577	305,577	305,577	—
Grant Fund - MCG Revenues	**138,363**	**305,577**	**305,577**	**305,577**	**—**

DEPARTMENT TOTALS

Total Expenditures	**40,657,717**	**42,860,115**	**41,560,322**	**43,016,429**	**0.4 %**
Total Full-Time Positions	**222**	**222**	**222**	**228**	**2.7 %**
Total Part-Time Positions	**212**	**213**	**213**	**208**	**-2.3 %**
Total FTEs	**395.26**	**395.51**	**395.51**	**399.01**	**0.9 %**
Total Revenues	**8,079,252**	**7,986,396**	**7,986,396**	**7,868,577**	**-1.5 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**42,554,538**	**392.31**
Changes (with service impacts)		
Add: Staff to Re-open Wheaton Library Offset by Lapse Adjustment Based Upon Experience [Library Services to the Public]	0	3.50
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	1,375,724	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY19 Personnel Costs	540,258	0.00
Shift: Operating Budget Impact from 21st Century Library Enhancements CIP Project to FY20 Public Libraries' Operating Budget [Administration, Outreach, and Support Services]	117,439	0.00
Increase Cost: Retirement Adjustment	32,788	0.00
Increase Cost: SirsiDynix Contract [Collection Management]	13,928	0.00
Increase Cost: Community Services for Autistic Adults and Children [Collection Management]	10,800	0.00
Decrease Cost: Motor Pool Adjustment	(5,829)	0.00
Decrease Cost: Elimination of Lease for Wheaton Interim Library [Library Services to the Public]	(215,424)	0.00
Decrease Cost: Department Wide Salary Lapse Increase [Administration, Outreach, and Support Services]	(1,713,370)	0.00
FY20 RECOMMENDED	**42,710,852**	**395.81**

GRANT FUND - MCG

FY19 ORIGINAL APPROPRIATION	**305,577**	**3.20**
FY20 RECOMMENDED	**305,577**	**3.20**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Library Services to the Public	28,409,010	337.91	29,606,021	340.91
Administration, Outreach, and Support Services	4,413,629	28.00	3,032,371	28.00
Collection Management	10,037,476	29.60	10,378,037	30.10
Total	**42,860,115**	**395.51**	**43,016,429**	**399.01**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND					
Correction and Rehabilitation	General Fund	173,468	1.70	173,834	1.70

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**42,711**	**42,711**	**42,711**	**42,711**	**42,711**	**42,711**
No inflation or compensation change is included in outyear projections.						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

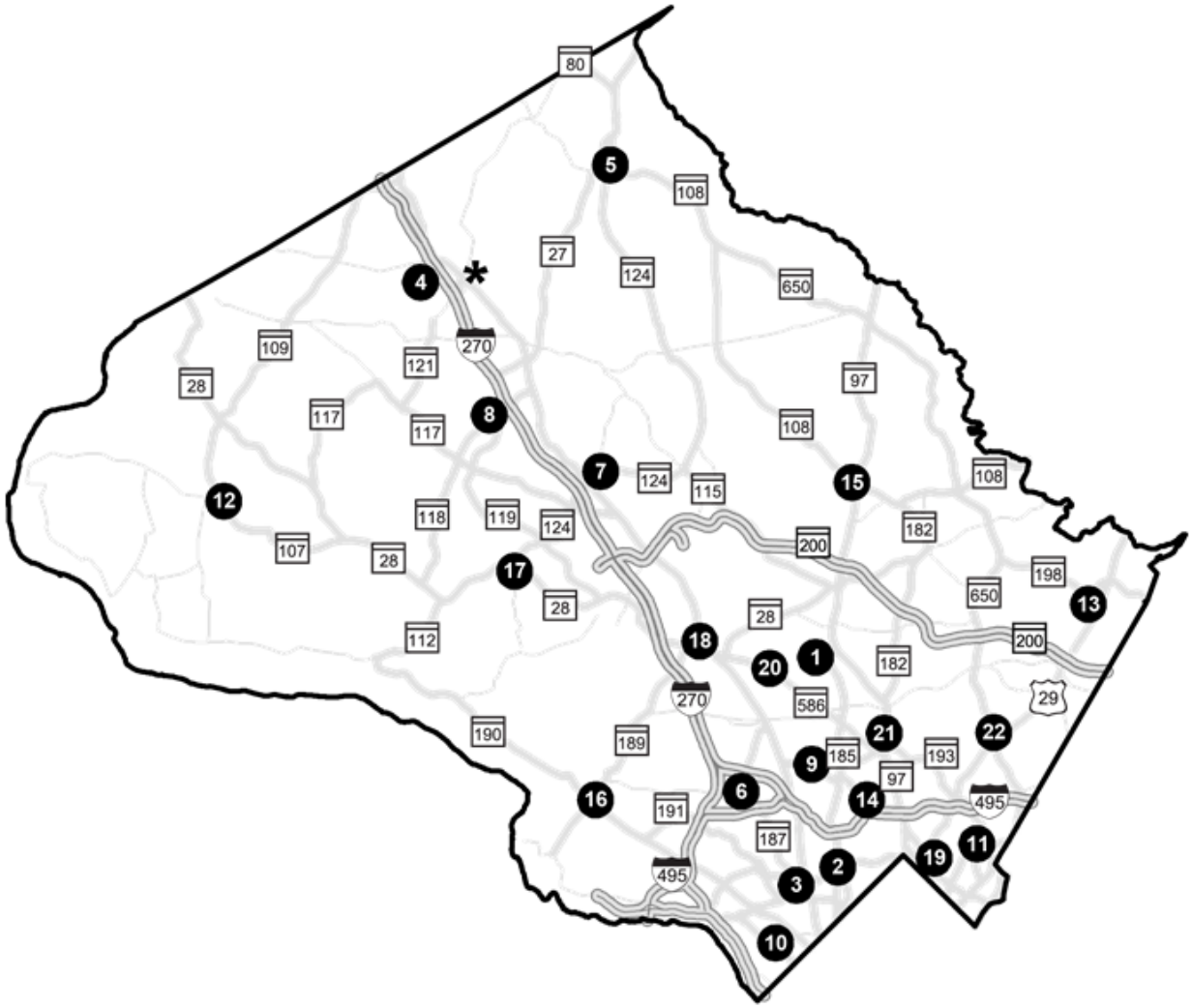
Title	FY20	FY21	FY22	FY23	FY24	FY25
Annualization of Positions Recommended in FY20	**0**	**25**	**25**	**25**	**25**	**25**
New positions in the FY20 budget are generally assumed to be filled after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
CSAAC	**0**	**7**	**14**	**14**	**14**	**14**
This is the increase in Libraries' contract with Community Services for Autistic Adults and Children (CSAAC) that provides staff for book sorting services.						
SirsiDynix Contract	**0**	**6**	**6**	**6**	**6**	**6**
Maintenance contract increase for Montgomery County Public Libraries' Integrated Library System (SirsiDynix) per the contract agreement.						
Labor Contracts	**0**	**388**	**388**	**388**	**388**	**388**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**42,711**	**43,137**	**43,144**	**43,144**	**43,144**	**43,144**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY20 Recommended		FY21 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Additional Staff to Re-open Wheaton Library	273,361	3.50	298,212	3.50
Total	**273,361**	**3.50**	**298,212**	**3.50**

Montgomery County, Maryland

Public Libraries



1 Aspen Hill ❖
2 Chevy Chase
3 Connie Morella ❖
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 ❖
22 White Oak ❖
* Clarksburg (Proposed)

❖ Open on Sundays

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Recreation

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$43,611,916	466.49

ROBIN RILEY, DIRECTOR

MISSION STATEMENT

The mission of the Department of Recreation is to provide high quality, diverse, and accessible programs, services, and facilities that enhance the quality of life for all ages, cultures, and abilities.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Department of Recreation is $43,611,916, an increase of $4,826,864 or 12.45 percent from the FY19 Approved Budget of $38,785,052. Personnel Costs comprise 60.46 percent of the budget for 143 full-time position(s) and 11 part-time position(s), and a total of 466.49 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 39.54 percent of the FY20 budget.

The Debt Service for the Recreation Fund is appropriated in the Debt Service Fund and is, therefore, not displayed in this section. To pay for the Debt Service, a transfer of funds from the Recreation Fund to the Debt Service Fund of $11,530,970 is required to cover General Obligation bond costs. Additionally, it should be noted that prior to FY20 the Department managed a Recreation Activities Agency Fund (RAAF). This Fund was designated for handling contracted programs and services and was entirely revenue supported. The net proceeds of these activities were accounted for in the Tax Supported Recreation Fund. Due to requirements in Governmental Accounting Standards Board (GASB) Statement 84, "Fiduciary Activities", the RAAF will be discontinued beginning in FY20. Because of Recreation's objective to flexibly respond to customer demands for Recreation activities formerly accounted for in the RAAF, a new Non-Tax Supported Recreation Fund has been established.

The increase in FY20 funding is from the opening of the new, expanded Wheaton Community Recreation Center and the establishment of the new Non-Tax Supported Recreation Fund.

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

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Greener County**

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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

Measure	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Multi-Program Measures					
Total percent of County residents registered through the Department of Recreation	8.3%	9.92%	10%	10%	10%
Percentage of Recreation Registrants using ActiveMontgomery	65%	88.4%	90%	95%	95%

INITIATIVES

- Senior Programs is working with Senior Planet Montgomery and TeenWorks to provide free technology classes for seniors with teens providing the training/instruction on a one-on-one basis. Over 900 seniors participated in the classes in 2017-2018.
- Senior Programs is working with the Age-Friendly Montgomery Health and Wellness Committee to expand Falls Prevention and Medication Management Programs at all senior centers.
- Recognizing the growing demand for adult pickleball in Montgomery County, Countywide Sports initiated a three-day tournament to gain interest in the sport and has successfully received interest and participation from Active Adults ages 50 to 75 engaged as teams and individual competitors. This program has blossomed to one of the most sought after classes offered by the department.

ACCOMPLISHMENTS

- ☑ Montgomery County Recreation received eight NACo (National Association of Counties) Awards in 2018 in recognition of innovative County Government programs. The department received more awards in the Parks and Recreation category than any other county in the nation:
  - Advancing Youth Development Training in partnership with the Collaboration Council,
  - Dream Academy,
  - Fashion Boot Camp in partnership with Cultural Communications,
  - HerTime2Shine,
  - MoCo's Got Talent,
  - Second Thursday Silver Spring Dance,
  - Soccer4Change in partnership with Identity, City of Gaithersburg, and HHS Street Outreach Network, and
  - Water Safety Day in partnership with the Cities of Gaithersburg and Rockville.
- ☑ Successfully implemented an East County Sports Initiative engaging community youth in track and field programming and competitive sports.
- ☑ Grand Re-opening of the Good Hope Neighborhood Recreation Center in October 2018. The new 14,000 square foot center includes a brand new gymnasium/theater, an exercise/weight room, game room, and larger activity/social gathering space. In addition to the sports and fitness programs and social activities, the center will partner with Strathmore to enhance recreational

offerings by adding innovative art, music, and educational activities, as well as live performances.

- ☑ The Aquatics and Youth Development Teams implemented the Summer Leadership Challenge Lifeguarding Camp providing an opportunity for youth aged 14+ to prepare for lifeguarding. Campers were provided an opportunity to experience SCUBA diving.
- ☑ Senior Programs has continued to expand the Bone Builders Exercise Program now offering 25 classes at 15 of our Recreation facilities throughout the county.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Redesigned the Recreation Department website featuring streamlined menus; simplified site navigation; a responsive layout for all platforms, including cell phones and tablets; updated detailed information about hundreds of Montgomery County Recreation activities; new detailed information about senior centers, aquatic centers, and recreation centers, including center-specific calendars of events; and an optimized search engine.The new design uses modern performance techniques to improve webpage loading speed, and a new shorter domain name allows the department to build brand awareness and increase engagement. Visit the new site at mocorec.com
- Aquatics implemented a listening session with stakeholders to provide an opportunity for swimmers to meet and provide feedback on facilities and programs, extending our efforts to improve customer service and facility access.
- Our Information Technology Services division delivered new multimedia screens for nine locations to better improve meeting and afterschool activities. These screens are able to be monitored and managed by IT staff and will provide the latest in technology to our participants.
- Our Information Technology Services division implemented a mobile people counting system for less than 1/10th the expected price. This system allows for greater accuracy in attendance, which allows Business Services to identify concerns in membership usage and tracking, improving departmental productivity.

COLLABORATION AND PARTNERSHIPS

ActiveMontgomery

In partnership with Community Use of Public Facilities and Montgomery County Parks, ActiveMontgomery provides residents with online registration and access to programs, classes, events, and facility use. This system streamlines operations providing customers and constituents with ease of use encouraging community participation.

Partners

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

Excel Beyond the Bell

In partnership with MCPS and the Collaboration Council, the Excel Beyond the Bell program serves over 2,400 youth and is continuously growing to help close the achievement opportunity gap among MCPS students.

Partners

Montgomery County Public Schools, Non-Profits

TeenWorks

- In partnership with the Maryland Park Service, Conservation Jobs Corps (CJC), and the Maryland-National Capital Park and Planning Commission (M-NCPPC), TeenWorks prepares young people for jobs in an increasingly green economy through conservation and environmental stewardship. The program provides participants ages 14-17 with opportunities for skills development, personal growth, and the satisfaction of completing projects that benefit our County and State natural resources.
- In partnership with Transcend, Maryland's Promise, and the National Center for Children and Families, TeenWorks ensures vulnerable youth receive priority referrals for youth employment opportunities.
- Partnership between Seniors and TeenWorks to employ youth to provide computer literacy training to seniors.
- In partnership with the Hispanic Business Foundation, TeenWorks provides employability and financial literacy skills to newly arrived Latino youth who earn a stipend for participation.
- In collaboration with Worksource Montgomery, TeenWorks provides 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

Maryland Senior Olympics

The Senior Programs Team continues to work with MD Senior Olympics, Inc., other county and state recreation departments, MNCPPC and a number of senior sports organization to program 28 Senior Olympic events throughout the County and State on an annual basis.

Partners

Maryland-National Capital Park and Planning Commission, Non-Profits

Proactive Prevention Strategy

In partnership with Montgomery County Police, we seek to strengthen the relationship between youth and law enforcement to 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.

Partners

Department of Police, Non-Profits

Youth Soccer Partnerships

Montgomery County Recreation's expanded soccer program (Soccer4Change) targets vulnerable youth with Identity, the City of Gaithersburg, and the Department of 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, providing bilingual staff, providing free uniforms and transportation to address barriers that often prevent students from participating in school-based programs.

Partners

Department of Health and Human Services, Non-Profits

Senior Transportation

The Senior Programs Team works closely with the Department of Transportation (DOT) and the Department of Health and Human Services Aging and Disability Services to provide coordinated and efficient transportation services to seniors living in the county. This includes transportation to five senior centers and four Active Adult program locations.

Partners

Department of Health and Human Services, Department of Transportation

Partnership with First Tee of Greater Washington

First Tee of Greater Washington offers free golf instruction to 4th and 5th grade participants in Recreation's Club Adventure program in the East County area. Instruction includes driving range skills and putting green practice that provide participants a first time golf experience.

Partners

Non-Profits

Medication Take-Back Program

This program partners with Police and HHS Aging and Disability Services to encourage seniors to bring in old or expired medications so that they can be disposed of properly. A pharmacist is often present to answer medication-related questions.

Partners

Department of Health and Human Services, Department of Police

Coffee with a Cop

This program has expanded from its pilot launch in 2016 from one initial location to multiple sites. Montgomery County Police designed the program for seniors to speak with a Community Liaison Officer in an informal and relaxed setting, to answer questions, share information, and report any concerns regarding criminal activity.

Partners

Department of Police

PROGRAM CONTACTS

Contact Ginny Horvath of the Department of Recreation at 240.777.6842 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

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,058,938**	**13.89**
Increase Cost: Risk Management Adjustment	132,586	0.00
Increase Cost: Motor Pool Adjustment	35,945	0.00
Decrease Cost: Turnover Savings from Filling Division Chief Administration and IT Position	(67,646)	0.00
Decrease Cost: Reallocate One Recreation Specialist to Re-open Wheaton Community Recreation Center	(85,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(89,133)	(2.00)
FY20 Recommended	**1,985,690**	**11.89**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**6,673,138**	**120.18**
Shift: Recreation Activities Expenses from Recreation Agency Fund to Aquatics Program in the Recreation Tax Supported Fund	915,000	0.00
Reduce: Impact of Temporary Closure of MLK Indoor Swim Center for Renovation	(25,600)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	180,611	0.00
FY20 Recommended	**7,743,149**	**120.18**

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, public 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 times a year, or online at www.ActiveMontgomery.org.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of people with disabilities served by Therapeutic Recreation Programs	1,597	1,406	1,500	1,500	1,500

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**6,059,592**	**78.84**
Increase Cost: Funding for Permits for Special Events	20,260	0.00
Increase Cost: Existing Contractual Increase: Fireworks	5,222	0.00
Decrease Cost: Department Wide Summer Program Training From Two Days to a Half Day With The Remaining Training Held at Individual Recreation Centers	(22,382)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	420,094	1.70
FY20 Recommended	**6,482,786**	**80.54**

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 and Pike's Peek Road Race.

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, Black Rock Center for the Arts, and Black Box Theatre in Silver Spring.

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 inclusion, 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**545,033**	**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.	(97,573)	(1.00)
FY20 Recommended	**447,460**	**4.92**

Recreation Regions and Community Centers

The Department has 22 recreation centers, located throughout the County. The Wheaton Library and Community Recreation Center is currently under construction. 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.

The 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 afterschool 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, and provide staff who 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**6,508,694**	**100.02**
Add: Re-open Expanded Wheaton Community Recreation Center	515,543	3.96
Reduce: Close Facilities for President's Day and Veteran's Day Due to Low Usage	(26,953)	(0.88)
Reduce: Operating Expenses in Regional Management	(40,729)	0.00
Reduce: Operating Funding in Facilities for Community, Holiday, and Special Events While Maintaining Core Facility Operations, Ongoing Programs, and One Large Community Event Per Center	(165,648)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(7,178)	(1.20)
FY20 Recommended	**6,783,729**	**101.90**

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. A wide range of opportunities are designed to meet the needs of those who are very active to those who are isolated and more vulnerable. Senior programs are offered in 13 recreation 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 Thursday. 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 two 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,152,225**	**27.20**
Reduce: Operating Expenses for Programming in Senior Centers	(40,317)	0.00
Decrease Cost: Realign Seasonal Staff Assignments, Make More Effective Use of Resources Through More Broad Training in All Program Elements Occurring in a Facility, and More Effective Staff Scheduling	(60,084)	(1.90)
Decrease Cost: Reallocate MD Senior Olympics Recreation Coordinator Responsibilities to Other Seniors and County Wide Staff	(78,601)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	181,991	1.50
FY20 Recommended	**2,155,214**	**26.80**

Youth Development

In support of the County Executive's Thriving Youth and Families priority, 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 RecZone, Excel Beyond the Bell (EBB) for Elementary and Middle Schools, RecXtra, and TeenWorks.

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, recreation centers, public spaces, and neighborhoods across the County.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percentage of youth registered in positive youth development programs who report program participation benefits	98.7%	98%	98%	98%	98%

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**7,107,807**	**97.84**
Increase Cost: Annualization of Operating Expenses for Excel Beyond the Bell (EBB) Elementary School Program Expansion for Gaithersburg and Oakview Elementary Schools From Half a Year to a Full Year	196,100	0.00
Decrease Cost: Collaboration Council Contract	(24,880)	0.00
Reduce: Single Youth Events While Maintaining More Impactful Ongoing Programming	(57,495)	(0.78)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	281,050	0.00
FY20 Recommended	**7,502,582**	**97.06**

Business Services

The Business Services Team is the Department's infrastructure support team furnishing overall operational and/or specialized services on a daily basis. The team is comprised of five unique work units including Human Resources, Contracts, Finance, Budget and Customer Service.

The Business Services Team is responsible for implementing procedures and policies; auditing and re-engineering business processes; developing and managing the budget at the department level; drafting, negotiating and executing contracts; organizing and controlling the department finances and managing a robust financial assistance program that allows thousands of low-income resident to have access to programs/services; management of personnel/payroll processes for merit and seasonal staff; and maintaining effective communications with the general public to process registrations and provide them with information to address inquiries regarding programs/services.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Utilization rate of Recreation Department Financial Assistance Program (Dollars used) [1]	74%	88.4%	90%	90%	90%

[1] *Dollars used vs dollars allocated*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,547,507**	**22.55**
Shift: Recreation Activities Expenses from Recreation Agency Fund to Business Services in the Recreation Tax Supported Fund	2,685,000	0.00
Decrease Cost: Front Desk Customer Services Seasonal Staff Efficiencies in Business Services Group	(20,000)	(0.65)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,208,748)	(7.00)
FY20 Recommended	**4,003,759**	**14.90**

Note(s): *In the FY19 budget, Business Services included technology services. In FY20, Technology Services was broken out from Business Services into a stand alone program.*

Technology Services

The primary mission of Information Technology Services is to provide excellent infrastructure, support, and innovation in the delivery of information technology products and services to enable and empower the recreation constituency, both internal and external.

Continuous improvement, service to others, stewardship of resources, knowledge expansion and application, and relationship development are all critical to successful accomplishment of the Information Technology Service mission and goals.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**0**	**0.00**
Decrease Cost: IT Training and Projects	(18,233)	0.00
Decrease Cost: More Effective Use of IT Resources, Using Shared Rather Than Single Use Printers and Copiers, and Single Work Station Computers Rather Than Both Laptop and Desktop Work Stations	(20,600)	0.00
Shift: Prorated ActiveMONTGOMERY System Administrator Costs to CUPF	(25,866)	(0.20)
Decrease Cost: Reduce Number of Recreation Guides Published Due to Online Presence	(65,000)	0.00

FY20 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,163,430	7.00
FY20 Recommended	**1,033,731**	**6.80**

Note(s): *In the FY19 budget, Business Services included technology services. In FY20, Technology Services was broken out from Business Services into a stand alone program.*

Planned Lifecycle Asset Replacement

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**896,142**	**0.50**
Reduce: Planned Lifecycle Asset Replacement (PLAR) for Painting, Carpeting, Furniture, and Equipment	(48,873)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	85,658	1.00
FY20 Recommended	**932,927**	**1.50**

Fixed Costs

Fixed Costs include costs associated with utilities, property insurance, Workers' Compensation insurance, and grants to the City of Takoma Park.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**4,235,976**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	304,913	0.00
FY20 Recommended	**4,540,889**	**0.00**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
RECREATION					
EXPENDITURES					
Salaries and Wages	19,200,655	20,463,744	20,066,621	21,352,386	4.3 %
Employee Benefits	4,487,106	4,755,680	4,675,193	4,936,765	3.8 %
Recreation Personnel Costs	**23,687,761**	**25,219,424**	**24,741,814**	**26,289,151**	**4.2 %**
Operating Expenses	12,716,210	13,486,555	13,020,047	13,643,692	1.2 %
Capital Outlay	34,750	0	0	0	—

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Recreation Expenditures	**36,438,721**	**38,705,979**	**37,761,861**	**39,932,843**	**3.2 %**
PERSONNEL					
Full-Time	139	141	141	143	1.4 %
Part-Time	10	11	11	11	—
FTEs	461.67	464.23	464.23	463.78	-0.1 %
REVENUES					
Facility Rental Fees	786,810	794,600	794,600	833,850	4.9 %
Investment Income	0	72,240	0	0	-100.0 %
Miscellaneous Revenues	170,253	84,365	84,365	84,365	—
Miscellaneous Revenues - Parks ActiveNet	0	45,232	45,232	45,232	—
Property Tax	40,286,138	44,785,455	44,305,451	45,871,958	2.4 %
Recreation Fee Subsidy	0	(800,000)	(800,000)	(800,000)	—
Recreation Fees	9,711,188	10,585,942	10,585,942	6,085,942	-42.5 %
Recreation Revenues	**50,954,389**	**55,567,834**	**55,015,590**	**52,121,347**	**-6.2 %**

RECREATION NON-TAX SUPPORTED

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Recreation Non-Tax Supported Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	0	0	0	3,600,000	—
Recreation Non-Tax Supported Expenditures	**0**	**0**	**0**	**3,600,000**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Recreation Fees	0	0	0	8,100,000	—
Recreation Non-Tax Supported Revenues	**0**	**0**	**0**	**8,100,000**	**—**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	59,497	73,454	73,454	73,454	—
Employee Benefits	6,941	5,619	5,619	5,619	—
Grant Fund - MCG Personnel Costs	**66,438**	**79,073**	**79,073**	**79,073**	**—**
Operating Expenses	(1,177)	0	0	0	—
Grant Fund - MCG Expenditures	**65,261**	**79,073**	**79,073**	**79,073**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Part-Time	0	0	0	0	—
FTEs	3.12	2.71	2.71	2.71	—
REVENUES					
Federal Grants	0	79,073	79,073	79,073	—
Grant Fund - MCG Revenues	**0**	**79,073**	**79,073**	**79,073**	**—**

DEPARTMENT TOTALS

Total Expenditures	**36,503,982**	**38,785,052**	**37,840,934**	**43,611,916**	**12.4 %**
Total Full-Time Positions	**139**	**141**	**141**	**143**	**1.4 %**
Total Part-Time Positions	**10**	**11**	**11**	**11**	**—**
Total FTEs	**464.79**	**466.94**	**466.94**	**466.49**	**-0.1 %**
Total Revenues	**50,954,389**	**55,646,907**	**55,094,663**	**60,300,420**	**8.4 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
RECREATION		
FY19 ORIGINAL APPROPRIATION	**38,705,979**	**464.23**
Changes (with service impacts)		
Add: Re-open Expanded Wheaton Community Recreation Center [Recreation Regions and Community Centers]	515,543	3.96
Reduce: Impact of Temporary Closure of MLK Indoor Swim Center for Renovation [Aquatics]	(25,600)	0.00
Reduce: Close Facilities for President's Day and Veteran's Day Due to Low Usage [Recreation Regions and Community Centers]	(26,953)	(0.88)
Reduce: Operating Expenses for Programming in Senior Centers [Senior Adult Programs]	(40,317)	0.00
Reduce: Operating Expenses in Regional Management [Recreation Regions and Community Centers]	(40,729)	0.00
Reduce: Planned Lifecycle Asset Replacement (PLAR) for Painting, Carpeting, Furniture, and Equipment [Planned Lifecycle Asset Replacement]	(48,873)	0.00
Reduce: Single Youth Events While Maintaining More Impactful Ongoing Programming [Youth Development]	(57,495)	(0.78)
Reduce: Operating Funding in Facilities for Community, Holiday, and Special Events While Maintaining Core Facility Operations, Ongoing Programs, and One Large Community Event Per Center [Recreation Regions and Community Centers]	(165,648)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	903,786	0.00
Increase Cost: Annualization of Operating Expenses for Excel Beyond the Bell (EBB) Elementary School Program Expansion for Gaithersburg and Oakview Elementary Schools From Half a Year to a Full Year [Youth Development]	196,100	0.00
Increase Cost: Annualization of FY19 Personnel Costs	184,433	0.00
Increase Cost: Risk Management Adjustment [Administration/Policy Management]	132,586	0.00
Increase Cost: Annualization of FY19 Lapsed Positions	112,047	0.00
Increase Cost: Motor Pool Adjustment [Administration/Policy Management]	35,945	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Retirement Adjustment	26,938	0.00
Increase Cost: Funding for Permits for Special Events [Countywide Programs]	20,260	0.00
Increase Cost: Existing Contractual Increase: Fireworks [Countywide Programs]	5,222	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(12,089)	0.00
Decrease Cost: IT Training and Projects [Technology Services]	(18,233)	0.00
Decrease Cost: Front Desk Customer Services Seasonal Staff Efficiencies in Business Services Group [Business Services]	(20,000)	(0.65)
Decrease Cost: More Effective Use of IT Resources, Using Shared Rather Than Single Use Printers and Copiers, and Single Work Station Computers Rather Than Both Laptop and Desktop Work Stations [Technology Services]	(20,600)	0.00
Decrease Cost: Department Wide Summer Program Training From Two Days to a Half Day With The Remaining Training Held at Individual Recreation Centers [Countywide Programs]	(22,382)	0.00
Decrease Cost: Collaboration Council Contract [Youth Development]	(24,880)	0.00
Shift: Prorated ActiveMONTGOMERY System Administrator Costs to CUPF [Technology Services]	(25,866)	(0.20)
Decrease Cost: Realign Seasonal Staff Assignments, Make More Effective Use of Resources Through More Broad Training in All Program Elements Occurring in a Facility, and More Effective Staff Scheduling [Senior Adult Programs]	(60,084)	(1.90)
Decrease Cost: Reduce Number of Recreation Guides Published Due to Online Presence [Technology Services]	(65,000)	0.00
Decrease Cost: Turnover Savings from Filling Division Chief Administration and IT Position [Administration/Policy Management]	(67,646)	0.00
Decrease Cost: Reallocate MD Senior Olympics Recreation Coordinator Responsibilities to Other Seniors and County Wide Staff [Senior Adult Programs]	(78,601)	0.00
Decrease Cost: Reallocate One Recreation Specialist to Re-open Wheaton Community Recreation Center [Administration/Policy Management]	(85,000)	0.00
FY20 RECOMMENDED	**39,932,843**	**463.78**

RECREATION NON-TAX SUPPORTED

FY19 ORIGINAL APPROPRIATION	**0**	**0.00**
Other Adjustments (with no service impacts)		
Shift: Recreation Activities Expenses from Recreation Agency Fund to Business Services in the Recreation Tax Supported Fund [Business Services]	2,685,000	0.00
Shift: Recreation Activities Expenses from Recreation Agency Fund to Aquatics Program in the Recreation Tax Supported Fund [Aquatics]	915,000	0.00
FY20 RECOMMENDED	**3,600,000**	**0.00**

GRANT FUND - MCG

FY19 ORIGINAL APPROPRIATION	**79,073**	**2.71**
FY20 RECOMMENDED	**79,073**	**2.71**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Administration/Policy Management	2,058,938	13.89	1,985,690	11.89
Aquatics	6,673,138	120.18	7,743,149	120.18
Countywide Programs	6,059,592	78.84	6,482,786	80.54
Recreation Outreach Services	545,033	5.92	447,460	4.92
Recreation Regions and Community Centers	6,508,694	100.02	6,783,729	101.90
Senior Adult Programs	2,152,225	27.20	2,155,214	26.80
Youth Development	7,107,807	97.84	7,502,582	97.06
Business Services	2,547,507	22.55	4,003,759	14.90
Technology Services	0	0.00	1,033,731	6.80
Planned Lifecycle Asset Replacement	896,142	0.50	932,927	1.50
Fixed Costs	4,235,976	0.00	4,540,889	0.00
Total	**38,785,052**	**466.94**	**43,611,916**	**466.49**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
RECREATION					
Urban Districts	Silver Spring Urban District	154,611	0.90	154,827	0.90
Community Use of Public Facilities	Community Use of Public Facilities	0	0.00	27,753	0.20
CIP	Capital Fund	65,955	0.50	68,597	0.50
	Total	**220,566**	**1.40**	**251,177**	**1.60**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
RECREATION						
EXPENDITURES						
FY20 Recommended	**39,933**	**39,933**	**39,933**	**39,933**	**39,933**	**39,933**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY20	**0**	**7**	**7**	**7**	**7**	**7**
New positions in the FY20 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 Recommended in FY20	**0**	**(40)**	**(40)**	**(40)**	**(40)**	**(40)**
Items recommended for one-time funding in FY20, including one time costs associated with the opening of the Wheaton Recreation Center, will be eliminated from the base in the outyears.						
Savings from Replacement of ActiveMONTGOMERY Shared Agency Booking System	**0**	**(54)**	**(107)**	**(107)**	**(107)**	**(107)**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
Represents the savings in transaction fees from the replacement of the ActiveMONTGOMERY shared booking system used by Recreation, Community Use of Public Facilities, and Parks.						
Wheaton Redevelopment Office Move	**0**	**383**	**388**	**388**	**388**	**388**
The Department of Recreation's move to the Wheaton Redevelopment facility is assumed to be in FY21. Expenses at the Wheaton facility include utilities, maintenance, and parking.						
Labor Contracts	**0**	**188**	**188**	**188**	**188**	**188**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Martin Luther King, Jr. Indoor Swim Center Renovation (P721902)	**0**	**90**	**90**	**90**	**90**	**90**
Reflects the impact from the temporary closure of this facility for renovations in FY19 and FY20.						
South County Regional Recreation and Aquatic Center (P721701)	**0**	**0**	**1,487**	**2,974**	**2,974**	**2,974**
Reflects the opening of this facility in FY22.						
Subtotal Expenditures	**39,933**	**40,507**	**41,946**	**43,433**	**43,433**	**43,433**
RECREATION NON-TAX SUPPORTED						
EXPENDITURES						
FY20 Recommended	**3,600**	**3,600**	**3,600**	**3,600**	**3,600**	**3,600**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**3,600**	**3,600**	**3,600**	**3,600**	**3,600**	**3,600**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY20 Recommended		FY21 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Wheaton Recreation Center Re-Opening Base	40,637	1.11	44,331	1.11
Wheaton Recreation Center Re-Opening Increase Hours/Week from 67 to 70	5,254	0.12	5,732	0.12
Wheaton Recreation Center Re-Opening - Increase Week Operations from 48 to 52	4,693	0.11	5,120	0.11
Wheaton Recreation Center Re-Opening Add Seasonal Staff for Second Floor Coverage	26,582	0.62	28,999	0.62
Total	**77,166**	**1.96**	**84,182**	**1.96**

FY20-25 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Recreation Activities					
FISCAL PROJECTIONS	FY20 REC	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION
ASSUMPTIONS						
Indirect Cost Rate	20.45%	20.45%	20.45%	20.45%	20.45%	20.45%
CPI (Fiscal Year)	2.3%	2.5%	2.7%	2.7%	2.7%	2.7%
Investment Income Yield	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
BEGINNING FUND BALANCE	2,000,000	2,000,000	2,000,000	1,999,999	1,999,998	2,000,000
REVENUES						
Charges For Services	8,100,000	8,304,930	8,529,163	8,759,450	8,995,955	9,238,846
Subtotal Revenues	8,100,000	8,304,930	8,529,163	8,759,450	8,995,955	9,238,846
INTERFUND TRANSFERS (Net Non-CIP)	(4,500,000)	(4,613,850)	(4,738,424)	(4,866,361)	(4,997,753)	(5,132,692)
Transfers To Special Fds: Tax Supported	(4,500,000)	(4,613,850)	(4,738,424)	(4,866,361)	(4,997,753)	(5,132,692)
To Recreation Tax Support Fund	(4,500,000)	(4,613,850)	(4,738,424)	(4,866,361)	(4,997,753)	(5,132,692)
TOTAL RESOURCES	5,600,000	5,691,080	5,790,739	5,893,088	5,998,200	6,106,154
PSP OPER. BUDGET APPROP/ EXP'S.						
Operating Budget	(3,600,000)	(3,691,080)	(3,790,740)	(3,893,090)	(3,998,200)	(4,106,150)
Subtotal PSP Oper Budget Approp / Exp's	(3,600,000)	(3,691,080)	(3,790,740)	(3,893,090)	(3,998,200)	(4,106,150)
TOTAL USE OF RESOURCES	(3,600,000)	(3,691,080)	(3,790,740)	(3,893,090)	(3,998,200)	(4,106,150)
YEAR END FUND BALANCE	2,000,000	2,000,000	1,999,999	1,999,998	2,000,000	2,000,004
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	35.7%	35.1%	34.5%	33.9%	33.3%	32.8%

Assumptions:

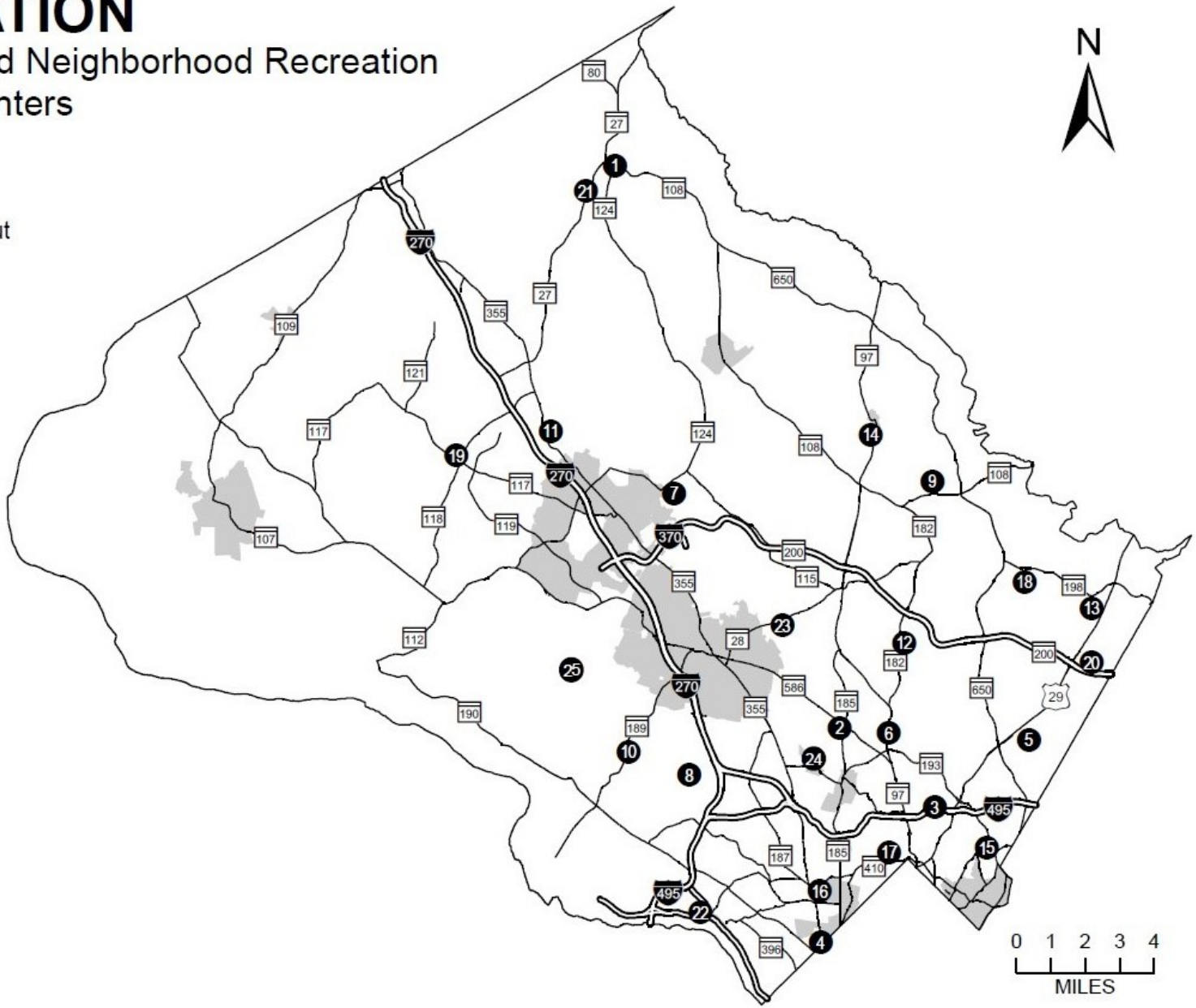
1. Since 1991, Montgomery County has accounted for its non-employee instructor led courses, and related costs, in the Recreation Activities Agency Fund (RAAF). Due to requirements in Governmental Accounting Standards Board (GASB) Statement 84, "Fiduciary Activities", the RAAF will be discontinued beginning in FY20. Because of Recreation's objective to flexibly respond to customer demands for Recreation activities formerly accounted for in the RAAF, this new Non-Tax Supported Recreation Fund has been established.
2. The FY20 beginning fund balance, expenditures, and transfer to the Recreation Fund are based on an analysis of prior RAAF experience.
3. Previously, transfers from the RAAF to the Recreation Fund were reflected as Recreation Fund revenues. In the future, the transfer from the Recreation Activities Fund will be displayed as a transfer to the Recreation Fund.

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. 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

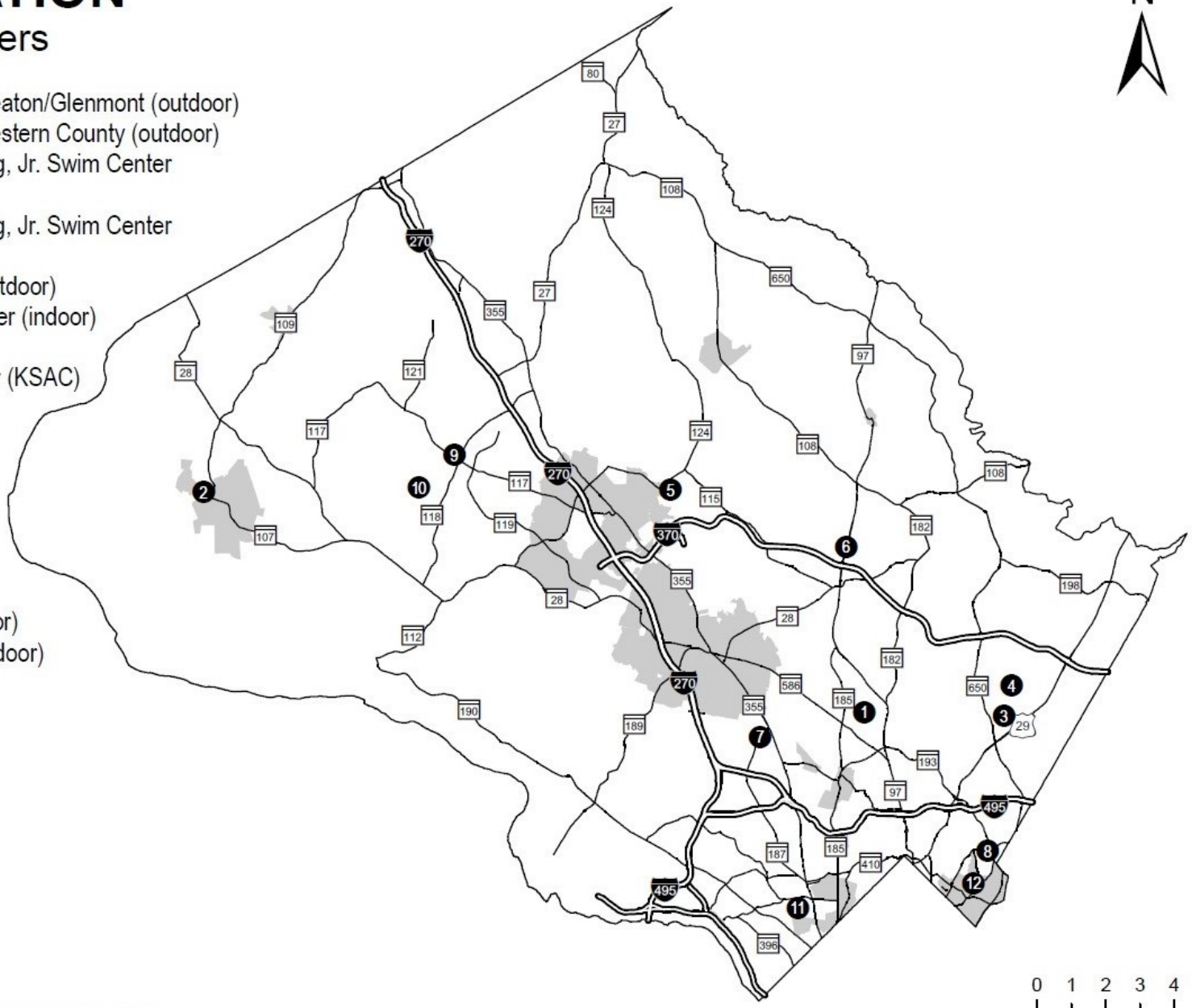


Map produced by: Montgomery County DTS GIS Team, Jan., 2018

RECREATION

Aquatic Centers

1. Hector Ayala Wheaton/Glenmont (outdoor)
2. Sarah E. Auer Western County (outdoor)
3. Martin Luther King, Jr. Swim Center (indoor)
4. Martin Luther King, Jr. Swim Center (outdoor)
5. Upper County (outdoor)
6. Olney Swim Center (indoor)
7. Kennedy-Shriver Aquatic Center (KSAC) (indoor)
8. Long Branch (outdoor)
9. Germantown (outdoor)
10. Germantown (indoor)
11. Bethesda (outdoor)
12. Piney Branch (indoor)



Map produced by DTS-GIS, MCG, Dec.,2017

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Agriculture

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$966,373	4.15

JEREMY V. CRISS, DIRECTOR

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 in the agricultural industry by providing support to our farm community and working to educate our residents.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Office of Agriculture is $966,373, a decrease of $5,814 or 0.60 percent from the FY19 Approved Budget of $972,187. Personnel Costs comprise 71.25 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 28.75 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Greener County**
- **A Growing Economy**

INITIATIVES

- The OAG began working with the County's Department of Technology Services to create a new website. The re-designed site is envisioned to be more interactive and aesthetic and will better meet the objectives of educating the public about the County's Agricultural Reserve and agricultural industry, serving as a resource for both farmers and residents, and promoting our farms and agricultural businesses.

ACCOMPLISHMENTS

- ☑ On July 20th, the OAG hosted Montgomery County Farmers and County Officials at an event to recognize and celebrate the County's 50 years of Conservation Tillage. Councilmembers Craig Rice and Sidney Katz presented a Proclamation to Robert Raver, a retired extension agent honoring him as the "Father of no-till agriculture in Montgomery County."
- ☑ The OAG organized its 29th Annual Farm Tour and Harvest Sale. This event was a huge success based on feedback from the participating farms like Kingsbury' s Orchard who wrote, "Thanks to all of you for a very successful 2018 Farm Tour! We had hundreds of customers here at Kingbury's Orchard including many new faces. Saturday was our busiest day of the summer. You did an outstanding job of getting the word out, and we appreciate all of your hard work and support for farmers in Montgomery County."
- ☑ In August 2018, the OAG along with agriculture agency partners shared an exhibit tent at the Montgomery County Fair to educate the public about the Agricultural Reserve, the County agricultural industry, and the opportunities that exist to obtain fresh, local food. The OAG tent received a blue ribbon champion award for its educational display.
- ☑ On September 25th, the OAG and Montgomery County Soil Conservation District hosted Secretary Joseph Bartenfelder, along with other officials from the Maryland Department of Agriculture to a tour of several County farms including: Brooke Grove Farm (an equestrian facility), Pleasant Valley Farm (a commodity and produce farm), Waredaca Brewery (the County's first Farm brewery), and Rockhill Orchard and Woodbourne Creamery (the County's only fully robotic dairy). The tour provided the Secretary a first hand look at the diversity of Montgomery County agriculture, as well as, providing the opportunity for the farmers to meet and speak directly with MDA officials about their operations.
- ☑ From October 8 through October 26, 2018, approximately 4,000 fourth grade students and teachers visited the Agricultural History Farm Park to participate in the Close Encounters with Agriculture (CEWA) Program. This multi-phased, interactive program consists of three educational tracks (the environment, nutrition, and agriculture) that are conducted by the staff of OAG and its agency partners. The evaluation responses received from the participating MCPS and private schools illustrated the programs success. This year, the County Cable Office filmed parts of the program to produce a segment that will be featured in their Montgomery Heartland series.
- ☑ The OAG and DTS received a National Association of Counties (NaCo) award for the interative GIS based map of the farms participating in the 2018 Farm Tour and Harvest Sale.

COLLABORATION AND PARTNERSHIPS

Cost Share Program

The OAG is partnering with Maryland Agricultural & Resource Based Industry Development Corporation (MARBIDCO) to provide a cost share grant program for farmers. This is a public-private partnership that assists farmers in cost sharing a portion of the installation cost of deer fence and other agricultural needs.

Sugarland Road Broadband Pilot Project

The Office of Agriculture is continuing its partnership (which began in 2013) with DTS and Comcast to obtain the easements required for future phases of the project. Phase I is expected to be completed in late Summer 2019.

Additional information can be found at: https://montgomerycountymd.gov/cable/Sugarland/sugarland-comcast.html.

Partners

Department of Technology Services

Agricultural land preservation funding

The Office of Agriculture is collaborating with the County Delegation, the Office of Intergovernmental Relations and the Department of Finance to identify a long term, sustainable source of funding for the County's Agricultural Preservation Program.

Partners

Department of Finance, Office of Intergovernmental Relations

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Acres of land under easements inspected by Agricultural Services	2,429	3,650	3,650	3,650	3,650
Number of farm businesses assisted	325	649	390	390	390

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**582,721**	**2.25**
Add: Champion Trees Publication	5,000	0.00
Reduce: Maryland Agriculture Education Foundation	(33,473)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	14,867	0.00
FY20 Recommended	**569,115**	**2.25**

Soil Conservation

The Montgomery Soil Conservation District (MSCD) is a political subdivision of the State staffed by County, State, and Federal

employees. Staff members assist farmers and agricultural landowners with resource concerns on their land. The mission of the Soil Conservation District is to improve the quality of the air, soil, water and ultimately the Chesapeake Bay watershed by providing technical assistance to rural landowners with conservation planning, the protection of resources through the implementation of best management practices and conservation education outreach. The District also assists local stake holders to achieve State mandated nutrient reduction goals for agricultural land as part of the Chesapeake Bay Total Maximum Daily Load (TMDL). The technical assistance provided by the District is accomplished through a variety of Federal, State, and local cost-share programs that help fund projects to prevent soil erosion, improve water quality ,and fund District operations. The MSCD participates in education and outreach programs throughout the year for elementary school students, local farmers ,and landowners. The MSCD receives funding from the Department of Environmental Protection (DEP) through the Water Quality Protection Charge. This funding 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**232,245**	**1.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,792	0.00
FY20 Recommended	**240,037**	**1.90**

University of Maryland-Extension (UMD-Extention)

The Montgomery County 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, nutrition education 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 respond to over 100,000 information requests each 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**157,221**	**0.00**
FY20 Recommended	**157,221**	**0.00**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	444,710	501,356	466,318	515,379	2.8 %
Employee Benefits	161,395	165,626	156,407	173,184	4.6 %
County General Fund Personnel Costs	**606,105**	**666,982**	**622,725**	**688,563**	**3.2 %**
Operating Expenses	319,717	305,205	367,198	277,810	-9.0 %
County General Fund Expenditures	**925,822**	**972,187**	**989,923**	**966,373**	**-0.6 %**
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	1	1	1	1	—
FTEs	4.15	4.15	4.15	4.15	—
REVENUES					
Miscellaneous Revenues	4,905	0	0	0	—
Other Intergovernmental	72,199	97,000	97,000	97,000	—
County General Fund Revenues	**77,104**	**97,000**	**97,000**	**97,000**	**—**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**972,187**	**4.15**
Changes (with service impacts)		
Add: Champion Trees Publication [Agricultural Services]	5,000	0.00
Reduce: Maryland Agriculture Education Foundation [Agricultural Services]	(33,473)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	18,505	0.00
Increase Cost: Annualization of FY19 Personnel Costs	2,654	0.00
Increase Cost: Motor Pool Adjustment	1,078	0.00
Increase Cost: Retirement Adjustment	422	0.00
FY20 RECOMMENDED	**966,373**	**4.15**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Agricultural Services	582,721	2.25	569,115	2.25
Soil Conservation	232,245	1.90	240,037	1.90
University of Maryland-Extension (UMD-Extention)	157,221	0.00	157,221	0.00

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Total	**972,187**	**4.15**	**966,373**	**4.15**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND					
Environmental Protection	Water Quality Protection	325,715	2.10	361,902	2.10
CIP	Capital Fund	227,766	2.25	223,530	2.25
	Total	**553,481**	**4.35**	**585,432**	**4.35**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**966**	**966**	**966**	**966**	**966**	**966**
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	**966**	**968**	**968**	**968**	**968**	**968**

Economic Development Fund

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$5,479,613	1.00

ALEXANDRE A. ESPINOSA, DIRECTOR

MISSION STATEMENT

The mission of the Economic Development Fund (EDF) is to assist private employers who are located, plan to locate, or substantially expand operations in the County. Each program under the EDF is administered by the Department of Finance. EDF staff work in conjunction with the Montgomery County Economic Development Corporation (MCEDC), a nonprofit economic development organization created by the County in 2015, to identify prospects for many of these programs.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Economic Development Fund is $5,479,613, an increase of $937,834 or 20.65 percent from the FY19 Approved Budget of $4,541,779. Personnel Costs comprise 2.88 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 97.12 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **A Greener County**
- **A Growing Economy**

INITIATIVES

- Provide needed funds to the Small Business Assistance Program to continue assisting eligible businesses adversely impacted by the County's Wheaton Redevelopment project.
- Add funds to the Impact Assistance Fund to support eligible businesses impacted by a redevelopment project in certain designated County areas.
- Add funds to implement economic development grant agreements for retention and expansion of jobs and business activities that will support economic growth in Montgomery County.

ACCOMPLISHMENTS

- ☑ A new local Small Business Innovation Research and Small Business Technology Transfer (SBIR/STTR) Matching Grant Fund program was established in FY19 to support Montgomery County companies who were awarded a Federal SBIR or STTR Phase I or Phase II grant from the National Institutes of Health (NIH) and conduct at least 51 percent of its research and development operations in the County. This program made awards to 13 qualified companies through the end of 2018, including nine Phase I awards and four Phase II awards.
- ☑ In FY18, a microlending program was created to provide loans ranging from $500 to $15,000 for County residents needing additional help to start or grow a small business. From December 2017 through July 2018, 28 microloans were made for a total of $100,400 to local small businesses in a variety of industries, including: food services, tax preparation services, painting/construction, and photography.
- ☑ Beginning in FY18, the County established a Small Business Assistance Program to provide financial and technical assistance for small businesses in downtown Wheaton adversely impact by the Wheaton Redevelopment project. Through the end of 2018, more than $537,000 in financial assistance was provided to 17 impacted businesses.
- ☑ The Impact Assistance Fund provides financial assistance and/or technical assistance to certain financially healthy small businesses in designated areas of the County that are adversely impacted by a redevelopment project initiated by the County, a redevelopment project located on County-owned property, or a redevelopment project constructed by a private entity for use in whole or in part by the County as a public facility. Currently, assistance is available for businesses in Silver Spring that are impacted by the Studio Plaza redevelopment project and in Bethesda for businesses that are impacted by the Bethesda Metro Station redevelopment project. Through February 2019, nine companies have received disbursements for a total of $225,000 in financial assistance.
- ☑ EDF staff worked with MCEDC and the State of Maryland to offer an EDF grant of $200,000 to attract Autolus Therapeutics, an European biopharmaceutical cell therapy company working on cancer treatments. The company will build an 85,000 square foot office, lab, and manufacturing facility in Rockville, bringing 200 jobs to the County.
- ☑ The first microbrewery MOVE (Make Office Vacancies Extinct) grant was awarded to True Respite Brewing Company, LLC to help with its upfront production costs. The company leases over 9,550 square feet of Class B office space in Rockville, and approximately 75 percent of the space is dedicated for production facility.
- ☑ The first small business revolving loan ($75,000 loan in 2015) provided to a microbrewery, Denizen's Brewing Company, was repaid in full in 2018. The loan helped the company create 32 jobs in the Montgomery County.

PROGRAM CONTACTS

Contact Jedediah Millard of the Department of Finance at 240.777.8855 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. MCEDC identifies and develops prospects that meet the criteria for a grant or loan from the Economic Development Fund (EDF) and works with Finance to develop an assistance package. Frequently, MCEDC and Finance work in close cooperation and coordination with the State of Maryland. 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,041,779**	**1.00**
Increase Cost: Funding Disbursement Based on Prior Host Hotels & Resorts Agreement	300,000	0.00
Increase Cost: Funding Disbursement Based on Prior Booz Allen Hamilton Agreement	250,000	0.00
Enhance: Impact Assistance Fund	150,000	0.00
Increase Cost: Restore One-time Undesignated Funding Used for the Design of Facade Improvements in the Glenmont Commercial Area	32,300	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,534	0.00
FY20 Recommended	**3,779,613**	**1.00**

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 renovating aging commercial buildings in targeted areas of the County. The program is limited to businesses that are new to the County, including craft breweries, cideries, wineries, and distillers that occupy class A and B office space.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**750,000**	**0.00**
FY20 Recommended	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**500,000**	**0.00**
FY20 Recommended	**500,000**	**0.00**

Small Business Assistance Program

The Small Business Assistance Program (SBAP) assists certain small businesses located in the County who are adversely impacted by a County-funded redevelopment project or a redevelopment project located on County-owned property, as required by Bill 6-12 adopted by the Montgomery County Council in 2012. Currently, affected small businesses located near Parking Lot 13 in Wheaton are eligible under this program.

FY20 Recommended Changes	Expenditures	FTEs

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**250,000**	**0.00**
Enhance: Small Business Assistance Program	200,000	0.00
FY20 Recommended	**450,000**	**0.00**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
ECONOMIC DEVELOPMENT FUND					
EXPENDITURES					
Salaries and Wages	117,151	121,752	122,340	125,159	2.8 %
Employee Benefits	28,746	30,660	30,139	32,881	7.2 %
Economic Development Fund Personnel Costs	**145,897**	**152,412**	**152,479**	**158,040**	**3.7 %**
Operating Expenses	3,617,835	4,389,367	8,552,870	5,321,573	21.2 %
Economic Development Fund Expenditures	**3,763,732**	**4,541,779**	**8,705,349**	**5,479,613**	**20.6 %**
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	75,712	61,290	149,270	159,010	159.4 %
Loan Payments	616,560	134,438	134,438	134,438	—
Miscellaneous Revenues	26,000	0	0	0	—
Economic Development Fund Revenues	**718,272**	**195,728**	**283,708**	**293,448**	**49.9 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
ECONOMIC DEVELOPMENT FUND		
FY19 ORIGINAL APPROPRIATION	**4,541,779**	**1.00**
Changes (with service impacts)		
Enhance: Small Business Assistance Program [Small Business Assistance Program]	200,000	0.00
Enhance: Impact Assistance Fund [Economic Development Grant and Loan Program]	150,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Funding Disbursement Based on Prior Host Hotels & Resorts Agreement [Economic Development Grant and Loan Program]	300,000	0.00
Increase Cost: Funding Disbursement Based on Prior Booz Allen Hamilton Agreement [Economic Development Grant and Loan Program]	250,000	0.00
Increase Cost: Restore One-time Undesignated Funding Used for the Design of Facade Improvements in the Glenmont Commercial Area [Economic Development Grant and Loan Program]	32,300	0.00
Increase Cost: FY20 Compensation Adjustment	5,534	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
FY20 RECOMMENDED	**5,479,613**	**1.00**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Economic Development Grant and Loan Program	3,041,779	1.00	3,779,613	1.00
MOVE Program	750,000	0.00	750,000	0.00
Biotech Credit Supplement	500,000	0.00	500,000	0.00
Small Business Assistance Program	250,000	0.00	450,000	0.00
Total	**4,541,779**	**1.00**	**5,479,613**	**1.00**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
ECONOMIC DEVELOPMENT FUND					
CIP	Capital Fund	120,000	1.00	120,000	1.00

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
ECONOMIC DEVELOPMENT FUND						
EXPENDITURES						
FY20 Recommended	**5,480**	**5,480**	**5,480**	**5,480**	**5,480**	**5,480**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**1**	**1**	**1**	**1**	**1**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**5,480**	**5,481**	**5,481**	**5,481**	**5,481**	**5,481**

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Housing and Community Affairs

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$58,574,829	97.70

TIM GOETZINGER, ACTING DIRECTOR

MISSION STATEMENT

The mission of the Department of Housing and Community Affairs (DHCA) is to prevent and correct problems that contribute to the physical decline of residential and commercial areas; ensure fair and equitable relations between landlords and tenants; increase the supply of affordable housing; and maintain existing housing in a safe and sanitary condition.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Department of Housing and Community Affairs is $58,574,829, an increase of $7,010,090 or 13.59 percent from the FY19 Approved Budget of $51,564,739. Personnel Costs comprise 19.76 percent of the budget for 103 full-time position(s) and one part-time position(s), and a total of 97.70 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Debt Service account for the remaining 80.24 percent of the FY20 budget.

DHCA expects the total signed agreements for affordable housing projects through the Payment in lieu of Taxes (PILOT) program to abate $18.2 million in taxes in FY20.

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

COUNTY PRIORITY OUTCOMES

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

- **A More Affordable and Welcoming Community**
- **A Greener County**
- **Effective, Sustainable 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

INITIATIVES

- Invest $63.07 million in affordable housing, including an additional $4.77M loan repayments reallocated in FY19 and $17 million in FY20 for 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.
- Provide new resources to support tenant advocacy and eviction prevention, increase housing code staffing, provide outreach and education activities related to community policing and housing code enforcement workshops for tenants and landlords, and innovate code enforcement technology improvements to enhance and streamline the housing code inspections process.
- Continue to protect lower-income residents of the Route 29/Castle Boulevard corridor from rent increases by working with nonprofits to identify and preserve at-risk, naturally-occurring affordable housing (NOAH) and actively engaging purchasers with Rental Agreements to preserve affordable rents.
- Continue to actively underwrite affordable housing loans to preserve and produce affordable housing. Seven developments including two senior and five family projects, have already been identified for consideration. These developments would preserve or produce 1,500 total and 700 affordable units.
- Expand neighborhood revitalization activities to additional low-moderate income areas throughout the County. Identify and study new possible residential and commercial target areas.
- Modernize the Moderately Priced Dwelling Unit (MPDU) Program. Features will include a refreshed website, new MPDU Pricing Standards, better collaboration with partners, streamlined sale and resale offering procedures, and improved realtor compliance with sales requirements.
- Collaborate with Health and Human Services (HHS), and the Housing Opportunities Commission (HOC) to provide rental assistance programs to the residents who need it the most. Approximately 3,300 households were assisted in FY19 and over 3,500 are projected to be assisted in FY20. A renewed focus will be on eviction prevention, including targeted assistance and financial literacy seminars in areas experiencing high evictions.
- Manage 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.

ACCOMPLISHMENTS

- ☑ Closed 22 multifamily loans providing $103.7M in county support which will preserve or produce 3,254 total units of which 1,982 units will be affordable. Investments included ten senior housing developments, nine multifamily housing developments for families, two special needs projects and one distressed community project.
- ☑ Launched the Montgomery County Homeowner Energy Efficiency Program. Administered by Habitat Metro Maryland, this program provides free energy efficiency upgrades to eligible residents.
- ☑ Continued providing downpayment and closing cost assistance through the Montgomery Homeownership Program. This partnership with the State helps to make the dream of homeownership a reality.

- ☑ Partnered with Department of Permitting Services and nonprofits to create a new "Design for Life" program providing visitability and accessibility grants for lower-income seniors and families.
- ☑ Awarded a State Community Legacy grant to help fund the Kimberly Place Balcony Replacement and Drainage Improvement project.
- ☑ Improved Common Ownership Community (COC) Program operations. Updated Decisions and Orders (D&O) manual and created a searchable database for all D&O's, rolled out new website, streamlined and automated the complaint process and updated the mandatory Director Training creating new training modules on insurance and risk management, compliance and legal obligations.
- ☑ Completed the first comprehensive revisions to the MPDU law and Executive Regulation since 2004.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Deployed a new Internet-facing affordable housing search application called 'Rental Guide.' The Rental Guide leverages the most recent web application development standards providing users with an intuitive and efficient interface. The application emphasizes speed, accuracy, and responsiveness.
- Completed the Housing Inspection iOS app. The app is designed to speed the inspection process to support and integrate seamlessly with Code Enforcement's case management system.
- Developed a new case management systems (CMS) for the Office of Landlord-Tenant Affairs and the Office of Common Ownership Communities (COC) providing a rich set of productivity-enhancing features, more robust data validation, an exhaustive collection of reports, and integration with other DHCA core systems such as Licensing and Registration and Code Enforcement.
- Created a fully digitized COC program by utilizing the new COC CMS and new eReaders that are loaded with all applicable COC guides, training materials, laws and regulations. Monthly meeting packets and cases files are downloaded to the eReaders. This furthers the County's goal of promoting environmental and fiscal stewardship by reducing printing/production costs and ensuring that all members have everything needed in one place.
- Committed to using cloud-based services in accordance to the County's own vision. The department is already leveraging the County's Azure file storage instance. DHCA-IT is also exploring Amazon Web Services (AWS) Elastic Cloud to support its application development activities.

COLLABORATION AND PARTNERSHIPS

Rental Assistance

Utilize resources from the MHI fund to support rental assistance programs in DHCA, HHS, and the HOC. Over 3,500 households are projected to be assisted in FY20.

Partners

Department of Health and Human Services, Housing Opportunities Commission

State & Federal Agencies

DHCA works closely with the Maryland Department of Housing and Community Development; the Maryland Department of Labor, Licensing, and Regulation; the Maryland-National Capital Park and Planning Commission; the U. S. Department of

Housing and Urban Development; and other regulatory agencies regarding a variety of housing-related issues.

Agreement Between DEP (Solid Waste) and DHCA (Housing Code Enforcement)

This agreement states that DHCA is responsible for the enforcement of laws, rules, and regulations governing storage of solid waste and recyclable materials located on residential property in Montgomery County, other than that which has been placed at the curb for collections. It is estimated that 150 tons of trash was removed as a result of the clean and lien program and the Alternative Community Service (ACS) concentrated neighborhood efforts of litter removal from bi-weekly collection of street debris in targeted neighborhoods and streets.

Partners

Department of Environmental Protection

Delegation of Enforcement Authority and MOU between DPS and DHCA

Through this agreement, inspectors from either department can cite violations of either Chapter 26 or Chapter 59, eliminating the need for duplicative and unnecessary inspections. This is a more efficient use of staff resources and enhances customer service by minimizing the confusion inherent in requiring the involvement of both departments to resolve a single complaint.

Partners

Department of Permitting Services

Code Enforcement Task Force Initiative

Participate in an informal Code Enforcement Task Force initiative established by the County Police, Community Policing Division to address severe violations requiring a joint effort to gain compliance.

Partners

Department of Police

Montgomery College, HHS, Community Partners

Landlord Tenant Affairs worked with the Department's Senior Fellow to conduct workshops regarding seniors and their unique housing issues and to develop a course regarding management in senior buildings that is currently being taught at Montgomery College in Rockville, in partnership with Montgomery County HHS, Montgomery College, and our community partners.

Partners

Department of Health and Human Services, Montgomery College, Non-Profits

Health and Human Services

The MPDU program is finalizing procedures with HHS to give priority for rental MPDUs to persons exiting homelessness, and is working to increase the number of nonprofit organizations signing MPDU master leases to serve lower income households.

Partners

Department of Health and Human Services

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Total affordable housing units preserved [1]	2,951	4,390	4,900	4,750	4,950
Total affordable housing units produced	1,724	1,525	1,616	1,538	1,277
Cost per unit of affordable housing units produced	24,127	33,603	33,536	28,118	25,425
Cost per unit of affordable housing units preserved	4,255	5,035	13,566	7,264	7,325

[1] *Preservation increases projected in FY18-20 due to increases in MHI rental assistance funding.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**34,588,014**	**6.90**
Increase Cost: Affordable Housing Initiative	3,380,752	0.00
Re-align: Rental Assistance Program (Estimated Increase in Recordation Tax Premium Revenue)	2,121,420	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(62,308)	0.00
FY20 Recommended	**40,027,878**	**6.90**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of housing units improved/rehabilitated [1]	7	3	120	120	120

[1] *Projected increases beginning FY20 are the result operating a new local weatherization program.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**852,235**	**8.50**
Enhance: Provide Funding to Support Two Unfunded Full-time Positions for Implementation of MPDU Amendments	135,540	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.	(60,179)	0.00
FY20 Recommended	**927,596**	**10.50**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percent of cases that achieve voluntary compliance in code enforcement cases before a citation is written	96	96.5	96.5	96.5	96.5
Number of housing code enforcement repeat offenses: More than 2 cases in a 2 year period	109	84	90	85	80

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,679,627**	**35.50**
Enhance: Funding for Two Vacant Lapsed Housing Code Inspector Positions	144,450	0.00
Add: Enhance the Housing Code Inspections Delivery System and Routing	100,000	0.00
Increase Cost: Motor Pool Adjustment	29,709	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	160,526	0.00
FY20 Recommended	**4,114,312**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of contracts awarded and monitored	40	42	42	42	42

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**5,791,605**	**5.70**
Add: Adjustment to Grant Amounts - Increased Loan Repayments	1,000,000	0.00
Add: Community Development Block Grant: CASA de Maryland, Inc. - Bilingual Volunteer Income Tax Assistance Program	45,000	0.00
Add: Community Development Block Grant: Legal Aid Bureau, Inc. - General Operating Support for Montgomery County Maryland Legal Aid	45,000	0.00
Add: Community Development Block Grant: Montgomery County Coalition for the Homeless, Inc. - Assessment Center Employment Specialist	45,000	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - Long Branch Middle School Afterschool Program	45,000	0.00
Add: Community Development Block Grant: Per Scholas, Inc. - NCR IT Job Training	45,000	0.00
Add: Community Development block Grant: The Ethiopian Community Center, Inc. - African Immigrant Workforce Development Program	45,000	0.00
Add: Community Development Block Grant: Interfaith Works, Inc. (IW) - Community Engagement and Volunteer Coordinator for IW's Clothing Center	44,503	0.00
Add: Community Development Block Grant: Latin American Youth Center, Inc. - Workforce Training for Re-entry Youth	44,452	0.00
Add: Community Development Block Grant: Interfaith Works, Inc. - Resource Coordinator for IW Connections	40,543	0.00
Add: Community Development Block Grant: Mobile Medical Care, Inc. - New Family Planning Options for Low-Income Women	37,500	0.00
Add: Community Development Block Grant: A Wider Circle, Inc. - Workforce Development Program	34,103	0.00
Add: Community Development Block Grant: NAMI Montgomery County (MD), Inc. - Mental Health Programs for Low-Income Latino Residents	30,000	0.00
Add: Community Development Block Grant: Boys & Girls Clubs of Greater Washington, Inc. - STEAM Program for Montgomery County Youth	26,696	0.00
Add: Community Development Block Grant: Community Ministries of Rockville, Inc. - REAP: Rockville Emergency Assistance Program	23,852	0.00
Add: Community Development Block Grant: Bethesda Cares - Housing Stabilization and Dynamic Retention	18,000	0.00
Add: Community Development Block Grant: The Shepherd's Table, Inc. - Food Services Program	15,351	0.00
Add: Community Development Block Grant: Horizons Greater Washington, Inc. - Horizons Academic Program	15,000	0.00
Decrease Cost: HOC Housing Quality Standard Inspections	(81,315)	0.00
Eliminate: DOE Weatherization Program	(300,000)	0.00

FY20 Recommended Changes	Expenditures	FTEs
Decrease Cost: Adjustment for Individual Grants	(600,000)	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.	(82,954)	0.00
FY20 Recommended	**6,327,336**	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percent of landlord/tenant cases mediated successfully (not referred to the Commission)	98	99	98	98	98
Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord Tenant Commission: Single-family disputes (workdays)	50	50	50	50	50
Average length of time required to conciliate landlord/tenant disputes that do not go to the Landlord Tenant Commission: Multi-family disputes (workdays)	42	40	40	40	40

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,063,541**	**8.00**
Enhance: Fund the Renter's Alliance to Provide Information and Services to Tenants	218,000	0.00
Add: Tenant Advocacy Services	102,647	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	44,545	0.00
FY20 Recommended	**1,428,733**	**8.00**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,875,081**	**8.60**
Shift: Two Unfunded Positions to be Funded by the MHI for Implementation of MPDU Amendments	0	(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.	(1,966)	0.00
FY20 Recommended	**1,873,115**	**6.60**

Licensing and Registration

This program issues licenses to all rental housing (apartments, condominiums, and single-family) and registers all housing units

within common ownership communities.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of rental licenses issued	101,810	103,831	105,600	107,475	109,100

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**442,765**	**3.20**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	14,100	0.00
FY20 Recommended	**456,865**	**3.20**

Note(s): *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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**627,618**	**3.55**
Increase Cost: Provide Funding for Conversion of an Office Clerk Position from Part-time to Full-time	14,500	0.25
Decrease Cost: Miscellaneous Operating Expenses	(102,647)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(41,312)	0.15
FY20 Recommended	**498,159**	**3.95**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,989,376**	**13.35**
Increase Cost: Reclassify Vacant Position to Support Creation of the Deputy Director/Chief Operation Officer Position	93,190	(0.15)
Increase Cost: Reclassify Vacant Position to Support Creation of the Deputy Director/Chief Operation Officer Position	79,770	0.15
Add: Enhance Tenant-Landlord Outreach and Educational Activities	74,365	0.00
Decrease Cost: Operating Expenses to Offset Personnel Cost Increase	(93,190)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	80,697	(0.15)
FY20 Recommended	**2,224,208**	**13.20**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percent of Commission on Common Ownership Communities (CCOC) cases resolved prior to a hearing [1]	77	45	50	55	60

[1] *CCOC moved from the Office of Consumer Protection to the Department of Housing and Community Affairs in FY17.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**654,877**	**4.15**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	41,750	0.00
FY20 Recommended	**696,627**	**4.15**

Note(s): *In FY19, DHCA charges staff oversight ($85,185, 0.55 FTE) to the Common Ownership Community Program.*

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,472,999	4,593,905	4,642,076	5,016,935	9.2 %
Employee Benefits	1,601,091	1,665,449	1,611,599	1,837,291	10.3 %
County General Fund Personnel Costs	**6,074,090**	**6,259,354**	**6,253,675**	**6,854,226**	**9.5 %**
Operating Expenses	840,756	1,260,056	1,172,014	1,351,519	7.3 %
Capital Outlay	5,155	0	0	0	—
County General Fund Expenditures	**6,920,001**	**7,519,410**	**7,425,689**	**8,205,745**	**9.1 %**
PERSONNEL					
Full-Time	101	102	102	103	1.0 %
Part-Time	3	2	2	1	-50.0 %
FTEs	59.25	59.25	59.25	59.65	0.7 %
REVENUES					
Board of Appeals Fees	4,875	9,000	9,000	6,000	-33.3 %
Common Ownership Community Fees	711,065	685,125	685,125	715,000	4.4 %
Landlord-Tennant Fees	5,794,643	6,418,250	6,418,250	6,054,130	-5.7 %
Miscellaneous Revenues	(16,465)	20,000	20,000	6,500	-67.5 %
Other Charges/Fees	7,203	104,300	104,300	75,600	-27.5 %
Other Fines/Forfeitures	29,145	40,000	40,000	40,000	—

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Other Licenses/Permits	0	0	0	813,420	—
County General Fund Revenues	**6,530,466**	**7,276,675**	**7,276,675**	**7,710,650**	**6.0 %**

MONTGOMERY HOUSING INITIATIVE

EXPENDITURES					
Salaries and Wages	1,438,848	1,513,163	1,564,293	1,711,562	13.1 %
Employee Benefits	468,656	522,722	471,592	617,001	18.0 %
Montgomery Housing Initiative Personnel Costs	**1,907,504**	**2,035,885**	**2,035,885**	**2,328,563**	**14.4 %**
Operating Expenses	36,997,699	33,553,905	35,421,360	38,966,297	16.1 %
Debt Service Other	59,021	0	56,750	0	—
Montgomery Housing Initiative Expenditures	**38,964,224**	**35,589,790**	**37,513,995**	**41,294,860**	**16.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	14.70	15.20	15.20	17.05	12.2 %
REVENUES					
Asset Management Fee	34,842	70,200	70,200	70,200	—
Commitment Fee	0	200,000	200,000	200,000	—
Investment Income	2,841,976	3,010,190	2,595,950	2,765,250	-8.1 %
Loan Payments	1,515,876	2,375,000	2,375,000	2,700,000	13.7 %
MHI Transfer Tax	24	225,000	225,000	100,000	-55.6 %
Miscellaneous Revenues	6,433	75,006	75,006	75,006	—
MPDU Alternative Payments	0	0	0	360,000	—
MPDU Revenues	3,366,178	1,250,000	1,250,000	1,250,000	—
Other Financing Sources	16,021	56,750	56,750	56,750	—
Recordation Tax	12,936,278	14,246,142	16,170,347	16,367,562	14.9 %
Montgomery Housing Initiative Revenues	**20,717,628**	**21,508,288**	**23,018,253**	**23,944,768**	**11.3 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	1,535,656	1,722,307	1,722,307	1,784,584	3.6 %
Employee Benefits	533,414	561,218	561,218	604,431	7.7 %
Grant Fund - MCG Personnel Costs	**2,069,070**	**2,283,525**	**2,283,525**	**2,389,015**	**4.6 %**
Operating Expenses	7,255,396	6,172,014	6,172,014	6,685,209	8.3 %
Grant Fund - MCG Expenditures	**9,324,466**	**8,455,539**	**8,455,539**	**9,074,224**	**7.3 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	23.00	23.00	23.00	21.00	-8.7 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
REVENUES					
Federal Grants	7,278,096	6,816,697	6,816,697	6,816,697	—
Investment Income	395,471	0	0	0	—
Loan Payments	793,490	1,000,000	1,000,000	2,000,000	100.0 %
Miscellaneous Revenues	54,140	0	0	0	—
Other Charges/Fees	480	0	0	0	—
Other Intergovernmental	180,301	338,842	338,842	257,527	-24.0 %
State Grants	37,425	300,000	300,000	0	-100.0 %
Grant Fund - MCG Revenues	**8,739,403**	**8,455,539**	**8,455,539**	**9,074,224**	**7.3 %**
DEPARTMENT TOTALS					
Total Expenditures	**55,208,691**	**51,564,739**	**53,395,223**	**58,574,829**	**13.6 %**
Total Full-Time Positions	**101**	**102**	**102**	**103**	**1.0 %**
Total Part-Time Positions	**3**	**2**	**2**	**1**	**-50.0 %**
Total FTEs	**96.95**	**97.45**	**97.45**	**97.70**	**0.3 %**
Total Revenues	**35,987,497**	**37,240,502**	**38,750,467**	**40,729,642**	**9.4 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**7,519,410**	**59.25**
Changes (with service impacts)		
Enhance: Fund the Renter's Alliance to Provide Information and Services to Tenants [Landlord-Tenant Mediation]	218,000	0.00
Enhance: Funding for Two Vacant Lapsed Housing Code Inspector Positions [Housing Code Enforcement]	144,450	0.00
Add: Tenant Advocacy Services [Landlord-Tenant Mediation]	102,647	0.00
Add: Enhance the Housing Code Inspections Delivery System and Routing [Housing Code Enforcement]	100,000	0.00
Add: Enhance Tenant-Landlord Outreach and Educational Activities [Administration]	74,365	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	244,159	0.00
Increase Cost: Annualization of FY19 Personnel Costs	96,512	0.00
Increase Cost: Reclassify Vacant Position to Support Creation of the Deputy Director/Chief Operation Officer Position [Administration]	79,770	0.15
Increase Cost: Motor Pool Adjustment [Housing Code Enforcement]	29,709	0.00
Increase Cost: Provide Funding for Conversion of an Office Clerk Position from Part-time to Full-time [Housing Administration]	14,500	0.25
Increase Cost: Retirement Adjustment	6,251	0.00
Decrease Cost: Savings from Turnover	(14,500)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(32,300)	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Miscellaneous Operating Expenses [Housing Administration]	(102,647)	0.00
Decrease Cost: Lapse Position	(125,277)	0.00
Decrease Cost: Operating Expenses	(149,304)	0.00
FY20 RECOMMENDED	**8,205,745**	**59.65**

MONTGOMERY HOUSING INITIATIVE

FY19 ORIGINAL APPROPRIATION	**35,589,790**	**15.20**
Changes (with service impacts)		
Enhance: Provide Funding to Support Two Unfunded Full-time Positions for Implementation of MPDU Amendments [Affordable Housing Programs]	135,540	2.00
Other Adjustments (with no service impacts)		
Increase Cost: Affordable Housing Initiative [Multi-Family Housing Programs]	3,380,752	0.00
Re-align: Rental Assistance Program (Estimated Increase in Recordation Tax Premium Revenue) [Multi-Family Housing Programs]	2,121,420	0.00
Increase Cost: Reclassify Vacant Position to Support Creation of the Deputy Director/Chief Operation Officer Position [Administration]	93,190	(0.15)
Increase Cost: FY20 Compensation Adjustment	60,828	0.00
Increase Cost: Annualization of FY19 Personnel Costs	4,865	0.00
Increase Cost: Retirement Adjustment	1,665	0.00
Decrease Cost: Operating Expenses to Offset Personnel Cost Increase [Administration]	(93,190)	0.00
FY20 RECOMMENDED	**41,294,860**	**17.05**

GRANT FUND - MCG

FY19 ORIGINAL APPROPRIATION	**8,455,539**	**23.00**
Federal/State Programs		
Add: Adjustment to Grant Amounts - Increased Loan Repayments	1,000,000	0.00
Add: Community Development Block Grant: Per Scholas, Inc. - NCR IT Job Training	45,000	0.00
Add: Community Development Block Grant: CASA de Maryland, Inc. - Bilingual Volunteer Income Tax Assistance Program	45,000	0.00
Add: Community Development block Grant: The Ethiopian Community Center, Inc. - African Immigrant Workforce Development Program	45,000	0.00
Add: Community Development Block Grant: Legal Aid Bureau, Inc. - General Operating Support for Montgomery County Maryland Legal Aid	45,000	0.00
Add: Community Development Block Grant: Montgomery County Coalition for the Homeless, Inc. - Assessment Center Employment Specialist	45,000	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - Long Branch Middle School Afterschool Program	45,000	0.00
Add: Community Development Block Grant: Interfaith Works, Inc. (IW) - Community Engagement and Volunteer Coordinator for IW's Clothing Center	44,503	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Add: Community Development Block Grant: Latin American Youth Center, Inc. - Workforce Training for Re-entry Youth	44,452	0.00
Add: Community Development Block Grant: Interfaith Works, Inc. - Resource Coordinator for IW Connections	40,543	0.00
Add: Community Development Block Grant: Mobile Medical Care, Inc. - New Family Planning Options for Low-Income Women	37,500	0.00
Add: Community Development Block Grant: A Wider Circle, Inc. - Workforce Development Program	34,103	0.00
Add: Community Development Block Grant: NAMI Montgomery County (MD), Inc. - Mental Health Programs for Low-Income Latino Residents	30,000	0.00
Add: Community Development Block Grant: Boys & Girls Clubs of Greater Washington, Inc. - STEAM Program for Montgomery County Youth	26,696	0.00
Add: Community Development Block Grant: Community Ministries of Rockville, Inc. - REAP: Rockville Emergency Assistance Program	23,852	0.00
Add: Community Development Block Grant: Bethesda Cares - Housing Stabilization and Dynamic Retention	18,000	0.00
Add: Community Development Block Grant: The Shepherd's Table, Inc. - Food Services Program	15,351	0.00
Add: Community Development Block Grant: Horizons Greater Washington, Inc. - Horizons Academic Program	15,000	0.00
Eliminate: DOE Weatherization Program	(300,000)	0.00
Other Adjustments (with no service impacts)		
Shift: Two Unfunded Positions to be Funded by the MHI for Implementation of MPDU Amendments [Neighborhood Revitalization]	0	(2.00)
Decrease Cost: HOC Housing Quality Standard Inspections [Grants Administration - Federal Programs]	(81,315)	0.00
Decrease Cost: Adjustment for Individual Grants [Grants Administration - Federal Programs]	(600,000)	0.00
FY20 RECOMMENDED	**9,074,224**	**21.00**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Multi-Family Housing Programs	34,588,014	6.90	40,027,878	6.90
Affordable Housing Programs	852,235	8.50	927,596	10.50
Housing Code Enforcement	3,679,627	35.50	4,114,312	35.50
Grants Administration - Federal Programs	5,791,605	5.70	6,327,336	5.70
Landlord-Tenant Mediation	1,063,541	8.00	1,428,733	8.00
Neighborhood Revitalization	1,875,081	8.60	1,873,115	6.60
Licensing and Registration	442,765	3.20	456,865	3.20
Housing Administration	627,618	3.55	498,159	3.95
Administration	1,989,376	13.35	2,224,208	13.20
Common Ownership Community Program	654,877	4.15	696,627	4.15
Total	**51,564,739**	**97.45**	**58,574,829**	**97.70**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund		FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
COUNTY GENERAL FUND						
Permitting Services	Permitting Services		123,982	1.00	128,302	1.00
Solid Waste Services	Solid Waste Disposal		811,530	5.50	833,010	5.50
CIP	Capital Fund		187,834	1.70	193,969	1.70
		Total	**1,123,346**	**8.20**	**1,155,281**	**8.20**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**8,206**	**8,206**	**8,206**	**8,206**	**8,206**	**8,206**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY20	**0**	**86**	**86**	**86**	**86**	**86**
New positions in the FY20 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 Recommended in FY20	**0**	**(9)**	**(9)**	**(9)**	**(9)**	**(9)**
Items recommended for one-time funding in FY20, including personal laptops and mobile phones, will be eliminated from the base in the outyears.						
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	**8,206**	**8,349**	**8,349**	**8,349**	**8,349**	**8,349**
MONTGOMERY HOUSING INITIATIVE						
EXPENDITURES						
FY20 Recommended	**41,295**	**41,295**	**41,295**	**41,295**	**41,295**	**41,295**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY20	**0**	**66**	**66**	**66**	**66**	**66**
New positions in the FY20 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 Recommended in FY20	**0**	**(24)**	**(24)**	**(24)**	**(24)**	**(24)**
Items recommended for one-time funding in FY20, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**11**	**11**	**11**	**11**	**11**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**41,295**	**41,348**	**41,348**	**41,348**	**41,348**	**41,348**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY20 Recommended		FY21 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Enhance Tenant-Landlord Outreach and Educational Activities	72,660	0.00	96,880	0.00
Reclassify Vacant Position to Support Creation of the Deputy Director/Chief Operation Officer Position	74,190	0.15	94,501	0.15
Reclassify Vacant Position to Support Creation of the Deputy Director/Chief Operation Officer Position	93,190	(0.15)	115,499	(0.15)
Funding for Two Vacant Lapsed Housing Code Inspector Positions	123,730	0.00	164,973	0.00
Provide Funding to Support Two Unfunded Full-time Positions for Implementation of MPDU Amendments	132,130	2.00	176,170	2.00
Total	**495,900**	**2.00**	**648,023**	**2.00**

FY20-25 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Montgomery Housing Initiative						
FISCAL PROJECTIONS	FY19 APPROVED	FY20 REC	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	18.23%	20.45%	20.45%	20.45%	20.45%	20.45%	20.45%
CPI (Fiscal Year)	2.0%	2.3%	2.5%	2.7%	2.7%	2.7%	2.7%
Investment Income Yield	1.7%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
BEGINNING FUND BALANCE	**11,633,504**	**7,160,000**	**3,170,000**	**2,250,000**	**1,330,000**	**410,000**	**0**
REVENUES							
Taxes	14,471,142	16,467,562	16,555,163	16,906,665	17,411,062	18,254,387	19,071,076
Charges For Services	70,200	70,200	71,976	73,919	75,915	77,965	80,070
Miscellaneous	6,966,946	7,407,006	7,407,006	7,407,006	7,407,006	7,407,006	7,407,006
Subtotal Revenues	**21,508,288**	**23,944,768**	**24,034,145**	**24,387,590**	**24,893,983**	**25,739,358**	**26,558,152**
INTERFUND TRANSFERS (Net Non-CIP)	**12,830,992**	**15,242,985**	**14,816,848**	**12,945,148**	**12,945,048**	**12,940,648**	**12,946,748**
Transfers To Debt Service Fund	(9,501,510)	(9,623,700)	(11,921,700)	(11,918,400)	(11,918,500)	(11,922,900)	(11,916,800)
MHI Property Acquisition	(9,501,510)	(9,623,700)	(11,921,700)	(11,918,400)	(11,918,500)	(11,922,900)	(11,916,800)
Transfers To The General Fund	(371,142)	(476,191)	(479,328)	(479,328)	(479,328)	(479,328)	(479,328)
Indirect Costs	(371,142)	(476,191)	(479,328)	(479,328)	(479,328)	(479,328)	(479,328)
Transfers From The General Fund	22,703,644	25,342,876	25,342,876	25,342,876	25,342,876	25,342,876	25,342,876
From General Fund	22,703,644	25,342,876	25,342,876	25,342,876	25,342,876	25,342,876	25,342,876
Transfers From Special Fds: Non-Tax + ISF	0	0	1,875,000	0	0	0	0
From PLD Land Sale Proceeds	0	0	1,875,000	0	0	0	0
TOTAL RESOURCES	**45,972,784**	**46,347,753**	**42,020,993**	**39,582,738**	**39,169,031**	**39,090,006**	**39,504,900**
CIP CURRENT REVENUE APPROP.	**0**	**0**	**0**	**0**	**0**	**0**	**0**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(3,507,307)	(3,710,205)	(3,710,205)	(3,710,205)	(3,710,205)	(3,710,205)	(3,710,205)
Debt Service: Other (Non-Tax Funds only)	(56,750)	(56,750)	(56,750)	(56,750)	(56,750)	(56,750)	(56,750)
Labor Agreement	n/a	0	(11,040)	(11,040)	(11,040)	(11,040)	(11,040)
Annualizations and One-Time	n/a	n/a	(42,270)	(42,270)	(42,270)	(42,270)	(42,270)
Rental Assistance Program (RAP)	(14,246,142)	(16,367,562)	(16,455,163)	(16,806,665)	(17,311,062)	(18,154,387)	(18,971,076)
Falkland Chase 5 yr	(562,000)	0	0	0	0	0	0
Burnt Mills 10 yr	(267,060)	(267,060)	(267,060)	(267,060)	(267,060)	(267,060)	0
Housing First	(8,369,080)	(8,369,080)	(8,369,080)	(8,369,080)	(8,369,080)	(8,369,080)	(8,369,080)
Neighborhoods to Call Home	(1,181,340)	(1,181,340)	(1,181,340)	(1,181,340)	(1,181,340)	(1,181,340)	(1,181,340)
Special Needs and Nonprofit Housing	(2,380,510)	(2,380,510)	(2,380,510)	(2,380,510)	(2,380,510)	(2,380,510)	(2,380,510)
100,000 Homes	(437,120)	(437,120)	(437,120)	(437,120)	(437,120)	(437,120)	(437,120)
Zero: 2016	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)	(900,000)
Affordable Housing Initiative	(3,682,481)	(7,625,233)	(5,307,515)	(3,437,758)	(3,439,654)	(3,437,304)	(3,445,509)
Subtotal PSP Oper Budget Approp / Exp's	**(35,589,790)**	**(41,294,860)**	**(39,118,053)**	**(37,599,798)**	**(38,106,091)**	**(38,947,066)**	**(39,504,900)**
OTHER CLAIMS ON FUND BALANCE	**(6,292,994)**	**(1,882,893)**	**(652,940)**	**(652,940)**	**(652,940)**	**(142,940)**	**0**
TOTAL USE OF RESOURCES	**(41,882,784)**	**(43,177,753)**	**(39,770,993)**	**(38,252,738)**	**(38,759,031)**	**(39,090,006)**	**(39,504,900)**
YEAR END FUND BALANCE	**4,090,000**	**3,170,000**	**2,250,000**	**1,330,000**	**410,000**	**0**	**0**
Affordable Housing and Acquisition and Preservation CIP Project #P760100	**(22,000,000)**	**(17,000,000)**	**(8,707,061)**	**(13,248,739)**	**(2,947,242)**	**(3,019,492)**	**(3,142,992)**
TOTAL INVESTMENT IN AFFORDABLE HOUSING (MHI Fund + CIP Project)	**(63,882,784)**	**(60,177,753)**	**(48,478,054)**	**(51,501,477)**	**(41,706,273)**	**(42,109,498)**	**(42,647,892)**

Assumptions:

1. A total of $63.07 million will be invested in affordable housing, including expenditures of $41.3 million reflected in this fund, as well as an additional $4.77 million loan repayments reallocated in FY19 and $17 million in FY20 for the Affordable Housing Acquisition and Preservation CIP Projects #760100. The CIP includes the issuance of $15.56 million of debt and $1.44 million in estimated loan repayments in FY20. The funding provides a continued high level of support for renovation of distressed housing, the acquisition and preservation of affordable housing units, creation of housing units for special needs residents and mixed-income housing, and a variety of services for permanent supportive housing and community development.
2. Montgomery County Council Resolution #15-110 provides for an allocation from the General Fund to the Montgomery Housing Initiative fund (MHI) of the equivalent to 2.5 percent of actual General Fund property taxes from two years prior to the upcoming fiscal year for the purpose of maintaining and expanding the supply of affordable housing. However, the actual transfer from the General Fund will be determined each year based on the availability of resources.

Notes:

1. These projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes not assumed here to fee or tax rates.
2. The Executive recommends an additional $2.64 million to be transferred from the General Fund to the MHI fund, compared to the FY19 amount. A combination totaling $25.34 million transferred from the General Fund, MPDU alternative payments, and one-time funding from HIF reserves will exceed the 2.5% policy goal.

Affordable Housing Support Summary

Funding Sources	Total County Resources (FY08 - FY19)	10-Yr Average (FY10-FY19)	FY20 CE Recomm Budget	Increased Funding (FY20 vs. 10-Yr Average)	Projected Creation/Prevention of Affordable Housing (FY20)	Notes
Operating Budget Expenditures						
DHCA - MHI Operating Budget	322,548,663	26,575,044	41,293,021	14,717,977		
DHCA - MHI Debt Service (interest only)	27,883,864	2,788,386	4,173,700	1,385,314		
HHS - Housing Programs (General Fund)	110,777,417	11,077,742	13,115,387	2,037,645	2,000	Clients served
HOC - Non-Departmental Account	73,510,777	6,163,885	6,921,654	757,769		
Total Operating Budget		**46,605,057**	**65,503,762**	**18,898,705**		
Affordable Housing Acquisition and Preservation Project (CIP)						
MHI						
HIF Revolving Loan Program		11,593,100	15,559,000			
Loan Repayment Proceeds (actual)		5,354,951	1,441,000			
G.O. Bonds						
Recordation Tax Premium						
DHCA - Affordable Housing Acquisition and Preservation Project (CIP)	203,795,507	17,629,551	17,000,000	(629,551)	5,564	Including MHI & CIP
DHCA - Payment in Lieu of Taxes (Non-HOC PILOTs)	134,223,830	11,982,383	18,162,389	6,180,007	300	In support of operating cost for Non-profits and senior housing
DHCA - Payment in Lieu of Taxes (HOC PILOTs)	106,033,032	9,073,362	10,690,837	1,617,475	50	
DGS - Discounted Land Value	37,823,483	9,455,871	-	-		Units captured in DHCA
Total Affordable Housing Support	**1,016,596,568**	**158,299,331**	**193,860,750**	**44,965,341**	**7,914**	

Note: As transimitted in the Biennial FY19-24 CIP, the Executive's budget recommendations include reallocating $4.77 million loan repaymnents in FY19 for the Affordable Housing Acquisition and Preservation CIP project.

Permitting Services

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$42,018,916	246.00

DIANE SCHWARTZ JONES, DIRECTOR

MISSION STATEMENT

The Department of Permitting Services' (DPS) primary mission is to promote the health, safety, 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 residential and business communities and users of public rights-of-way through inspections of work within public rights-of-way 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 recommended FY20 Operating Budget for the Department of Permitting Services is $42,018,916, an increase of $1,784,686 or 4.44 percent from the FY19 Approved Budget of $40,234,230. Personnel Costs comprise 75.40 percent of the budget for 239 full-time position(s) and two part-time position(s), and a total of 246.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds that are related to DPS services. Operating Expenses account for the remaining 24.60 percent of the FY20 budget.

COUNTY PRIORITY OUTCOMES

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

- **Easier Commutes**
- **A Greener County**
- **Effective, Sustainable Government**
- **A Growing 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

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

- Implementing 4Business Initiative to improve services to businesses.
- Benchmarking building code regulations.
- Upgrading and expanding electronic services.
- Improving inspection services through technology.
- Enhancing construction coordination and constructability review.
- Working on Code Official Development Program in order to develop qualified code officials as part of a succession plan to address an oncoming shortage of code officials.
- Initiating public relations and outreach program.
- Developing standard pre-loaded right-of-way and sediment control inspections.
- Working with the Tower Committee and the industry to develop a simplified application process, through a uniform stealth design for small cell towers, to meet Federal Communications Commission's (FCC) required timeline.

ACCOMPLISHMENTS

- ☑ Integrated Fire Code Compliance into DPS permit system, document imaging system, licensing and eServices.
- ☑ Launched restructured impact taxes and new Local Area Transportation Improvement Payment.
- ☑ Facilitated and assisted major projects: United Therapeutics Unisphere -- 120,000 sf Net Zero Building; Glenstone Museum - acclaimed museum and sustainability center; Marriott World Headquarters; The Wilson and The Elm; Wheaton Redevelopment Project (georthermal); Chevy Chase Lake mixed use project; Elizabeth Square; County 911 Antennas; Adventist Hospital; Artomatic; Top Golf; Pike and Rose Beach; Quicken Loans Golf Tournament.
- ☑ Maintained plan reviews in less than 30 days, residential solar permits in five days, record plat in approximately 2-3 days, sign permits in approximately one day and next day inspections.
- ☑ Implemented the International Green Construction Code to reduce the County's carbon footprint.
- ☑ Implemented many new zoning text amendments, including craft breweries, wireless towers, design for life, etc.
- ☑ Addressed wide-spread community electrical deficiencies; coordinated complex construction activities; addressed unpermitted vehicles in communities; dealt with unlicensed kennel breeding and sales; eliminated illegal slaughterhouse; filed suit to address illegal tunneling; issued zoning citations to combat human trafficking; responded to thousands of illegal signs; etc.

- ☑ Partnered with the Department of Technology Services (DTS) to develop a Construction Activity Website showing open commercial construction, demolition, and right-of-way permits by map and satellite.
- ☑ Developed a database of on-site well and septic systems.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- New customer and business friendly website featuring easy to follow, step by step, instructions to obtaining permits.
- Combined event use and occupancy permit to save review time and applicants' money.
- Upgraded to newest Project Dox platform that will allow DPS to launch additional electronic plans submissions.
- Digitized microfiche records to facilitate the approximately 6,000 Public Information Act requests received each year.

COLLABORATION AND PARTNERSHIPS

Private and Public Projects

Collaborated extensively to help numerous private and public projects successfully open including, but not limited to United Therapeutics' new Net Zero Building; Oliver T. Carr's very complex project interfacing with the Purple Line, the Capital Crescent Trail, and the new Bethesda Metro platform; the Elizabeth House; Jezreel Housing; Chevy Chase Lake; the Wheaton Redevelopment Office Building; Marriott's new World Headquarters, etc.

Partners

Office of the County Executive, Department of General Services, Department of Housing and Community Affairs, Department of Transportation, Maryland-National Capital Park and Planning Commission, Non-Profits

Improve Quality of Plans

Collaborated with the Association of Structural Engineers Metro Washington to improve the quality of plans and to develop a checklist of necessary information for demolition projects to avoid demolition/alteration related collapses.

Assisted Communities to Resolve Life Safety Property Issues

Assisted communities to resolve life safety property issues, including dangerous electrical feeds, unsafe structures, aging condo and HOA infrastructure, illegal and unsafe site work, etc.

Partners

Community Engagement Cluster, Department of Housing and Community Affairs

Assessing Terrorism Risks on Public Streets

Assessed terrorism risks on public streets and sidewalks and strategies to minimize these risks, including sidewalk cafe regulations.

Partners

Office of the County Executive, Department of Police, Division of Transit Services, Department of Transportation, Maryland-National Capital Park and Planning Commission

Maryland Sustainable Growth Commission

Collaborating with Maryland Department of Environment, other jurisdictions, and stakeholders on the Maryland Sustainable Growth Commission.

Partners

Department of Environmental Protection

PROGRAM CONTACTS

Contact Barbara Suter of the Department of Permitting Services at 240.777.6244 or Alison Dollar of the Office of Management and Budget at 240.777.2769 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Right-of-way Permits -- DPS average review time (in days) [1]	5.84	4.74	5	5	5
Sediment Control Permits - DPS average review time (in days)	23.06	19.45	25	25	25
Septic Permits -- DPS average review time (in days)	27.18	18.95	10	10	10
Well Permits -- DPS average review time (in days)	15.63	12.53	10	10	10
Record Plats -- DPS average review time (in days)	6.7	2.3	7	7	7
Sediment Control Enforcement -- Percentage of Inspections in compliance with code/law	94.9%	94.9%	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	

[1] *Projections are dependent upon volumes of work, other tasks, staffing, and staff availability. It is our estimation of an outside reasonable commitment that can be met under varying work volumes and circumstances. When performance indicators are specified in days, they are calendar days and not work days.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**8,350,527**	**63.25**
Increase Cost: MLS III- Sediment Control Land Development	131,379	1.00
Decrease Cost: Charges for Lab Services for Asphalt Testing	(192,400)	(0.75)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	298,146	0.00
FY20 Recommended	**8,587,652**	**63.50**

Residential Building Construction & Intake

The Residential Building and Intake Program is responsible for ensuring public safety through the effective application of residential building, structural, electrical, mechanical, and energy conservation construction codes. This is accomplished through plan reviews and construction inspections. This program processes all commercial, fire protection, and residential permit applications, handles construction complaints, and aids in recovery during natural and other disasters and incidents.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Residential (home) Permits -- Additions -- Average total time (in days) [1]	22.61	26.62	17	17	17
Residential (home) Permits -- Additions -- DPS average review time (in days)	12.22	11.12	6	6	6
Residential (home) Permits -- New Construction -- Average total time (in days)	55.33	64.57	60	60	60
Residential (home) Permits -- New Construction -- DPS average review time (in days)	23.02	20.52	16	16	16
Residential (home) Fast Track -- Percentage of permits serviced within 2.5 hours	92.58%	95.44%	96%	96%	96%
Insurance Services Office (ISO) building code effectiveness grading schedule score which measures the quality of the County's building codes and performance in enforcing them: One- and two-family dwellings, score range of 1 to 10 (1=best)	3	3	3	3	2
Mechanical Permits -- Percentage of walk-in service permit within 2 hours	98.8%	99.01%	98%	98%	98%
Electrical Permits -- Percentage of walk-in service permit within 2 hours	94.9%	96.69%	98%	98%	98%

[1] *Projections are dependent upon volumes of work, other tasks, staffing, and staff availability. It is our estimation of an outside reasonable commitment that can be met under varying work volumes and circumstances. When performance indicators are specified in days, they are calendar days and not work days.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**4,986,066**	**40.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	311,302	0.00
FY20 Recommended	**5,297,368**	**40.90**

Commercial Building Construction

The Commercial Construction program is responsible for ensuring public safety through the effective application of commercial building, structural, electrical, mechanical, fire-safety, and energy conservation codes and standards. This is accomplished through plan reviews and construction inspections for compliance with approved plans and codes. This program processes applications for and issues Building, Mechanical and Electrical Permits. The program also handles construction complaints during natural and other disasters and provides assistance in disaster recovery.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Commercial Permits -- Additions -- Average total time (in days) [1]	106.58	112	60	60	60
Commercial Permits -- Additions -- DPS average review time (in days)	28.84	33.05	35	35	35
Commercial Permits -- New Construction -- Average total time (in days)	72.34	79.38	140	140	140
Commercial Permits -- New Construction -- DPS average review time (in days)	30.43	19.87	55	55	55
Commercial Fast Track -- Percentage of permits serviced within 2.5 hours	81.17%	75.9%	80%	80%	80%
Insurance Services Office (ISO) building code effectiveness grading schedule score which measures the quality of the County's building codes and performance in enforcing them: Commercial structural, score within a range of 1-10 (1=best)	3	3	3	3	2
Building Construction Inspections -- Percentage occurring on scheduled day	98.2%	98.51%	98%	98%	98%

[1] *Projections are dependent upon volumes of work, other tasks, staffing, and staff availability. It is our estimation of an outside reasonable commitment that can be met under varying work volumes and circumstances. When performance indicators are specified in days, they are calendar days and not work days.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**5,340,627**	**42.50**
Increase Cost: MLS III- International Green Building to Assist the County in Meeting its Goal of Reducing Greenhouse Emissions by 2035.	131,379	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.	253,626	0.00
FY20 Recommended	**5,725,632**	**43.50**

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 website, publishes the DPS newsletter, and coordinates outreach events and seminars for residents, civic organizations, and professionals.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Complaint resolution -- Average number of days from complaint filing to final resolution [1]	7.93	9.63	12	12	12
Complaint response -- Average number of days from the complaint being filed to first inspection contact with customer	1.98	4.06	3	3	3
MPIA responses - Percentage of information requests responded to within 30 days after receipt by DPS	90.0%	71%	90%	90%	90%

[1] *Projections are dependent upon volumes of work, other tasks, staffing, and staff availability. It is our estimation of an outside reasonable commitment that can be met under varying work volumes and circumstances. When performance indicators are specified in days, they are calendar days and not work days.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**12,608,898**	**30.10**
Increase Cost: IT Replacement Servers	460,000	0.00
Increase Cost: Imaging Operators for IT Section	106,122	3.00
Increase Cost: Increase in Rent	73,821	0.00
Shift: Annualization of ESRI Enterprise Agreement - Shift to DTS	(6,100)	0.00
Decrease Cost: Decrease Temporary Clerical Contractors	(118,123)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	119,911	0.00
FY20 Recommended	**13,244,529**	**33.10**

Zoning and Site Plan Enforcement

The Zoning and Site Plan Enforcement program protects the quality of life in Montgomery County and the public health, safety, welfare, and comfort through the effective application and enforcement of zoning code standards and Maryland-National Capital Park and Planning Commission certified site plan requirements. This division reviews plans prior to permit issuance, conducts inspections, and investigates and responds to complaints to administer and enforce the zoning standards established by Chapter 59 of the Montgomery County Code. This program regulates the size, shape, height, and mass of a building; the uses that are allowed on the property; and signage.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**4,447,634**	**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.	178,536	0.00
FY20 Recommended	**4,626,170**	**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 the Maryland State Fire Prevention Codes. For new construction, this is done through plans review, permits issuance and inspections of fire protection systems and fire alarm systems. For existing occupied facilities, the program is responsible for preventive inspections. 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 responds to and investigates code violations through a complaints program.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Fire Protection (Sprinkler Permits) -- Average total time (in days) [1]	11.71	6.9	12	12	12
Fire Protection (Sprinkler Permits) -- DPS average review time (in days)	4.97	2.4	6	6	6

[1] *Projections are dependent upon volumes of work, other tasks, staffing, and staff availability. It is our estimation of an outside reasonable commitment that can be met under varying work volumes and circumstances. When performance indicators are specified in days, they are calendar days and not work days.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**4,500,478**	**35.00**
Decrease Cost: Eliminate Two Permitting & Code Enforcement Inspectors Due to Program Efficiencies	(189,244)	(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.	226,331	0.00
FY20 Recommended	**4,537,565**	**33.00**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec

PERMITTING SERVICES

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	21,632,995	22,475,069	22,480,640	23,653,645	5.2 %
Employee Benefits	7,468,242	7,592,432	7,581,465	8,029,075	5.8 %
Permitting Services Personnel Costs	**29,101,237**	**30,067,501**	**30,062,105**	**31,682,720**	**5.4 %**
Operating Expenses	8,015,810	10,166,729	8,899,356	10,294,070	1.3 %
Capital Outlay	0	0	0	40,626	—
Debt Service G.O Bonds	166	0	0	0	—
Debt Service Other	0	0	0	1,500	—
Permitting Services Expenditures	**37,117,213**	**40,234,230**	**38,961,461**	**42,018,916**	**4.4 %**
PERSONNEL					
Full-Time	236	236	236	239	1.3 %
Part-Time	2	2	2	2	—
FTEs	243.75	243.75	243.75	246.00	0.9 %
REVENUES					
Automation Enhancement Fee	151,365	95,437	0	0	-100.0 %
Building Permits	24,986,876	22,106,143	23,088,344	24,261,450	9.7 %
Electrical Permits and Licenses	4,275,846	4,534,810	4,079,479	4,200,000	-7.4 %
Fire Code Compliance	0	0	0	1,187,437	—
Fire Code Enforcement Permits	2,632,197	2,415,946	2,988,310	2,405,943	-0.4 %
Grading/Storm Drains/Paving/Driveway Permits	4,088,911	3,697,727	4,387,046	4,200,000	13.6 %
Information Requests	0	0	127,075	0	—
Investment Income	560,411	776,730	880,000	880,000	13.3 %
Mechanical Construction Permit	1,856,330	1,569,836	1,552,508	1,648,328	5.0 %
Miscellaneous Revenues	89,982	0	0	0	—
Occupancy Permits	604,572	603,695	611,951	633,880	5.0 %
Other Charges/Fees	754,110	1,244,027	674,564	1,661,907	33.6 %
Other Fines/Forfeitures	110,305	89,772	97,050	89,772	—
Other Licenses/Permits	442,935	594,672	608,994	638,329	7.3 %
Sediment Control Permits	3,338,786	3,811,233	2,772,528	3,101,270	-18.6 %
Sign Permits	220,587	191,776	241,083	262,500	36.9 %
Special Exception Fee	205,536	230,549	230,549	242,076	5.0 %
Stormwater Mgmt and Water Quality Plan Fee	310,046	284,702	254,702	288,814	1.4 %
Well and Septic	357,790	274,308	318,113	274,308	—
Permitting Services Revenues	**44,986,585**	**42,521,363**	**42,912,296**	**45,976,014**	**8.1 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	2,933	0	0	0	—
Employee Benefits	772	0	0	0	—

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Grant Fund - MCG Personnel Costs	**3,705**	**0**	**0**	**0**	**—**
Operating Expenses	27,146	0	0	0	—
Grant Fund - MCG Expenditures	**30,851**	**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	27,146	0	0	0	—
Grant Fund - MCG Revenues	**27,146**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**37,148,064**	**40,234,230**	**38,961,461**	**42,018,916**	**4.4 %**
Total Full-Time Positions	**236**	**236**	**236**	**239**	**1.3 %**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**
Total FTEs	**243.75**	**243.75**	**243.75**	**246.00**	**0.9 %**
Total Revenues	**45,013,731**	**42,521,363**	**42,912,296**	**45,976,014**	**8.1 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
PERMITTING SERVICES		
FY19 ORIGINAL APPROPRIATION	**40,234,230**	**243.75**
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	1,050,438	0.00
Increase Cost: IT Replacement Servers [Administration]	460,000	0.00
Increase Cost: Annualization of FY19 Personnel Costs	436,150	0.00
Increase Cost: MLS III- International Green Building to Assist the County in Meeting its Goal of Reducing Greenhouse Emissions by 2035. [Commercial Building Construction]	131,379	1.00
Increase Cost: MLS III- Sediment Control Land Development [Land Development]	131,379	1.00
Increase Cost: Imaging Operators for IT Section [Administration]	106,122	3.00
Increase Cost: Increase in Rent [Administration]	73,821	0.00
Increase Cost: Risk Management Adjustment	60,346	0.00
Increase Cost: Retirement Adjustment	48,395	0.00
Increase Cost: Motor Pool Adjustment	44,262	0.00
Increase Cost: IT Maintenance Costs	29,491	0.00
Shift: Annualization of ESRI Enterprise Agreement - Shift to DTS [Administration]	(6,100)	0.00
Decrease Cost: Decrease Temporary Clerical Contractors [Administration]	(118,123)	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Eliminate Two Permitting & Code Enforcement Inspectors Due to Program Efficiencies [Fire Prevention and Code Compliance]	(189,244)	(2.00)
Decrease Cost: Charges for Lab Services for Asphalt Testing [Land Development]	(192,400)	(0.75)
Decrease Cost: OPEB Adjustment	(281,230)	0.00
FY20 RECOMMENDED	**42,018,916**	**246.00**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Land Development	8,350,527	63.25	8,587,652	63.50
Residential Building Construction & Intake	4,986,066	40.90	5,297,368	40.90
Commercial Building Construction	5,340,627	42.50	5,725,632	43.50
Administration	12,608,898	30.10	13,244,529	33.10
Zoning and Site Plan Enforcement	4,447,634	32.00	4,626,170	32.00
Fire Prevention and Code Compliance	4,500,478	35.00	4,537,565	33.00
Total	**40,234,230**	**243.75**	**42,018,916**	**246.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
PERMITTING SERVICES						
EXPENDITURES						
FY20 Recommended	**42,019**	**42,019**	**42,019**	**42,019**	**42,019**	**42,019**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY20	**0**	**79**	**79**	**79**	**79**	**79**
New positions in the FY20 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 Recommended in FY20	**0**	**(12)**	**(12)**	**(12)**	**(12)**	**(12)**
Items recommended for one-time funding due to the creation of two positions in FY20 (laptops, cell phones, supplies, cubicles/furniture), will be eliminated from the base in the outyears.						
IT Maintenance Costs	**0**	**3**	**7**	**7**	**9**	**9**
Represents additional maintenance costs for the system upgrades and post-warranty maintenance for servers, scanners, and printers.						
IT Replacement Plan	**0**	**(460)**	**60**	**100**	**(160)**	**0**
Key components of Permitting Service's technology replacement plan include: FY20 six servers for $460,000, FY22 $60,000 in printers, and FY23 $160,000 in Scanners.						
Retiree Health Insurance Pre-funding	**0**	**(4)**	**(12)**	**(81)**	**(129)**	**(165)**
Labor Contracts	**0**	**213**	**213**	**213**	**213**	**213**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**42,019**	**41,839**	**42,355**	**42,326**	**42,020**	**42,144**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY20 Recommended		FY21 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
MLS III- International Green Building to Assist the County in Meeting its Goal of Reducing Greenhouse Emissions by 2035.	125,379	1.00	164,936	1.00
MLS III- Sediment Control Land Development	125,379	1.00	164,936	1.00
Total	**250,758**	**2.00**	**329,872**	**2.00**

FY20-25 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Permitting Services						
FISCAL PROJECTIONS	FY19 ESTIMATE	FY20 REC	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	18.23%	**20.45%**	20.45%	20.45%	20.45%	20.45%	20.45%
CPI (Fiscal Year)	2.2%	**2.3%**	2.5%	2.7%	2.7%	2.7%	2.7%
Investment Income Yield	2.3%	**2.5%**	2.5%	2.5%	2.5%	2.5%	2.5%
Enterprise Stabilization Factor (EFSF)	0	**1.05%**	**1.00%**	**1.03%**	**1.11%**	**1.14%**	**1.17%**
BEGINNING FUND BALANCE	**16,417,858**	**14,474,146**	**11,590,938**	**9,804,245**	**7,906,079**	**8,225,480**	**8,570,903**
REVENUES							
Licenses & Permits	41,133,607	**43,344,335**	43,646,898	44,862,498	48,968,367	50,924,201	52,669,443
Charges For Services	801,639	**1,661,907**	1,678,526	1,695,311	1,712,264	1,729,387	1,746,681
Fines & Forfeitures	97,050	**89,772**	89,772	89,772	90,670	91,576	92,492
Miscellaneous	880,000	**880,000**	880,000	880,000	880,000	880,000	880,000
Subtotal Revenues	**42,912,296**	**45,976,014**	**46,295,196**	**47,527,581**	**51,651,301**	**53,625,164**	**55,388,616**
INTERFUND TRANSFERS (Net Non-CIP)	**(5,642,377)**	**(6,588,136)**	**(4,588,136)**	**(4,588,136)**	**(4,588,136)**	**(4,588,136)**	**(4,588,136)**
Transfers To The General Fund	(5,642,377)	(6,588,136)	(6,588,136)	(6,588,136)	(6,588,136)	(6,588,136)	(6,588,136)
Indirect Costs	(5,481,305)	(6,479,116)	(6,479,116)	(6,479,116)	(6,479,116)	(6,479,116)	(6,479,116)
Telecommunications NDA	(52,052)	0		0	0	0	0
DCM	(109,020)	(109,020)	(109,020)	(109,020)	(109,020)	(109,020)	(109,020)
Transfers From The General Fund	0	0	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**	**2,000,000**
Reinstate Green Tape and Public Agency Permits	0	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
TOTAL RESOURCES	**53,687,777**	**53,862,024**	**53,297,998**	**52,743,690**	**54,969,245**	**57,262,508**	**59,371,382**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(38,961,461)	**(42,018,916)**	(43,782,767)	(45,625,451)	(47,549,012)	(49,557,109)	(51,653,552)
FFI- Labor Agreement	0	**0**	(337,000)	(337,000)	(337,000)	(337,000)	(337,000)
FFI- Retiriee Health Insurance Pre-Fuinding	0	**0**	3,870	11,650	80,820	129,490	164,800
FFI- IT Maintenance	n/a	**0**	(2,173)	(7,153)	(7,403)	(8,986)	(9,345)
FFI- IT Replacement Plan	n/a	**n/a**	460,000	(60,000)	160,000	(160,000)	0
FFI- Wheaton Operating Budget Impacts (OBIs)	n/a	**n/a**	416,487	1,432,513	1,161,000	1,242,000	1,342,000
Subtotal PSP Oper Budget Approp / Exp's	**(38,961,461)**	**(42,018,916)**	**(43,241,583)**	**(44,585,441)**	**(46,491,595)**	**(48,691,605)**	**(50,493,097)**
OTHER CLAIMS ON FUND BALANCE	**(252,170)**	**(252,170)**	**(252,170)**	**(252,170)**	**(252,170)**	**0**	**0**
TOTAL USE OF RESOURCES	**(39,213,631)**	**(42,271,086)**	**(43,493,753)**	**(44,837,611)**	**(46,743,765)**	**(48,691,605)**	**(50,493,097)**
YEAR END FUND BALANCE	**14,474,146**	**11,590,938**	**9,804,245**	**7,906,079**	**8,225,480**	**8,570,903**	**8,878,285**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	**27.0%**	**21.5%**	**18.4%**	**15.0%**	**15.0%**	**15.0%**	**15.0%**

Assumptions:

1. The Enterprise Fund Stabilization Factor (EFSF) is assumed to be a 5% increase over current fees for FY20.
2. The EFSF is the factor by which the fee calculation is adjusted to cover DPS labor and operating expenses and to manage the DPS reserve policy of 15 to 20 percent of total resources in the out years as set by the 2002 Principles of the Fiscal Management of the Permitting Services Fund.
3. Projections above are based on the Executive's recommended budget and include CPI, revenue, and resource assumptions of that budget. The projected future revenues and fund balances may vary based on changes to the EFSF, future labor agreements, increases in County administrative expenses, lease and maintenance expenses, and other factors not assumed here.
4. The General Fund transfer for Public Agency Permits and Green Tape Programs will be deferred through FY20 for fiscal reasons.
5. DPS contributed $21 million in current revenue in prior years (FY17- $6,591,000, FY18- $14,400,000), and is intended to support $14.47 million in non-taxable debt to fund its proportional share of the Wheaton Redevelopment CIP# P361701. $4.009 million that had been planned to be funded in current revenues in FY19 will now be non-taxable debt funded to meet reserve policy.
6. Other claims on fund balance represents GASB 75 OPEB liability.

Environmental Protection

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$31,988,144	109.87

ADAM ORTIZ, DIRECTOR

MISSION STATEMENT

The mission of the Department of Environmental Protection (DEP) is to enhance the quality of life in our community by protecting and improving Montgomery County's air, water, and land in a sustainable way while fostering smart growth, a thriving economy, and healthy communities.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Department of Environmental Protection is $31,988,144, an increase of $1,279,779 or 4.17 percent from the FY19 Approved Budget of $30,708,365. Personnel Costs comprise 37.72 percent of the budget for 92 full-time position(s) and one part-time position(s), and a total of 109.87 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 62.28 percent of the FY20 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 $6,361,900 is required in FY20 for Water Quality Protection bonds.

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

COUNTY PRIORITY OUTCOMES

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

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

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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

INITIATIVES

- Identify opportunities for enhanced coordination between the Department of Environmental Protection, the Department of Transportation, the Department of General Services, the Department of Permitting Services, Montgomery County Public Schools, municipalities, and the Maryland-National Capital Park and Planning Commission to integrate activities and requirements in preparation for the next National Pollutant Discharge Elimination Municipal Separate Storm Sewer System (MS4) permit that will be issued to the County in 2019.
- DEP, along with the Department of Health and Human Services and a variety of community service providers, are developing an "energy coach" network to connect County residents and businesses with resources related to energy efficiency and energy assistance.
- Establish partnerships with the Latin American Youth Council and the Conservation Corps to have youth assist DEP with the maintenance of green infrastructure and the dissemination of information about energy saving initiatives.

ACCOMPLISHMENTS

- ☑ Successfully met the requirements of the Consent Decree and the 2010 MS4 permit, in Calendar Year 2018 by completing the impervious surface restoration requirement and implementing and identifying stormwater management controls for an additional 3,781 acres.
- ☑ Fulfilled the Supplemental Environmental Project requirement of the Consent Decree in Calendar Year 18 by completing the construction of two bioretention practices and one rain garden at Olney Elementary School. A celebration of this accomplishment was held on site with the County Executive, students, teachers, PTA representatives, Maryland Department of the Environment, local watershed groups, and parents.
- ☑ During FY18, the County's Commercial Property Assessed Clean Energy (C-PACE) Financing program accepted an additional ten projects, resulting in the implementation of more than $6 million in privately funded improvements to commercial buildings.
- ☑ Continued planting trees through Tree Montgomery utilizing funds provided by the Tree Canopy Law. The total number of shade trees planted through the program is more than 2,200, earning over 7 acres of impervious area restored under the MS4 permit.
- ☑ Responded to over 1,800 environmental complaints and requests related to air, water quality, illegal dumping, noise, and other environmental compliance issues in FY18.
- ☑ As part of the multi-agency Montgomery County Climate Mobilization Workgroup, submitted a comprehensive report outlining 100+ measures to move the County toward decarbonization by 2035, a goal established by the County Council through a December 2017 resolution.
- ☑ Since 2016, DEP's Residential Energy Program has engaged more than 20,000 residents at over 250 events about ways to reduce their energy use and save money. Events have been held at congregations, libraries, senior centers, schools, and Manna food distribution sites in an effort to reach a wide variety of residents. In addition to discussions about ways to save energy, activities have included swapping inefficient incandescent light bulbs for energy saving LEDs, and helping residents sign up for Quick Home Energy Checkups from their electric utility.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ✹ Enhanced partnerships with other County agencies, State agencies, and utilities to include restoration credit in the County's MS4 permit that was delivered by other agencies.

- DEP is automating the assignment of preventative maintenance and inspection schedules for over 16,000 stormwater management assets. Preventative maintenance schedules will be assigned based on geographic location and property lines which will lead to increased efficiencies in completing preventative maintenance inspections required by the MS4 permit.
- Modified the bag tax reporting database by adding a linkage with the State Business Licensing database. This connection will give DEP and Finance a better mechanism to identify the potential vendors that are not reporting.
- Developed the Tree Montgomery database to manage all aspects of the Tree Montgomery program, including tracking customer applications, providing planting locations and tree species to the planting contractor, and coordinating after-care service.
- As of January 2018, DEP's Stormwater Facility Maintenance Program continues to conduct a triennial maintenance and inspection program of underground facilities as required by State and local law and the MS4 NPDES permit. The results of previously conducted annual inspections determined that they were no longer necessary.

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 16,000 stormwater management facilities, and is also responsible for the structural maintenance of over 5,000 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 (MS4) 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 those in the cities of Gaithersburg, Rockville, and Takoma Park.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Amount of total nitrogen loads reduced or controlled (pounds / year) [1]	19,414	22,117	23,978	25,840	27,701
Amount of total phosphorus loads reduced or controlled (pounds / year) [2]	8,541	11,547	13,047	14,548	16,048
County watershed stream quality Index of Biological Integrity (IBI) score	60.4	62.4	63.1	63.9	64.7
Stormwater facility maintenance compliance rate	79%	87%	89%	89%	89%

[1] *This measure has been modified to prepare to align with a new model based on guidance from the Maryland Department of the Environment to be consistent with other jurisdictions.*

[2] *This measure has been modified to prepare to align with a new model based on guidance from the Maryland Department of the Environment to be consistent with other jurisdictions.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**27,878,765**	**91.47**
Increase Cost: M-NCPPC WQPF Allocation Increase	89,364	0.00
Increase Cost: Add Accountant III Position	74,269	1.00
Increase Cost: Increase in Agriculture Chargeback	36,187	0.00
Increase Cost: Add Part-time Planning Technician Position to Digitize Stormwater Facility Information	29,784	0.50
Increase Cost: Increased Cost for DOT Storm Drains Chargeback	18,339	0.00
Decrease Cost: Reduced Cost for Property Tax Billing Chargeback	(1,980)	0.00
Shift: Annualization of ESRI Enterprise Agreement - Shift to DTS	(17,800)	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.	685,258	0.20
FY20 Recommended	**28,792,186**	**93.17**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Average number of days to resolve incoming complaints	30	36	36	36	36
Percent of customers who rated themselves as satisfied with DEP response to environmental complaints	67%	75%	70%	70%	70%

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,044,277**	**11.44**
Decrease Cost: Lapse of Project Manager II, Data and Analysis Position	(42,749)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	114,210	0.00
FY20 Recommended	**2,115,738**	**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 support, including geographical information systems and services, procurement, budget, human resources, and other management services to implement capital and non-capital programs.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**785,323**	**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.	294,897	0.20
FY20 Recommended	**1,080,220**	**5.26**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,366,547	1,499,769	1,238,777	1,593,437	6.3 %
Employee Benefits	458,413	521,215	419,870	505,817	-3.0 %
County General Fund Personnel Costs	**1,824,960**	**2,020,984**	**1,658,647**	**2,099,254**	**3.9 %**
Operating Expenses	275,795	741,917	741,917	1,030,004	38.8 %
County General Fund Expenditures	**2,100,755**	**2,762,901**	**2,400,564**	**3,129,258**	**13.3 %**
PERSONNEL					
Full-Time	46	46	46	46	—
Part-Time	0	0	0	0	—
FTEs	16.50	16.50	16.50	16.70	1.2 %
REVENUES					
Other Charges/Fees	25,300	40,400	40,400	60,400	49.5 %
Other Fines/Forfeitures	21,375	10,000	10,000	15,000	50.0 %
Other Licenses/Permits	13,050	9,000	10,000	10,000	11.1 %
Tree Canopy	819,250	500,000	500,000	500,000	—
County General Fund Revenues	**878,975**	**559,400**	**560,400**	**585,400**	**4.6 %**
WATER QUALITY PROTECTION FUND					
EXPENDITURES					
Salaries and Wages	6,628,578	7,212,255	6,721,039	7,506,194	4.1 %
Employee Benefits	1,995,137	2,328,123	1,957,979	2,459,468	5.6 %
Water Quality Protection Fund Personnel Costs	**8,623,715**	**9,540,378**	**8,679,018**	**9,965,662**	**4.5 %**
Operating Expenses	16,512,249	18,405,086	16,404,497	18,893,224	2.7 %
Capital Outlay	21,134	0	0	0	—
Water Quality Protection Fund Expenditures	**25,157,098**	**27,945,464**	**25,083,515**	**28,858,886**	**3.3 %**
PERSONNEL					
Full-Time	53	45	45	46	2.2 %
Part-Time	0	0	0	1	—

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
FTEs	91.47	91.47	91.47	93.17	1.9 %
REVENUES					
Bag Tax	2,574,126	2,471,921	2,471,921	2,471,921	—
Investment Income	444,772	333,980	876,880	934,070	179.7 %
Other Charges/Fees	97,920	50,000	200,000	50,000	—
Water Quality Protection Charge	37,811,709	37,415,935	37,415,935	37,515,190	0.3 %
Water Quality Protection Fund Revenues	**40,928,527**	**40,271,836**	**40,964,736**	**40,971,181**	**1.7 %**
DEPARTMENT TOTALS					
Total Expenditures	**27,257,853**	**30,708,365**	**27,484,079**	**31,988,144**	**4.2 %**
Total Full-Time Positions	**99**	**91**	**91**	**92**	**1.1 %**
Total Part-Time Positions	**0**	**0**	**0**	**1**	**—**
Total FTEs	**107.97**	**107.97**	**107.97**	**109.87**	**1.8 %**
Total Revenues	**41,807,502**	**40,831,236**	**41,525,136**	**41,556,581**	**1.8 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**2,762,901**	**16.50**
Other Adjustments (with no service impacts)		
Shift: Shift Management of Conservation Corps Contract from HHS to DEP to Support Non-Water Quality Related Costs	287,087	0.00
Increase Cost: Restore One-Time Lapse Increase	80,172	0.00
Increase Cost: FY20 Compensation Adjustment	64,264	0.00
Technical Adj: Reflect Prior Addition of Public Services Intern Position	6,948	0.20
Increase Cost: Motor Pool Adjustment	1,000	0.00
Increase Cost: Retirement Adjustment	364	0.00
Decrease Cost: Annualization of FY19 Personnel Costs	(30,729)	0.00
Decrease Cost: Lapse of Project Manager II, Data and Analysis Position [Environmental Policy and Compliance]	(42,749)	0.00
FY20 RECOMMENDED	**3,129,258**	**16.70**
WATER QUALITY PROTECTION FUND		
FY19 ORIGINAL APPROPRIATION	**27,945,464**	**91.47**
Other Adjustments (with no service impacts)		
Shift: Shift Management of Conservation Corps Contract from HHS to DEP to Support Green Infrastructure Maintenance and Outreach	287,089	0.00
Increase Cost: FY20 Compensation Adjustment	207,615	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: M-NCPPC WQPF Allocation Increase [Watershed Management Operations]	89,364	0.00
Increase Cost: Annualization of FY19 Personnel Costs	88,614	0.00
Increase Cost: Add Accountant III Position [Watershed Management Operations]	74,269	1.00
Increase Cost: Increase in Agriculture Chargeback [Watershed Management Operations]	36,187	0.00
Increase Cost: Increased Payments to Municipalities for Stormwater Pollution Control Services	36,000	0.00
Increase Cost: Building Rent Escalation	34,070	0.00
Increase Cost: Add Part-time Planning Technician Position to Digitize Stormwater Facility Information [Watershed Management Operations]	29,784	0.50
Increase Cost: Increased Cost for DOT Storm Drains Chargeback [Watershed Management Operations]	18,339	0.00
Increase Cost: Motor Pool Adjustment	17,557	0.00
Increase Cost: Retirement Adjustment	7,366	0.00
Technical Adj: Reflect Prior Addition of Public Services Intern Position	6,948	0.20
Decrease Cost: Reduced Cost for Property Tax Billing Chargeback [Watershed Management Operations]	(1,980)	0.00
Shift: Annualization of ESRI Enterprise Agreement - Shift to DTS [Watershed Management Operations]	(17,800)	0.00
FY20 RECOMMENDED	**28,858,886**	**93.17**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Watershed Management Operations	27,878,765	91.47	28,792,186	93.17
Environmental Policy and Compliance	2,044,277	11.44	2,115,738	11.44
Administration	785,323	5.06	1,080,220	5.26
Total	**30,708,365**	**107.97**	**31,988,144**	**109.87**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
WATER QUALITY PROTECTION FUND					
CIP	Capital Fund	2,552,445	19.20	2,588,082	19.20

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**3,129**	**3,129**	**3,129**	**3,129**	**3,129**	**3,129**
No inflation or compensation change is included in outyear projections.						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
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	**3,129**	**3,142**	**3,142**	**3,142**	**3,142**	**3,142**
WATER QUALITY PROTECTION FUND						
EXPENDITURES						
FY20 Recommended	**28,859**	**28,859**	**28,859**	**28,859**	**28,859**	**28,859**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY20	**0**	**33**	**33**	**33**	**33**	**33**
New positions in the FY20 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.						
Building Lease Operating Budget Impacts	**0**	**(550)**	**(733)**	**(733)**	**(733)**	**(733)**
Reduction of lease costs in FY21 - FY24 to reflect move to Wheaton in Fall 2020						
Increased Payments to Municipalities for Stormwater Pollution Control Services	**0**	**16**	**33**	**52**	**72**	**94**
Increased Payments to Municipalities for Stormwater Pollution Control Services						
Maintenance of New and Newly Transferred Facilities	**0**	**114**	**780**	**821**	**696**	**696**
Wheaton Redevelopment Project Operating Budget Impacts	**0**	**1,266**	**1,266**	**1,266**	**1,266**	**1,266**
These figures represent the total impact (debt service and operating expenses net of lease savings) of the Wheaton Redevelopment project on the Water Quality Protection Fund.						
Labor Contracts	**0**	**45**	**45**	**45**	**45**	**45**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Operating Budget Impacts of CIP Projects	**0**	**20**	**5**	**35**	**50**	**50**
These figures represent the Operating Budget Impacts of Stormwater Management Projects in the FY19-24 CIP.						
Subtotal Expenditures	**28,859**	**29,803**	**30,288**	**30,378**	**30,288**	**30,310**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY20 Recommended		FY21 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Add Accountant III Position	74,269	1.00	98,525	1.00
Add Part-time Planning Technician Position to Digitize Stormwater Facility Information	29,784	0.50	38,988	0.50
Total	**104,053**	**1.50**	**137,513**	**1.50**

FY20-25 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Water Quality Protection Fund						
FISCAL PROJECTIONS	FY19 ESTIMATE	FY20 REC	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	18.23%	20.45%	20.45%	20.45%	20.45%	20.45%	20.45%
CPI (Fiscal Year)	2.15%	2.3%	2.5%	2.7%	2.7%	2.7%	2.7%
Investment Income Yield	2.30%	2.45%	2.45%	2.45%	2.45%	2.45%	2.45%
Number of Equivalent Residential Units (ERUs) Billed	365,000	365,000	365,000	365,000	365,000	365,000	365,000
Water Quality Protection Charge ($/ERU)	$104.25	$104.25	$108.00	$112.00	$116.00	$120.00	$125.00
Collection Factor for Charge	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
BEGINNING FUND BALANCE	13,876,247	9,393,540	9,877,960	8,208,774	6,320,354	3,369,143	2,133,626
REVENUES							
Charges For Services	37,415,935	37,515,190	38,851,800	40,299,200	41,751,900	43,204,600	45,020,480
Bag Tax Receipts	2,471,921	2,471,921	2,471,921	2,471,921	2,471,921	2,471,921	2,471,921
Miscellaneous	1,076,880	984,070	984,070	984,070	984,070	984,070	984,070
Subtotal Revenues	40,964,736	40,971,181	42,307,791	43,755,191	45,207,891	46,660,591	48,476,471
INTERFUND TRANSFERS (Net Non-CIP)	(7,900,961)	(8,399,880)	(9,414,530)	(10,224,780)	(10,925,380)	(11,579,230)	(11,585,930)
Transfers To General Fund	(1,752,361)	(2,037,980)	(2,037,980)	(2,037,980)	(2,037,980)	(2,037,980)	(2,037,980)
Indirect Costs	(1,739,210)	(2,037,980)	(2,037,980)	(2,037,980)	(2,037,980)	(2,037,980)	(2,037,980)
Telecommunications Charge	(13,151)	0	0	0	0	0	0
Transfers to Debt Service Fund (Non-Tax)	(6,148,600)	(6,361,900)	(7,376,550)	(8,186,800)	(8,887,400)	(9,541,250)	(9,547,950)
TOTAL RESOURCES	46,940,022	41,964,841	42,771,221	41,739,185	40,602,865	38,450,504	39,024,167
CIP CURRENT REVENUE APPROPRIATION	(4,750,000)	(3,228,000)	(4,306,000)	(4,186,000)	(5,396,000)	(4,031,000)	(4,031,000)
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(25,083,515)	(28,858,886)	(29,312,186)	(29,803,446)	(30,317,796)	(30,856,326)	(31,420,166)
Annualizations and One-Time (PC)	0	0	(33,460)	(33,460)	(33,460)	(33,460)	(33,460)
Labor Contracts	0	0	(56,015)	(56,015)	(56,015)	(56,015)	(56,015)
Labor Contracts Other	0	0	11,177	11,177	11,177	11,177	11,177
Maintenance of New and Newly Transferred Facilities	0	0	(113,980)	(780,127)	(821,095)	(695,892)	(695,892)
Operating Impacts of CIP Projects (per CC Approved FY19-24 PDFs)	0	0	(20,000)	(5,000)	(35,000)	(50,000)	(50,000)
Building Lease Operating Budget Impacts	0	0	549,675	732,900	732,900	732,900	732,900
Wheaton Redevelopment Project Operating Budget Impacts	0	0	(1,265,648)	(1,265,540)	(1,266,403)	(1,265,972)	(1,265,972)
Anticipated Increases for Payments to Municipalities	0	0	(16,010)	(33,320)	(52,030)	(72,290)	(94,250)
Subtotal PSP Oper Budget Approp / Exp's	(25,083,515)	(28,858,886)	(30,256,447)	(31,232,831)	(31,837,722)	(32,285,878)	(32,871,678)
OTHER CLAIMS ON FUND BALANCE	(7,712,967)	0	0	0	0	0	0
TOTAL USE OF RESOURCES	(37,546,482)	(32,086,886)	(34,562,447)	(35,418,831)	(37,233,722)	(36,316,878)	(36,902,678)
YEAR END FUND BALANCE	9,393,540	9,877,960	8,208,774	6,320,354	3,369,143	2,133,626	2,121,489
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	20.0%	23.5%	19.2%	15.1%	8.3%	5.5%	5.4%
NET REVENUE	14,128,860	10,074,315	10,013,364	10,484,380	11,332,189	12,336,733	13,566,813
DEBT SERVICE COVERAGE RATIO	2.30	1.58	1.36	1.28	1.28	1.29	1.42

Assumptions:

1. These projections are based on the County Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
2. Stormwater facilities transferred into the maintenance program will be maintained to permit standards as they are phased into the program.
3. Operating costs for new facilities to be completed or transferred and Operating Budget Impacts of Stormwater CIP projects between FY21 and FY25 have been incorporated in the future fiscal impact (FFI) rows.
4. The operating budget includes planning and implementation costs for compliance with the Municipal Separate Storm Sewer System (MS-4) permit issued by the Maryland Department of the Environment in February 2010. Debt service on bonds that will be used to finance the CIP project costs of MS-4 compliance has been shown as a transfer to the Debt Service Fund. The Department of Finance issued $37.8 million in Water Quality Protection Charge Revenue Bonds dated July 18, 2012 (Series 2012A) and $46.5 million dated April 6, 2016 (Series 2016A). The actual debt service costs for the Series 2012A and 2016A bond issuances and projected debt service for anticipated MDE Water Quality Revolving Loan awards in years FY20-25 are included in the fiscal plan. Actual debt service costs may vary depending on the size and timing of future loan and bond issues. Current revenue may be used to offset future borrowing requirements. Future WQPC rates are subject to change based on the timing and size of future debt issuance, State Aid, and legislation.
5. Charges are adjusted to fund the planned service program and maintain net revenues sufficient to cover 1.25 times debt service costs.

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Solid Waste Services

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$117,222,773	106.24

ADAM ORTIZ, DIRECTOR

MISSION STATEMENT

The mission of the Department of Environmental Protection (DEP) is to enhance the quality of life in our community by protecting and improving Montgomery County's air, water, and land in a sustainable way while fostering smart growth, a thriving economy, and healthy communities.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Division of Solid Waste Services is $117,222,773, an increase of $7,262,411 or 6.60 percent from the FY19 Approved Budget of $109,960,362. Personnel Costs comprise 10.61 percent of the budget for 80 full-time position(s) and two part-time position(s), and a total of 106.24 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 89.39 percent of the FY20 budget.

The primary cost increases in FY20 for the Division are related to contractually mandated increases to service contracts, the continuation of capital equipment purchases according to the Division's equipment replacement schedule, and increased operating costs for Solid Waste facilities.

COUNTY PRIORITY OUTCOMES

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

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

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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

INITIATIVES

- DEP will expand its efforts to make it feasible and conducive for businesses that generate food scraps to source separate food scraps, contract for recycling collection service, and recycle more. Specific alternatives for this processing capacity are still being identified, and the costs are being determined. Additional alternatives for processing larger volumes of food waste in future years continue to be evaluated, including the construction of aerobic or anaerobic food scrap processing systems in Montgomery County.
- As a result of the Shady Grove Transfer Station facility condition assessment, DEP will improve the safe and effective operations of its facilities by improving fire detection and suppression systems, traffic queuing and flow, roadway markings, and tipping floor unloading procedures. These latter improvements will decrease queuing time and expedite on-site traffic flow.

ACCOMPLISHMENTS

- DEP completed its work to develop the Strategic Plan to Advance Composting, Compost Use, and Food Scraps Diversion, and the report was published in April 2018. In developing this plan, DEP brought together over 200 stakeholders representing the public and private sectors, to gain valuable expertise and insight, and work together toward consensus on a broad range of relevant issues.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Transfer Station received permission from the Maryland Department of the Environment (MDE) to conduct a four-month paint freezing pilot program in FY19. Freezing paint changes the state of the product from a liquid waste to a solid waste, permits the frozen paint to be disposed of on the Transfer Station tipping floor, and eliminates the need to contract out the processing and disposal of the paint.
- DEP is working with Finance and a software developer to implement a credit card system at the Transfer Station which is expected to be operational by the end of FY19. The new transaction method will expedite traffic flow at the Shady Grove Scale House.

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

Food Waste Organics Recycling

This program is designed to promote recycling of food scraps as part of the County's overall effort to increase recycling, and to reduce the amount of food waste within the County. The program includes initiatives to recycle food scraps and other acceptable organic materials, generated by the single-family residential, multi-family residential, and commercial sectors, through composting and/or other technologies; and to stimulate the demand for the finished recycled product by encouraging its use.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**667,000**	**1.00**
Enhance: Increased Support for Commercial Organic Food Waste Program	489,000	0.00

FY20 Recommended Changes	Expenditures	FTEs
Decrease Cost: Elimination of One-time Organic Food Waste Capital Equipment Costs	(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.	(128,280)	0.00
FY20 Recommended	**1,002,720**	**1.00**

Administration and Support

Provides support to the Department's operations, programs, and mission. It provides overall management and policy direction to core professional services like budget and financial management, contract management, and information technology services management. The program's mission is to:

- Develop and evaluate CIP and operating budgets in a strategic and economically responsible manner for fair and equitable rate structures;
- Maintain solid waste enterprise funds in a financially prudent manner through efficient financial management;
- Efficiently manage and execute all procurement requests on a timely basis and at the best possible value;
- Review and develop policies and procedures that strengthen internal controls;
- Identify efficiencies across the department using metrics, quantitative and financial models, and forecasting tools to analyze the fiscal impact of proposed changes; and
- Identify technology solutions that bring significant value to business processes and improve operating efficiencies.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,552,879**	**20.02**
Increase Cost: Personnel Cost Increases Due to Position Being Filled at Higher Than Budgeted Level	98,499	0.00
Increase Cost: Minor Information Technology Increases	14,271	0.00
Increase Cost: Minor Operating Increases- Administration	1,021	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	141,025	0.00
FY20 Recommended	**3,807,695**	**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 and targeted small businesses. Through this program, technical support, assistance, education, outreach, and training is provided to the commercial sector in the areas of waste reduction, reuse, recycling, and buying recycled products. 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Non-residential recycling (tonnages)	331,969	339,031	348,261	361,799	373,472

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of site visits to provide recycling assistance to businesses [1]	8,079	5,378	6,750	6,750	6,750

[1] *Staffing vacancies impacted performance in FY18.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,943,761**	**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.	68,068	0.00
FY20 Recommended	**2,011,829**	**10.00**

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 and Lien" component, which provides for the removal by the Department of Transportation of dangerous or unsightly trash, perimeter grass, and weeds on properties which the owners have failed to maintain as required. Also under this program, DEP 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).

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,318,857**	**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.	40,241	0.00
FY20 Recommended	**1,359,098**	**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, located in Derwood; and for hauling leaves and grass from the Transfer Station to the Composting Facility, located in Dickerson. 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**5,400,227**	**1.15**
Decrease Cost: Yard Trim Composting	(16,741)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(53,666)	0.00
FY20 Recommended	**5,329,820**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**150,787**	**0.51**
Decrease Cost: Minor Operating Expense Decreases in Dickerson Master Plan Program	(6,739)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(59,466)	0.00
FY20 Recommended	**84,582**	**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 and flaring systems. In addition, the program encompasses all operational functions necessary to maintain the Gude Landfill, which closed in 1982, in an environmentally sound and cost-effective manner. In addition, remediation is mandated by MDE to minimize potentially adverse environmental impacts, and to design post-closure uses for the site that serve the community. The engineering design of the Gude Landfill Remediation CIP is underway.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**708,733**	**1.00**
Increase Cost: Gude Landfill	76,189	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(29,202)	0.00
FY20 Recommended	**755,720**	**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 includes outreach to educate residents regarding the potential dangers of certain household products and to reduce generation of hazardous waste; it also helps 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,089,626**	**0.00**
Increase Cost: Household Hazardous Waste Contract Increase	90,320	0.00
FY20 Recommended	**1,179,946**	**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 waste reduction, reuse, recycling and buying recycled products, 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Multi-family recycling (tonnages)	28,220	29,228	30,384	31,373	32,355

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**977,513**	**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.	15,802	0.00
FY20 Recommended	**993,315**	**5.00**

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 pretreatment 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,772,535**	**1.23**
Increase Cost: Oaks Landfill Contractual Increases	362,371	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,326	0.00
FY20 Recommended	**2,142,232**	**1.23**

Out Of County Refuse Disposal

This program provides for the rail shipment of ash residue that is designated for recycling from the RRF to Fulton Rail Yard near Richmond, Virginia, where it is unloaded and transported by truck to the Old Dominion Landfill, a contracted landfill where the ash is processed for further metals removal and recycling. Ash is beneficially reused as alternate daily cover and road base within the lined areas of 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**12,883,686**	**1.00**

FY20 Recommended Changes	Expenditures	FTEs
Increase Cost: Increases in Out Of County Hauling Rates and Tonnage	1,016,465	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,852	0.00
FY20 Recommended	**13,904,003**	**1.00**

Recycling Outreach And Education

This program provides for broadly educating everyone living, visiting, and working in the County about waste reduction, reuse, recycling, buying recycled products, backyard and on-site composting, and grasscycling, 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percent of total municipal solid waste recycled [1]	61.0%	61.8%	62.7%	63.8%	64.4%
Total recycling (tonnage)	616,732	633,060	649,633	668,865	682,777
Single-family recycling (tonnages)	256,552	264,801	270,988	275,693	276,949

[1] *This reporting is performed on a calendar year basis. CY18 data is a projection.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**578,100**	**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.	12,770	0.00
FY20 Recommended	**590,870**	**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 Saturday, provides drop-off for bulky waste 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**244,490**	**1.70**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,177	0.00
FY20 Recommended	**248,667**	**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 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Number of customers dropping off household hazardous waste at the Transfer Station	108,540	125,160	127,663	130,216	132,821

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**8,695,754**	**14.00**
Increase Cost: Recycling Activities at Transfer Station IGA-Contract	181,815	0.00
Decrease Cost: Transfer Station Capital Equipment and Operating Expenses	(578,514)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	121,586	0.00
FY20 Recommended	**8,420,641**	**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 grasscycling, backyard, or on-site composting, thus reducing the amount of yard trim materials that must be collected, transported, and managed at the County's Yard Trim Composting Facility near Dickerson or at private compost facilities.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**75,504**	**0.00**
FY20 Recommended	**75,504**	**0.00**

Recycling Center

This program provides for the separation, processing, and marketing of recyclable materials (mixed paper, cardboard, aluminum, glass, metal, and plastic). 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 recycling. A Paper Processing Facility was added and began operations on May 1, 2017, to improve separation and marketing of commodities into mixed paper and corrugated paper. Mixed paper includes newspaper, corrugated containers, kraft paper bags, magazines, telephone directories, and mail.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**7,235,054**	**4.50**
Enhance: Recycling Center Front-end Comingled Processing Line Equipment Replacement	1,817,000	0.00

FY20 Recommended Changes	Expenditures	FTEs
Increase Cost: Increase in Comingled and Paper Recycling Costs to Address Safety and Meet Terms of Service Agreements	1,067,598	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	34,667	0.00
FY20 Recommended	**10,154,319**	**4.50**

Residential Collection

This program administers Countywide contracts with private collectors for collection of residential refuse and recyclables, and responds 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Average number of recycling collections missed per week, not picked up within 24 hours	62.5	20.3	15.0	10.0	7.0
Average number of refuse collections missed per week, not picked up within 24 hours	17.4	11.9	11.0	10.0	10.0

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**35,412,972**	**29.00**
Increase Cost: Residential Recycling Collection Contract Increase	271,905	0.00
Increase Cost: Increase in Refuse Collection Contract Costs	160,168	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	190,414	0.00
FY20 Recommended	**36,035,459**	**29.00**

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.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Percent of total municipal solid waste sent to landfill [1]	17.3%	11.7%	11%	10.1%	10.1%

[1] *There was an increase in the amount of waste that was sent to the landfill in FY17 due to tonnage that was bypassed as a result of the fire at the Resource Recovery Facility.*

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**26,565,489**	**1.20**
Increase Cost: RRF Operating Increase to Meet Service Agreement	1,757,682	0.00
Increase Cost: Increase in RRF Commercial Insurance	125,365	0.00

FY20 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(27,154)	0.00
FY20 Recommended	**28,421,382**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**159,036**	**0.40**
Decrease Cost: Site 2 Landfill	(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.	1,256	0.00
FY20 Recommended	**159,439**	**0.40**

Support for Recycling Volunteers

The mission of this program is to recruit and retain recycling 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, visiting, and working in the County to actively participate more in recycling.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**144,140**	**0.00**
Increase Cost: Support for Recycling Volunteers	2,543	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.	(2)	0.00
FY20 Recommended	**146,681**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**384,219**	**2.60**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	14,632	0.00
FY20 Recommended	**398,851**	**2.60**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	7,503,589	7,758,121	7,269,991	8,048,821	3.8 %
Employee Benefits	2,429,745	2,651,418	2,489,548	2,795,460	5.4 %
Solid Waste Disposal Personnel Costs	**9,933,334**	**10,409,539**	**9,759,539**	**10,844,281**	**4.2 %**
Operating Expenses	80,513,668	85,096,778	83,321,778	91,809,283	7.9 %
Capital Outlay	3,478,353	5,206,697	5,206,697	4,979,216	-4.4 %
Solid Waste Disposal Expenditures	**93,925,355**	**100,713,014**	**98,288,014**	**107,632,780**	**6.9 %**
PERSONNEL					
Full-Time	75	76	76	76	—
Part-Time	2	2	2	2	—
FTEs	93.68	94.78	94.78	94.78	—
REVENUES					
Investment Income	819,078	699,040	1,614,540	1,719,840	146.0 %
Miscellaneous Revenues	552,541	25,000	427,700	45,000	80.0 %
Other Charges/Fees	264,341	221,800	190,000	190,000	-14.3 %
Other Fines/Forfeitures	61,601	48,345	35,000	35,000	-27.6 %
Other Intergovernmental	0	5,000	0	0	-100.0 %
Other Licenses/Permits	8,570	13,145	10,000	10,000	-23.9 %
Property Rentals	34,717	35,526	38,500	38,500	8.4 %
Sale of Recycled Materials	6,361,005	3,451,832	5,890,012	6,149,327	78.1 %
Solid Waste Disposal Fees/Operating Revenues	26,672,619	27,433,357	29,292,699	29,119,333	6.1 %
Systems Benefit Charge	66,218,344	66,493,614	66,232,245	68,439,293	2.9 %
Solid Waste Disposal Revenues	**100,992,816**	**98,426,659**	**103,730,696**	**105,746,293**	**7.4 %**
SOLID WASTE COLLECTION					
EXPENDITURES					
Salaries and Wages	1,146,254	1,157,935	1,148,206	1,193,546	3.1 %
Employee Benefits	316,137	385,641	382,211	405,011	5.0 %
Solid Waste Collection Personnel Costs	**1,462,391**	**1,543,576**	**1,530,417**	**1,598,557**	**3.6 %**
Operating Expenses	6,411,560	7,703,772	7,528,772	7,991,436	3.7 %
Solid Waste Collection Expenditures	**7,873,951**	**9,247,348**	**9,059,189**	**9,589,993**	**3.7 %**
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	11.46	11.46	11.46	11.46	—
REVENUES					
Investment Income	31,207	49,300	61,530	65,540	32.9 %

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
Other Charges/Fees	10,335	0	0	0	—
Systems Benefit Charge	6,429,203	7,102,557	7,086,460	8,818,850	24.2 %
Solid Waste Collection Revenues	**6,470,745**	**7,151,857**	**7,147,990**	**8,884,390**	**24.2 %**

DEPARTMENT TOTALS

Total Expenditures	**101,799,306**	**109,960,362**	**107,347,203**	**117,222,773**	**6.6 %**
Total Full-Time Positions	**79**	**80**	**80**	**80**	**—**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**
Total FTEs	**105.14**	**106.24**	**106.24**	**106.24**	**—**
Total Revenues	**107,463,561**	**105,578,516**	**110,878,686**	**114,630,683**	**8.6 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
SOLID WASTE DISPOSAL		
FY19 ORIGINAL APPROPRIATION	**100,713,014**	**94.78**
Changes (with service impacts)		
Enhance: Recycling Center Front-end Comingled Processing Line Equipment Replacement [Recycling Center]	1,817,000	0.00
Enhance: Increased Support for Commercial Organic Food Waste Program [Food Waste Organics Recycling]	489,000	0.00
Enhance: Increase Award to A Wider Circle	25,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: RRF Operating Increase to Meet Service Agreement [Resource Recovery Facility & Related Waste Transfer]	1,757,682	0.00
Increase Cost: Increase in Comingled and Paper Recycling Costs to Address Safety and Meet Terms of Service Agreements [Recycling Center]	1,067,598	0.00
Increase Cost: Increases in Out Of County Hauling Rates and Tonnage [Out Of County Refuse Disposal]	1,016,465	0.00
Increase Cost: Oaks Landfill Contractual Increases [Oaks Landfill]	362,371	0.00
Increase Cost: FY20 Compensation Adjustment	316,907	0.00
Increase Cost: Residential Recycling Collection Contract Increase [Residential Collection]	271,905	0.00
Increase Cost: Recycling Activities at Transfer Station IGA-Contract [Transfer Station]	181,815	0.00
Increase Cost: Increase in RRF Commercial Insurance [Resource Recovery Facility & Related Waste Transfer]	125,365	0.00
Increase Cost: Annualization of FY19 Personnel Costs	119,117	0.00
Increase Cost: Personnel Cost Increases Due to Position Being Filled at Higher Than Budgeted Level [Administration and Support]	98,499	0.00
Increase Cost: Household Hazardous Waste Contract Increase [Household & Small Quantity Hazardous Waste Management]	90,320	0.00
Increase Cost: Gude Landfill [Gude Landfill]	76,189	0.00
Increase Cost: Risk Management Adjustment	37,237	0.00
Increase Cost: Motor Pool Adjustment	34,308	0.00
Increase Cost: Minor Information Technology Increases [Administration and Support]	14,271	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Charge Back from Finance	13,488	0.00
Increase Cost: Retirement Adjustment	8,873	0.00
Increase Cost: Support for Recycling Volunteers [Support for Recycling Volunteers]	2,543	0.00
Increase Cost: Other Miscellaneous Operating Costs	1,713	0.00
Increase Cost: Minor Operating Increases- Administration [Administration and Support]	1,021	0.00
Decrease Cost: Site 2 Landfill [Site 2]	(853)	0.00
Shift: Annualization of ESRI Enterprise Agreement - Shift to DTS	(3,400)	0.00
Decrease Cost: Minor Operating Expense Decreases in Dickerson Master Plan Program [Dickerson Master Plan Implementation]	(6,739)	0.00
Decrease Cost: Yard Trim Composting [Dickerson Compost Facility]	(16,741)	0.00
Decrease Cost: Elimination of One-time Organic Food Waste Capital Equipment Costs [Food Waste Organics Recycling]	(25,000)	0.00
Decrease Cost: OPEB Adjustment	(87,020)	0.00
Decrease Cost: Turnover Savings	(108,654)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(182,000)	0.00
Decrease Cost: Transfer Station Capital Equipment and Operating Expenses [Transfer Station]	(578,514)	0.00
FY20 RECOMMENDED	**107,632,780**	**94.78**

SOLID WASTE COLLECTION

FY19 ORIGINAL APPROPRIATION	**9,247,348**	**11.46**
Other Adjustments (with no service impacts)		
Increase Cost: Increase in Refuse Collection Contract Costs [Residential Collection]	160,168	0.00
Increase Cost: Risk Management Adjustment	118,519	0.00
Increase Cost: FY20 Compensation Adjustment	42,789	0.00
Increase Cost: Annualization of FY19 Personnel Costs	14,374	0.00
Increase Cost: Motor Pool Adjustment	6,260	0.00
Increase Cost: Retirement Adjustment	2,542	0.00
Increase Cost: Increase Personnel Cost	1,215	0.00
Increase Cost: SWC Automation	850	0.00
Increase Cost: Increase in Finance Charge back - Property Tax Bills (Collection)	658	0.00
Decrease Cost: OPEB Adjustment	(4,730)	0.00
FY20 RECOMMENDED	**9,589,993**	**11.46**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Food Waste Organics Recycling	667,000	1.00	1,002,720	1.00
Administration and Support	3,552,879	20.02	3,807,695	20.02

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Commercial Recycling	1,943,761	10.00	2,011,829	10.00
Enforcement	1,318,857	9.93	1,359,098	9.93
Dickerson Compost Facility	5,400,227	1.15	5,329,820	1.15
Dickerson Master Plan Implementation	150,787	0.51	84,582	0.51
Gude Landfill	708,733	1.00	755,720	1.00
Household & Small Quantity Hazardous Waste Management	1,089,626	0.00	1,179,946	0.00
Multi-Family Recycling	977,513	5.00	993,315	5.00
Oaks Landfill	1,772,535	1.23	2,142,232	1.23
Out Of County Refuse Disposal	12,883,686	1.00	13,904,003	1.00
Recycling Outreach And Education	578,100	2.00	590,870	2.00
Satellite Sites	244,490	1.70	248,667	1.70
Transfer Station	8,695,754	14.00	8,420,641	14.00
Yard Trim Reduction	75,504	0.00	75,504	0.00
Recycling Center	7,235,054	4.50	10,154,319	4.50
Residential Collection	35,412,972	29.00	36,035,459	29.00
Resource Recovery Facility & Related Waste Transfer	26,565,489	1.20	28,421,382	1.20
Site 2	159,036	0.40	159,439	0.40
Support for Recycling Volunteers	144,140	0.00	146,681	0.00
Waste System Planning	384,219	2.60	398,851	2.60
Total	**109,960,362**	**106.24**	**117,222,773**	**106.24**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY19 Total$	FY19 FTES	FY20 Total$	FY20 FTES
SOLID WASTE DISPOSAL					
General Services	General Fund	251,749	0.00	254,618	0.00
Parking District Services	Bethesda Parking	69,558	0.00	68,959	0.00
Parking District Services	Silver Spring Parking	134,768	0.00	129,559	0.00
Parking District Services	Montgomery Hills Parking	0	0.00	0	0.00
Parking District Services	Wheaton Parking	13,042	0.00	12,538	0.00
Liquor Control	Liquor	19,649	0.00	20,069	0.00
	Total	**488,766**	**0.00**	**485,743**	**0.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
SOLID WASTE DISPOSAL						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
EXPENDITURES						
FY20 Recommended	**107,633**	**107,633**	**107,633**	**107,633**	**107,633**	**107,633**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**(1)**	**(4)**	**(26)**	**(42)**	**(54)**
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	**107,633**	**107,699**	**107,696**	**107,674**	**107,658**	**107,646**
SOLID WASTE COLLECTION						
EXPENDITURES						
FY20 Recommended	**9,590**	**9,590**	**9,590**	**9,590**	**9,590**	**9,590**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**0**	**0**	**(1)**	**(2)**	**(3)**
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	**9,590**	**9,601**	**9,601**	**9,600**	**9,599**	**9,598**

SOLID WASTE ENTERPRISE FUND
RATES AND FISCAL PROJECTIONS FOR FY20-25

Assumptions:

- In FY20, the County Executive recommends the following solid waste system service charges:

  Single-Family: $213.26
  Multi-Family: $16.06
  Non-Residential: $596.13
  (medium category)

- Refuse collection services are maintained at their current levels, with the annual collection charge increasing $18.00 (23%) from $77.00/household in FY19 to $95.00/household in FY20.
- The disposal fee for municipal solid waste received at the Transfer Station (known as the "Tipping Fee") and waste delivered in open-top roll-off boxes is unchanged at $60 per ton and $70 per ton, respectively.
- Expenditures for certain programs, such as the Resource Recovery Facility, Transfer Station, and Out-of-County Haul, are Base Systems Costs and are calculated based on waste generation estimates for each sector. Expenditures for programs such as the Recycling Center, Recycling Collection, and Dickerson Compost Facility are Incremental Costs and are calculated based on the cost of the incremental services received by each sector. Other expenditures are increased by inflation, except where contract or scheduled costs apply.

FY20-25 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Solid Waste Collection						
FISCAL PROJECTIONS	FY19 ESTIMATE	FY20 REC	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	18.23%	20.45%	20.45%	20.45%	20.45%	20.45%	20.45%
CPI (Fiscal Year)	2.2%	2.3%	2.5%	2.7%	2.7%	2.7%	2.7%
Investment Income Yield	2.3%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Number of Households	92,057	92,830	93,519	94,207	94,895	95,584	96,272
Charge per Household (once-weekly refuse collection)	$ 77.00	$ 95.00	$ 112.00	$ 130.00	$ 130.00	$ 130.00	$ 130.00
Percentage Rate Increase (Decrease)	0.0%	23.4%	17.9%	16.1%	0.0%	0.0%	0.0%
BEGINNING FUND BALANCE	(140,204)	(2,348,402)	(3,396,515)	(3,102,260)	(1,375,770)	20,871	1,174,574
REVENUES							
Charges For Services	7,086,460	8,818,850	10,474,128	12,246,910	12,336,350	12,425,920	12,515,360
Miscellaneous	61,530	65,540	65,540	65,540	65,540	65,540	65,540
Subtotal Revenues	7,147,990	8,884,390	10,539,668	12,312,450	12,401,890	12,491,460	12,580,900
INTERFUND TRANSFERS (Net Non-CIP)	(286,394)	(331,905)	(345,635)	(360,282)	(375,844)	(392,272)	(409,428)
Transfers To The General Fund	(286,394)	(331,905)	(345,635)	(360,282)	(375,844)	(392,272)	(409,428)
Indirect Costs	(281,394)	(326,905)	(340,635)	(355,282)	(370,844)	(387,272)	(404,428)
DCM	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
TOTAL RESOURCES	6,721,392	6,204,083	6,797,518	8,849,908	10,650,276	12,120,059	13,346,046
CIP CURRENT REVENUE APPROP.	0	0	0	0	0	0	0
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(9,059,189)	(9,589,993)	(9,878,776)	(10,204,815)	(10,609,703)	(10,937,208)	(11,362,207)
Labor Contracts	n/a	n/a	(12,702)	(12,702)	(12,702)	(12,702)	(12,702)
Labor Contracts Other	n/a	n/a	2,245	2,245	2,245	2,245	2,245
Retiree Health Insurance Pre-Funding	n/a	n/a	60	200	1,360	2,180	2,770
Subtotal PSP Oper Budget Approp / Exp's	(9,059,189)	(9,589,993)	(9,889,173)	(10,215,072)	(10,618,800)	(10,945,485)	(11,369,894)
OTHER CLAIMS ON FUND BALANCE	(10,605)	(10,605)	(10,605)	(10,605)	(10,605)	0	0
TOTAL USE OF RESOURCES	(9,069,794)	(9,600,598)	(9,899,778)	(10,225,677)	(10,629,405)	(10,945,485)	(11,369,894)
YEAR END FUND BALANCE	(2,348,402)	(3,396,515)	(3,102,260)	(1,375,770)	20,871	1,174,574	1,976,152
YEAR END CASH BALANCE	2,673,081	1,624,968	1,919,223	2,845,713	3,442,354	3,796,057	3,797,635
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	-34.9%	-54.7%	-45.6%	-15.5%	0.2%	9.7%	14.8%

Notes:

1. The refuse collection charge is adjusted annually to fund the approved service program and to maintain an ending net asset balance between 10 percent and 15 percent of resources at the end of the six-year planning period. Year end fund balances in FY21-25 are projections only and will change with the change in the underlying assumptions (i.e. growth in house counts, CPI, Investment Income Yield) in future fiscal years.
2. These projections are based on the Executive's recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
3. The fund balance is negative from FY19-22 because of a $4 million liability that results from a FY18 loan from the Disposal fund. This $4 million loan was executed in FY18 to more gradually phase in the rate increases needed to cover substantial increases in collection contract costs. The cash balance of the fund remains positive across the six-year period. Refuse collection charges will be adjusted annually to achieve cost recovery, pay back the loan, and progress towards the fund balance policy target of 10 percent to 15 percent.

FY20-25 DIVISION OF SOLID WASTE SERVICES							
FISCAL PROJECTIONS	ESTIMATED FY19	PROJECTED FY20	PROJECTED FY21	PROJECTED FY22	PROJECTED FY23	PROJECTED FY24	PROJECTED FY25
Single-Family Charges ($/Household)	205.11	213.26	227.70	245.63	264.98	285.74	310.95
% change in rate from previous year	0.0%	4.0%	6.8%	7.9%	7.9%	7.8%	8.8%
Multi-Family Charges ($/Dwelling Unit)	16.06	16.06	15.71	15.06	14.32	13.61	12.81
% change in rate from previous year	0.0%	0.0%	-2.2%	-4.1%	-4.9%	-5.0%	-5.8%
Nonresidential Charges (medium "category" charge)	596.13	596.13	572.42	539.51	499.02	462.38	428.22
% change in rate from previous year	0.0%	0.0%	-4.0%	-5.7%	-7.5%	-7.3%	-7.4%

OPERATIONS CALCULATION

REVENUES							
Disposal Fees	34,579,008	34,410,364	35,168,478	36,100,316	36,899,619	37,733,592	38,949,843
Charges for Services/SBC	54,999,401	57,090,730	59,995,000	63,388,557	67,162,352	71,495,199	76,228,446
Miscellaneous	12,537,747	12,525,359	12,606,486	12,750,202	12,889,810	13,032,283	13,177,631
Investment Income	1,614,540	1,719,840	1,719,840	1,719,840	1,719,840	1,719,840	1,719,840
Subtotal Revenues	**103,730,696**	**105,746,293**	**109,489,804**	**113,958,915**	**118,671,621**	**123,980,914**	**130,075,760**
INTERFUND TRANSFERS	**(7,557,587)**	**(600,946)**	**609,682**	**650,979**	**537,207**	**416,420**	**354,851**
EXPENDITURES							
Personnel Costs	(9,759,539)	(10,844,281)	(11,338,962)	(11,826,538)	(12,344,540)	(12,891,403)	(13,324,160)
Operating Expenses	(83,321,778)	(91,809,283)	(96,613,139)	(103,680,009)	(111,707,814)	(117,879,034)	(123,766,911)
Capital Outlay	(5,206,697)	(4,979,216)	(7,314,900)	(2,415,566)	(783,613)	(607,452)	(560,452)
Other Expenditure Restrictions							
Subtotal Expenditures	**(98,288,014)**	**(107,632,780)**	**(115,267,001)**	**(117,922,113)**	**(124,835,967)**	**(131,377,889)**	**(137,651,523)**
CURRENT RECEIPTS TO CIP	**(1,330,853)**	**(8,400,000)**	**(12,300,000)**	**(6,500,000)**	-	-	-
OTHER CLAIMS ON FUND BALANCE - OPEB	**(84,842)**	**(84,842)**	**(84,842)**	**(84,842)**	**(84,842)**	-	-
POTENTIAL FUTURE EXPENDITURES	-	-	-	-	-	-	-
PAYOUT OF GUDE REMEDIATION	**1,330,853**	**8,400,000**	**12,300,000**	**6,500,000**	-	-	-
CY GUDE REMEDIATION	-	-	-	-	-	-	-
PAYOUT OF CLOSURE COSTS (Non-CIP)	**1,706,854**	**1,815,811**	**1,910,981**	**1,906,652**	**1,955,020**	**2,005,649**	**2,057,646**
CY ACCRUED CLOSURE COSTS	**(29,329)**	**(37,937)**	**(42,699)**	**(46,820)**	**(48,369)**	**(50,628)**	**(51,997)**
NET CHANGE	(522,222)	(794,401)	(3,384,075)	(1,537,229)	(3,805,330)	(5,025,534)	(5,215,263)

CASH POSITION

ENDING CASH & INVESTMENTS							
Unrestricted Cash	64,034,107	52,519,350	33,401,117	20,858,360	16,286,409	13,029,894	6,793,430
Restricted Cash	27,438,338	29,485,258	32,477,690	36,181,876	36,481,512	34,215,474	34,713,490
Subtotal Cash & Investments	**91,472,445**	**82,004,608**	**65,878,807**	**57,040,236**	**52,767,921**	**47,245,368**	**41,506,920**
RESERVE & LIABILITY REQUIREMENTS							
Management Reserve	(22,044,954)	(23,635,417)	(24,188,565)	(25,628,951)	(26,991,852)	(28,298,859)	(28,677,401)
Debt Service Reserve	-	-	-	-	-	-	-
Future System Contingency Reserve	-	-	-	-	-	-	-
Research & Development Reserve	-	-	-	-	-	-	-
Renewal & Replacement Reserve	(4,393,385)	(4,484,328)	(4,582,983)	(4,688,392)	(4,799,977)	(4,916,615)	(5,036,089)
Stability Reserve	(1,000,000)	(1,365,513)	(3,706,142)	(5,864,533)	(4,689,683)	(1,000,000)	(1,000,000)
Subtotal Reserve Requirements	**(27,438,338)**	**(29,485,258)**	**(32,477,690)**	**(36,181,876)**	**(36,481,512)**	**(34,215,474)**	**(34,713,490)**
Closure/Postclosure Liability	(13,993,780)	(12,215,906)	(10,347,624)	(8,487,792)	(6,642,069)	(4,747,976)	(2,803,256)
Gude Remediation Liability	(27,200,000)	(18,800,000)	(6,500,000)	-	-	-	-
Current Liabilities Not Including Debt/Closure	(10,000,000)	(7,000,000)	(4,000,000)	(4,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Subtotal Reserve & Liability Requirements	**(78,632,118)**	**(67,501,164)**	**(53,325,314)**	**(48,669,668)**	**(45,123,581)**	**(40,963,450)**	**(39,516,746)**
CASH & INVESTMENTS OVER/(UNDER) RESERVE & LIABILITY REQUIREMENTS	12,840,327	14,503,444	12,553,493	8,370,568	7,644,340	6,281,918	1,990,174

Net Assets

ENDING NET ASSETS	87,036,802	88,422,359	89,320,332	87,124,373	81,518,332	74,546,007	67,364,549
Less: Reserve Requirements	**(27,438,338)**	**(29,485,258)**	**(32,477,690)**	**(36,181,876)**	**(36,481,512)**	**(34,215,474)**	**(34,713,490)**
NET ASSETS OVER/(UNDER) RESERVE REQUIREMENTS	59,598,464	58,937,101	56,842,642	50,942,497	45,036,820	40,330,533	32,651,059

FY20 Solid Waste Service Charges

- **1. Purpose**

  - To fund solid waste management services provided to residents and businesses in Montgomery County through service charges to all entities that benefit from such services.

- **2. Classification of Service Charges**

  - There are five basic categories of service charges:

  Base Systems Benefit Charge - Paid by all entities to cover costs of system administration, historical debt service, waste reduction, and "stand-by" disposal capacity.

  Incremental Systems Benefit Charge - Paid by entities based on sector- specific services they receive (single-family homeowners pay for curbside recycling collection and processing, businesses pay for the commercial recycling program, etc.)

  Disposal Charges - Paid as a service charge via the tax bill or at the Transfer Station by all entities who deliver solid waste to Montgomery County for disposal. At the Solid Waste Transfer Station, this charge is referred to as the "Tipping Fee" for accepting municipal solid waste for disposal.

  Leaf Vacuuming Charge - Covers the cost of leaf vacuuming service provided in the Leaf Vacuuming District.

  Refuse Collection Charge - Paid by homeowners who receive once weekly refuse collection service by County contractors.

- **3. Implementation of Service Charges**

  - Service charges are collected from the various sectors in the following manner:

	Base Systems Benefit	Incremental Systems Benefit	Disposal Charge	Leaf Vacuuming Charge	Refuse Collection Charge
Unincorporated Single-Family	Via tax bill	Via tax bill	Via tax bill	Via tax bill to those serviced	Via tax bill to those serviced
Incorporated Single-Family	Via tax bill	Not applicable	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Via tax bill to those serviced	Not applicable
Incorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Non-Residential	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Incorporated Non-Residential	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable

FY20 SOLID WASTE SERVICE CHARGES TO BE COLLECTED VIA REAL PROPERTY ACCOUNT BILLING

	Base Charge ($/ton)	x	Billing Rate (tons/HH)	=	Disposal Charge	+	Base Systems Benefit Charge	+	Incremental Systems Benefit Charge	+	Refuse Collection Charge	+	Leaf Vacuuming Charge	=	Total Bill
Code Reference	48-32(a)(1)				48-32(c)(2)		48-8A(b)(2)(A)		48-8A(b)(2)(B)		48-29		48-47		
SUBDISTRICT A (Refuse Collection District)*															
Inside Leaf Vacuuming District	$ 60.00		0.85867		$ 51.52		$ 20.97		$ 140.77		$ 95.00		$ 108.16		$ 416.42
Outside Leaf Vacuuming District	$ 60.00		0.85867		$ 51.52		$ 20.97		$ 140.77		$ 95.00				$ 308.26
Incorporated							$ 20.97								$ 20.97
SUBDISTRICT B SINGLE-FAMILY**															
Incorporated							$ 20.97								$ 20.97
Inside Leaf Vacuuming District															
Unincorporated	$ 60.00		0.85867		$ 51.52		$ 20.97		$ 140.77				$ 108.16		$ 321.42
Outside Leaf Vacuuming District															
Unincorporated	$ 60.00		0.85867		$ 51.52		$ 20.97		$ 140.77						$ 213.26
MULTI-FAMILY RESIDENTIAL**															
Incorporated							$ 4.39		$ 11.67						$ 16.06
Unincorporated															
Outside Leaf Vacuuming District							$ 4.39		$ 11.67						$ 16.06
Inside Leaf Vacuuming District							$ 4.39		$ 11.67				$ 4.26		$ 20.32
NONRESIDENTIAL - $/2,000 SQ. FT. * **															
Code Reference															
Waste Generation Categories															
Low							$ 68.27		$ 50.96						$ 119.23
Medium Low							$ 204.80		$ 152.87						$ 357.67
Medium							$ 341.34		$ 254.79						$ 596.13
Medium High							$ -		$ -						$ -
High							$ 614.41		$ 458.61						$ 1,073.02

OTHER FY20 SOLID WASTE FEES

Base Solid Waste Charge under Section 48-32(a)(1): (This is known as the "Tipping Fee") $ 60.00 /disposal ton	
Waste delivered for disposal <500 lb loads in privately owned and operated vehicles or trailers <1,000 capacity per Section 48-32(c)(2): $0.00/disposal ton	Solid Waste Service Charges (Section 48-32(a)(2)): Paper and Commingled Containers $0.00 /ton Solid Waste Service Charges (Section 48-32(b)(2)): All Yard Trim received at the Transfer Station (weighing > 500 pounds/load) $46.00 /ton
Waste delivered in open-top roll-off box $ 70.00 /disposal ton	Miscellaneous (48-31(f)): Compost Bins $0.00 each

* Note: Base Sysems Benefit Charges are set to cover County Base Systems Costs net of Disposal Charges.

** With respect to Base and Incremental Systems Benefit Charges, this category includes dwellings in buildings of six or fewer households.

*** The Nonresidential rate multiplied by the total number of 2,000 square foot units of enclosed area equals the nonresidential charge.

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Cable Television Communications Plan

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$16,393,035	30.85

H. N. (SONNY) SEGAL, CHIEF INFORMATION OFFICER

MISSION STATEMENT

The mission of the Office of Broadband Programs is to effectively manage the County's cable television and telecommunications franchise agreements and the Cable Special Revenue Fund to ensure that: broadband 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

The total recommended FY20 Operating Budget for the Office of Broadband Programs is $16,393,035, an increase of $199,823 or 1.23 percent from the FY19 Approved Budget of $16,193,212. Personnel Costs comprise 26.24 percent of the budget for 13 full-time position(s) and no part-time position(s), and a total of 30.85 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 73.76 percent of the FY20 budget.

The FY20 Cable Television Communications Plan includes four elements:

- the Office of Broadband Programs appropriation ($16,393,035);
- transfers to the General Fund for indirect costs ($879,676);
- transfers to Instructional Television (ITV) programs including Montgomery County Public Schools ($1,799,775) and Montgomery College ($1,764,321); and
- transfers to the County Capital Improvements Programs including FiberNet ($3,750,000) and ultraMontgomery ($680,000).

Due to declining revenues and compliance with fund balance policy guidelines, the FY20 Cable Television Communications Plan does not include transfers to the General Fund; the Legislative Branch Non-Departmental Account; or the M-NCPPC Connected Parks initiative. The Office of Broadband Programs is developing and evaluating strategies to address projected declines in Franchise Fees.

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

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **Easier Commutes**
- **A Greener County**
- **Effective, Sustainable Government**
- **A Growing 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

INITIATIVES

- Implement a marketing plan for the Public, Education, and Government (PEG) channels using the results of the viewership study, which was initiated to better understand viewing habits and preferences.
- Launch additional HD channels with Comcast and RCN.
- Develop marketing plan for FiberNet broadband services and fiber and conduit availability in Montgomery County.
- Apply for Federal funding and continue to support public/private partnerships to bring broadband to undeserved areas of the County's Agricultural Reserve.
- Support small-cell deployment in residential areas that reasonably balances meaningful public input into new deployments with the requirements of Federal and State law to enable provisions of new wireless communications services.
- Expand Senior Planet Montgomery and other public/private partnerships to support more digital economy and digital inclusion training for older adults and affordable access to internet-connected devices.
- Host business focused roundtables and events to improve access to robust and reliable high-speed broadband services in commercial buildings in the County.
- Increase community engagement and social media outreach.

ACCOMPLISHMENTS

- ☑ Hosted first Broadband Summit to bring together building owners, property managers, broadband network service providers, and businesses to discuss how to improve access to robust and reliable high-speed broadband services in commercial buildings in the County.
- ☑ Worked with County Council to enact legislation to enable streamlined deployment of small-cell installations in commercial and commercial/residential areas, where network capacity constraints are greatest.
- ☑ Developed online Transmission Facility Coordinating Group (TFCG) application filing system, to improve public engagement and review of communications antenna mapping, applications, and recommendations.
- ☑ Launched County Conduit Network to facilitate efficient use of scarce room in public rights-of-way to support underground installation of communications, reduce public disruptions from continuous construction, and speed access to broadband service in commercial buildings.
- ☑ In partnership with Comcast, started a pilot project to extend broadband and cable services into the Montgomery County Agricultural Reserve within the community of Sugarland Road. Construction began October 2018.
- ☑ Received multiple awards from the Alliance for Community Media (ACM), National Association of Telecommunications Officers and Advisors (NATOA) and Telly Awards.
- ☑ PEG channels provided live coverage of the 2018 Inauguration of the Montgomery County Executive and Montgomery County Council, the primary and general elections, and coverage of several candidate forums.
- ☑ Increased live social media coverage of Executive and County Council events.
- ☑ Launched Condado TV in December 2017 which aggregates Public, Education, and Government Spanish language programming.
- ☑ Montgomery Community Media (MCM) held the second annual "EPIC Awards" (Excellence in Programming and Innovative Content) to recognize the creators of outstanding and innovative multimedia content distributed on broadcast and/or broadband platforms.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ✹ The efficiencies from the creation of the Office of Broadband Programs include staff synergy in cable and franchise administration, FiberNet, ultraMontgomery, video creation, and social media marketing, as well as resource sharing and co-location of administrative support, all of which will further enhance the initiatives for countywide broadband governance, planning, related economic development efforts, digital equity, and community engagement.

PROGRAM CONTACTS

Contact Helen Ni of the Department of Technology Services at 240.777.2807 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

✹ Cable Franchise Administration

The Office of Broadband Programs 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 staff for cable

management and enforcement, including cable and broadband complaint investigation, cable inspection and facilities testing, and office operating expenses. Funds are 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 are also 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 (FCC), analysis of legislative proposals, 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;

• 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 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Transmission facilities application process - Average number of days to process applications for siting wireless towers	35	34	35	35	35
Number of transmission facility applications processed	422	242	300	350	350
Percent of customers satisfied with Cable Office complaint handling	94.2	94.3	94	94	94

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,474,985**	**8.50**
Add: Franchise fee negotiation preparation including a technical assessment of infrastructure, fee audit, needs assessment, and outside professional services (legal)	205,000	0.00
Enhance: Outside Professional Services (Legal) to address FCC initiatives and Federal litigation	170,000	0.00
Decrease Cost: Abolish one Manager II (Cable Administrator)	(135,800)	(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.	354,391	1.00
FY20 Recommended	**2,068,576**	**8.50**

Community Access to Cable

The Office Broadband Programs 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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Hours of first run locally produced, block, and acquired Montgomery Community Media (MCM) programming	4,132	2,231	2,235	2,240	2,245
Hours of Montgomery Community Media (MCM) volunteer effort in creating public access programming	17,500	13,720	13,000	13,000	13,000

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,643,911**	**0.00**
Increase Cost: Community Access Labor Costs and Benefit Increase	69,697	0.00
Increase Cost: Community Access Facility Rent and Utility Increase	33,322	0.00
Decrease Cost: Operating Expenses	(11,000)	0.00
FY20 Recommended	**2,735,930**	**0.00**

County Cable Montgomery

The Office of Broadband Programs manages services to support County Cable Montgomery (CCM), the government access channel. CCM programming includes live County Council sessions and committee meetings, press conferences, town hall meetings, special events, and programs highlighting County services and activities. Funding is provided to the Media Services, County Council, Office of Public Information (PIO), and Maryland-National Capital Park and Planning Commission (M-NCPPC) to develop programming. Funding is also provided for engineering staff for the Technical Operations Center which monitors the audio and video signals provided to the cable providers, administering contracts, providing liaison and support services for the PEG channels, and other digital and social media services for the Executive and Legislative Branches. 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 on the County's website.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Hours of first run locally produced, block, and acquired County Cable Montgomery (CCM) programming	2,608	2,731	2,725	2,645	2,645

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,701,941**	**16.60**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	236,974	1.00
FY20 Recommended	**2,938,915**	**17.60**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Hours of first run locally produced, block, and acquired Montgomery County Public Schools (MCPS) ITV programming	426	421	429	438	446

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**0**	**0.00**
FY20 Recommended	**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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Hours of first run locally produced and acquired Montgomery College MC-ITV programming	253	290	285	300	300
Hours of Montgomery College student-assisted original programming	139	175	150	150	150

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**0**	**0.00**
FY20 Recommended	**0**	**0.00**

Municipal Support

Franchise and Public, Education, and Government (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 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,848,745**	**0.00**

FY20 Recommended Changes	Expenditures	FTEs
Decrease Cost: Municipal Pass Throughs including Capital Support, Franchise Fee Distribution, and PEG Operating Support	(285,145)	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.	300	0.00
FY20 Recommended	**3,563,900**	**0.00**

Public Education Government Access (PEG) Operations

The mission of the Public, Education, and Government (PEG) Governance Board (PGB) is to facilitate collaboration among the local television access operators in providing and promoting the most effective PEG programming and media services to the Montgomery County community using current and emerging technologies. The PGB collaboratively works to expand community engagement, programming in languages other than English content produced by and for youth. The budget for PEG includes funds for the purchase of equipment; engineering support; promotion and outreach support to increase channel awareness and viewership; strategic planning; 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 build PEG facilities.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,263,149**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	40,000	0.00
FY20 Recommended	**1,303,149**	**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 the County and with its citizens, neighboring governments, and business partners.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
New sites added to FiberNet	12	11	15	10	8

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**4,260,481**	**6.75**
Increase Cost: Dense Wave Division Multiplexing (DWDM) network equipment maintenance	70,000	0.00
Decrease Cost: Lapse one Sr. IT Specialist (six months)	(58,485)	0.00

FY20 Recommended Changes	Expenditures	FTEs
Decrease Cost: Operating Expenses	(254,635)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(234,796)	(2.00)
FY20 Recommended	**3,782,565**	**4.75**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
CABLE TELEVISION					
EXPENDITURES					
Salaries and Wages	2,592,793	3,174,111	3,052,264	3,284,375	3.5 %
Employee Benefits	861,515	975,473	939,698	1,017,793	4.3 %
Cable Television Personnel Costs	**3,454,308**	**4,149,584**	**3,991,962**	**4,302,168**	**3.7 %**
Operating Expenses	10,985,189	12,043,628	11,947,318	12,090,867	0.4 %
Cable Television Expenditures	**14,439,497**	**16,193,212**	**15,939,280**	**16,393,035**	**1.2 %**
PERSONNEL					
Full-Time	14	14	14	13	-7.1 %
Part-Time	0	0	0	0	—
FTEs	32.50	31.85	31.85	30.85	-3.1 %
REVENUES					
Franchise Fees	16,999,371	17,867,623	16,631,000	16,235,000	-9.1 %
Gaithersburg PEG Contribution	158,996	165,301	151,000	144,000	-12.9 %
Investment Income	125,012	106,720	107,000	263,000	146.4 %
PEG Capital Revenue	6,272,943	6,644,000	6,018,000	5,932,000	-10.7 %
PEG Operating Revenue	3,967,041	4,013,296	3,946,000	3,848,000	-4.1 %
Tower Application Fees	139,000	150,000	150,000	150,000	—
Cable Television Revenues	**27,662,363**	**28,946,940**	**27,003,000**	**26,572,000**	**-8.2 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
CABLE TELEVISION		
FY19 ORIGINAL APPROPRIATION	**16,193,212**	**31.85**
Changes (with service impacts)		
Add: Franchise fee negotiation preparation including a technical assessment of infrastructure, fee audit, needs assessment, and outside professional services (legal) [Cable Franchise Administration]	205,000	0.00
Enhance: Outside Professional Services (Legal) to address FCC initiatives and Federal litigation [Cable Franchise Administration]	170,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	136,252	0.00
Increase Cost: Restore One-Time Lapse Increase	135,008	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Dense Wave Division Multiplexing (DWDM) network equipment maintenance [FiberNet]	70,000	0.00
Increase Cost: Community Access Labor Costs and Benefit Increase [Community Access to Cable]	69,697	0.00
Increase Cost: Annualization of FY19 Personnel Costs	65,965	0.00
Increase Cost: Community Access Facility Rent and Utility Increase [Community Access to Cable]	33,322	0.00
Increase Cost: Passive Optical Network (PON) maintenance in facilities shared by County Agencies	30,000	0.00
Increase Cost: PEG Operating - Warranties and Maintenance Contracts	20,000	0.00
Increase Cost: Retirement Adjustment	9,644	0.00
Decrease Cost: Operating Expenses [Community Access to Cable]	(11,000)	0.00
Decrease Cost: Lapse one Sr. IT Specialist (six months) [FiberNet]	(58,485)	0.00
Decrease Cost: Abolish one Manager II (Cable Administrator) [Cable Franchise Administration]	(135,800)	(1.00)
Decrease Cost: Operating Expenses [FiberNet]	(254,635)	0.00
Decrease Cost: Municipal Pass Throughs including Capital Support, Franchise Fee Distribution, and PEG Operating Support [Municipal Support]	(285,145)	0.00
FY20 RECOMMENDED	**16,393,035**	**30.85**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Cable Franchise Administration	1,474,985	8.50	2,068,576	8.50
Community Access to Cable	2,643,911	0.00	2,735,930	0.00
County Cable Montgomery	2,701,941	16.60	2,938,915	17.60
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	3,563,900	0.00
Public Education Government Access (PEG) Operations	1,263,149	0.00	1,303,149	0.00
FiberNet	4,260,481	6.75	3,782,565	4.75
Total	**16,193,212**	**31.85**	**16,393,035**	**30.85**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
CABLE TELEVISION						
EXPENDITURES						
FY20 Recommended	**16,393**	**16,393**	**16,393**	**16,393**	**16,393**	**16,393**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**58**	**58**	**58**	**58**	**58**
Restoration of one-time lapse adjustment in the budget development year						

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
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.						
Subtotal Expenditures	**16,393**	**16,474**	**16,474**	**16,474**	**16,474**	**16,474**

FY20 CABLE COMMUNICATIONS PLAN (in $000's)

		Act FY18	APP FY19	Est FY19	REC FY20	Proj. FY21	Proj. FY22	Proj. FY23	Proj. FY24	Proj. FY25
1	**BEGINNING FUND BALANCE**	**6,031**	**1,960**	**443**	**68**	**1,372**	**2,195**	**2,849**	**2,968**	**2,444**
2	**REVENUES**									
3	Franchise Fees	16,999	17,868	16,631	16,235	15,944	15,692	15,455	15,245	14,997
4	Gaithersburg PEG Contribution	159	165	151	144	138	137	135	133	133
5	PEG Operating Grant	3,967	4,013	3,946	3,848	3,809	3,793	3,786	3,784	3,782
6	PEG Capital Grant	6,273	6,644	6,018	5,932	5,797	5,662	5,526	5,391	5,255
8	Interest Earned	125	107	107	263	263	263	263	263	263
9	TFCG Application Review Fees	139	150	150	150	243	250	250	250	251
10	Miscellaneous	0	0	0	0	0	0	0	0	0
11	**TOTAL ANNUAL REVENUES**	**27,662**	**28,947**	**27,003**	**26,572**	**26,194**	**25,797**	**25,415**	**25,066**	**24,681**
12	**TOTAL RESOURCES-CABLE FUND**	**33,693**	**30,907**	**27,446**	**26,640**	**27,566**	**27,992**	**28,264**	**28,034**	**27,125**
13	**EXPENDITURE OF RESTRICTED FUNDS**									
14	**A. EXPENDTITURE OF RESTRICTED CAPITAL FUNDS**									
15	**Municipal Capital Support**									
16	Rockville Equipment	868	931	860	847	828	368	359	350	342
17	Takoma Park Equipment	203	217	201	198	193	189	184	180	175
18	Municipal League Equipment	203	217	201	198	193	189	184	180	175
19	**SUBTOTAL**	**1,274**	**1,365**	**1,261**	**1,243**	**1,215**	**745**	**727**	**709**	**692**
20	PEG Capital	724	759	759	759	759	759	759	759	759
21	ultraMontgomery - CIP	680	680	680	680	680	680	680	680	680
22	FiberNet - CIP	3,890	3,840	3,840	3,750	3,569	3,496	3,496	3,496	3,497
24	Must be greater or equal to Line 6) **SUBTOTAL**	**6,568**	**6,644**	**6,539**	**6,431**	**6,223**	**5,680**	**5,662**	**5,644**	**5,628**
25	**B. EXPENDITURE OF OTHER RESTRICTED FUNDS**									
26	**Municipal Franchise Fee Distribution**									
27	City of Rockville	757	757	757	739	725	714	703	694	682
28	City of Takoma Park	233	268	233	227	223	220	216	213	210
29	Other Municipalities	248	243	256	250	246	242	238	235	231
30	**SUBTOTAL**	**1,238**	**1,268**	**1,246**	**1,216**	**1,194**	**1,175**	**1,158**	**1,142**	**1,123**
31	**Municipal Operating Support**									
32	Rockville PEG Support	270	300	256	250	248	247	246	246	246
33	Takoma Park PEG Support	447	458	438	428	423	421	421	420	420
34	Muni. League PEG Support	447	458	438	428	423	421	421	420	420
35	**SUBTOTAL**	**1,164**	**1,215**	**1,133**	**1,105**	**1,094**	**1,089**	**1,087**	**1,087**	**1,086**
36	**SUBTOTAL**	**2,402**	**2,483**	**2,379**	**2,321**	**2,288**	**2,265**	**2,245**	**2,229**	**2,210**
37	**TOTAL EXPENDITURES OF RESTRICTED FUNDS**	**8,970**	**9,127**	**8,919**	**8,753**	**8,511**	**7,945**	**7,907**	**7,873**	**7,838**
38	**NET TOTAL ANNUAL REVENUES**	**18,692**	**19,820**	**18,084**	**17,819**	**17,683**	**17,852**	**17,508**	**17,193**	**16,843**
39	**NET TOTAL RESOURCES-CABLE FUND**	**24,723**	**21,780**	**18,527**	**17,887**	**19,055**	**20,046**	**20,356**	**20,161**	**19,287**
40	**EXPENDITURES OF NON-RESTRICTED FUNDS**									
41	**A. Transmission Facilities Coordinating Group**									
42	TFCG Application Review	341	230	230	230	250	250	250	250	250
43	**SUBTOTAL**	**341**	**230**	**230**	**230**	**250**	**250**	**250**	**250**	**250**
44	**B. FRANCHISE ADMINISTRATION**									
45	Personnel Costs - Cable Administration /OBP	873	849	641	1,098	1,131	1,165	1,200	1,236	1,273
46	Personnel Costs - DTS Administration	20	0	0	0	0	0	0	0	0
47	Personnel Costs - Charges for County Atty	123	118	118	121	125	128	132	136	140
48	Operating	137	68	68	68	68	68	68	68	68
49	Engineering & Inspection Services	109	78	78	78	78	78	78	78	78
50	Legal and Professional Services	21	100	300	475	475	475	250	250	250
51	**SUBTOTAL**	**1,283**	**1,212**	**1,204**	**1,839**	**1,876**	**1,913**	**1,727**	**1,767**	**1,808**
52	**SUBTOTAL**	**1,624**	**1,442**	**1,434**	**2,069**	**2,126**	**2,163**	**1,977**	**2,017**	**2,058**
53	**C. MONTGOMERY COUNTY GOVERNMENT - CCM**									
54	**Media Production & Engineering**									
55	Personnel Costs	694	707	707	882	908	936	964	993	1,022
56	Operating	24	31	31	31	31	31	31	31	31
57	Contracts - TV Production	48	87	87	87	87	87	87	87	87
58	New Media, Webstreaming & VOD Service	44	58	58	58	58	58	58	58	58
59	**SUBTOTAL**	**810**	**884**	**884**	**1,059**	**1,085**	**1,113**	**1,141**	**1,170**	**1,199**
60	**Public Information Office**									
61	Personnel Costs	689	799	799	842	867	893	920	948	976
62	Operating Expenses	11	11	11	11	11	11	11	11	11
64	**SUBTOTAL**	**700**	**811**	**811**	**853**	**879**	**905**	**931**	**959**	**987**
65	**County Council**									
66	Personnel Costs	577	620	620	641	660	680	700	721	743
67	Operating Expenses	12	11	11	11	11	11	11	11	11
68	Contracts - TV Production	89	153	153	153	153	153	153	153	153
69	General Sessions and Committee Meetings	48	100	100	100	100	100	100	100	100
71	**SUBTOTAL**	**726**	**884**	**884**	**904**	**924**	**943**	**964**	**985**	**1,006**
72	**MNCPPC**									
73	Contracts - TV Production	99	99	99	99	99	99	99	99	99
74	New Media, Webstreaming & VOD Service	24	24	24	24	24	24	24	24	24
75	**SUBTOTAL**	**123**	**123**	**123**	**123**	**123**	**123**	**123**	**123**	**123**
76	**SUBTOTAL**	**2,359**	**2,702**	**2,702**	**2,939**	**3,010**	**3,083**	**3,159**	**3,236**	**3,316**

		Act FY18	APP FY19	Est FY19	REC FY20	Proj. FY21	Proj. FY22	Proj. FY23	Proj. FY24	Proj. FY25
77	**D. MONTGOMERY COLLEGE - MC ITV**									
78	Personnel Costs	1,463	1,506	1,506	1,555	1,602	1,650	1,699	1,750	1,803
79	Operating Expenses	221	221	221	209	209	209	209	209	209
80	**SUBTOTAL**	**1,684**	**1,727**	**1,727**	**1,764**	**1,811**	**1,859**	**1,908**	**1,959**	**2,012**
81	**E. PUBLIC SCHOOLS - MCPS ITV**									
82	Personnel Costs	1,564	1,656	1,656	1,679	1,729	1,781	1,835	1,890	1,946
83	Operating Expenses	133	133	133	121	121	121	121	121	121
84	**SUBTOTAL**	**1,697**	**1,790**	**1,789**	**1,800**	**1,851**	**1,903**	**1,956**	**2,011**	**2,068**
85	**F. COMMUNITY ACCESS PROGRAMMING**									
86	Personnel Costs	2,095	2,096	2,096	2,166	2,231	2,298	2,367	2,438	2,511
87	Operating Expenses	65	65	65	54	54	54	54	54	54
88	Rent & Utilities	425	459	459	493	502	513	523	533	544
89	New Media, Webstreaming & VOD Services	23	23	23	23	23	23	23	23	23
90	**SUBTOTAL**	**2,608**	**2,644**	**2,643**	**2,736**	**2,811**	**2,888**	**2,967**	**3,049**	**3,132**
91	**G. PEG OPERATING**									
92	Operating Expenses	169	161	161	181	181	181	181	181	181
93	Youth and Arts Community Media	100	100	100	100	100	100	100	100	100
94	Community Engagement	91	91	91	91	91	91	91	91	91
95	Closed Captioning	151	163	163	163	163	163	163	163	163
96	Technical Operations Center (TOC)	5	9	9	9	9	9	9	9	9
98	**SUBTOTAL**	**516**	**525**	**524**	**544**	**544**	**544**	**544**	**544**	**544**
99	**H. OPB FIBERNET OPERATING**									
100	FiberNet - Personnel Charges for DTS	361	949	949	609	627	646	665	685	706
101	FiberNet - Operations & Maintenance DTS	1,276	1,329	1,329	1,374	1,374	1,374	1,374	1,374	1,374
102	FiberNet - Network Operations Center	858	910	910	910	910	910	910	910	910
103	FiberNet - Personnel Charges for DOT	116	106	106	109	112	116	119	123	126
104	FiberNet - Operations & Maintenance DOT	90	291	300	291	291	291	291	291	291
105	FiberNet - Miss Utility (DOT)	285	688	644	489	488	488	488	488	488
106	**SUBTOTAL**	**2,986**	**4,273**	**4,238**	**3,782**	**3,803**	**3,825**	**3,848**	**3,871**	**3,895**
107	**OTAL EXPENDITURE OF UNRESTRICTED FUNDS**	**13,474**	**15,102**	**15,057**	**15,635**	**15,955**	**16,265**	**16,359**	**16,687**	**17,025**
108	**TOTAL EXPENDITURE OF RESTRICTED FUNDS**	**8,970**	**9,127**	**8,919**	**8,753**	**8,511**	**7,945**	**7,907**	**7,873**	**7,838**
109	**TOTAL EXPENDITURES - PROGRAMS**	**22,444**	**24,230**	**23,975**	**24,388**	**24,466**	**24,210**	**24,266**	**24,560**	**24,863**
110	**I. OTHER**									
111	Indirect Costs Transfer to Gen Fund	725	756	756	880	906	933	1,030	1,030	1,030
113	Telecom Transfer to the Gen Fund	5	5	5	0	0	0	0	0	0
114	Transfer to the General Fund	9,021	5,208	1,906	0	0	0	0	0	0
115	Legislative Community Communications ND	1,290	540	636	0	0	0	0	0	0
116	Transfer to the Maryland-National Capital Park and Planning Commission	100	100	100	0	0	0	0	0	0
117	**SUBTOTAL**	**11,141**	**6,609**	**3,403**	**880**	**906**	**933**	**1,030**	**1,030**	**1,030**
118	**TOTAL EXPENDITURES**	**33,585**	**30,839**	**27,378**	**25,267**	**25,372**	**25,143**	**25,296**	**25,590**	**25,893**
119	**J. ADJUSTMENTS**									
120	Prior Year Adjustments	(335)	0	0	0	0	0	0	0	0
121	**TOTAL ADJUSTMENTS**	**(335)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
122	**FUND BALANCE**	**443**	**68**	**68**	**1,372**	**2,195**	**2,849**	**2,968**	**2,444**	**1,232**
123	**FUND BALANCE PER POLICY GUIDANCE**	**1,381**	**1,450**	**1,351**	**1,332**	**1,316**	**1,296**	**1,277**	**1,261**	**1,241**
124	**K. SUMMARY - EXPENDITURES BY FUNDING SOURCE**									
125	Transfer to Gen Fund-Indirect Costs	725	756	756	880	906	933	1,030	1,030	1,030
126	Transfer to Gen Fund-Mont Coll Cable Fund	1,684	1,727	1,727	1,764	1,929	2,018	2,018	2,018	2,018
127	Transfer to Gen Fund-Public Sch Cable Fund	1,697	1,790	1,789	1,800	2,070	2,164	2,164	2,164	2,164
128	Transfer to CIP Fund	4,570	4,520	4,520	4,430	4,249	4,176	4,176	4,176	4,177
129	Transfer to Gen Fund-Other	9,021	5,208	1,906	0	0	0	0	0	0
130	Transfer to Gen Fund-Telecom	5	5	5	0	0	0	0	0	0
131	Transfer to the General Fund-Legislative Bra	1,290	540	636	0	0	0	0	0	0
132	Transfer to the Maryland-National Capital Park and Planning Commission	100	100	100	0	0	0	0	0	0
133	**FUND TRANSFERS SUBTOTAL**	**19,092**	**14,646**	**11,439**	**8,874**	**9,154**	**9,291**	**9,388**	**9,388**	**9,389**
134	**Cable Fund Expenditure of Unrestricted Fun**	**10,093**	**11,586**	**11,541**	**12,071**	**12,294**	**12,503**	**13,269**	**13,269**	**13,270**
135	**Cable Fund Direct Expenditures**	**14,493**	**16,193**	**15,939**	**16,393**	**16,218**	**15,852**	**15,908**	**16,202**	**16,504**
136	**Cable Fund Personnel**	**3,453**	**4,150**	**3,941**	**4,302**	**4,431**	**4,564**	**5,035**	**5,035**	**5,036**
137	**Cable Fund Operating**	**10,756**	**11,356**	**11,354**	**11,603**	**11,637**	**11,221**	**11,037**	**11,085**	**11,132**

Notes:
1. These revenues and expenditures are based on the Executive's recommended budget. The projected future expenditures, revenues, transfers, and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors.
2. Franchise Fee revenue projections are based on a forecast developed by the Department of Finance.
3. Transfers to the General Fund Other, Legislative Branch NDA, and M-NCPPC have been eliminated in FY20 due to declining revenues and fund balance policy guidelines.
4. Franchise fees and PEG revenues are subject to municipal pass-through payment.
5. Restricted revenue and expenditures: Certain Cable Fund revenues, required in excess of the federal limit on franchise fees, and corresponding expenditures (Municipal Franchise Fees/Pass-throughs, PEG Capital/Equipment Grants, and PEG Operating Revenue) are contractually required by franchise, municipal, and settlement agreements and by the County Code, and may only be used for permissible federal purposes and in a manner consistent with applicable agreements.
6. Municipal payments are estimates. Actual payments will be calculated based upon actual revenue received, subscriber numbers and formulas specified within the Municipal MOU's.
7. Montgomery Community Television, Inc., d/b/a Montgomery Community Media, is designated as a sole source contractor to provide community access media services.
8. Fund balance per policy guidance is calculated as 8% of total non-restricted revenues (franchise fees, tower fees, and investment income).
9. The Cable Fund makes a fund transfer to Montgomery College and MCPS to support MCPS ITV and MC ITV.
10. Subtotals may be adjusted due to rounding.

Liquor Control

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$64,195,876	427.70

ROBERT DORFMAN, DIRECTOR

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 recommended FY20 Operating Budget for the Department of Liquor Control is $64,195,876, an increase of $205,425 or 0.32 percent from the FY19 Approved Budget of $63,990,451. Personnel Costs comprise 56.48 percent of the budget for 302 full-time position(s) and 138 part-time position(s), and a total of 427.70 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 43.52 percent of the FY20 budget.

In FY20, DLC will transfer $28.4 million to the General Fund and make $9.3 million in debt service payments on Liquor Control Revenue Bonds for a total contribution of $37.7 million.

The above projections and proposed expenditures form the basis for working capital decisions concerning the Liquor Enterprise Fund.

The following information is provided to facilitate County Council and public input for final County Executive decisions on the determination of adequate working capital within, and use of resources in, the Liquor Enterprise Fund and net proceeds to be deposited to the General Fund. Consistent with Article 2B, Section 15-207, the County Executive must make resource allocation decisions for the Fund.

COUNTY PRIORITY OUTCOMES

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

- **A Greener County**

- **Effective, Sustainable Government**
- **Safe Neighborhoods**
- **A Growing 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 FY19 estimates reflect funding based on the FY19 Approved Budget. The FY20 and FY21 figures are performance targets based on the FY20 Recommended Budget and funding for comparable service levels in FY21.

INITIATIVES

- In FY20, DLC will transfer $28.4 million to the General Fund and make $9.3 million in debt service payments on Liquor Control Revenue Bonds for a total contribution of $37.7 million.
- Expand marketing and outreach efforts to promote many of the existing features of DLC services.
- Enhance store operations by renovating select stores, piloting new store concepts, and implementing a retail training program.

ACCOMPLISHMENTS

- ☑ Hired a Chief of Retail Operations with a strong record of retail management experience as well as a diverse background in building sales, improving customer experiences, and staff development and training.
- ☑ Completed County retail store resets to provide customized product selection and shelf placement.
- ☑ Awarded the NACo Achievement Awards during FY18 for four programs including:
    - "I Take it Personally Campaign" in the category of Public Safety
    - "Pre-Licensing Program" in the category of Economic Development
    - "Automated Lottery Program for Allocated Spirits" in the category of Information Technology
    - "Online Special Event Licenses" in the category of Information Technology
- ☑ Awarded the 2018 National Best Practices Award from trade magazine *StateWays* for the "Best Alcohol Distribution Innovation" within control states in the U.S. and Canada.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Implemented software to improve reporting, data analysis, and decision making capabilities.
- Implemented scanning and voice picking software to improve speed and accuracy in the DLC warehouse.

COLLABORATION AND PARTNERSHIPS

"I Take it Personally" Campaign

DLC and Police launched a public awareness campaign to prevent drunk driving and patron over-consumption.

Partners

Department of Police

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, personnel, 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**15,568,948**	**22.70**
Increase Cost: IT Systems and Point of Sale (POS)	67,297	0.00
Decrease Cost: Finance Chargebacks	(204,510)	(1.50)
Decrease Cost: Debt Service	(2,110,600)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	386,811	0.00
FY20 Recommended	**13,707,946**	**21.20**

Warehouse Operations

This program involves management of the County's beverage alcohol warehouse and includes the purchase, receipt, and storage of over 35,000 different stock and special order items.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Inventory as a percent of Cost of Goods Sold (COGS)	15.6	15.0	15.0	15.0	15.0
Inventory as a Percent of DLC Sales	11.4	10.5	10.5	10.0	10.0

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**8,890,200**	**96.23**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	871,501	1.00
FY20 Recommended	**9,761,701**	**97.23**

Delivery Operations

This program includes the distribution of distilled spirits, wine, and beer to licensed establishments and County retail stores.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**7,312,044**	**83.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(118,934)	0.00
FY20 Recommended	**7,193,110**	**83.00**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**29,001,691**	**224.88**
Decrease Cost: Retail Store Leases	(48,717)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(440,000)	0.00
Decrease Cost: Annualized Savings from Store Consolidation	(589,068)	(16.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,264,629	2.00
FY20 Recommended	**30,188,535**	**210.88**

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 FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Rating of licensees satisfied with Licensing Application Process (Average score on a 1-5 scale)	4.7	4.5	5.0	5.0	5.0
Annual alcohol compliance checks to minors (under 21)	400	400	400	400	400
Rating of Licensed Businesses satisfied with ALERT Training (Average Score on a 1-5 Scale)	4.7	4.6	5.0	5.0	5.0

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,819,312**	**10.39**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	124,014	1.00
FY20 Recommended	**1,943,326**	**11.39**

Office of the Director

This program provides the overall direction for the Department and leads the marketing and public relations efforts.

Program Performance Measures	Actual FY17	Actual FY18	Estimated FY19	Target FY20	Target FY21
Annual growth in DLC retail and wholesale sales (percent)	1.3	-0.4	1.0	1.0	1.0
Gross profit margin of DLC retail and wholesale operations (percent)	27.1	30.2	29.7	30.0	30.0

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,398,256**	**5.00**
Decrease Cost: Abolish Manager I (Deputy Director)	(268,203)	(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.	271,205	0.00
FY20 Recommended	**1,401,258**	**4.00**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
LIQUOR CONTROL					
EXPENDITURES					
Salaries and Wages	27,035,265	25,293,311	25,990,290	26,252,497	3.8 %
Employee Benefits	8,993,213	9,663,233	9,227,332	10,006,689	3.6 %
Liquor Control Personnel Costs	**36,028,478**	**34,956,544**	**35,217,622**	**36,259,186**	**3.7 %**
Operating Expenses	21,064,981	17,136,826	17,495,557	17,235,209	0.6 %
Capital Outlay	969,455	521,681	162,281	1,436,681	175.4 %
Debt Service Other	9,914,805	11,375,400	10,829,500	9,264,800	-18.6 %
Liquor Control Expenditures	**67,977,719**	**63,990,451**	**63,704,960**	**64,195,876**	**0.3 %**
PERSONNEL					
Full-Time	305	307	307	302	-1.6 %
Part-Time	143	148	148	138	-6.8 %
FTEs	438.20	442.20	442.20	427.70	-3.3 %
REVENUES					
Bag Tax	7,213	0	0	0	—
Investment Income	50,539	183,160	38,870	41,410	-77.4 %
Liquor Licenses	1,706,715	1,570,197	1,669,222	1,732,993	10.4 %
Liquor Sales	88,700,748	89,558,487	86,069,396	90,446,885	1.0 %
Miscellaneous Revenues	232,643	0	0	0	—
Other Charges/Fees	22,091	8,740	22,959	23,418	167.9 %
Other Fines/Forfeitures	225,926	220,560	316,916	316,916	43.7 %
Other Licenses/Permits	72,000	156,000	156,000	159,229	2.1 %
Liquor Control Revenues	**91,017,875**	**91,697,144**	**88,273,363**	**92,720,851**	**1.1 %**

GRANT FUND - MCG

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	5,557	0	0	0	—
Employee Benefits	860	0	0	0	—
Grant Fund - MCG Personnel Costs	**6,417**	**0**	**0**	**0**	**—**
Operating Expenses	77,036	0	0	0	—
Grant Fund - MCG Expenditures	**83,453**	**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					
Miscellaneous Revenues	76,699	0	0	0	—
Other Intergovernmental	(125)	0	0	0	—
State Grants	10,000	0	0	0	—
Grant Fund - MCG Revenues	**86,574**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**68,061,172**	**63,990,451**	**63,704,960**	**64,195,876**	**0.3 %**
Total Full-Time Positions	**305**	**307**	**307**	**302**	**-1.6 %**
Total Part-Time Positions	**143**	**148**	**148**	**138**	**-6.8 %**
Total FTEs	**438.20**	**442.20**	**442.20**	**427.70**	**-3.3 %**
Total Revenues	**91,104,449**	**91,697,144**	**88,273,363**	**92,720,851**	**1.1 %**

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
LIQUOR CONTROL		
FY19 ORIGINAL APPROPRIATION	**63,990,451**	**442.20**
Changes (with service impacts)		
Enhance: Operational Improvements	2,110,600	4.00
Other Adjustments (with no service impacts)		
Increase Cost: FY20 Compensation Adjustment	1,342,769	0.00
Increase Cost: Restore One-Time Lapse Increase	458,116	0.00
Increase Cost: Restore One-Time Reduction in Operating Expenses	250,000	0.00
Increase Cost: Annualization of FY19 Personnel Costs	225,850	0.00
Increase Cost: Risk Management Adjustment	86,144	0.00
Increase Cost: IT Systems and Point of Sale (POS) [Administration]	67,297	0.00
Increase Cost: Retirement Adjustment	59,541	0.00
Decrease Cost: Retail Store Leases [Retail Sales Operations]	(48,717)	0.00

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Motor Pool Adjustment	(190,994)	0.00
Decrease Cost: Finance Chargebacks [Administration]	(204,510)	(1.50)
Decrease Cost: Abolish Manager I (Deputy Director) [Office of the Director]	(268,203)	(1.00)
Decrease Cost: Elimination of One-Time Items Approved in FY19 [Retail Sales Operations]	(440,000)	0.00
Decrease Cost: OPEB Adjustment	(542,800)	0.00
Decrease Cost: Annualized Savings from Store Consolidation [Retail Sales Operations]	(589,068)	(16.00)
Decrease Cost: Debt Service [Administration]	(2,110,600)	0.00
FY20 RECOMMENDED	**64,195,876**	**427.70**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Administration	15,568,948	22.70	13,707,946	21.20
Warehouse Operations	8,890,200	96.23	9,761,701	97.23
Delivery Operations	7,312,044	83.00	7,193,110	83.00
Retail Sales Operations	29,001,691	224.88	30,188,535	210.88
Licensure, Regulation and Education	1,819,312	10.39	1,943,326	11.39
Office of the Director	1,398,256	5.00	1,401,258	4.00
Total	**63,990,451**	**442.20**	**64,195,876**	**427.70**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
LIQUOR CONTROL						
EXPENDITURES						
FY20 Recommended	**64,196**	**64,196**	**64,196**	**64,196**	**64,196**	**64,196**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY20	**0**	**70**	**70**	**70**	**70**	**70**
New positions in the FY20 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.						
Debt Service	**0**	**912**	**1,590**	**1,216**	**1,006**	**946**
Debt service estimates include Liquor Control Revenue Bonds, Master Lease Agreements for Forklifts, Delivery Trucks, and ERP system.						
Retail Store Leases	**0**	**279**	**423**	**570**	**719**	**907**
The leases for retail stores based on average annual increases per lease agreements (3.0%).						
Retiree Health Insurance Pre-funding	**0**	**(7)**	**(22)**	**(155)**	**(248)**	**(315)**
Labor Contracts	**0**	**464**	**464**	**464**	**464**	**464**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**64,196**	**65,914**	**66,721**	**66,361**	**66,207**	**66,268**

ANNUALIZATION OF PERSONNEL COSTS AND FTES

	FY20 Recommended		FY21 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Staffing Changes	278,147	4.00	347,684	4.00
Total	**278,147**	**4.00**	**347,684**	**4.00**

FY20-25 PUBLIC SERVICES PROGRAM: FISCAL PLAN			Liquor Control				
FISCAL PROJECTIONS	FY19 ESTIMATE	FY20 REC	FY21 PROJECTION	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	10.00%	**10.00%**	10.00%	10.00%	10.00%	10.00%	10.00%
CPI (Fiscal Year)	2.2%	**2.3%**	2.5%	2.7%	2.7%	2.7%	2.7%
Investment Income Yield	2.3%	**2.5%**	2.5%	2.5%	2.5%	2.5%	2.5%
BEGINNING FUND BALANCE	**6,356,749**	**2,386,036**	**2,142,459**	**3,798,376**	**4,725,394**	**6,070,991**	**6,785,858**
REVENUES							
Licenses & Permits	1,825,222	**1,892,222**	1,940,095	1,992,478	2,046,275	2,101,524	2,158,265
Charges For Services	22,959	**23,418**	24,010	24,658	25,324	26,008	26,710
Fines & Forfeitures	316,916	**316,916**	324,934	333,707	342,717	351,970	361,473
Miscellaneous	86,108,266	**90,488,295**	95,128,541	98,202,593	101,354,126	103,343,028	105,356,996
Subtotal Revenues	**88,273,363**	**92,720,851**	**97,417,580**	**100,553,436**	**103,768,442**	**105,822,530**	**107,903,444**
INTERFUND TRANSFERS (Net Non-CIP)	**(28,171,463)**	**(28,400,899)**	**(28,671,780)**	**(29,671,780)**	**(30,671,780)**	**(31,671,780)**	**(32,671,780)**
Indirect Costs	(3,495,654)	(3,625,919)	(3,671,780)	(3,671,780)	(3,671,780)	(3,671,780)	(3,671,780)
Earnings Transfer	(24,506,777)	(24,774,980)	(25,000,000)	(26,000,000)	(27,000,000)	(28,000,000)	(29,000,000)
Telecommunications NDA	(169,032)	0	0	0	0	0	0
TOTAL RESOURCES	**66,458,649**	**66,705,988**	**70,888,259**	**74,680,032**	**77,822,056**	**80,221,741**	**82,017,522**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(52,875,460)	**(54,931,076)**	(57,009,667)	(59,268,168)	(61,623,284)	(64,079,290)	(65,203,975)
Debt Service: Other (Non-Tax Funds only)	(10,829,500)	**(9,264,800)**	(9,264,800)	(9,264,800)	(9,264,800)	(9,264,800)	(9,264,800)
Labor Agreement	n/a	**0**	(458,609)	(458,609)	(458,609)	(458,609)	(458,609)
Labor Contracts Other	n/a	**0**	(4,981)	(4,981)	(4,981)	(4,981)	(4,981)
FFI Efficiencies	n/a	**n/a**	1,200,000	1,400,000	1,600,000	1,850,000	2,000,000
FFI Debt Service	n/a	**n/a**	(912,300)	(1,589,600)	(1,216,450)	(1,006,300)	(945,700)
FFI Retail Store Leases	n/a	**n/a**	(279,263)	(423,097)	(569,808)	(719,453)	(906,511)
FFI Retiree Health Insurance Pre Funding	n/a	**n/a**	7,390	22,270	154,520	247,550	315,060
Subtotal PSP Oper Budget Approp / Exp's	**(63,704,960)**	**(64,195,876)**	**(66,722,230)**	**(69,586,985)**	**(71,383,412)**	**(73,435,883)**	**(74,469,516)**
OTHER CLAIMS ON FUND BALANCE	**(367,653)**	**(367,653)**	**(367,653)**	**(367,653)**	**(367,653)**	**0**	**0**
TOTAL USE OF RESOURCES	**(64,072,613)**	**(64,563,529)**	**(67,089,883)**	**(69,954,638)**	**(71,751,065)**	**(73,435,883)**	**(74,469,516)**
YEAR END FUND BALANCE	**2,386,036**	**2,142,459**	**3,798,376**	**4,725,394**	**6,070,991**	**6,785,858**	**7,548,006**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	**3.6%**	**3.2%**	**5.4%**	**6.3%**	**7.8%**	**8.5%**	**9.2%**

Assumptions

1. These projections are based on the Executive's recommended budget. The projected future expenditures, revenues and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors.
2. Fund balance policy equals one month's operating expenses, one payroll, and $1,500,000 for inventory in cash balance.
3. Operating expenditures grow with CPI. Revenues projections reflect DLC gross profit forecasts.
4. OPEB Liability 5 year allocation is shown as a claim on fund balance in FY19-FY23.
5. Debt service reflects estimated savings from bond refunding in FY19, FY20, and FY21.
6. Beginning in FY20 telecommunication costs are captured within indirect costs.

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Non-Departmental Accounts

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$336,267,232	6.38

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 FY20, 49 NDAs are funded. Three NDAs receive no new funding: Public Election Fund, Inauguration and Transition Fund, and Montgomery County Employee Retirement Plans and two new NDAs are established: Innovation Fund and Early Childhood Fund.

BUDGET OVERVIEW

The total recommended FY20 Operating Budget for the Non-Departmental Accounts is $336,267,232, an increase of $12,687,416 or 3.92 percent from the FY19 Approved Budget of $323,579,816. Personnel Costs comprise 0.89 percent of the budget for 20 full-time position(s) and no part-time position(s), and a total of 6.38 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 99.11 percent of the FY20 budget.

PROGRAM CONTACTS

Contact Lindsay Lucas 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 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 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 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**5,356,943**	**0.00**
FY20 Recommended	**5,356,943**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**22,950**	**0.00**
FY20 Recommended	**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 of the Council assuming office, for the purpose of reviewing the Charter for noteutial amendments. The Commission shall report at least once to the Council on the Commission's activities within one year after appointment. Commission reports shall be submitted no later than May 1 of every even-numbered year. The reports shall contain recommendations concerning proposed Charter amendments, if any. This NDA provides for the expenses of the Commission.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**150**	**0.00**
Increase Cost: Charter Review Commission - Biennial Workload Adjustment	1,000	0.00
FY20 Recommended	**1,150**	**0.00**

Children's Opportunity Fund

The Children's Opportunity Fund (COF) NDA was established in partnership with the Greater Washington 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 Leadership Working 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 Leadership Working 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 makes 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 Greater Washington Community Foundation, and the Director/Consultant to the Fund who was hired by the Greater Washington 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**375,000**	**0.00**
FY20 Recommended	**375,000**	**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. FY20 Community Grants are $9,018,603.

• Community Services Grants: one-time grants for capital purchases that support health and human service activities. FY20 Community Services Grants are $82,416.

Approved for Community Grants, but included as part of the Capital Budget within the Cost Sharing: MCG Project (CIP#720601) are listed as follows totaling $1,330,000: 7th Generation Foundation, Inc.: $25,000; A Wider Circle, Inc.: $100,000; CASA de Maryland, Inc.: $50,000; Charles E. Smith Jewish Day School of Greater Washington, Inc.: $50,000; Cornerstone Montgomery, Inc.: $50,000; Cura Personalis Project, Inc.: $10,000; EveryMind, Inc.: $75,000; Friends House Retirement Community, Inc.: $100,000; Jewish Foundation for Group Homes: $50,000; Manna Food Center, Inc.: $25,000; The Olney Theatre for the Arts, Inc.: $250,000; Round House Theatre: $250,000; The Arc Montgomery County, Inc.: $35,000; The Ivymount School, Inc.: $75,000; The Menare Foundation, Inc.: $10,000; Warrior Canine Connection, Inc.: $50,000; and YMCA of Metropolitan Washington: $125,000.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**8,761,504**	**0.00**
Add: Community Grant: A Wider Circle, Inc. (Provide support for the Workforce Development Program.)	45,000	0.00
Add: Community Grant: Adventist Community Services of Greater Washington, Inc. (Provide a free summer camp program for culturally, economically, and geographically disadvantaged youth of the East Montgomery County community.)	50,000	0.00
Add: Community Grant: American Muslim Senior Society, Inc. (Provide tools, resources, and technical expertise for senior adults from diverse communities.)	35,000	0.00
Add: Community Grant: Asbury Foundation, Inc. (Provide support for the Gaithersburg Beloved Community Initiative.)	12,000	0.00
Add: Community Grant: Asian American LEAD (Provide social programs and academic development 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 Asian Americans who are diabetic, pre-diabetic, care-givers and family members through workshops.)	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: Asylum Seeker Assistance Project (Provide a social service program to ensure asylum-seeking Montgomery County residents are able to meet their basic needs.)	20,000	0.00
Add: Community Grant: Audubon Naturalist Society of the Central Atlantic States, Inc. (Provide after-school outdoor education enrichment to children in grades 3-5 at five MCPS Title I schools.)	10,000	0.00
Add: Community Grant: Avery Road Alumni Association, Inc. (Provide peer services and needed life skills to those new in substance abuse recovery or in need.)	20,000	0.00
Add: Community Grant: Ayuda, Inc. (Provide legal interpretation and document translation services to ensure equal access to justice for limited-English proficient and Deaf community members.)	35,000	0.00
Add: Community Grant: Bender JCC of Greater Washington (Provide kosher nutrition, health, and wellness services and socialization to at-risk seniors.)	40,000	0.00
Add: Community Grant: Bender JCC of Greater Washington (Provide transportation for the Camp JCC inclusion Program for children and young adults with disabilities.)	25,000	0.00
Add: Community Grant: Bethesda Green, Inc. (Provide support for the Be Impact Initiative, a sustainable impact management program.)	10,000	0.00
Add: Community Grant: Bethesda Help, Inc. (Provide emergency food assistance.)	8,000	0.00
Add: Community Grant: Bethesda Metro Area Village (Provide for operating support.)	15,000	0.00
Add: Community Grant: Big Brothers Big Sisters of the National Capital Area (Provide a one-to-one mentoring program.)	35,000	0.00
Add: Community Grant: Boys & Girls Clubs of Greater Washington, Inc. (Provide an aftershool academic and career preparation program for at-risk up-county high school students.)	25,000	0.00
Add: Community Grant: Bradley Hills Village, Inc. (Provide for operating support.)	10,000	0.00
Add: Community Grant: C&O Canal Trust, Inc. (Provide for operating support.)	30,000	0.00
Add: Community Grant: Capital Area Food Bank (Provide low-income seniors with monthly groceries including shelf-stable items, fresh produce, and nutrition and health resources.)	30,000	0.00
Add: Community Grant: Caringmatters, Inc. (Provide effective delivery of end-of-life and bereavement services to the County's increasingly diverse population by removing culture and language barriers.)	10,000	0.00
Add: Community Grant: Carribean Help Center, Inc. (Provide for operating support.)	20,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide financial assistance to support citizenship-eligible legal permanent residents in attaining citizenship.)	50,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide outreach and education on the naturalization process, application assistance, and financial services.)	30,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide outreach, training, mentoring, and counseling to support current and aspiring business owners in formalizing and/or strengthening their businesses.)	100,000	0.00

FY20 Recommended Changes	Expenditures	FTEs
Add: Community Grant: CASA de Maryland, Inc. (Provide social services, case management, and assistance in accessing benefits to low-income immigrants.)	118,830	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide support for the Immigration Legal Assistance Program.)	100,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide tenant outreach and education, legal services, and community-building activities to improve housing conditions, landlord-tenant relations, and public safety)	15,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide 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 (Provide a bilingual office supervisor to support emergency assistance, case management, and referral services.)	58,853	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington (Provide a range of culturally competent social support services for Latino and immigrant residents in crisis.)	48,926	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington (Provide employment and educational services to the low-income, largely immigrant community in Montgomery County.)	56,096	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington (Provide employment referral services and job readiness workshops for Latino and new-immigrants residents.)	54,539	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington (Provide pro-bono legal immigration services for survivors of violence and abuse through direct services and pro bono training for private attorneys.)	15,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington (Provide services connecting low-income immigrants to medical, dental, health education, and social services.)	40,248	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington (Provide Spanish literacy education for non-literate, Spanish-speaking Montgomery County immigrant residents.)	15,883	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide administrative support for transitional housing and case management for chronically homeless adults.)	48,651	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide nursing services and interest-based, community integration activities for adults with multiple and several disabilities.)	45,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide support for the Community Companions program.)	150,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide therapeutic, community-integrated services to children and youth with disabilities.)	60,000	0.00
Add: Community Grant: Cedar Ridge Community Church (Provide a food security and fresh produce program.)	1,700	0.00
Add: Community Grant: Center for Adoption Support and Education Inc. (Provide mental health/psychoeducational services to foster youth transitioning or recently transitioned to independence from County custody.)	40,000	0.00
Add: Community Grant: CentroNia, Inc. (Provide high-quality, full-day early childhood education to underserved children in Takoma Park, Maryland.)	10,000	0.00
Add: Community Grant: CentroNia, Inc. (Provide services to promote healthy habits in early learners through nutritional education and increased access to nourishing foods to children and adults.)	13,470	0.00
Add: Community Grant: Child Center and Adult Services, Inc. (Provide the Healthy Mothers Healthy Babies Program for low-income and uninsured 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.)	45,000	0.00
Add: Community Grant: Chinese Culture and Community Service Center, Inc. (Provide support for the STOP B Program.)	120,000	0.00
Add: Community Grant: Circle of Rights, Inc. (Provide stroke prevention information to low-income County residents.)	18,000	0.00

FY20 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Coalition Homes Incorporated (Provide a service van to strengthen Coalition Home's capacity to maintain affordable housing units for individuals who have experienced homelessness.)	34,140	0.00
Add: Community Grant: CollegeTracks, Inc. (Provide services to low-income, first-generation-to-college students to enroll, persist, and graduate from college or technical school.)	100,000	0.00
Add: Community Grant: CollegeTracks, Inc. (Provide services to 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: Columbia Lighthouse for the Blind (Provide comprehensive rehabilitation services and Support Service Provider to Montgomery County residents who are deaf/blind.)	25,000	0.00
Add: Community Grant: Columbia Lightouse for the Blind (Provide independent living skills training to Montgomery County seniors suffering from vision loss.)	10,000	0.00
Add: Community Grant: Comfort Cases, Inc. (Provide new essential and comfort items to youth in foster care.)	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.)	55,000	0.00
Add: Community Grant: Community Health and Empowerment through Education and Research, Inc (Provide free summer enrichment, learning, and meals program in a nurturing environment for low-income children in greater Takoma Park.)	20,000	0.00
Add: Community Grant: Community Health and Empowerment through Education and Research, Inc (Provide services that expand and coordinate food resources and connect vulnerable Long Branch residents to healthy food and other health and wellness resources.)	25,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provide financial assistance to residents facing eviction/utility termination, prescription cost assistance, and referrals for dental/vision services, clothing, and food.)	15,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provide immigrant education support through the Naturalization Program and childcare/tutoring for the children of our English Language education adult students.)	5,000	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 Rockland House (women).)	20,000	0.00
Add: Community Grant: Community Ministries of Rockville (Provide weekly in-home care services, home repairs/maintenance, and case management to enable lower income seniors to age in place.)	35,000	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County, Inc. (Provide conflict resolution services for schools, serving youth, families and school staff.)	20,000	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County, Inc. (Provide conflict resolution services to non-English-speaking residents through a program that provides services in Spanish and other languages.)	13,260	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County, Inc. (Provides conflict resolution services to assist seniors and their families in Montgomery County.)	10,000	0.00
Add: Community Grant: Court Watch Montgomery, Inc. (Provide court protections and services that reduce intimate partner violence.)	25,000	0.00
Add: Community Grant: Cultural & Diversity Enrichment Services-USA,Inc,, (CADES-USA) (Provide cultural and diversity enrichment education and leadership skills for economically disadvantaged youth.)	34,000	0.00
Add: Community Grant: DC Diaper Bank (dba Greater DC Diaper Bank) (Provide support for low-income families and the community organizations that serve them by regularly supplying baby needs and hygiene products.)	13,000	0.00
Add: Community Grant: Devenio, Inc. (Provide a dance program for teens and adults with cognitive/developmental disabilities, marked by rigor, real opportunities to perform, and community-building experiences.)	10,000	0.00
Add: Community Grant: Disability Partnership Project (Provide adaptive equipment grants for persons with physical disabilities who need financial assistance to live independently in the community.)	7,500	0.00

FY20 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Easter Seals Serving DC|MD|VA (Provide high quality medical adult day services extremely vulnerable Montgomery County low-income residents with special needs.)	25,000	0.00
Add: Community Grant: Easter Seals Serving DC|MD|VA (Provide inclusive early childhood education for children ages 6 weeks to 5 years in a unique intergenerational setting.)	58,459	0.00
Add: Community Grant: Eastern Montgomery Emergency Assistance Network (Provide emergency housing, utility or prescription assistance to referred customers in Eastern Montgomery County.)	20,000	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 in other emergency situations.)	60,000	0.00
Add: Community Grant: Equipment Connections for Children (Provide support for the Equipment Donation Program.)	10,000	0.00
Add: Community Grant: Ethiopian Community Center in Maryland, Inc. (Provide legal and immigration stress management services to low income Ethiopian community and underprivileged residents of Montgomery County.)	20,000	0.00
Add: Community Grant: Ethiopian Community Center in Maryland, Inc. (Provide preventive health screening, testing, counseling, trainings, and workshop services to improve health awareness among low income resident families.)	25,000	0.00
Add: Community Grant: EveryMind, Inc. (Provide mental health first aid trainings to increase understanding of mental illness, addiction, and how to help someone in crisis.)	35,000	0.00
Add: Community Grant: EveryMind, Inc. (Provide suicide prevention and crisis intervention services.)	25,000	0.00
Add: Community Grant: EveryMind, Inc. (Provide the Serving Together program providing coordinated community resources for veterans, active duty service members, and their families.)	150,000	0.00
Add: Community Grant: Family Learning Solutions, Inc. (Provide career pathway through student internships, mentors/tutors facilitate peer academic/career readiness, leadership, community service for disconnected youth struggling with achievement.)	45,000	0.00
Add: Community Grant: Family Services, Inc. (Provide support for the Neighborhood Safety Net Services Program to provide critical case management support to residents in Gaithersburg and East County.)	100,000	0.00
Add: Community Grant: Family Services, Inc. (Provide support for the Thriving Germantown Community HUB.)	60,000	0.00
Add: Community Grant: Family Services, Inc. (Provides academic, social, and emotional support during and after school for at-risk minority males at Gaithersburg Middle School.)	40,000	0.00
Add: Community Grant: First African Methodist Episcopal Church of Gaithersburg, Inc. (Provide support for the SHARE food program for low-income families.)	8,500	0.00
Add: Community Grant: Florence Crittenton Services of Greater Washington (Provide a social and emotional learning program for middle school girls to develop skills that are essential for academic success.)	35,000	0.00
Add: Community Grant: Future Link, Inc. (Provide an extensive outreach program with individualized academic and career supports for at-risk youth.)	34,100	0.00
Add: Community Grant: Gaithersburg HELP, Inc. (Provide free rides to medical appointments and other essential destinations for seniors and persons with disabilities.)	8,000	0.00
Add: Community Grant: Gaithersburg HELP, Inc. (Provide support for the basic needs of food, diapers, and formula for low-income residents in the Gaithersburg/Montgomery Village area.)	35,000	0.00
Add: Community Grant: Gandhi Brigade Incorporated (Provide youth leadership and employment potential through media training, community engagement, and community service.)	50,000	0.00
Add: Community Grant: GapBuster, Inc. (Provide services to at-risk students, exposing them to the STEM fields and engaging them in a meaningful community service.)	100,000	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.)	15,000	0.00
Add: Community Grant: Girls on the Run of Montgomery County, MD (Provide financial aid and shoes to under served girls in order for them participate in a positive youth development program.)	15,000	0.00

FY20 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Great and Small (Provide operating support for equine-assisted activities serving individuals with special needs.)	10,000	0.00
Add: Community Grant: Greater Stonegate Village Incorporated (Provide for operating support.)	10,000	0.00
Add: Community Grant: Greater Washington Jewish Coalition Against Domestic Abuse (Provide clinical and legal services to victims of intimate partner violence, sexual assault, stalking, and elder abuse, in Montgomery County.)	175,000	0.00
Add: Community Grant: GrowingSoul, Inc. (Provide operating support for zero-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 funding to repair homes of low-income residents.)	40,000	0.00
Add: Community Grant: Hebrew Home of Greater Washington, Inc. (Provide operating support for the ElderSAFE Center.)	50,000	0.00
Add: Community Grant: Heritage Tourism Alliance of Montgomery County (Provide operating support for Heritage Montgomery.)	100,000	0.00
Add: Community Grant: Hispanic Business Foundation of Maryland, Inc. (Provide operating support to Wheaton/Kensington center for training, coaching and assisting minority small business owners.)	22,000	0.00
Add: Community Grant: Hispanic Business Foundation of Maryland, Inc. (Provide youth development services including after school paid internships to underserved high school students and tutoring/mentoring services.)	30,000	0.00
Add: Community Grant: Home Care Partners Inc. (Provide for home aide services to help low-income seniors and adults with disabilities remain at home.)	40,000	0.00
Add: Community Grant: Horizons Greater Washington (Provide for out-of-school time academic enrichment for low-income K-8th grade students, with an emphasis on literacy and STEAM.)	10,000	0.00
Add: Community Grant: Housing Unlimited, Inc. (Provide funding to 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. (Provide 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: Identity, Inc. (Provide funding for the Saving Lives Through Soccer program.)	130,000	0.00
Add: Community Grant: Identity, Inc. (Provide support for the expansion of mental health counseling services to the families of low-income, high need Latino youth in Identity out-of-school-time programs)	40,000	0.00
Add: Community Grant: Imagination Library Of Montgomery County, Maryland Inc (Provide support for mailing free, age-appropriate books to children from birth to age five.)	10,000	0.00
Add: Community Grant: Impact Silver Spring, Inc. (Provide a community-centered approach to shape, support, and grow a network of micro-businesses and worker-owned cooperatives in Montgomery County.)	30,000	0.00
Add: Community Grant: Impact Silver Spring, Inc. (Provide an out-of-school athletic program in Wheaton and Long Branch.)	87,500	0.00
Add: Community Grant: Impact Silver Spring, Inc. (Provides support for the Neighborhood Opportunity Network Initiative.)	222,640	0.00
Add: Community Grant: Interfaith Works, Inc. (Provide operational support for the Interfaith Works Women's Center.)	50,000	0.00
Add: Community Grant: Interfaith Works, Inc. (Provide support for the Interfaith Clothing Center.)	40,000	0.00
Add: Community Grant: Interfaith Works, Inc. (Provide support for the Interfaith Works Connections program.)	40,000	0.00
Add: Community Grant: Interfaith Works, Inc. (Provide support for the Vocational Services Program to provide job training and one-on-one counseling services for homeless and low-income individuals.)	43,000	0.00
Add: Community Grant: Interfaith Works, Inc. (Provide support to assist faith communities in meeting community needs.)	77,308	0.00
Add: Community Grant: Inwood House Development Corporation (Provide support for cleaning of apartments for disabled adults and seniors who are extremely low-income.)	13,000	0.00

FY20 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provide expanding and enhancing volunteer driving in Montgomery County.)	40,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provide funding for Interages to provide in-school and after-school intergenerational mentoring and tutoring for at-risk children and youth.)	25,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provide funds to expand JCA's early memory loss program, Kensington Club, to an additional site)	30,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provide support for the 50+ Employment Expo.)	75,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provide support for the Career Gateway program for Montgomery County residents age 50 and over.)	40,000	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provide support for an Employment Specialist.)	42,500	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provide support for a Senior Services Case Manager to manage the daily living needs of frail seniors, allowing them to age in place.)	41,200	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provide support for a social worker specializing in child and adolescent mental health, serving youth and members of their circle of care.)	36,050	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provide support for a social worker specializing in early childhood and evidence-based interventions serving children under the age of seven.)	56,650	0.00
Add: Community Grant: Junior Achievement of Greater Washington (JAGW) (Provide an experiential financial literacy program for middle school students in Montgomery County.)	25,000	0.00
Add: Community Grant: KEEN Greater DC LLC (Provide a free exercise/fitness program to youth with significant disabilities.)	10,000	0.00
Add: Community Grant: Kemp Mill Village Inc (Provide for operating support.)	10,000	0.00
Add: Community Grant: Kentlands Community Foundation, Inc. (Provide for operating support.)	10,000	0.00
Add: Community Grant: Kids In Need Distributors, Inc. (Provide weekend food to grades K-8 students who receive Free And Reduced Meals at MCPS schools.)	15,000	0.00
Add: Community Grant: KIND, Inc. (Provide pro-bono legal services for unaccompanied immigrant and refugee minors.)	40,000	0.00
Add: Community Grant: KindWorks, Inc. (Provide for operating support.)	30,000	0.00
Add: Community Grant: Korean Community Service Center Of Greater Washington (Provide emergency financial assistance and wrap-around social services to low-income Asian American and immigrant residents.)	20,000	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 (Provide support 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 (Provide support for the Strengthening Asian Families through Empowerment and Services (SAFES) program.)	55,000	0.00
Add: Community Grant: Latin American Youth Center, Inc. (Provide a mentoring program for middle school boys of color.)	45,000	0.00
Add: Community Grant: Latino Economic Development Corporation of Washington, DC (Provide entrepreneurship, workforce training and support services to promote self-sufficiency of immigrant, refugee, and low-income women.)	25,000	0.00
Add: Community Grant: Leadership Montgomery Education Foundation (Provide programs to build capacity to address racial disparities and to advance racial equity in Montgomery County.)	20,000	0.00
Add: Community Grant: League of Women Voters of Montgomery County, MD, Inc. (Provide a Spanish-language publication and provide voting assistance to Spanish-speakers.)	10,000	0.00
Add: Community Grant: Leveling The Playing Field, Inc. (Provide for operating support.)	20,000	0.00

FY20 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Leveling The Playing Field, Inc. (Provide resources to allow low-income children to enjoy the mental and physical benefits of youth sports participation.)	25,000	0.00
Add: Community Grant: Liberty's Promise, Inc. (Provide an after-school civic engagement program and internships program for low-income immigrant youth in Montgomery County.)	65,000	0.00
Add: Community Grant: Literacy Council of Montgomery County (Provide under-skilled and under-credentialed adults with workplace skills.)	20,000	0.00
Add: Community Grant: Little Falls Village Corp. (Provide for operating support.)	10,000	0.00
Add: Community Grant: Lutheran Social Services of the National Capital Area, Inc. (Provide emergency assistance for rent, utilities, health care for newly arrived refugees.)	30,000	0.00
Add: Community Grant: Madison House Autism Foundation (Provide support for an Agricultural Education Coordinator.)	25,000	0.00
Add: Community Grant: Madison House Autism Foundation (Provide support for an Employment Specialist/Job Coach Supervisor to oversee job coaches and adults with autism in a community-based employment setting.)	25,000	0.00
Add: Community Grant: Manna Food Center, Inc. (Provide food support and nutrition education to under-served areas via a mobile kitchen and pop-up pantry.)	30,000	0.00
Add: Community Grant: Manna Food Center, Inc. (Provide healthy foods for weekend meals to elementary school students experiencing hunger and food insecurity.)	40,000	0.00
Add: Community Grant: Manna Food Center, Inc. (Provide locally grown produce to County residents experiencing food insecurity.)	25,000	0.00
Add: Community Grant: Mary's Center for Maternal and Child Care, Inc. (Provide integrated medical, behavioral, and wellness programming for uninsured and low-income County residents.)	20,000	0.00
Add: Community Grant: Maryland Senior Olympics Commission LTD (Provide for operating support.)	25,000	0.00
Add: Community Grant: Maryland/Israel Development Center Inc. (Provide support for promoting economic development between Montgomery County and Israel and attract Israeli high-tech, cyber security and bio-health companies to the County.)	40,000	0.00
Add: Community Grant: Mercy Health Clinic (Provide primary and specialty care for low-income, uninsured patients, and patients with Medicaid.)	50,000	0.00
Add: Community Grant: MOCO KIDSCO, Inc. (Provide for operating support for the KID Museum.)	60,000	0.00
Add: Community Grant: Montgomery Countryside Alliance, Inc. (Provide for operating support.)	10,000	0.00
Add: Community Grant: Montgomery County Family Justice Foundation, Inc. (Provide for operating support.)	45,000	0.00
Add: Community Grant: Montgomery County Food Council, Inc. (Provide for staff to support and expand Food Council initiatives to foster a healthy and sustainable local food system.)	25,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation (Provide food assistance to low-income residents of Montgomery County.)	110,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation (Provide services to seniors to meet their social, intellectual, mental, and physical health needs.)	70,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation (Provide support for a youth empowerment program.)	12,000	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 Hospice, Inc. (Provide volunteer services to support terminally-ill patients and their families.)	41,059	0.00
Add: Community Grant: Montgomery Housing Partnership (Provide support for the Great Achievers Toward Outstanding Results (GATOR) program for children in grades K-5.)	158,718	0.00
Add: Community Grant: Montgomery Sister Cities, Inc. (Provide for operating support.)	18,600	0.00
Add: Community Grant: Muslim Community Center Inc. (Provide clinical case management for MediCare, Medicaid and uninsured Montgomery County residents.)	25,000	0.00

FY20 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Muslim Community Center Inc. (Provide culturally and linguistically competent domestic violence awareness, prevention and counseling services for Muslims and people of all other faiths.)	35,464	0.00
Add: Community Grant: Muslim Community Center Inc. (Provide 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: Muslim Community Center Inc. (Provide handicap access shuttle van transportation services for patients from major public transportation hubs in the area to the Clinic.)	54,288	0.00
Add: Community Grant: NAMI Montgomery County (MD), Inc. (Provide educational classes, support groups and outreach presentations for caregivers of and individuals living with mental illness in Montgomery County.)	15,000	0.00
Add: Community Grant: NAMI Montgomery County (MD), Inc. (Provide mental health education and support for teachers and youth through presentations and an-evidence based suicide prevention program.)	20,000	0.00
Add: Community Grant: National Center for Children and Families (Provide emergency shelter and comprehensive services to support homeless families in their transition to stable housing in the community.)	275,000	0.00
Add: Community Grant: National Center for Children and Families (Provide support for the Futurebound Transitional Housing program.)	35,000	0.00
Add: Community Grant: National Philharmonic Orchestra & Chorale of Montgomery County, Inc. (Provide accessibility and culture to kids through the Kids Free program.)	20,000	0.00
Add: Community Grant: Nonprofit Montgomery (Provide collaborative education and promotion of early care for children.)	25,000	0.00
Add: Community Grant: Nonprofit Montgomery (Provide training for County nonprofits in program evaluation so they can better measure and assess program impact.)	50,000	0.00
Add: Community Grant: Nourish Now, Inc. (Provide for operating support for the Food Rescue Program.)	20,000	0.00
Add: Community Grant: Nourish Now, Inc. (Provide support for the Family Food Distribution Program, which provides direct food assistance to Low to Moderate Income (LMI) residents in the County.)	30,000	0.00
Add: Community Grant: Oasis Institute (Provide intergenerational literacy-based tutoring program serving older adults and students in grades K-5, located throughout Montgomery County.)	19,800	0.00
Add: Community Grant: Olney Help, Inc. (Provide emergency assistance for rent and utilities.)	7,500	0.00
Add: Community Grant: Olney Help, Inc. (Provide emergency food assistance delivered to households.)	7,500	0.00
Add: Community Grant: Olney Home For Life, Inc. (Provide free transportation, friendly daily calls, weekly visits, information events and social contact to seniors in Olney and surrounding areas.)	12,000	0.00
Add: Community Grant: One Montgomery Green, Inc (Provide for operating support.)	55,000	0.00
Add: Community Grant: Organization for Advancement of and Services for Individuals with Special Needs (OASIS), Inc. (Provide funding to create an interactive curriculum demonstrating sustainable farm practices to increase independent participation of disabled groups and volunteers at OASIS farms.)	6,190	0.00
Add: Community Grant: Parent Encouragement Program, Inc. (Provides parent education programs to low income Latino parents to empower their children to succeed in school and life.)	20,000	0.00
Add: Community Grant: Passion for Learning, Inc. (Provide Information and Communication Technology (ICT) and college readiness programs for low-income middle school students)	30,000	0.00
Add: Community Grant: Poolesville Area Senior Center, Inc (Provide for operating support.)	20,800	0.00
Add: Community Grant: Poolesville Green, Inc. (Provide 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. (Provide for operating support.)	30,000	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 developmental disabilities.)	28,000	0.00

FY20 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Rebuilding Together Montgomery County, Inc. (Provide free critical home repairs, energy efficiency upgrades, and accessibility modifications to low-income homeowners throughout Montgomery County.)	35,000	0.00
Add: Community Grant: Red Wiggler Foundation, Inc. (Provide opportunities for people with and without disabilities to come together to work, learn, and grow healthy food.)	35,000	0.00
Add: Community Grant: Reginald S. Lourie Center for Infants and Young Children (Provide for operating support.)	115,000	0.00
Add: Community Grant: Rockville Area Village Exchange, Inc (Provide funds, information, and operational financial support to establish community led villages in Rockville allowing seniors to age in place.)	8,000	0.00
Add: Community Grant: Rockville Bike Hub (Provide support for the City of Rockville's kid's community service bike giveaway in May 2020.)	2,500	0.00
Add: Community Grant: Rosaria Communities Foundation, Inc. (Provide independent living opportunities for people with intellectual and physical disabilities within an involved community.)	30,000	0.00
Add: Community Grant: Scotland Storm Community Development Inc. (Provide free educational and athletic after-school and summer programs to underserved youth from the historic Scotland Community in Potomac, Maryland.)	30,000	0.00
Add: Community Grant: Silver Spring Town Center Inc. (Provide for operating support.)	45,000	0.00
Add: Community Grant: Silver Spring Village Inc. (Provide for operating support.)	30,000	0.00
Add: Community Grant: So What Else, Inc. (Provide educational and recreational after-school programs each semester for underserved East County youth.)	25,000	0.00
Add: Community Grant: Spanish-Speaking Community of Maryland Inc. (Provide consultations with case managers to address essential needs of low-income, limited English proficient families and immigrants.)	15,000	0.00
Add: Community Grant: Spirit Club Foundation (Provide operating funds to develop and implement supportive exercise and fitness programs for people with disabilities.)	15,000	0.00
Add: Community Grant: St. Ann's Center for Children, Youth and Families (Provide housing and services for pregnant and parenting Montgomery County youth, and homeless Montgomery County women with young children.)	25,000	0.00
Add: Community Grant: St. Camillus Catholic Church (Provide nutritionally adequate, culturally appropriate food to be distributed to families in need.)	25,000	0.00
Add: Community Grant: St. Joseph's House, Ltd. (Provide home-based care provider for students with intellectual and developmental disabilities.)	20,000	0.00
Add: Community Grant: Stepping Stones Shelter Inc. (Provide emergency shelter to homeless families with children in Montgomery County.)	35,923	0.00
Add: Community Grant: Sunflower Bakery, Inc. (Provide skills training, employee development, and job search guidance and expand outreach to potential students and employers.)	23,400	0.00
Add: Community Grant: The ALS Association - DC/MD/VA Chapter, Inc. (Provide assistive technology to improve the quality of life and safety for people living with ALS and their families.)	7,140	0.00
Add: Community Grant: The CareerCatchers, Inc. (Provide individualized and sustained career counseling services to survivors of domestic violence and their families.)	30,000	0.00
Add: Community Grant: The Dwelling Place, Inc (Provide housing and case management to homeless families with children.)	25,000	0.00
Add: Community Grant: The George B. Thomas, Sr. Learning Academy (Provide support for the Rising Stars pre-K program.)	21,944	0.00
Add: Community Grant: The Ivymount School, Inc. (Provide vocational training and support for independent living for young adults with developmental disabilities through Project SEARCH Montgomery.)	40,000	0.00
Add: Community Grant: The Montgomery County Coalition For The Homeless, Inc. (Provide 24/7 emergency shelter and supportive services.)	120,000	0.00

FY20 Recommended Changes	Expenditures	FTEs
Add: Community Grant: The National Capital Bnai Brith Assisted Housing Corporation (Provide payment for extremely low income residents who cannot afford the Medication Administration fee and/or overnight security fee.)	25,500	0.00
Add: Community Grant: The Senior Connection of Montgomery County, Inc. (Provide for the expansion of a "one-call/one-click" transportation network for County seniors.)	30,000	0.00
Add: Community Grant: The Shepherd's Table, Inc. (Provide daily meals for individuals experiencing homelessness, food insecurity or in need of nourishment.)	25,000	0.00
Add: Community Grant: The Tree House Child Advocacy Center of Montgomery County MD Inc. (Provide in-home, trauma-informed therapy to children immediately upon their placement into the foster care system.)	25,000	0.00
Add: Community Grant: TLC-The Treatment & Learning Centers, Inc (Provide employment readiness skills for youth with disabilities.)	7,774	0.00
Add: Community Grant: Unity Christian Fellowship Incorporated (Provide support for the Educational and Life Skills Program activities to help Montgomery County youth excel academically and socially.)	28,000	0.00
Add: Community Grant: Unity Christian Fellowship Incorporated (Provide support for the Game Changer Conference for Young Males.)	11,000	0.00
Add: Community Grant: University of Maryland (Provide support for the Purple Line Corridor Coalition to lead the implementation of the Purple Line Community Development Agreement through a collective impact approach.)	40,000	0.00
Add: Community Grant: Upcounty Community Resources, Inc. (Provide for a weekend enrichment and respite program for individuals with developmental and intellectual disabilities.)	55,000	0.00
Add: Community Grant: Upper Montgomery Assistance Network (Provide emergency financial assistance to families facing homelessness and utility loss.)	10,000	0.00
Add: Community Grant: Vietnamese Americans Services, Inc (Provide comprehensive health care program and improve access to behavioral health services of the Vietnamese Community in Montgomery County)	25,000	0.00
Add: Community Grant: Vietnamese Americans Services, Inc (Provide services to assist the emerging needs of seniors and disable peoples among the Vietnamese population.)	35,000	0.00
Add: Community Grant: Village of Takoma Park (Provide for operating support.)	5,000	0.00
Add: Community Grant: Villages of Kensington MD, Inc. (Provide for operating support.)	10,000	0.00
Add: Community Grant: Washington Youth Foundation, Inc. (Provide educational and academic support for low-income immigrant students.)	50,000	0.00
Add: Community Grant: Winter Growth, Inc. (Provide supportive services to functionally and/or cognitively impaired seniors to help them age safely and with dignity in their community.)	17,500	0.00
Add: Community Grant: Women Who Care Ministries, Inc. (Provide operating support for the Kids Weekend Meal Program.)	190,000	0.00
Add: Community Grant: WUMCO HELP INC. (Provide emergency assistance for rent/mortgage and utilities.)	5,000	0.00
Add: Community Grant: YMCA of Metropolitan Washington (Provide case management and training for volunteers in an intensive one-on-one mentoring program for court-involved male youth of color.)	15,000	0.00
Add: Community Services Grant: Asian Indians for Community Service, Inc. (AICS) (Provide funding for a printer/scanner.)	700	0.00
Add: Community Services Grant: Bethesda Metro Area Village, Inc. (Provide funding for a printer/scanner.)	520	0.00
Add: Community Services Grant: Boys & Girls Clubs of Greater Washington (Provide funding for HVAC repairs/replacement.)	10,000	0.00
Add: Community Services Grant: Community Ministries of Rockville (Provide funding for technology equipment.)	4,231	0.00
Add: Community Services Grant: Interfaith Works (Provide for a photo identification card system and related supplies.)	10,000	0.00

FY20 Recommended Changes	Expenditures	FTEs
Add: Community Services Grant: Liberty's Promise, Inc. (Provide funding for computers and related equipment.)	9,219	0.00
Add: Community Services Grant: Manna Food (Provide for a roll top freezer.)	10,000	0.00
Add: Community Services Grant: Montgomery County Coalition for the Homeless (Provide for electronic tablets and related expenses.)	10,000	0.00
Add: Community Services Grant: Muslim Community Center - dba MCC Medical Clinic (Provide for furniture.)	6,000	0.00
Add: Community Services Grant: Partnership for Extraordinary Minds (xMinds) (Provide for a portable simultaneous interpretation system.)	2,661	0.00
Add: Community Services Grant: Rebuilding Together Montgomery County (Provide for tools and associated storage and security equipment.)	9,085	0.00
Add: Community Services Grant: Stepping Stones Shelter (Provide for refrigerators and ceiling repair.)	10,000	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY19	(8,761,504)	0.00
FY20 Recommended	**9,101,019**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,521,964**	**0.00**
FY20 Recommended	**3,521,964**	**0.00**

Compensation and Employee Benefit Adjustments

This NDA contains a General Fund appropriation and a non-tax appropriation, and provides funding for certain personnel costs related to adjustments in employee and retiree benefits; pay-for-performance awards for employees in the Management Leadership Service, Police Leadership Service, and non-represented employees; deferred compensation management; and unemployment insurance.

Non-Qualified Retirement Plan: This provides funding for that portion of a retiree's benefit payment that exceeds the Internal Revenue Code's §415 limits on payments from a qualified retirement plan. Payment of these benefits from the County's Employees' Retirement System (ERS) would jeopardize the qualified nature of the County's ERS. The amount in this NDA will vary based on future changes in the Consumer Price Index (CPI) affecting benefit payments, new retirees with a non-qualified level of benefits, and changes in Federal law governing the level of qualified benefits.

Deferred Compensation Management: These costs are for management expenses required for administration of the County's Deferred Compensation program. Management expenses include legal and consulting fees, office supplies, printing and postage, and County staff support.

Management Leadership Service Performance-Based Pay Awards: In FY99, the County implemented the Management Leadership Service (MLS), which includes high level County employees with responsibility for developing and implementing

policy and managing County programs and services. The MLS was formed for a number of reasons, including improving the quality and effectiveness of service delivery through management training, performance accountability, and appropriate compensation; providing organizational flexibility to respond to organizational needs; allowing managers to seek new challenges; and developing and encouraging a government-wide perspective among the County's managers. In FY19, the County implemented the Police Leadership Service (PLS) to include lieutenants and captains in the Department of Police. MLS and PLS employees are not eligible for service increments. Performance-Based awards for MLS and PLS employees are funded in FY20.

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,812,598**	**1.31**
Increase Cost: FY20 Compensation Adjustment	5,132	0.00
Increase Cost: Retirement Adjustment	865	0.00
Re-align: Staffing Adjustment Between Deferred Compensation Management Funds	(31,177)	(0.26)
Reduce: Labor Negotiation Funding	(34,000)	0.00
FY20 Recommended	**2,753,418**	**1.05**

Conference and Visitors Bureau

The Conference and Visitors Bureau (CVB) promotes Montgomery County as a destination for meetings/conferences, student group travel, group tours, leisure travel, and amateur sports events. The CVB develops and distributes publications on points of interest to tourists, implements public information campaigns promoting tourism and event facilitation in Montgomery County, and attends trade shows and sales missions in target markets. The CVB also serves as a resource center assisting small and large hospitality businesses considering new product development and/or expansions. The CVB coordinates with the Maryland Office of Tourism Development (Visit Maryland), Maryland Film Office, Capital Region USA (CRUSA), TEAM Maryland, and national and regional events to promote tourism growth, 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,556,519**	**0.00**
Decrease Cost: Decreased Revenue from the Updated Hotel/Motel Taxes	27,741	0.00
FY20 Recommended	**1,584,260**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**601,464**	**1.00**
Increase Cost: Conference Center - Management Audit	50,000	0.00
Increase Cost: FY20 Compensation Adjustment	6,003	0.00
Increase Cost: Annualization of FY19 Personnel Costs	4,021	0.00
Increase Cost: Retirement Adjustment	1,026	0.00
FY20 Recommended	**662,514**	**1.00**

Consolidated Retiree Health Benefit Trust - College

This NDA provides consolidated funding for Montgomery College's contribution to the Retiree Health Benefits Trust.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,845,000**	**0.00**
Increase Cost: County Contribution Based on Actuarial Valuation	2,546,000	0.00
FY20 Recommended	**5,391,000**	**0.00**

Consolidated Retiree Health Benefit Trust - MCPS

This NDA provides consolidated funding for Montgomery County Public Schools' contribution to the Retiree Health Benefits Trust.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**79,405,000**	**0.00**
Increase Cost: Additional Contribution to the Retiree Health Benefits Trust for Prior Utilization	9,000,000	0.00
Decrease Cost: County Contribution Based on Actuarial Valuation	(9,872,000)	0.00
FY20 Recommended	**78,533,000**	**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).

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**74,728**	**0.00**

FY20 Recommended Changes	Expenditures	FTEs
FY20 Recommended	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**7,206,200**	**0.00**
Increase Cost: Restore one-time reduction in PC replacements	800,000	0.00
FY20 Recommended	**8,006,200**	**0.00**

Early Care and Education

This NDA will support the Early Care and Education Initiative by providing resources for the expansion, access, and sustainability of quality early care and education programs throughout the County. Its investments will be guided primarily by the recommendations of a four-year action plan developed by a cross agency working group with representatives from County Government, Montgomery County Public Schools, Montgomery College, and community partners.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**0**	**0.00**
Add: Early Care and Education Initiative	7,000,000	0.00
FY20 Recommended	**7,000,000**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**20,000,000**	**0.00**
FY20 Recommended	**20,000,000**	**0.00**

Grants To Municipalities in Lieu Of Shares Tax

This NDA funds payments required in accordance with State law. The 1968 Session of the General Assembly revised the tax structure to include a County income tax. As part of this restructuring, the shared tax on banks and financial institutions was

eliminated, and a provision was adopted which requires counties to pay annually to municipalities the amount ($28,020) that had been received by the municipalities in FY68.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**28,020**	**0.00**
FY20 Recommended	**28,020**	**0.00**

Group Insurance Retirees

Group insurance is provided to retired County employees and survivors, as well as retirees of participating outside agencies. Employees hired before January 1, 1987, are eligible upon retirement to pay 20 percent of the premium for health and life insurance for the same number of years (after retirement) that they were eligible to participate in the group insurance plan as an active employee. The County government pays the remaining 80 percent of the premium. Thereafter, these retirees pay 100 percent of the premium. Employees hired before January 1, 1987, are also offered the option at retirement to convert from the 20/80 arrangement to a lifetime cost sharing option.

Employees hired after January 1, 1987, are eligible upon retirement for a lifetime cost sharing option under which the County pays 70 percent of the premium and the retiree pays 30 percent of the premium for life for retirees who were eligible to participate in the County group insurance plan for 15 or more years as active employees. Minimum participation eligibility of five years as an active employee is necessary to be eligible for the lifetime plan. The County will pay 50 percent of the premium for retirees with five years of participation as an active employee. The County contribution to the payment of the premium increases by two percent for each additional year of participation up to the 70 percent maximum.

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**41,642,478**	**0.00**
Increase Cost: Group Insurance Claims Costs Based on Actual Annual Claims	4,470,522	0.00
FY20 Recommended	**46,113,000**	**0.00**

Historical Activities

This NDA provides funding for the Historical Society to support the Society's Education Program staff, educational and outreach programs for County residents, and to maintain the Historical Society's research library and museums.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**135,000**	**0.00**
Increase Cost: Operating Expenses	15,000	0.00
FY20 Recommended	**150,000**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**62,089**	**0.00**
FY20 Recommended	**62,089**	**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 and Community Development Article of the Annotated Code of Maryland, commonly known as the Housing Authorities Law. The Commission acts as a builder, developer, financier, owner, and manager of housing for people of low- and moderate- (eligible) income. The Commission also provides eligible families and individuals with affordable housing and supportive services.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**6,680,270**	**0.00**
Increase Cost: Annualization of Personnel Costs	220,000	0.00
Increase Cost: Reimbursement of Increased Rental License Fees for Acquisition of Additional Rental Units	21,384	0.00
Decrease Cost: Miscellaneous Operating Expenses to Meet the 2% Reduction Goal	(133,605)	0.00
FY20 Recommended	**6,788,049**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**50,000**	**0.00**
Decrease Cost: Inauguration and Transition	(50,000)	0.00
FY20 Recommended	**0**	**0.00**

Incubator Programs - Economic Development Partnership

This NDA provides for facility lease payments and facility, program, and portfolio management services for the County's Business Innovation Network (BIN) facilities, and program funding for the Business Incubator Without Walls Program (for

Wheaton and Down County area). The BIN consists of three physical locations: the Silver Spring Innovation Center (SSIC) on Georgia Avenue, the Rockville Innovation Center (RIC) in Rockville Town Square, (both owned by the County), and the Germantown Innovation Center (GIC) on the campus of Montgomery College)under lease from the College Foundation until 2036). This NDA also supports The National Cybersecurity Center of Excellence (NCCoE), located at 9700 Great Seneca Highway, Rockville, as a partnership between the National Institute of Standards and Technology (NIST), the State of Maryland, and Montgomery County. The NDA also provides support for non-profit incubator organizations for operations, equipment, and training.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,584,971**	**0.00**
Re-align: Actual Operating Expenses for County Incubator Programs	716,658	0.00
Increase Cost: Provide Staff Support for Oversight and Management of County Incubator Contracts	111,288	1.00
Shift: Provide Seed Funding to Support Creation of a County-based Kitchen Incubator/Food Hall Shifted to the Office of County Executive (CEX)	(40,740)	0.00
Shift: Provide County Funds to Create a Biomanufacturing Industry Center in the County Supported by the National Institute for Innovation in Manufacturing Biopharmaceuticals (NIMBL) Shifted to the CEX	(50,000)	0.00
Decrease Cost: Continue FY19 Savings Plan to Reflect Reduction in the Biohealth Innovation Inc. Contract and Use Funds to Support Other County Programs	(229,677)	0.00
Shift: Funding to Support a Full-Scale Regional Business Services Hub Program Shifted to the Community Engagement Cluster	(429,583)	0.00
Shift: Debt Service for Rockville Incubator and NCCoE Shifted to the Debt Service Fund.	(1,070,000)	0.00
FY20 Recommended	**2,592,917**	**1.00**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**420,820**	**0.33**
Increase Cost: Annualization of FY19 Personnel Costs	3,208	0.00
Increase Cost: FY20 Compensation Adjustment	1,394	0.00
Increase Cost: Retirement Adjustment	388	0.00
FY20 Recommended	**425,810**	**0.33**

Innovation Fund

The Innovation Fund is a new revolving loan fund internal to Montgomery County Government. The fund will make loans on a rolling basis for internal departmental initiatives with strong potential to improve customer service and performance results while at the same time reducing budgetary costs and/or increasing County revenue within three to five years. The fund will be

administered by the Office of Performance and Innovation (formerly CountyStat), which will coordinate a rigorous application, review and approval process. A committee made up of community members, administration officials, and County Council representatives will review loan applications and advise the Chief Administrative Officer.

The Innovation Fund will complement the County's new "Lean" business process improvement initiative. Lean reviews bring front-line workers and supervisors to the table to find efficiencies and improve customer service in pursuit of continuous improvement. While the goal of Lean is to achieve as much improvement as possible at little or no cost, reaching peak performance may require investment in technology, equipment, training, etc.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**0**	**0.00**
Add: Innovation Fund	2,000,000	0.00
FY20 Recommended	**2,000,000**	**0.00**

Interagency Technology, Policy, and Coordination Commission

This NDA supports the operation of the Interagency Technology Policy and Coordination Committee (ITPCC). The ITPCC was chartered by the Montgomery County Council to promote strategic planning and coordination in the use of information technology across County agencies. The ITPCC reports biannually to the County Council. By regularly convening the agencies' chief executive and chief information officers, the ITPCC provides an effective forum for the coordinated implementation of technology policies and guidelines. Additionally, the ITPCC facilitates interagency communication, the evaluation and sharing of new technologies, and advises policy makers on the strategic uses of technology.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**5,850**	**0.00**
Reduce: Operating Expenses	(2,850)	0.00
FY20 Recommended	**3,000**	**0.00**

Leases

This NDA provides the funds necessary to lease privately owned real estate to accommodate County programs. Real property leased by the County includes office, warehouse, and retail space; 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, and/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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**19,744,573**	**0.00**
Increase Cost: Annualization of 1401 Rockville Pike Lease	1,276,887	0.00
Increase Cost: Existing Rent increases	412,999	0.00
Increase Cost: Leases added in FY20	138,105	0.00
Increase Cost: Wheaton Redevelopment Center operating costs	75,000	0.00

FY20 Recommended Changes	Expenditures	FTEs
Increase Cost: Net increase in Chargebacks	22,316	0.00
Decrease Cost: Lease Negotiation savings	(75,764)	0.00
Decrease Cost: Reduced Maintenance Costs	(189,539)	0.00
Decrease Cost: African American Health Program Lease - Remove FY19 buildout cost	(225,000)	0.00
FY20 Recommended	**21,179,577**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**540,000**	**2.00**
Increase Cost: Operating Expenses	200,000	0.00
Increase Cost: Annualization of Council-Approved FY19 Supplemental Appropriation	140,213	1.00
Increase Cost: FY20 Compensation Adjustment	8,973	0.00
Increase Cost: Retirement Adjustment	814	0.00
FY20 Recommended	**890,000**	**3.00**

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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**876,710**	**0.00**
Shift: Urban Area Security Initiative Grant: Police Replacement Funding	510,382	0.00
Shift: Urban Area Security Initiative Grant: Technology Services Replacement Funding	146,839	0.00
Increase Cost: Anacostia Restoration Fund	48,460	0.00
FY20 Recommended	**1,582,391**	**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 grants to 20 community organizations for 27 programs that provide adult English literacy classes. Additionally, MCAEL receives operating funding to provide technical assistance, training, and networking opportunities to over 65 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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,757,058**	**0.00**
FY20 Recommended	**1,757,058**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**5,007,750**	**0.00**
FY20 Recommended	**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 County Council Executive Director; one member recommended by each employee organization; one active employee not represented by an employee organization; one retired employee; two members of the public recommended by the County Council; and two members of the general public.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**0**	**0.00**
FY20 Recommended	**0**	**0.00**

Motor Pool Fund Contribution

This NDA funds the acquisition of new, additional Motor Pool fleet vehicles, as opposed to replacement vehicles, which are financed through an established chargeback mechanism.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**876,939**	**0.00**
Increase Cost: Additional Police Vehicles for Positions New in FY19	123,861	0.00
Enhance: Cars for Two Housing Code Inspector Positions in Housing and Community Affairs	64,000	0.00
Increase Cost: Elimination of One-Time Items Approved in FY19	(876,939)	0.00
FY20 Recommended	**187,861**	**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. The current reimbursement policy current reimbursement policy 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 - FY20 CE Recommended			
Municipality	FY20 Property Tax Duplication	Additional County Grant	FY20 Total*
Brookeville	$7,321	$746	$8,067
Chevy Chase, Sec. III	$28,896	$2,618	$31,513
Chevy Chase View	$37,376	$3,899	$41,275
Chevy Chase Village	$89,264	$11,261	$100,524
Town of Chevy Chase	$114,148	$17,521	$131,669
Drummond	$4,177	$436	$4,613
Friendship Heights	$92,057	$3,188	$95,245
Gaithersburg	$1,114,059	$92,508	$1,206,567
Garrett Park	$43,895	$4,472	$48,367
Glen Echo	$18,798	$1,964	$20,762
Kensington	$138,745	$18,064	$156,809
Laytonsville	$13,796	$497	$14,293
Martin's Additions	$24,295	$2,538	$26,832
North Chevy Chase	$22,866	$2,330	$25,195
Oakmont	$2,968	$310	$3,278
Poolesville	$218,740	$10,196	$228,936
Rockville	$2,408,425	$1,324	$2,409,750
Somerset	$48,841	$7,332	$56,173
Takoma Park	$979,718	$2,533,926	$3,513,643
Washington Grove	$40,674	$4,248	$44,922
TOTAL	**$5,449,060**	**$2,719,376**	**$8,168,435**

* This does not include the estimated Municipalities' Speed Camera Allocation of $145,895.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**8,322,008**	**0.00**
Decrease Cost: Reduce Projected Speed Camera Payments	(7,678)	0.00
FY20 Recommended	**8,314,330**	**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 manages this account with the assistance of the County Attorney. All bills are reviewed to determine the appropriateness of the medical expense reimbursement and to assess the responsible party for the medical expense.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	20,000	0.00
FY20 Recommended	20,000	0.00

Public Elections Fund

Article IV of Chapter 16 of the County Code requires the Director of Finance to create a Public Election Fund to provide public campaign financing for qualified candidates for County Executive or County Council. The law is intended to encourage more candidates who do not have access to large contributions from interest groups or individuals to run for County elective offices. This NDA provides for the distribution of public contributions to qualified candidates in a contested election.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	0	0.00
FY20 Recommended	0	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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	20,000	0.00
FY20 Recommended	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. Due to exponential growth in expected retiree health costs, the County had determined the cost of funding these benefits, which were being paid out as the bills came due, would become unaffordable. Setting aside money now and investing it in a Trust Fund, which is invested in a similar manner as the pension fund, not only is a prudent and responsible approach but will result in significant savings over the long term.

The County's approach 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 Actuarially Determined Contribution or "ADC", normally consists of two pieces - the annual amount the County would usually pay out for health benefits for current retirees (the pay-as-you-go amount), plus the additional amount estimated to fund retirees' future health benefits (the pre-funding portion). The pay-as-you-go amount can be reasonably projected based on known facts about current retirees, and the pre-funding portion is estimated on an actuarial basis.

The County's policy is to pay the full amount of ADC each year. In FY11, the County Council enacted Bill 17-11 which established the Consolidated Retiree Health Benefits Trust. The Bill amended existing law and provided a funding mechanism to pay for other post employment benefits (OPEB) for employees of 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 has reduced retiree drug insurance costs and the County's OPEB liability. The County achieved full pre-funding in FY15, consistent with Council resolution No. 16-555. In FY19, these contributions were budgeted at $43.6 million (County General Fund), $79.4 million (MCPS Consolidated Trust), and $2.8 million (Montgomery College Consolidated Trust). Due to a significant shortfall of originally estimated tax revenues, the County initiated several cost containment measures to restore current year reserves. On a one-time basis, the County will reduce FY19 pre-funding to the Consolidated Trust by $89.6 million.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**43,562,660**	**0.00**
Decrease Cost: County Contribution Based on Actuarial Valuation	(8,881,830)	0.00
FY20 Recommended	**34,680,830**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**17,417,251**	**0.00**
Increase Cost: Risk Management Adjustment	2,374,272	0.00
FY20 Recommended	**19,791,523**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**415,000**	**0.00**
Increase Cost: Rockville Parking District	5,000	0.00
FY20 Recommended	**420,000**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**2,884,990**	**0.00**
Increase Cost: Additional Contingency Funding based on Historical Actuals	5,000,000	0.00
FY20 Recommended	**7,884,990**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**60,756**	**0.00**
FY20 Recommended	**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).

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**3,565,615**	**0.00**
FY20 Recommended	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,520,522**	**0.00**
Increase Cost: State Retirement Contribution	75,838	0.00
FY20 Recommended	**1,596,360**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**164,058**	**0.00**
Increase Cost: Formula Projection Adjustment	24,271	0.00
FY20 Recommended	**188,329**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,028,342**	**0.00**
Increase Cost: Formula Projection Adjustment	98,423	0.00
FY20 Recommended	**1,126,765**	**0.00**

Telecommunications

This NDA provides the operating expenses appropriations for telecommunication charges incurred by departments, including land-line charges and Private Branch Exchange System (PBX) maintenance and support charges. Prior to FY17, the Department of Technology Services charged individual departments and funds for expenses incurred.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**5,356,382**	**0.00**
FY20 Recommended	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**175,000**	**0.00**
FY20 Recommended	**175,000**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**23,305,090**	**0.00**
Decrease Cost: Align fund with historical usage and further anticipated reduced need.	(3,200,000)	0.00
FY20 Recommended	**20,105,090**	**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.

FY20 Recommended Changes	Expenditures	FTEs
FY19 Approved	**1,809,594**	**0.00**
FY20 Recommended	**1,809,594**	**0.00**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	571,552	2,149,601	623,011	2,226,225	3.6 %
Employee Benefits	91,066	126,338	121,726	136,675	8.2 %
County General Fund Personnel Costs	**662,618**	**2,275,939**	**744,737**	**2,362,900**	**3.8 %**
Operating Expenses	230,449,236	300,683,989	223,479,803	313,160,583	4.2 %
Capital Outlay	0	0	0	123,861	—
County General Fund Expenditures	**231,111,854**	**302,959,928**	**224,224,540**	**315,647,344**	**4.2 %**

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
PERSONNEL					
Full-Time	17	18	18	20	11.1 %
Part-Time	0	0	0	0	—
FTEs	4.21	4.64	4.64	6.38	37.5 %
REVENUES					
Conference Center - Net Proceeds	2,050,075	1,300,000	2,000,000	2,000,000	53.8 %
Conference Center - Rental Income	319,100	319,100	319,100	319,100	—
Indirect Costs: Grants	32	0	0	0	—
Miscellaneous Revenues	0	51,908	596,199	431,171	730.6 %
Property Rentals	3,694,789	3,850,000	3,850,000	3,850,000	—
County General Fund Revenues	**6,063,996**	**5,521,008**	**6,765,299**	**6,600,271**	**19.5 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	0	619,888	619,888	619,888	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**619,888**	**619,888**	**619,888**	**—**
Operating Expenses	0	20,000,000	20,000,000	20,000,000	—
Grant Fund - MCG Expenditures	**0**	**20,619,888**	**20,619,888**	**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	**231,111,854**	**323,579,816**	**244,844,428**	**336,267,232**	**3.9 %**
Total Full-Time Positions	**17**	**18**	**18**	**20**	**11.1 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**4.21**	**4.64**	**4.64**	**6.38**	**37.5 %**
Total Revenues	**29,740,384**	**25,521,008**	**26,765,299**	**26,600,271**	**4.2 %**

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
Arts and Humanities Council	5,356,943	0.00	5,356,943	0.00
Boards, Committees and Commissions	22,950	0.00	22,950	0.00

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
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 Executive	8,761,504	0.00	9,101,019	0.00
Community Grants: County Council	3,521,964	0.00	3,521,964	0.00
Compensation and Employee Benefit Adjustments	2,812,598	1.31	2,753,418	1.05
Conference and Visitors Bureau	1,556,519	0.00	1,584,260	0.00
Conference Center	601,464	1.00	662,514	1.00
Consolidated Retiree Health Benefit Trust - College	2,845,000	0.00	5,391,000	0.00
Consolidated Retiree Health Benefit Trust - MCPS	79,405,000	0.00	78,533,000	0.00
County Associations	74,728	0.00	74,728	0.00
Device Client Management	7,206,200	0.00	8,006,200	0.00
Early Care and Education	0	0.00	7,000,000	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	41,642,478	0.00	46,113,000	0.00
Historical Activities	135,000	0.00	150,000	0.00
Homeowners' Association Road Maintenance Reimburse	62,089	0.00	62,089	0.00
Housing Opportunities Commission	6,680,270	0.00	6,788,049	0.00
Inauguration and Transition	50,000	0.00	0	0.00
Incubator Programs - Economic Development Partnership	3,584,971	0.00	2,592,917	1.00
Independent Audit	420,820	0.33	425,810	0.33
Innovation Fund	0	0.00	2,000,000	0.00
Interagency Technology, Policy, and Coordination Commission	5,850	0.00	3,000	0.00
Leases	19,744,573	0.00	21,179,577	0.00
Legislative Branch Communications Outreach	540,000	2.00	890,000	3.00
Metro Washington Council of Governments	876,710	0.00	1,582,391	0.00
Montgomery Coalition for Adult English Literacy	1,757,058	0.00	1,757,058	0.00
Montgomery County Economic Development Corporation	5,007,750	0.00	5,007,750	0.00
Montgomery County Employee Retirement Plans	0	0.00	0	0.00
Motor Pool Fund Contribution	876,939	0.00	187,861	0.00
Municipal Tax Duplication	8,322,008	0.00	8,314,330	0.00
Prisoner Medical Services	20,000	0.00	20,000	0.00
Public Elections Fund	0	0.00	0	0.00
Public Technology, Inc.	20,000	0.00	20,000	0.00
Retiree Health Benefits Trust	43,562,660	0.00	34,680,830	0.00
Risk Management (General Fund)	17,417,251	0.00	19,791,523	0.00
Rockville Parking District	415,000	0.00	420,000	0.00
Snow Removal and Storm Cleanup	2,884,990	0.00	7,884,990	0.00
State Positions Supplement	60,756	0.00	60,756	0.00

PROGRAM SUMMARY

Program Name	FY19 APPR Expenditures	FY19 APPR FTEs	FY20 REC Expenditures	FY20 REC FTEs
State Property Tax Services	3,565,615	0.00	3,565,615	0.00
State Retirement Contribution	1,520,522	0.00	1,596,360	0.00
Takoma Park Library Annual Payments	164,058	0.00	188,329	0.00
Takoma Park Police Rebate	1,028,342	0.00	1,126,765	0.00
Telecommunications	5,356,382	0.00	5,356,382	0.00
Vision Zero	175,000	0.00	175,000	0.00
Working Families Income Supplement	23,305,090	0.00	20,105,090	0.00
WorkSource Montgomery, Inc	1,809,594	0.00	1,809,594	0.00
Total	**323,579,816**	**4.64**	**336,267,232**	**6.38**

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Utilities

RECOMMENDED FY20 BUDGET	FULL TIME EQUIVALENTS
$25,977,301	0.00

DAVID DISE, DIRECTOR

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.

The Department of General Services manages the payment for over 1,500 separately metered utility accounts for these County facilities, streetlights, and traffic control signalized intersections.

ACCOMPLISHMENTS

- The County has installed 7.6 megawatts of solar and other clean energy technologies on County facilities. To date, the program has produced enough clean energy to power more than 800 homes and lowering greenhouse gas emissions as much as planting 192,000 trees.
- Installed microgrids at the Public Safety Headquarters and the Montgomery County Correctional Facility that now produce clean energy and low-carbon energy to meet the energy needs of these crucial facilities, and enable them to operate independent of the energy grid during normal operations and prolonged power outages.

BUDGET OVERVIEW

The FY20 Recommended Budget for the tax-supported Utilities NDA is $25,997,301, a decrease of $258,445 or one percent from the FY19 Approved Budget of $26,235,746. Allocation of these utilities expenditures is approximately: electricity, 79.8 percent; natural gas, 7.4 percent; water and sewer, 12.1 percent; fuel oil, 0.3 percent; and propane, 0.2 percent.

The FY20 Recommended Budget includes County government utilities expenditures for both tax and non-tax supported operations. Tax-supported utilities expenditures related to the General Fund departments are budgeted in the Utilities NDA, while utilities expenditures related to special fund departments are budgeted in those funds. Some of these special funds, such as Recreation and portions of the Department of Transportation, are tax supported. Other special funds, such as Solid Waste, are supported through user fees or charges for services, instead of through taxes.

Utilities expenditures are also found in the budgets of other County agencies: Montgomery County Public Schools (MCPS), Montgomery College, the Washington Suburban Sanitary Commission (WSSC), and the Maryland-National Capital Park and Planning Commission (M-NCPPC). The total budget request for these outside agencies is $71,157,286 which includes the entire bi-county area of WSSC.

The FY20 Recommended tax supported budget for Utilities Management, including both the General Fund NDA ($25,977,301) and the other tax supported funds ($3,883,272), is $29,860,573, a decrease of $133,618 or approximately 0.4 percent below the FY19 Approved utilities budget. The FY20 Recommended Budget for non-tax supported utilities expenditures is $4,906,775, a decrease of $236,758 or approximately 4.6 percent below the FY19 Approved Budget.

Increased utilities expenditures result primarily from greater consumption due to new facilities or services, increased rates, and in some cases a more precise alignment of budgeted costs with actual prior year expenditures by utility type. Energy conservation and cost-saving measures (e.g., new building design, lighting technology, energy, and HVAC management systems) help offset increased utility consumption or unit costs.

Unleaded gasoline, diesel, and compressed natural gas fuels are purchased from various providers, and are budgeted in the Department of General Services, Division of Fleet Management Services; not the General Fund Utilities NDA.

The following is a description of utility service requirements for departments which receive tax or non-tax supported appropriations for utilities expenditures. The utilities expenditures for the non-tax supported operations are appropriated within their respective operating funds but are described in the combined utilities presentation for reader convenience.

TAX SUPPORTED

Department of General Services

The Department of General Services is responsible for managing all utilities for general County operations including all County office buildings, police stations, libraries, health and human services facilities, correctional facilities, maintenance buildings, and warehouses.

Department of Transportation

The Department of Transportation manages all County streetlights, traffic signals, traffic count stations, and flashing school signs. The utilities expenditures for these devices are budgeted here as this Department designs, installs, controls, and maintains them. In addition, minimal utility costs for the Operations Center and Highway Maintenance Depots are budgeted in the Traffic Engineering component of the General Fund NDA.

Division of Transit Services - Mass Transit

The Department of Transportation Mass Transit Facilities Fund supports all utilities associated with the Ride On transit centers and Park and Ride Lots.

Department of Recreation

The Department of Recreation funds all utility costs for its recreational facilities located throughout the County, such as swimming pools, community recreation centers, and senior centers.

Urban Districts

Urban District utilities are supported by Urban District Funds.

NON-TAX SUPPORTED

Fleet Management Services

The Department of General Services - Fleet Management Services utility expenditures are displayed in the Special Fund Agencies - Non-Tax Supported section, to reflect that Fleet Management Services expenditures are appropriated in the budgets of other departments, and are not appropriated in Fleet Services.

The Department of General Services - Fleet Management Services Motor Pool Internal Service Fund supports all utilities associated with the vehicle maintenance garages in Rockville, Silver Spring, and Gaithersburg. Fuel for the County's fleet is also budgeted in that special fund, but these costs are not included in the utilities expenditures displayed in this section.

Parking Districts

The Parking Districts fund utility expenditures associated with the operation of all County-owned parking garages and parking lots.

Liquor Control

The Department of Liquor Control funds utility expenditures associated with the operation of the liquor warehouse, administrative offices, and the County operated retail liquor stores.

Department of Environmental Protection, Solid Waste Services

Solid Waste Services funds utility expenditures associated with the operation of the County's Solid Waste Management System. Utilities expenditures associated with the operation of the Oaks Sanitary Landfill maintenance building, the County's Recycling Center, the Resource Recovery Facility, and most of the Solid Waste Transfer Station are currently the responsibility of the operators. Only the site office and maintenance depot costs continue to be budgeted as an identifiable utilities expenditure in the Solid Waste Disposal Fund.

Other Agencies

Utilities for MCPS, Montgomery College, WSSC (bi-county), and M-NCPPC are displayed in the charts on the following pages. These are the amounts requested in the budgets of those agencies.

COUNTY PRIORITY OUTCOMES

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

- **Easier Commutes**
- **Safe Neighborhoods**

PROGRAM CONTACTS

Contact Angela Dizelos of the Department of General Services/Utilities Management at 240.777.6028 or Bruce Meier of the Office of Management and Budget at 240.777.2785 for more information regarding this department's operating budget.

BUDGET SUMMARY

	Actual FY18	Budget FY19	Estimate FY19	Recommended FY20	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
County General Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	24,662,067	26,235,746	25,780,746	25,977,301	-1.0 %
County General Fund Expenditures	**24,662,067**	**26,235,746**	**25,780,746**	**25,977,301**	**-1.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

FY20 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY19 ORIGINAL APPROPRIATION	**26,235,746**	**0.00**
Other Adjustments (with no service impacts)		
Increase Cost: New facilities: Wheaton Library/Recreation Center, Kensington Fire Station addition, and Glen Echo Park [Utilities]	356,555	0.00
Decrease Cost: Energy Efficiency Savings [Utilities]	(615,000)	0.00
FY20 RECOMMENDED	**25,977,301**	**0.00**

FUTURE FISCAL IMPACTS

CE RECOMMENDED ($000S)

Title	FY20	FY21	FY22	FY23	FY24	FY25
COUNTY GENERAL FUND						
EXPENDITURES						
FY20 Recommended	**25,977**	**25,977**	**25,977**	**25,977**	**25,977**	**25,977**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**25,977**	**25,977**	**25,977**	**25,977**	**25,977**	**25,977**

	B	J	K	M	N	O	P	Q
3	**COUNTY UTILITIES EXPENDITURES**							
4	**EXPENDITURES BY DEPARTMENT/AGENCY**							
5		ACTUAL	ACTUAL	ACTUAL	APPROVED	RECOMMENDED	CHANGE	% CHANGE
6		FY16	FY17	FY18	FY19	FY20	BUD/REC	BUD/REC
7								
8	**COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS**							
9								
10	NON-DEPARTMENTAL ACCOUNT							
11	Facilities	16,370,971	16,610,750	16,038,874	17,518,550	17,260,105	(258,445)	-1.5%
12	Traffic Signals and Streetlighting	8,264,104	8,992,294	8,480,641	8,717,196	8,717,196	0	0.0%
13	GENERAL FUND NDA EXPENDITURES	24,635,075	25,603,044	24,519,514	26,235,746	25,977,301	(258,445)	-1.0%
14								
15	OTHER TAX SUPPORTED OPERATIONS							
16	Transit Services	87,135	147,363	145,044	176,200	128,700	(47,500)	-27.0%
17	Recreation	3,473,928	3,675,506	3,661,407	3,582,245	3,754,572	172,327	4.8%
18	SUBTOTAL	3,561,063	3,822,869	3,806,451	3,758,445	3,883,272	124,827	3.3%
19	TOTAL TAX SUPPORTED	28,196,138	29,425,913	28,325,965	29,994,191	29,860,573	(133,618)	-0.4%
20								
21	**COUNTY GOVERNMENT NON-TAX SUPPORTED OPERATIONS**							
22	Fleet Management Services	1,089,543	997,885	1,034,918	1,630,392	1,630,392	0	0.0%
23	Parking Districts	2,457,322	2,441,011	2,486,172	2,609,921	2,369,921	(240,000)	-9.2%
24	Liquor Control	737,033	713,674	715,910	725,810	725,810	0	0.0%
25	Solid Waste Services	154,690	160,147	122,019	177,410	180,652	3,242	1.8%
26	TOTAL NON-TAX SUPPORTED	4,438,588	4,312,717	4,359,019	5,143,533	4,906,775	(236,758)	-4.6%
27								
28	**SUMMARY - COUNTY GOVERNMENT**							
29	TOTAL TAX SUPPORTED	28,196,138	29,425,913	28,325,965	29,994,191	29,860,573	(133,618)	-0.4%
30	TOTAL NON-TAX SUPPORTED	4,438,588	4,312,717	4,359,019	5,143,533	4,906,775	(236,758)	-4.6%
31	TOTAL COUNTY GOVERNMENT	32,634,726	33,738,630	32,684,984	35,137,724	34,767,348	(370,376)	-1.1%
32								
33	**OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS**							
34	Montgomery County Public Schools	35,805,654	37,634,363	38,544,627	38,957,476	40,062,130	1,104,654	2.8%
35	Montgomery College	7,727,604	7,540,902	7,533,147	8,714,025	7,830,311	(883,714)	-10.1%
36	Washington Suburban Sanitary Commission	22,482,138	22,510,591	20,302,204	20,576,949	19,784,417	(792,532)	-3.9%
37	M-NCPPC	3,165,699	3,182,797	3,223,435	3,576,706	3,480,428	(96,278)	-2.7%
38	TOTAL OTHER AGENCIES EXPENDITURES	69,181,095	70,868,653	69,603,413	71,825,156	71,157,286	(667,870)	-0.9%
39	**TOTAL UTILITIES EXPENDITURES**	101,815,821	104,607,283	102,288,397	106,962,880	105,924,634	(1,038,246)	-1.0%

COUNTY UTILITIES EXPENDITURES

EXPENDITURES BY ENERGY SOURCE

	ACTUAL FY16	ACTUAL FY17	ACTUAL FY18	APPROVED FY19	RECOMMENDED FY20	CHANGE BUDGET/REC	% CHANGE BUDGET/REC
COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS							
NON-DEPARTMENTAL ACCOUNT							
Electricity	21,238,018	21,301,895	20,408,033	20,996,761	20,738,316	(258,445)	-1.2%
Water & Sewer	1,818,926	2,470,869	2,122,577	3,153,116	3,153,116	0	0.0%
Fuel Oil	40,889	51,196	6,091	91,829	91,829	0	0.0%
Natural Gas	1,514,689	1,747,702	1,962,939	1,930,638	1,930,638	0	0.0%
Propane	22,553	31,382	19,874	63,402	63,402	0	0.0%
GENERAL FUND NDA EXPENDITURES	24,635,075	25,603,044	24,519,514	26,235,746	25,977,301	(258,445)	-1.0%
OTHER TAX SUPPORTED OPERATIONS							
Electricity	2,421,671	2,655,166	2,438,611	2,540,406	2,725,233	184,827	7.3%
Water & Sewer	661,955	670,521	797,245	533,822	533,822	0	0.0%
Fuel Oil	3,051	4,791	11,135	9,628	9,628	0	0.0%
Natural Gas	423,994	449,634	496,852	616,679	556,679	(60,000)	-9.7%
Propane	50,392	42,757	62,608	57,910	57,910	0	0.0%
SUBTOTAL	3,561,063	3,822,869	3,806,451	3,758,445	3,883,272	124,827	3.3%
TOTAL TAX SUPPORTED	28,196,138	29,425,913	28,325,965	29,994,191	29,860,573	(133,618)	-0.4%
NON-TAX SUPPORTED OPERATIONS							
Electricity	4,036,045	3,831,897	3,832,139	4,561,911	4,324,086	(237,825)	-5.2%
Water & Sewer	142,969	179,439	204,921	222,009	222,760	751	0.3%
Fuel Oil	1279	1,592	3,617	4,078	4,162	84	2.1%
Natural Gas	258,265	299,544	318,342	354,495	354,727	232	0.1%
Propane	30	0	0	1,040	1,040	0	0.0%
TOTAL NON-TAX SUPPORTED	4,438,588	4,312,472	4,359,019	5,143,533	4,906,775	(236,758)	-4.6%
SUMMARY - COUNTY GOVERNMENT							
Electricity	27,695,734	27,788,958	26,678,783	28,099,078	27,787,635	(311,443)	-1.1%
Water & Sewer	2,623,850	3,320,829	3,124,743	3,908,947	3,909,698	751	0.0%
Fuel Oil	45,219	57,579	20,843	105,535	105,619	84	0.1%
Natural Gas	2,196,948	2,496,880	2,778,133	2,901,812	2,842,044	(59,768)	-2.1%
Propane	72,975	74,139	82,482	122,352	122,352	0	0.0%
TOTAL COUNTY GOVERNMENT	32,634,726	33,738,385	32,684,984	35,137,724	34,767,348	(370,376)	-1.1%
OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS							
Electricity	57,131,969	57,578,814	55,090,789	56,855,018	56,087,554	(767,464)	-1.3%
Water & Sewer	5,088,182	6,484,799	6,344,748	6,877,899	7,238,591	360,692	5.2%
Fuel Oil	34,198	57,738	312,692	131,042	126,492	(4,550)	-3.5%
Natural Gas	6,749,514	6,504,738	7,552,826	7,734,291	7,397,292	(336,999)	-4.4%
Propane	177,232	242,564	302,358	226,906	307,357	80,451	35.5%
SUBTOTAL	69,181,095	70,868,653	69,603,413	71,825,156	71,157,286	(667,870)	-0.9%
TOTAL UTILITIES EXPENDITURES							
Electricity	84,827,703	85,367,772	81,769,572	84,954,096	83,875,189	(1,078,907)	-1.3%
Water & Sewer	7,712,032	9,805,628	9,469,491	10,786,846	11,148,289	361,443	3.4%
Fuel Oil	79,417	115,317	333,535	236,577	232,111	(4,466)	-1.9%
Natural Gas	8,946,462	9,001,618	10,330,959	10,636,103	10,239,336	(396,767)	-3.7%
Propane	250,207	316,703	384,840	349,258	429,709	80,451	23.0%
TOTAL UTILITIES EXPENDITURES	101,815,821	104,607,038	102,288,397	106,962,880	105,924,634	(1,038,246)	-1.0%

Multi-Agency Summary Schedules

The multi-agency summary schedules include data for Montgomery County Government (MCG), Montgomery County Public Schools (MCPS), Montgomery College, Maryland-National Capital Park and Planning Commission (M-NCPPC), and for Debt Service. Not included are: the Washington Suburban Sanitary Commission (WSSC), the Housing Opportunities Commission (HOC), and the Montgomery County Revenue Authority.

SCHEDULE A, FISCAL SUMMARY BY FUND

This schedule presents information organized by tax supported funds, special funds, and enterprise (self-supporting) funds. More detail is shown for Montgomery County Government, which has more special funds, than is shown for the other agencies. Fund balances expected to be available to fund the coming budget are shown, along with the new revenues estimated for that year, the inter-fund transfers that affect the net revenue available, the County Council's approved appropriations, and the fund balances projected to be on hand at the end of the coming year.

SCHEDULE A-1, BUDGET SUMMARY BY AGENCY

This schedule displays a summary by agency, separating tax supported, grant supported, and self-supported fund appropriations for the coming fiscal year, and comparing them to the current fiscal year.

SCHEDULE A-2, TAX SUPPORTED FUND BALANCES

This schedule summarizes the estimated fund balances for the end of the current fiscal year and the next fiscal year for all tax supported funds.

SCHEDULE A-3, CAPITAL IMPROVEMENTS PROGRAM CURRENT REVENUE REQUIREMENTS

This schedule displays the current revenue requirements of County agencies, by fund, across the years of the Capital Improvements Program (CIP). Each year, specific CIP projects are funded with current revenues rather than with general obligation bonds or other revenue sources. The current revenue amount also includes pay as you go (PAYGO) contributions made as direct offsets to debt obligations to maintain the County's debt within safe boundaries. Inflation is an unallocated amount to cover increased costs due to inflation.

SCHEDULE A-4, FISCAL SUMMARY BY FUND

This schedule displays resources and use of resources data for all funds, including beginning and ending fund balance,

revenues, transfers, expenditures, appropriations, and claims on fund.

SCHEDULE A-5, INTER-FUND TRANSFERS

This schedule shows more detailed information concerning transfers to and from each fund by agency and fund type (tax or non-tax supported).

SCHEDULE A-6, CONTRIBUTIONS TO/FROM OTHER FUNDS

This schedule displays necessary movements of funds between agencies to support appropriations.

Schedule A

FY20 RECOMMENDED FISCAL SUMMARY BY FUND ($000)

(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)
						FY20 Operating Budget					
Agencies By Fund	FY19 Est Fund Bal	FY20 Est Revenue	Net Inter-Fund Transfers	FY20 Total Resources	CIP Current Revenue & PAYGO	GO & LTL Debt Service	Agy/Fund Approp.	Total Approp.	Total Use of Approp.	Designated Fund Balance	FY20 Projected Fund Bal.
GENERAL FUND: TAX SUPPORTED											
County Government	166,416	3,548,385	(338,327)	3,376,474	35,392	227,823	1,274,062	1,501,885	1,537,277	14,000	0
Debt Service: Non-Agency	0	21,593	401,646	423,239	0	11,734	0	11,734	11,734	0	0
Montgomery County Public Schools	25,000	738,083	0	763,083	3,888	154,899	2,483,700	2,638,598	2,642,486	0	0
Montgomery College	7,517	115,163	1,500	124,180	13,584	27,855	262,402	290,258	303,842	0	0
SUBTOTAL GENERAL FUND	**198,933**	**4,423,224**	**64,819**	**4,686,976**	**52,864**	**422,311**	**4,020,164**	**4,442,475**	**4,495,339**	**14,000**	**177,637**
OTHER FUNDS: TAX SUPPORTED											
County Government											
Urban Districts	503	2,338	6,520	9,361	0	0	9,128	9,128	9,128	0	232
Fire	(2,481)	238,701	(12,196)	224,023	1,011	0	222,882	222,882	223,893	0	130
Mass Transit	(4,899)	205,627	(46,927)	153,801	14,664	0	138,873	138,873	153,537	0	264
Recreation	1,102	52,121	(13,244)	39,979	0	0	39,933	39,933	39,933	0	46
Economic Development	0	293	5,186	5,480	0	0	5,480	5,480	5,480	0	0
M-NCPPC	5,602	138,159	(1,930)	141,831	350	7,270	129,266	136,536	136,886	0	4,946
SUBTOTAL OTHER TAX SUPPORTED	**(173)**	**637,239**	**(62,591)**	**574,475**	**16,025**	**7,270**	**545,562**	**552,831**	**568,856**	**0**	**5,618**
TOTAL AVAIL. TAX SUPPORTED	**198,760**	**5,060,463**	**2,228**	**5,261,451**	**68,889**	**429,580**	**4,565,726**	**4,995,306**	**5,064,195**	**14,000**	**183,255**
Revenue Stabilization (Designated)	340,801	6,482	13,761	361,043	0	0	0	0	0	361,043	0
TOTAL TAX SUPPORTED (W RSF)	**539,561**	**5,066,945**	**15,988**	**5,622,494**	**68,889**	**429,580**	**4,565,726**	**4,995,306**	**5,064,195**	**375,043**	**183,255**
GRANT FUNDS											
County Government	0	118,992	0	118,992	0	0	119,612	119,612	119,612	0	(620)
Montgomery County Public Schools	0	87,075	0	87,075	0	0	87,075	87,075	87,075	0	0
Montgomery College	0	19,902	0	19,902	0	0	19,902	19,902	19,902	0	0
M-NCPPC	0	550	0	550	0	0	550	550	550	0	0
FEE SUPPORTED FUNDS											
Cable TV	67	26,572	(4,444)	22,194	4,430	0	16,393	16,393	20,823	0	1,371
Montgomery Housing Initiative	7,160	23,945	15,243	46,348	0	0	41,295	41,295	41,295	2,110	2,943
Water Quality Protection Fund	9,394	40,971	(8,400)	41,965	2,962	0	28,859	28,859	31,821	0	10,144
Recreation-NonTax Supported	2,000	8,100	(4,500)	5,600	0	0	3,600	3,600	3,600	0	2,000
ENTERPRISE FUNDS											
County Government											
Community Use of Public Facilities	4,772	12,031	(769)	16,034	613	0	11,959	11,959	12,572	32	3,430
Parking Districts	25,752	36,505	(5,311)	56,946	9,863	0	28,289	28,289	38,153	46	18,747
Permitting Services	14,474	45,976	(6,588)	53,862	0	0	42,019	42,019	42,019	252	11,591
Solid Waste Collection	(2,348)	8,884	(332)	6,204	0	0	9,590	9,590	9,590	11	(3,397)
Solid Waste Disposal	0	105,746	(12)	105,734	8,989	0	107,633	107,633	116,622	(10,093)	(794)
Vacuum Leaf Collection	394	8,016	(1,656)	6,753	0	0	6,539	6,539	6,539	0	215
Liquor Control	2,386	92,721	(28,401)	66,706	0	0	64,196	64,196	64,196	368	2,142
Non-Tax Supported Debt Service	0	0	15,986	15,986	0	15,986	0	15,986	15,986	0	0
Montgomery County Public Schools	12,916	66,962	9,800	89,678	0	0	76,762	76,762	76,762	0	12,916
Montgomery College	22,555	27,969	(1,736)	48,788	0	0	28,066	28,066	28,066	0	20,722
M-NCPPC	12,776	16,853	1,392	31,021	500	0	18,386	18,386	18,886	0	12,135
SUBTOTAL NON-TAX SUPPORTED	**112,296**	**747,770**	**(19,728)**	**840,338**	**27,357**	**15,986**	**710,724**	**726,709**	**754,067**	**(7,275)**	**93,546**

FY20 RECOMMENDED FISCAL SUMMARY BY FUND ($000)

TOTAL BUDGET (with Revenue Stabilization)	**651,857**	**5,814,715**	**(3,740)**	**6,462,832**	**96,246**	**445,566**	**5,276,450**	**5,722,016**	**5,818,262**	**367,769**	**276,801**

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				
FY19 Approved	1,627.2	119.1	339.9	2,086.2
FY20 Recommended	1,690.4	119.6	360.4	2,170.3
Percent Change From FY19	3.9%	0.4%	6.0%	4.0%
MONTGOMERY COUNTY PUBLIC SCHOOLS				
FY19 Approved	2,444.1	83.7	68.6	2,596.4
FY20 Recommended	2,483.7	87.1	76.8	2,647.5
Percent Change From FY19	1.6%	4.0%	11.8%	2.0%
MONTGOMERY COLLEGE				
FY19 Approved	265.5	21.9	28.6	316.0
FY20 Recommended	262.4	19.9	28.1	310.4
Percent Change From FY19	-1.2%	-9.2%	-1.8%	-1.8%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION				
FY19 Approved	128.3	0.6	17.8	146.6
FY20 Recommended	129.3	0.6	18.4	148.2
Percent Change From FY19	0.8%	----	3.3%	1.1%
ALL AGENCIES WITHOUT DEBT SERVICE				
FY19 Approved	4,465.1	225.3	454.9	5,145.2
FY20 Recommended	4,565.7	227.1	483.6	5,276.4
Percent Change From FY19	2.3%	0.8%	6.3%	2.6%
DEBT SERVICE: GENERAL OBLIGATION & LONG TERM LEASES				
FY19 Approved	420.0		15.7	435.7
FY20 Recommended	430.5		16.0	446.5
Percent Change From FY19	2.5%	----	2.1%	2.5%
TOTAL BUDGETS				
FY19 Approved	4,885.1	225.3	470.5	5,580.9
FY20 Recommended	4,996.2	227.1	499.6	5,722.9
Percent Change From FY19	2.3%	0.8%	6.2%	2.5%

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Schedule A-2

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY19

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
Beginning Fund Balance	102,697,741	199,612	(50,524)	155,270	0	3,340,793	(14,591,542)
Revenues	3,449,301,149	893,955	1,118,997	252,372	0	166,857,158	235,400,587
Net Transfers	(336,899,884)	2,309,178	2,862,304	1,790,801	0	(41,840,158)	6,494,096
TOTAL RESOURCES	3,215,099,006	3,402,745	3,930,777	2,198,443	0	128,357,793	227,303,141
Contributions	(1,851,361,372)	0	0	0	0	0	0
To CIP: Current Revenue	(60,381,000)	0	0	0	0	1,533,000	(99,000)
Expenditures	(1,140,940,774)	(3,289,515)	(3,783,267)	(1,956,196)	0	(134,789,673)	(229,685,536)
TOTAL USE OF RESOURCES	(3,052,683,146)	(3,289,515)	(3,783,267)	(1,956,196)	0	(133,256,673)	(229,784,536)
ESTIMATED FY19 ENDING FUND BALANCE	162,415,860	113,230	147,510	242,247	0	(4,898,880)	(2,481,395)
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	4,000,000	0	0	0	0	0	0
Less Claims on Fund Balance	0	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY20	**166,415,860**	**113,230**	**147,510**	**242,247**	**0**	**(4,898,880)**	**(2,481,395)**

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY20

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
Beginning Fund Balance	166,415,860	113,230	147,510	242,247	0	(4,898,880)	(2,481,395)
Revenues	3,548,385,190	923,392	1,153,131	261,217	0	205,626,694	238,700,863
Net Transfers	(338,327,045)	2,348,585	2,533,484	1,637,736	0	(46,926,982)	(12,196,350)
TOTAL RESOURCES	3,376,474,005	3,385,207	3,834,125	2,141,200	0	153,800,832	224,023,118
Contributions	(1,863,350,512)	0	0	0	0	0	0
To CIP: Current Revenue	(52,864,000)	0	0	0	0	(14,664,000)	(1,011,000)
Expenditures	(1,274,062,218)	(3,301,769)	(3,738,309)	(2,088,360)	0	(138,872,591)	(222,882,296)
TOTAL USE OF RESOURCES	(3,190,276,730)	(3,301,769)	(3,738,309)	(2,088,360)	0	(153,536,591)	(223,893,296)
ESTIMATED FY20 ENDING FUND BALANCE	186,197,275	83,438	95,816	52,840	0	264,241	129,822
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	(1,000,000)	0	0	0	0	0	0
Less Claims on Fund Balance	(13,000,000)	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY21	**172,197,275**	**83,438**	**95,816**	**52,840**	**0**	**264,241**	**129,822**

Schedule A-2

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY19

Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
876,465	4,075,590	308,695,745	405,399,150	0	31,848,599	11,509,974	12,758,626	461,516,349
55,015,590	283,708	6,084,900	3,915,208,416	31,314,770	710,452,517	113,271,826	128,111,415	4,898,358,944
(17,053,534)	4,346,051	26,020,361	(351,970,785)	378,562,937	0	1,234,485	(1,756,739)	26,069,898
38,838,521	8,705,349	340,801,006	3,968,636,781	409,877,707	742,301,116	126,016,285	139,113,302	5,385,945,191
0	0	0	(1,851,361,372)	0	1,708,627,645	142,733,727	0	0
25,000	0	0	(58,922,000)	0	0	0	(350,000)	(59,272,000)
(37,761,861)	(8,705,349)	0	(1,560,912,171)	(409,877,707)	(2,425,928,761)	(261,232,785)	(133,161,036)	(4,791,112,460)
(37,736,861)	(8,705,349)	0	(3,471,195,543)	(409,877,707)	(717,301,116)	(118,499,058)	(133,511,036)	(4,850,384,460)
1,101,660	0	340,801,006	497,441,238	0	25,000,000	7,517,227	5,602,266	535,560,731
0	0	(340,801,006)	(340,801,006)	0	0	0	0	(340,801,006)
0	0	0	4,000,000	0	0	0	0	4,000,000
0	0	0	0	0	0	0	0	0
1,101,660	0	0	160,640,232	0	25,000,000	7,517,227	5,602,266	198,759,725

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY20

Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
1,101,660	0	340,801,006	501,441,238	0	25,000,000	7,517,227	5,602,266	539,560,731
52,121,347	293,448	6,481,740	4,053,947,022	21,592,690	738,082,832	115,163,206	138,159,164	5,066,944,914
(13,243,811)	5,186,165	13,760,673	(385,227,545)	401,645,950	0	1,500,000	(1,930,064)	15,988,341
39,979,196	5,479,613	361,043,419	4,170,160,715	423,238,640	763,082,832	124,180,433	141,831,366	5,622,493,986
0	0	0	(1,863,350,512)	0	1,720,616,785	142,733,727	0	0
0	0	0	(68,539,000)	0	0	0	(350,000)	(68,889,000)
(39,932,843)	(5,479,613)	0	(1,690,357,999)	(423,238,640)	(2,483,699,617)	(262,402,381)	(136,535,543)	(4,996,234,180)
(39,932,843)	(5,479,613)	0	(3,622,247,511)	(423,238,640)	(763,082,832)	(119,668,654)	(136,885,543)	(5,065,123,180)
46,353	0	361,043,419	547,913,204	0	0	4,511,779	4,945,823	557,370,806
0	0	(361,043,419)	(361,043,419)	0	0	0	0	(361,043,419)
0	0	0	(1,000,000)	0	0	0	0	(1,000,000)
0	0	0	(13,000,000)	0	0	0	0	(13,000,000)
46,353	0	0	172,869,785	0	0	4,511,779	4,945,823	182,327,387

Schedule A-3

CURRENT REVENUE REQUIREMENTS FOR THE CAPITAL IMPROVEMENTS PROGRAM

March 15, 2019

TAX SUPPORTED APPROPRIATIONS ($000s)	ACTUAL FY18 Exp	RECOMMENDED 6 YR	APPROVED FY19 Approp.	RECOMMENDED FY20 Approp.	RECOMMENDED FY21	RECOMMENDED FY22	RECOMMENDED FY23	RECOMMENDED FY24
GENERAL REVENUE SUPPORTED								
MCG	10,573	61,692	8,410	(1,396)	13,628	14,223	13,441	13,386
M-NCPPC PARKS	2,131	23,288	2,258	3,438	4,398	4,398	4,398	4,398
PUBLIC SCHOOLS (MCPS)	25,000	90,594	3,802	3,888	21,993	14,652	23,657	22,602
MONTGOMERY COLLEGE	12,709	85,581	11,661	13,584	15,084	15,084	15,084	15,084
HOC	-	8,100	1,250	1,350	1,750	1,250	1,250	1,250
CIP PAYGO - REGULAR	34,000	186,000	33,000	32,000	31,000	30,000	30,000	30,000
CIP PAYGO - RSF CONTRIBUTION	-	-	-	-	-	-	-	-
TOTAL CIP PAYGO	34,000	186,000	33,000	32,000	31,000	30,000	30,000	30,000
SUBTOTAL	84,413	455,255	60,381	52,864	87,853	79,607	87,830	86,720
OTHER TAX SUPPORTED								
MASS TRANSIT	19,691	94,665	(1,533)	14,664	17,052	10,657	27,178	26,647
FIRE CONSOLIDATED	-	22,073	99	1,011	5,616	5,116	5,116	5,115
M-NCPPC PARKS	350	2,100	350	350	350	350	350	350
RECREATION	-	(25)	(25)	-	-	-	-	-
URBAN DISTRICTS	-	-	-	-	-	-	-	-
ECONOMIC DEVELOPMENT FUND	-	11,000	-	-	5,500	5,500	-	-
SUBTOTAL	20,041	129,813	(1,109)	16,025	28,518	21,623	32,644	32,112
SUBTOTAL TAX SUPPORTED CURRENT REVENUE APPROPRIATION:	104,453	585,068	59,272	68,889	116,371	101,230	120,474	118,832
INFLATION	-	23,126	-	-	2,160	3,774	7,366	9,826
SUBTOTAL ALLOCATION:	-	23,126	-	-	2,160	3,774	7,366	9,826
TOTAL TAX SUPPORTED CURRENT REVENUE REQUIREMENT:	104,453	608,194	59,272	68,889	118,531	105,004	127,840	128,658

NON-TAX SUPPORTED EXPENDITURES ($000s)	ACTUAL FY18 Exp	RECOMMENDED 6 YR	APPROVED FY19	RECOMMENDED FY20	RECOMMENDED FY21	RECOMMENDED FY22	RECOMMENDED FY23	RECOMMENDED FY24
NON-TAX SUPPORTED								
MONTGOMERY HOUSING INITIATIVE	-	-	-	-	-	-	-	-
PARKING DISTRICTS	6,876	45,486	10,357	9,863	7,001	6,065	6,100	6,100
SOLID WASTE DISPOSAL	169	28,531	1,331	8,400	12,300	6,500	-	-
PERMITTING SERVICES	20,991	4,009	4,009			-	-	-
M-NCPPC ENTERPRISE FUND	2,012	7,686	4,125	500	2,661	400	-	-
CABLE TV FUND	3,040	25,727	4,520	4,430	4,249	4,176	4,176	4,176
WATER QUALITY PROTECTION CHARGE	13,943	26,237	5,090	3,228	4,306	4,186	5,396	4,031
CUPF		1,667	750	613	304	-	-	-
SUBTOTAL EXPENDITURES:	47,033	139,343	30,182	27,034	30,821	21,327	15,672	14,307
TOTAL CURRENT REVENUE REQUIREMENTS	151,486	747,537	89,454	95,923	149,352	126,331	143,512	142,965

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Schedule A-4

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government					
County General Fund					
BEGINNING FUND BALANCE	**118,366,481**	**132,980,862**	**102,697,741**	**166,415,860**	**25.1%**
REVENUES					
Taxes	3,169,198,185	3,344,777,587	3,307,795,675	3,407,265,073	1.9%
Licenses & Permits	11,256,619	12,688,000	12,432,460	12,919,260	1.8%
Charges for Services	10,125,100	9,861,388	10,422,132	10,293,133	4.4%
Fines & Forfeitures	29,660,686	28,672,650	34,443,867	35,452,650	23.6%
Intergovernmental	61,969,999	66,353,528	67,845,444	67,850,133	2.3%
Investment Income	463,356	89,190	1,467,040	1,562,720	1652.1%
Miscellaneous	10,855,948	11,383,458	14,894,531	13,042,221	14.6%
Total REVENUES	3,293,529,893	3,473,825,801	3,449,301,149	3,548,385,190	2.1%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	50,037,631	51,104,335	47,898,335	47,537,003	-7.0%
To Non-Tax Supported Funds	(24,870,444)	(25,059,464)	(25,059,464)	(27,039,046)	7.9%
From Tax Supported Funds	31,804,877	23,036,214	22,226,214	24,903,321	8.1%
To Tax Supported Funds	(321,032,435)	(340,750,819)	(355,348,112)	(357,011,854)	4.8%
From Internal Service Funds	27,359,360	11,537,012	11,537,012	0	-100.0%
To Revenue Stabilization Fund	(24,949,110)	(26,170,226)	(26,020,361)	(13,760,673)	-47.4%
To Component Units/Agencies	(10,801,310)	(6,533,508)	(12,133,508)	(12,955,796)	98.3%
Total NET INTER-FUND TRANSFERS	(272,451,431)	(312,836,456)	(336,899,884)	(338,327,045)	8.1%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
To Tax Supported Funds	(1,803,264,410)	(1,851,361,372)	(1,851,361,372)	(1,863,350,512)	0.6%
County Contribution to CIP Fund	(84,412,939)	(67,663,000)	(60,381,000)	(52,864,000)	-21.9%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	(1,887,677,349)	(1,919,024,372)	(1,911,742,372)	(1,916,214,512)	-0.1%
Total Resources	***1,251,767,594***	***1,374,945,835***	***1,303,356,634***	***1,460,259,493***	***6.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,148,037,783)	(1,224,862,173)	(1,140,940,774)	(1,274,062,218)	4.0%
Adjustment for Prior Year Encumbrances/Reserves	(1,032,070)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,149,069,853)	(1,224,862,173)	(1,140,940,774)	(1,274,062,218)	4.0%
CLAIMS ON FUND					
Set Aside: Future Needs	0	0	0	(13,000,000)	----
Designated Reserves	0	4,000,000	4,000,000	(1,000,000)	-125.0%
Total CLAIMS ON FUND	0	4,000,000	4,000,000	(14,000,000)	-450.0%
Total Use of Resources	***(1,149,069,853)***	***(1,220,862,173)***	***(1,136,940,774)***	***(1,288,062,218)***	***5.5%***
PROJECTED FUND BALANCE	**102,697,741**	**154,083,662**	**166,415,860**	**172,197,275**	**11.8%**
Bethesda Urban District					
BEGINNING FUND BALANCE	**168,219**	**180,356**	**199,612**	**113,230**	**-37.2%**
REVENUES					
Taxes	663,674	717,614	704,078	728,825	1.6%
Charges for Services	184,576	189,877	189,877	194,567	2.5%
Total REVENUES	848,250	907,491	893,955	923,392	1.8%
NET INTER-FUND TRANSFERS					

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
From Non-Tax Supported Funds	1,671,030	1,532,530	1,532,530	1,619,864	5.7%
From Tax Supported Funds	650,318	800,318	800,318	750,318	-6.2%
To Tax Supported Funds	(24,123)	(23,670)	(23,670)	(21,597)	-8.8%
Total NET INTER-FUND TRANSFERS	2,297,225	2,309,178	2,309,178	2,348,585	1.7%
Total Resources	***3,313,694***	***3,397,025***	***3,402,745***	***3,385,207***	***-0.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,114,084)	(3,313,905)	(3,289,515)	(3,301,769)	-0.4%
Adjustment for Prior Year Encumbrances/Reserves	2	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,114,082)	(3,313,905)	(3,289,515)	(3,301,769)	-0.4%
Total Use of Resources	***(3,114,082)***	***(3,313,905)***	***(3,289,515)***	***(3,301,769)***	***-0.4%***
PROJECTED FUND BALANCE	**199,612**	**83,120**	**113,230**	**83,438**	**0.4%**
Silver Spring Urban District					
BEGINNING FUND BALANCE	**292,450**	**167**	**(50,524)**	**147,510**	**88229.3%**
REVENUES					
Taxes	791,407	931,139	968,997	1,003,131	7.7%
Charges for Services	158,212	150,000	150,000	150,000	----
Total REVENUES	949,619	1,081,139	1,118,997	1,153,131	6.7%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,989,710	2,780,710	2,780,710	2,529,843	-9.0%
From Tax Supported Funds	539,660	539,660	539,660	539,660	----
To Tax Supported Funds	(423,230)	(458,066)	(458,066)	(536,019)	17.0%
Total NET INTER-FUND TRANSFERS	2,106,140	2,862,304	2,862,304	2,533,484	-11.5%
Total Resources	***3,348,209***	***3,943,610***	***3,930,777***	***3,834,125***	***-2.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,412,298)	(3,853,430)	(3,783,267)	(3,738,309)	-3.0%
Adjustment for Prior Year Encumbrances/Reserves	13,565	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,398,733)	(3,853,430)	(3,783,267)	(3,738,309)	-3.0%
Total Use of Resources	***(3,398,733)***	***(3,853,430)***	***(3,783,267)***	***(3,738,309)***	***-3.0%***
PROJECTED FUND BALANCE	**(50,524)**	**90,180**	**147,510**	**95,816**	**6.2%**
Wheaton Urban District					
BEGINNING FUND BALANCE	**455,885**	**5,198**	**155,270**	**242,247**	**4560.4%**
REVENUES					
Taxes	206,184	237,229	252,372	261,217	10.1%
Investment Income	0	7,250	0	0	-100.0%
Total REVENUES	206,184	244,479	252,372	261,217	6.8%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	24,358	36,537	36,537	36,537	----
From Tax Supported Funds	1,464,240	2,022,240	2,022,240	1,909,741	-5.6%
To Tax Supported Funds	(256,309)	(267,976)	(267,976)	(308,542)	15.1%
Total NET INTER-FUND TRANSFERS	1,232,289	1,790,801	1,790,801	1,637,736	-8.5%
Total Resources	***1,894,358***	***2,040,478***	***2,198,443***	***2,141,200***	***4.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,897,884)	(1,989,070)	(1,956,196)	(2,088,360)	5.0%
Adjustment for Prior Year Encumbrances/Reserves	158,796	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,739,088)	(1,989,070)	(1,956,196)	(2,088,360)	5.0%
Total Use of Resources	***(1,739,088)***	***(1,989,070)***	***(1,956,196)***	***(2,088,360)***	***5.0%***
PROJECTED FUND BALANCE	**155,270**	**51,408**	**242,247**	**52,840**	**2.8%**
Mass Transit					
BEGINNING FUND BALANCE	**14,348,879**	**7,112,641**	**3,340,793**	**(4,898,880)**	**-168.9%**

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
REVENUES					
Taxes	111,853,469	100,841,399	99,820,084	138,627,663	37.5%
Licenses & Permits	493,912	425,000	400,000	400,000	-5.9%
Charges for Services	27,332,338	25,870,081	24,795,017	24,756,974	-4.3%
Fines & Forfeitures	611,334	405,000	525,000	525,000	29.6%
Intergovernmental	40,409,503	40,325,861	41,317,057	41,317,057	2.5%
Investment Income	0	551,830	0	0	-100.0%
Miscellaneous	50,082	0	0	0	----
Total REVENUES	180,750,638	168,419,171	166,857,158	205,626,694	22.1%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(340,000)	0	0	0	----
From Tax Supported Funds	531,310	531,310	531,310	531,310	----
To Tax Supported Funds	(48,170,514)	(42,856,653)	(42,371,468)	(47,458,292)	10.7%
Total NET INTER-FUND TRANSFERS	(47,979,204)	(42,325,343)	(41,840,158)	(46,926,982)	10.9%
Total Resources	***147,120,313***	***133,206,469***	***128,357,793***	***153,800,832***	***15.5%***
CIP CURRENT REVENUE	***(19,690,519)***	***(494,000)***	***1,533,000***	***(14,664,000)***	***2868.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(128,017,336)	(132,517,047)	(134,789,673)	(138,872,591)	4.8%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	3,928,335	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(124,089,001)	(132,517,047)	(134,789,673)	(138,872,591)	4.8%
Total Use of Resources	***(143,779,520)***	***(133,011,047)***	***(133,256,673)***	***(153,536,591)***	***15.4%***
PROJECTED FUND BALANCE	**3,340,793**	**195,422**	**(4,898,880)**	**264,241**	**35.2%**
Fire					
BEGINNING FUND BALANCE	**(1,904,982)**	**(6,566,276)**	**(14,591,542)**	**(2,481,395)**	**-62.2%**
REVENUES					
Taxes	210,007,261	215,654,797	213,470,661	218,732,869	1.4%
Charges for Services	21,090,210	19,500,000	19,500,000	19,500,000	----
Intergovernmental	1,961,675	0	2,162,054	198,622	----
Investment Income	11,662	710,760	22,990	24,490	-96.6%
Miscellaneous	204,286	244,882	244,882	244,882	----
Total REVENUES	233,275,094	236,110,439	235,400,587	238,700,863	1.1%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	250,000	250,000	17,790,965	250,000	----
To Tax Supported Funds	(12,214,602)	(12,131,562)	(11,296,869)	(12,446,350)	2.6%
Total NET INTER-FUND TRANSFERS	(11,964,602)	(11,881,562)	6,494,096	(12,196,350)	2.6%
Total Resources	***219,405,510***	***217,662,601***	***227,303,141***	***224,023,118***	***2.9%***
CIP CURRENT REVENUE	***0***	***(99,000)***	***(99,000)***	***(1,011,000)***	***921.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(229,871,732)	(217,411,217)	(229,685,536)	(222,882,296)	2.5%
Adjustment for Prior Year Encumbrances/Reserves	(4,125,320)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(233,997,052)	(217,411,217)	(229,685,536)	(222,882,296)	2.5%
Total Use of Resources	***(233,997,052)***	***(217,510,217)***	***(229,784,536)***	***(223,893,296)***	***2.9%***
PROJECTED FUND BALANCE	**(14,591,542)**	**152,384**	**(2,481,395)**	**129,822**	**-14.8%**
Recreation					
BEGINNING FUND BALANCE	**3,002,120**	**126,743**	**876,465**	**1,101,660**	**769.2%**
REVENUES					
Taxes	40,286,138	44,785,455	44,305,451	45,871,958	2.4%
Charges for Services	10,497,998	10,580,542	10,580,542	6,119,792	-42.2%
Investment Income	0	72,240	0	0	-100.0%
Miscellaneous	170,253	129,597	129,597	129,597	----

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Total REVENUES	50,954,389	55,567,834	55,015,590	52,121,347	-6.2%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	0	0	4,500,000	----
From Tax Supported Funds	1,009,700	1,009,700	1,009,700	1,009,700	----
To Tax Supported Funds	(17,835,605)	(17,749,327)	(18,063,234)	(18,753,511)	5.7%
Total NET INTER-FUND TRANSFERS	(16,825,905)	(16,739,627)	(17,053,534)	(13,243,811)	-20.9%
Total Resources	***37,130,604***	***38,954,950***	***38,838,521***	***39,979,196***	***2.6%***
CIP CURRENT REVENUE	***0***	***0***	***25,000***	***0***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(36,438,721)	(38,705,979)	(37,761,861)	(39,932,843)	3.2%
Adjustment for Prior Year Encumbrances/Reserves	184,582	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(36,254,139)	(38,705,979)	(37,761,861)	(39,932,843)	3.2%
Total Use of Resources	***(36,254,139)***	***(38,705,979)***	***(37,736,861)***	***(39,932,843)***	***3.2%***
PROJECTED FUND BALANCE	**876,465**	**248,971**	**1,101,660**	**46,353**	**-81.4%**
Economic Development Fund					
BEGINNING FUND BALANCE	**2,888,010**	**0**	**4,075,590**	**0**	**----**
REVENUES					
Investment Income	75,712	61,290	149,270	159,010	159.4%
Miscellaneous	642,560	134,438	134,438	134,438	----
Total REVENUES	718,272	195,728	283,708	293,448	49.9%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	4,233,040	4,346,051	4,346,051	5,186,165	19.3%
Total NET INTER-FUND TRANSFERS	4,233,040	4,346,051	4,346,051	5,186,165	19.3%
Total Resources	***7,839,322***	***4,541,779***	***8,705,349***	***5,479,613***	***20.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,763,732)	(4,541,779)	(8,705,349)	(5,479,613)	20.6%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,763,732)	(4,541,779)	(8,705,349)	(5,479,613)	20.6%
Total Use of Resources	***(3,763,732)***	***(4,541,779)***	***(8,705,349)***	***(5,479,613)***	***20.6%***
PROJECTED FUND BALANCE	**4,075,590**	**0**	**0**	**0**	**----**
Revenue Stabilization Fund					
BEGINNING FUND BALANCE	**280,660,259**	**308,264,897**	**308,695,745**	**340,801,006**	**10.6%**
REVENUES					
Investment Income	3,086,376	3,518,080	6,084,900	6,481,740	84.2%
Total REVENUES	3,086,376	3,518,080	6,084,900	6,481,740	84.2%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	24,949,110	26,170,226	26,020,361	13,760,673	-47.4%
Total NET INTER-FUND TRANSFERS	24,949,110	26,170,226	26,020,361	13,760,673	-47.4%
Total Resources	***308,695,745***	***337,953,203***	***340,801,006***	***361,043,419***	***6.8%***
DESIGNATED FUND BALANCE	**308,695,745**	**337,953,203**	**340,801,006**	**361,043,419**	**6.8%**
Debt Service					
Debt Service					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	23,630,419	26,084,320	25,864,480	18,146,430	-30.4%
Investment Income	1,272,378	0	0	0	----
Miscellaneous	59,194	5,637,100	5,450,290	3,446,260	-38.9%
Total REVENUES	24,961,991	31,721,420	31,314,770	21,592,690	-31.9%

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	359,684,386	381,702,580	378,562,937	401,455,950	5.2%
From Internal Service Funds	0	0	0	190,000	----
Total NET INTER-FUND TRANSFERS	359,684,386	381,702,580	378,562,937	401,645,950	5.2%
Total Resources	***384,646,377***	***413,424,000***	***409,877,707***	***423,238,640***	***2.4%***
APPROPRIATION/EXPENDITURE					
Debt Service - GO Bonds	(364,263,579)	(389,165,690)	(386,330,027)	(397,517,180)	2.1%
Debt Service - Other	(20,382,798)	(24,258,310)	(23,547,680)	(25,721,460)	6.0%
Total APPROPRIATION/EXPENDITURE	(384,646,377)	(413,424,000)	(409,877,707)	(423,238,640)	2.4%
Total Use of Resources	***(384,646,377)***	***(413,424,000)***	***(409,877,707)***	***(423,238,640)***	***2.4%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Montgomery County Public Schools					
Current Fund MCPS					
BEGINNING FUND BALANCE	**26,459,296**	**25,000,000**	**31,848,599**	**25,000,000**	**----**
REVENUES					
Charges for Services	3,326,736	3,366,736	3,366,736	3,370,000	0.1%
Intergovernmental	679,322,147	707,085,781	707,085,781	734,712,832	3.9%
Total REVENUES	682,648,883	710,452,517	710,452,517	738,082,832	3.9%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	1,663,280,683	1,708,627,645	1,708,627,645	1,720,616,785	0.7%
County Contribution to CIP Fund	25,000,000	4,132,000	3,802,000	3,888,000	-5.9%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	1,688,280,683	1,712,759,645	1,712,429,645	1,724,504,785	0.7%
Total Resources	***2,397,388,862***	***2,448,212,162***	***2,454,730,761***	***2,487,587,617***	***1.6%***
CIP CURRENT REVENUE	***(25,000,000)***	***(4,132,000)***	***(3,802,000)***	***(3,888,000)***	***-5.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,368,650,903)	(2,444,080,162)	(2,425,928,761)	(2,483,699,617)	1.6%
Adjustment for Prior Year Encumbrances/Reserves	28,110,640	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,340,540,263)	(2,444,080,162)	(2,425,928,761)	(2,483,699,617)	1.6%
Total Use of Resources	***(2,365,540,263)***	***(2,448,212,162)***	***(2,429,730,761)***	***(2,487,587,617)***	***1.6%***
PROJECTED FUND BALANCE	**31,848,599**	**0**	**25,000,000**	**0**	**----**
Montgomery College					
Current Fund MC					
BEGINNING FUND BALANCE	**9,442,949**	**8,857,877**	**10,940,047**	**7,025,800**	**-20.7%**
REVENUES					
Charges for Services	77,079,245	78,186,535	75,440,939	75,860,647	-3.0%
Intergovernmental	36,115,042	36,914,976	36,889,976	37,538,559	1.7%
Investment Income	214,006	155,000	200,000	155,000	----
Miscellaneous	3,274,263	1,594,000	729,411	1,594,000	----
Total REVENUES	116,682,556	116,850,511	113,260,326	115,148,206	-1.5%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,864,144	1,305,485	1,234,485	1,500,000	14.9%
Total NET INTER-FUND TRANSFERS	1,864,144	1,305,485	1,234,485	1,500,000	14.9%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	139,333,727	142,083,727	142,083,727	142,083,727	----
County Contribution to CIP Fund	12,709,286	13,561,000	11,661,000	13,584,000	0.2%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	152,043,013	155,644,727	153,744,727	155,667,727	----
Total Resources	***280,032,662***	***282,658,600***	***279,179,585***	***279,341,733***	***-1.2%***
CIP CURRENT REVENUE	***(12,709,286)***	***(13,561,000)***	***(11,661,000)***	***(13,584,000)***	***0.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(257,588,741)	(264,799,723)	(260,492,785)	(261,702,381)	-1.2%

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
Adjustment for Prior Year Encumbrances/Reserves	1,205,412	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(256,383,329)	(264,799,723)	(260,492,785)	(261,702,381)	-1.2%
Total Use of Resources	***(269,092,615)***	***(278,360,723)***	***(272,153,785)***	***(275,286,381)***	***-1.1%***
PROJECTED FUND BALANCE	**10,940,047**	**4,297,877**	**7,025,800**	**4,055,352**	**-5.6%**
Emergency Repair Fund					
BEGINNING FUND BALANCE	**536,178**	**493,178**	**569,927**	**491,427**	**-0.4%**
REVENUES					
Investment Income	11,311	0	11,500	15,000	----
Total REVENUES	11,311	0	11,500	15,000	----
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	***797,489***	***743,178***	***831,427***	***756,427***	***1.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(227,562)	(350,000)	(340,000)	(300,000)	-14.3%
Total APPROPRIATION/EXPENDITURE	(227,562)	(350,000)	(340,000)	(300,000)	-14.3%
Total Use of Resources	***(227,562)***	***(350,000)***	***(340,000)***	***(300,000)***	***-14.3%***
PROJECTED FUND BALANCE	**569,927**	**393,178**	**491,427**	**456,427**	**16.1%**
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	**5,808,834**	**4,548,157**	**5,688,088**	**2,261,166**	**-50.3%**
REVENUES					
Taxes	28,695,052	27,343,775	27,046,895	30,157,293	10.3%
Charges for Services	283,777	204,200	204,200	198,400	-2.8%
Intergovernmental	404,630	391,700	391,700	403,500	3.0%
Investment Income	218,044	100,000	100,000	100,000	----
Miscellaneous	6,948	0	0	0	----
Total REVENUES	29,608,451	28,039,675	27,742,795	30,859,193	10.1%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(300,000)	0	0	0	----
To Tax Supported Funds	(500,000)	0	0	(325,000)	----
Total NET INTER-FUND TRANSFERS	(800,000)	0	0	(325,000)	----
Total Resources	***34,617,285***	***32,587,832***	***33,430,883***	***32,795,359***	***0.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(28,929,197)	(31,617,007)	(31,169,717)	(31,799,761)	0.6%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(28,929,197)	(31,617,007)	(31,169,717)	(31,799,761)	0.6%
Total Use of Resources	***(28,929,197)***	***(31,617,007)***	***(31,169,717)***	***(31,799,761)***	***0.6%***

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
PROJECTED FUND BALANCE	**5,688,088**	**970,825**	**2,261,166**	**995,598**	**2.6%**
Park Fund					
BEGINNING FUND BALANCE	**6,893,750**	**7,351,183**	**7,065,369**	**3,341,100**	**-54.6%**
REVENUES					
Taxes	92,415,781	92,898,722	91,890,091	98,370,220	5.9%
Charges for Services	2,914,730	2,947,100	2,947,100	3,216,214	9.1%
Intergovernmental	3,184,641	3,344,909	3,344,909	3,422,473	2.3%
Investment Income	191,497	65,000	65,000	100,000	53.8%
Miscellaneous	126,282	117,100	117,100	115,800	-1.1%
Total REVENUES	98,832,931	99,372,831	98,364,200	105,224,707	5.9%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	500,000	100,000	100,000	325,000	225.0%
Total NET INTER-FUND TRANSFERS	500,000	100,000	100,000	325,000	225.0%
Total Resources	***106,226,681***	***106,824,014***	***105,529,569***	***108,890,807***	***1.9%***
CIP CURRENT REVENUE	***(350,000)***	***(350,000)***	***(350,000)***	***(350,000)***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(93,411,248)	(96,648,926)	(95,377,184)	(97,466,172)	0.8%
Debt Service - Other	(5,428,913)	(6,461,285)	(6,461,285)	(7,124,410)	10.3%
Adjustment for Prior Year Encumbrances/Reserves	28,849	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(98,811,312)	(103,110,211)	(101,838,469)	(104,590,582)	1.4%
Total Use of Resources	***(99,161,312)***	***(103,460,211)***	***(102,188,469)***	***(104,940,582)***	***1.4%***
PROJECTED FUND BALANCE	**7,065,369**	**3,363,803**	**3,341,100**	**3,950,225**	**17.4%**
ALA Debt Service Fund					
BEGINNING FUND BALANCE	**5,616**	**0**	**5,169**	**0**	**----**
REVENUES					
Taxes	1,929,019	2,024,928	2,004,420	2,075,264	2.5%
Total REVENUES	1,929,019	2,024,928	2,004,420	2,075,264	2.5%
NET INTER-FUND TRANSFERS					
To Internal Service Funds	(1,775,416)	(1,872,078)	(1,856,739)	(1,930,064)	3.1%
Total NET INTER-FUND TRANSFERS	(1,775,416)	(1,872,078)	(1,856,739)	(1,930,064)	3.1%
Total Resources	***159,219***	***152,850***	***152,850***	***145,200***	***-5.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(154,050)	(152,850)	(152,850)	(145,200)	-5.0%
Total APPROPRIATION/EXPENDITURE	(154,050)	(152,850)	(152,850)	(145,200)	-5.0%
Total Use of Resources	***(154,050)***	***(152,850)***	***(152,850)***	***(145,200)***	***-5.0%***
PROJECTED FUND BALANCE	**5,169**	**0**	**0**	**0**	**----**
NON-TAX SUPPORTED Montgomery County Government					
Grant Fund MCG					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	480	0	0	0	----
Intergovernmental	114,183,230	117,471,203	117,471,203	116,991,787	-0.4%
Investment Income	395,471	0	0	0	----
Miscellaneous	1,692,921	1,000,000	1,000,000	2,000,000	100.0%
Total REVENUES	116,272,102	118,471,203	118,471,203	118,991,787	0.4%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	340,000	0	0	0	----
Total NET INTER-FUND TRANSFERS	340,000	0	0	0	----

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Total Resources	***116,612,102***	***118,471,203***	***118,471,203***	***118,991,787***	***0.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(116,612,102)	(119,091,091)	(119,091,091)	(119,611,675)	0.4%
Total APPROPRIATION/EXPENDITURE	(116,612,102)	(119,091,091)	(119,091,091)	(119,611,675)	0.4%
Total Use of Resources	***(116,612,102)***	***(119,091,091)***	***(119,091,091)***	***(119,611,675)***	***0.4%***
PROJECTED FUND BALANCE	**0**	**(619,888)**	**(619,888)**	**(619,888)**	**----**
Water Quality Protection Fund					
BEGINNING FUND BALANCE	**19,430,002**	**5,328,814**	**13,876,219**	**9,393,512**	**76.3%**
REVENUES					
Taxes	40,385,835	39,887,856	39,887,856	39,987,111	0.2%
Charges for Services	97,920	50,000	200,000	50,000	----
Investment Income	444,772	333,980	876,880	934,070	179.7%
Total REVENUES	40,928,527	40,271,836	40,964,736	40,971,181	1.7%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(6,100,007)	(6,148,600)	(6,148,600)	(6,361,900)	3.5%
To Tax Supported Funds	(1,611,261)	(1,752,361)	(1,752,361)	(2,037,980)	16.3%
Total NET INTER-FUND TRANSFERS	(7,711,268)	(7,900,961)	(7,900,961)	(8,399,880)	6.3%
Total Resources	***52,647,261***	***37,699,689***	***46,939,994***	***41,964,813***	***11.3%***
CIP CURRENT REVENUE	***(13,943,493)***	***(5,390,000)***	***(4,750,000)***	***(2,962,000)***	***-45.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(25,157,098)	(27,945,464)	(25,083,515)	(28,858,886)	3.3%
Adjustment for Prior Year Encumbrances/Reserves	329,549	0	(7,712,967)	0	----
Total APPROPRIATION/EXPENDITURE	(24,827,549)	(27,945,464)	(32,796,482)	(28,858,886)	3.3%
Total Use of Resources	***(38,771,042)***	***(33,335,464)***	***(37,546,482)***	***(31,820,886)***	***-4.5%***
PROJECTED FUND BALANCE	**13,876,219**	**4,364,225**	**9,393,512**	**10,143,927**	**132.4%**
Cable Television					
BEGINNING FUND BALANCE	**6,030,856**	**1,959,617**	**443,135**	**66,520**	**-96.6%**
REVENUES					
Charges for Services	27,537,351	28,840,220	26,896,000	26,309,000	-8.8%
Investment Income	125,012	106,720	107,000	263,000	146.4%
Total REVENUES	27,662,363	28,946,940	27,003,000	26,572,000	-8.2%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(13,232,189)	(10,126,335)	(6,920,335)	(4,444,126)	-56.1%
Total NET INTER-FUND TRANSFERS	(13,232,189)	(10,126,335)	(6,920,335)	(4,444,126)	-56.1%
Total Resources	***20,461,030***	***20,780,222***	***20,525,800***	***22,194,394***	***6.8%***
CIP CURRENT REVENUE	***(3,040,258)***	***(4,520,000)***	***(4,520,000)***	***(4,430,000)***	***-2.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(14,439,497)	(16,193,212)	(15,939,280)	(16,393,035)	1.2%
Adjustment for Prior Year Encumbrances/Reserves	(2,538,140)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(16,977,637)	(16,193,212)	(15,939,280)	(16,393,035)	1.2%
Total Use of Resources	***(20,017,895)***	***(20,713,212)***	***(20,459,280)***	***(20,823,035)***	***0.5%***
PROJECTED FUND BALANCE	**443,135**	**67,010**	**66,520**	**1,371,359**	**1946.5%**
Recreation Non-Tax Supported					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**2,000,000**	**----**
REVENUES					
Charges for Services	0	0	0	8,100,000	----
Total REVENUES	0	0	0	8,100,000	----
NET INTER-FUND TRANSFERS					

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
To Tax Supported Funds	0	0	0	(4,500,000)	----
Total NET INTER-FUND TRANSFERS	0	0	0	(4,500,000)	----
Total Resources	***0***	***0***	***0***	***5,600,000***	**----**
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	0	0	0	(3,600,000)	----
Total APPROPRIATION/EXPENDITURE	0	0	0	(3,600,000)	----
Total Use of Resources	***0***	***0***	***0***	***(3,600,000)***	**----**
PROJECTED FUND BALANCE	**0**	**0**	**0**	**2,000,000**	**----**
Montgomery Housing Initiative					
BEGINNING FUND BALANCE	**28,063,500**	**11,633,504**	**23,346,965**	**7,160,000**	**-38.5%**
REVENUES					
Taxes	12,936,302	14,471,142	16,395,347	16,467,562	13.8%
Charges for Services	34,842	70,200	70,200	70,200	----
Investment Income	2,841,976	3,010,190	2,595,950	2,765,250	-8.1%
Miscellaneous	4,904,508	3,956,756	3,956,756	4,641,756	17.3%
Total REVENUES	20,717,628	21,508,288	23,018,253	23,944,768	11.3%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(7,266,113)	(9,501,510)	(8,688,530)	(9,623,700)	1.3%
From Tax Supported Funds	22,703,644	22,703,644	22,703,644	25,342,876	11.6%
To Tax Supported Funds	(329,848)	(371,142)	(371,142)	(476,191)	28.3%
Total NET INTER-FUND TRANSFERS	15,107,683	12,830,992	13,643,972	15,242,985	18.8%
Total Resources	***63,888,811***	***45,972,784***	***60,009,190***	***46,347,753***	***0.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(38,905,203)	(35,533,040)	(37,457,245)	(41,238,110)	16.1%
Debt Service - Other	(59,021)	(56,750)	(56,750)	(56,750)	----
Adjustment for Prior Year Encumbrances/Reserves	(1,577,622)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(40,541,846)	(35,589,790)	(37,513,995)	(41,294,860)	16.0%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(6,292,994)	(15,335,195)	(2,110,132)	-66.5%
Total CLAIMS ON FUND	0	(6,292,994)	(15,335,195)	(2,110,132)	-66.5%
Total Use of Resources	***(40,541,846)***	***(41,882,784)***	***(52,849,190)***	***(43,404,992)***	***3.6%***
PROJECTED FUND BALANCE	**23,346,965**	**4,090,000**	**7,160,000**	**2,942,761**	**-28.0%**
Community Use of Public Facilities					
BEGINNING UNRESTRICTED NET ASSETS	**6,919,320**	**5,796,363**	**6,372,109**	**4,771,665**	**-17.7%**
REVENUES					
Charges for Services	11,782,129	11,512,996	11,431,922	11,926,753	3.6%
Investment Income	161,425	108,083	108,083	104,195	-3.6%
Total REVENUES	11,943,554	11,621,079	11,540,005	12,030,948	3.5%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	160,000	160,000	160,000	160,000	----
To Tax Supported Funds	(791,032)	(849,493)	(849,493)	(928,770)	9.3%
Total NET INTER-FUND TRANSFERS	(631,032)	(689,493)	(689,493)	(768,770)	11.5%
Total Resources	***18,231,842***	***16,727,949***	***17,222,621***	***16,033,843***	***-4.1%***
CIP CURRENT REVENUE	***0***	***(750,000)***	***(750,000)***	***(613,000)***	***-18.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(11,522,132)	(11,919,899)	(11,669,140)	(11,959,269)	0.3%
Adjustment for Prior Year Encumbrances/Reserves	(337,601)	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(11,859,733)	(11,919,899)	(11,669,140)	(11,959,269)	0.3%

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
CLAIMS ON FUND					
Set Aside: Future Needs	0	0	(31,816)	(31,816)	----
Total CLAIMS ON FUND	0	0	(31,816)	(31,816)	----
Total Use of Resources	***(11,859,733)***	***(12,669,899)***	***(12,450,956)***	***(12,604,085)***	***-0.5%***
PROJECTED UNRESTRICTED NET ASSETS	**6,372,109**	**4,058,050**	**4,771,665**	**3,429,758**	**-15.5%**
Bethesda Parking District					
BEGINNING CASH BALANCE	**15,478,181**	**15,622,919**	**17,600,624**	**16,057,015**	**2.8%**
REVENUES					
Taxes	(9,483)	0	0	0	----
Charges for Services	15,191,580	15,555,081	15,555,081	15,555,081	----
Fines & Forfeitures	4,052,617	3,250,000	3,250,000	3,250,000	----
Investment Income	203,887	173,490	401,970	428,190	146.8%
Miscellaneous	1,365,074	359,120	359,120	359,120	----
Total REVENUES	20,803,675	19,337,691	19,566,171	19,592,391	1.3%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	(400,000)	(400,000)	(220,000)	-45.0%
To Tax Supported Funds	(2,078,355)	(1,959,658)	(1,959,658)	(2,111,137)	7.7%
Total NET INTER-FUND TRANSFERS	(2,078,355)	(2,359,658)	(2,359,658)	(2,331,137)	-1.2%
Total Resources	***34,203,501***	***32,600,952***	***34,807,137***	***33,318,269***	***2.2%***
CIP CURRENT REVENUE	***(2,853,046)***	***(5,155,000)***	***(3,805,562)***	***(5,906,400)***	***14.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,651,750)	(10,262,834)	(10,267,797)	(10,374,862)	1.1%
Debt Service - Other	(4,649,910)	(4,653,194)	(4,653,194)	(4,640,400)	-0.3%
Adjustment for Prior Year Encumbrances/Reserves	551,829	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(13,749,831)	(14,916,028)	(14,920,991)	(15,015,262)	0.7%
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	0	(23,569)	(23,569)	----
Total CLAIMS ON FUND	0	0	(23,569)	(23,569)	----
Total Use of Resources	***(16,602,877)***	***(20,071,028)***	***(18,750,122)***	***(20,945,231)***	***4.4%***
PROJECTED CASH BALANCE	**17,600,624**	**12,529,924**	**16,057,015**	**12,373,038**	**-1.3%**
Silver Spring Parking District					
BEGINNING CASH BALANCE	**18,231,218**	**13,132,931**	**16,891,415**	**8,777,412**	**-33.2%**
REVENUES					
Taxes	(7,696)	0	0	0	----
Charges for Services	11,985,981	10,663,333	10,663,333	13,440,413	26.0%
Fines & Forfeitures	2,087,849	1,897,689	1,897,689	1,897,689	----
Investment Income	220,702	282,980	435,120	226,457	-20.0%
Miscellaneous	242,191	0	0	0	----
Total REVENUES	14,529,027	12,844,002	12,996,142	15,564,559	21.2%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(2,525,826)	(3,340,130)	(3,340,130)	(3,083,000)	-7.7%
Total NET INTER-FUND TRANSFERS	(2,525,826)	(3,340,130)	(3,340,130)	(3,083,000)	-7.7%
Total Resources	***30,234,419***	***22,636,803***	***26,547,427***	***21,258,971***	***-6.1%***
CIP CURRENT REVENUE	***(3,879,877)***	***(6,100,000)***	***(6,395,593)***	***(3,800,000)***	***-37.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(10,355,681)	(11,507,531)	(11,355,567)	(11,672,697)	1.4%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	892,554	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(9,463,127)	(11,507,531)	(11,355,567)	(11,672,697)	1.4%

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
CLAIMS ON FUND					
Set Aside: Future Needs	0	0	(18,855)	(18,855)	----
Total CLAIMS ON FUND	0	0	(18,855)	(18,855)	----
Total Use of Resources	***(13,343,004)***	***(17,607,531)***	***(17,770,015)***	***(15,491,552)***	***-12.0%***
PROJECTED CASH BALANCE	**16,891,415**	**5,029,272**	**8,777,412**	**5,767,419**	**14.7%**
Wheaton Parking District					
BEGINNING CASH BALANCE	**900,350**	**451,008**	**973,824**	**917,671**	**103.5%**
REVENUES					
Taxes	(388)	0	0	0	----
Charges for Services	811,227	725,000	725,000	850,000	17.2%
Fines & Forfeitures	429,421	476,000	476,000	476,000	----
Investment Income	9,858	13,980	19,440	21,885	56.5%
Miscellaneous	15,027	0	0	0	----
Total REVENUES	1,265,145	1,214,980	1,220,440	1,347,885	10.9%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	400,000	400,000	220,000	-45.0%
To Tax Supported Funds	(96,084)	(111,148)	(111,148)	(117,155)	5.4%
Total NET INTER-FUND TRANSFERS	(96,084)	288,852	288,852	102,845	-64.4%
Total Resources	***2,069,411***	***1,954,840***	***2,483,116***	***2,368,401***	***21.2%***
CIP CURRENT REVENUE	***(143,199)***	***(157,000)***	***(156,000)***	***(157,000)***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,084,098)	(1,405,707)	(1,405,909)	(1,601,333)	13.9%
Adjustment for Prior Year Encumbrances/Reserves	131,710	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(952,388)	(1,405,707)	(1,405,909)	(1,601,333)	13.9%
CLAIMS ON FUND					
Set Aside: Future Needs	0	0	(3,536)	(3,536)	----
Total CLAIMS ON FUND	0	0	(3,536)	(3,536)	----
Total Use of Resources	***(1,095,587)***	***(1,562,707)***	***(1,565,445)***	***(1,761,869)***	***12.7%***
PROJECTED CASH BALANCE	**973,824**	**392,133**	**917,671**	**606,532**	**54.7%**
Permitting Services					
BEGINNING UNRESTRICTED NET ASSETS	**36,574,865**	**16,329,877**	**16,417,858**	**14,474,146**	**-11.4%**
REVENUES					
Licenses & Permits	43,320,412	40,315,397	41,133,607	43,344,335	7.5%
Charges for Services	905,475	1,339,464	801,639	1,661,907	24.1%
Fines & Forfeitures	110,305	89,772	97,050	89,772	----
Investment Income	560,411	776,730	880,000	880,000	13.3%
Miscellaneous	89,982	0	0	0	----
Total REVENUES	44,986,585	42,521,363	42,912,296	45,976,014	8.1%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(5,236,021)	(5,642,377)	(5,642,377)	(6,588,136)	16.8%
Total NET INTER-FUND TRANSFERS	(5,236,021)	(5,642,377)	(5,642,377)	(6,588,136)	16.8%
Total Resources	***76,325,429***	***53,208,863***	***53,687,777***	***53,862,024***	***1.2%***
CIP CURRENT REVENUE	***(20,991,000)***	***(4,009,000)***	***0***	***0***	***-100.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(37,117,213)	(40,234,230)	(38,961,461)	(42,018,916)	4.4%
Adjustment for Prior Year Encumbrances/Reserves	(1,799,358)	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(38,916,571)	(40,234,230)	(38,961,461)	(42,018,916)	4.4%
CLAIMS ON FUND					

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Set Aside: Future Needs	0	0	(252,170)	(252,170)	----
Total CLAIMS ON FUND	0	0	(252,170)	(252,170)	----
Total Use of Resources	***(59,907,571)***	***(44,243,230)***	***(39,213,631)***	***(42,271,086)***	***-4.5%***
PROJECTED UNRESTRICTED NET ASSETS	**16,417,858**	**8,965,633**	**14,474,146**	**11,590,938**	**29.3%**
Solid Waste Collection					
BEGINNING RETAINED EARNINGS	**1,534,806**	**3,439,935**	**(140,204)**	**(2,348,402)**	**-168.3%**
REVENUES					
Charges for Services	6,439,538	7,102,557	7,086,460	8,818,850	24.2%
Investment Income	31,207	49,300	61,530	65,540	32.9%
Total REVENUES	6,470,745	7,151,857	7,147,990	8,884,390	24.2%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(267,254)	(286,394)	(286,394)	(331,905)	15.9%
Total NET INTER-FUND TRANSFERS	(267,254)	(286,394)	(286,394)	(331,905)	15.9%
Total Resources	***7,738,297***	***10,305,398***	***6,721,392***	***6,204,083***	***-39.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(7,873,951)	(9,247,348)	(9,059,189)	(9,589,993)	3.7%
Budget to GAAP Reconciliation	(9,108)	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Current Year Encumbrances	4,558	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(7,878,501)	(9,247,348)	(9,059,189)	(9,589,993)	3.7%
CLAIMS ON FUND					
Set Aside: Future Needs	0	0	(10,605)	(10,605)	----
Total CLAIMS ON FUND	0	0	(10,605)	(10,605)	----
Total Use of Resources	***(7,878,501)***	***(9,247,348)***	***(9,069,794)***	***(9,600,598)***	***3.8%***
ENDING RETAINED EARNINGS	**(140,204)**	**1,058,050**	**(2,348,402)**	**(3,396,515)**	**-421.0%**
Solid Waste Disposal					
	0	**0**	**0**	**0**	**----**
REVENUES					
Licenses & Permits	8,570	13,145	10,000	10,000	-23.9%
Charges for Services	99,516,309	97,600,603	101,604,956	103,897,953	6.5%
Fines & Forfeitures	61,601	48,345	35,000	35,000	-27.6%
Intergovernmental	0	5,000	0	0	-100.0%
Investment Income	819,078	699,040	1,614,540	1,719,840	146.0%
Miscellaneous	587,258	60,526	466,200	83,500	38.0%
Total REVENUES	100,992,816	98,426,659	103,730,696	105,746,293	7.4%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	755,000	755,000	930,000	23.2%
From Tax Supported Funds	2,006,800	2,195,820	2,195,820	1,536,170	-30.0%
To Tax Supported Funds	(2,148,701)	(2,221,759)	(2,221,759)	(2,478,115)	11.5%
Total NET INTER-FUND TRANSFERS	(141,901)	729,061	729,061	(11,945)	-101.6%
Total Resources	***100,850,915***	***99,155,720***	***104,459,757***	***105,734,348***	***6.6%***
CIP CURRENT REVENUE	***(169,147)***	***(8,786,648)***	***(9,617,501)***	***(8,989,000)***	***2.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(93,925,355)	(100,713,014)	(98,288,014)	(107,632,780)	6.9%
Debt Service - Other	0	0	0	0	----
Less CY Accrued Closure Costs	(1,172,289)	464,846	(29,329)	(37,937)	-108.2%
Plus Payout of Appropriated Closure Costs	1,403,854	1,706,853	3,037,707	10,215,810	498.5%
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(93,693,790)	(98,541,315)	(95,279,636)	(97,454,907)	-1.1%
CLAIMS ON FUND					

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Set Aside: Future Needs	0	0	(84,842)	(84,842)	----
Total CLAIMS ON FUND	0	0	(84,842)	(84,842)	----
Total Use of Resources	***(93,862,937)***	***(107,327,963)***	***(104,981,979)***	***(106,528,749)***	***-0.7%***
NET CHANGE	**6,987,978**	**(8,172,243)**	**(522,222)**	**(794,401)**	**-90.3%**
Vacuum Leaf Collection					
BEGINNING FUND BALANCE	**(83,322)**	**226,612**	**356,062**	**393,534**	**73.7%**
REVENUES					
Charges for Services	7,241,267	7,595,788	7,595,788	7,988,714	5.2%
Investment Income	16,350	20,750	20,750	26,850	29.4%
Total REVENUES	7,257,617	7,616,538	7,616,538	8,015,564	5.2%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	(755,000)	(755,000)	(930,000)	23.2%
To Tax Supported Funds	(577,855)	(621,852)	(621,852)	(725,833)	16.7%
Total NET INTER-FUND TRANSFERS	(577,855)	(1,376,852)	(1,376,852)	(1,655,833)	20.3%
Total Resources	***6,596,440***	***6,466,298***	***6,595,748***	***6,753,265***	***4.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(6,258,229)	(6,204,721)	(6,202,214)	(6,538,664)	5.4%
Adjustment for Prior Year Encumbrances/Reserves	17,851	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(6,240,378)	(6,204,721)	(6,202,214)	(6,538,664)	5.4%
Total Use of Resources	***(6,240,378)***	***(6,204,721)***	***(6,202,214)***	***(6,538,664)***	***5.4%***
PROJECTED FUND BALANCE	**356,062**	**261,577**	**393,534**	**214,601**	**-18.0%**
Liquor Control					
BEGINNING CASH BALANCE	**2,427,629**	**2,600,580**	**6,356,749**	**2,386,036**	**-8.2%**
REVENUES					
Taxes	7,213	0	0	0	----
Licenses & Permits	1,778,715	1,726,197	1,825,222	1,892,222	9.6%
Charges for Services	22,091	8,740	22,959	23,418	167.9%
Fines & Forfeitures	225,926	220,560	316,916	316,916	43.7%
Investment Income	50,539	183,160	38,870	41,410	-77.4%
Miscellaneous	88,933,391	89,558,487	86,069,396	90,446,885	1.0%
Total REVENUES	91,017,875	91,697,144	88,273,363	92,720,851	1.1%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(24,828,303)	(28,171,463)	(28,171,463)	(28,400,899)	0.8%
Total NET INTER-FUND TRANSFERS	(24,828,303)	(28,171,463)	(28,171,463)	(28,400,899)	0.8%
Total Resources	***68,617,201***	***66,126,261***	***66,458,649***	***66,705,988***	***0.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(58,062,914)	(52,615,051)	(52,875,460)	(54,931,076)	4.4%
Debt Service - Other	(9,914,805)	(11,375,400)	(10,829,500)	(9,264,800)	-18.6%
Adjustment for Prior Year Encumbrances/Reserves	5,717,267	0	0	0	----
Future Expenditure Requirements	0	0	0	0	----
Bond Proceeds Applied to Debt Service	0	0	0	0	----
Master Lease Proceeds	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(62,260,452)	(63,990,451)	(63,704,960)	(64,195,876)	0.3%
CLAIMS ON FUND					
Set Aside: Future Needs	0	0	(367,653)	(367,653)	----
Total CLAIMS ON FUND	0	0	(367,653)	(367,653)	----
Total Use of Resources	***(62,260,452)***	***(63,990,451)***	***(64,072,613)***	***(64,563,529)***	***0.9%***
PROJECTED CASH BALANCE	**6,356,749**	**2,135,810**	**2,386,036**	**2,142,459**	**0.3%**

Debt Service

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
Debt Service - Non-Tax Supported					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	13,306,065	15,650,110	14,837,130	15,985,600	2.1%
Total NET INTER-FUND TRANSFERS	13,306,065	15,650,110	14,837,130	15,985,600	2.1%
Total Resources	***13,306,065***	***15,650,110***	***14,837,130***	***15,985,600***	***2.1%***
APPROPRIATION/EXPENDITURE					
Debt Service - Other	(13,306,065)	(15,650,110)	(14,837,130)	(15,985,600)	2.1%
Total APPROPRIATION/EXPENDITURE	(13,306,065)	(15,650,110)	(14,837,130)	(15,985,600)	2.1%
Total Use of Resources	***(13,306,065)***	***(15,650,110)***	***(14,837,130)***	***(15,985,600)***	***2.1%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Montgomery County Public Schools					
Grant Fund MCPS					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	82,395,422	83,728,498	83,728,498	87,075,245	4.0%
Total REVENUES	82,395,422	83,728,498	83,728,498	87,075,245	4.0%
Total Resources	***82,395,422***	***83,728,498***	***83,728,498***	***87,075,245***	***4.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(82,395,422)	(83,728,498)	(83,728,498)	(87,075,245)	4.0%
Total APPROPRIATION/EXPENDITURE	(82,395,422)	(83,728,498)	(83,728,498)	(87,075,245)	4.0%
Total Use of Resources	***(82,395,422)***	***(83,728,498)***	***(83,728,498)***	***(87,075,245)***	***4.0%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Food Service Fund					
BEGINNING CASH BALANCE	**10,422,081**	**10,422,081**	**11,817,449**	**11,817,449**	**13.4%**
REVENUES					
Charges for Services	17,476,818	17,078,839	17,078,839	17,588,383	3.0%
Intergovernmental	44,052,643	39,140,360	39,140,360	40,519,582	3.5%
Miscellaneous	9,358	0	0	0	----
Total REVENUES	61,538,819	56,219,199	56,219,199	58,107,965	3.4%
Total Resources	***71,960,900***	***66,641,280***	***68,036,648***	***69,925,414***	***4.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(57,733,700)	(56,219,199)	(56,219,199)	(58,107,965)	3.4%
Adjustment for Prior Year Encumbrances/Reserves	(2,409,751)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(60,143,451)	(56,219,199)	(56,219,199)	(58,107,965)	3.4%
Total Use of Resources	***(60,143,451)***	***(56,219,199)***	***(56,219,199)***	***(58,107,965)***	***3.4%***
PROJECTED CASH BALANCE	**11,817,449**	**10,422,081**	**11,817,449**	**11,817,449**	**13.4%**
Real Estate Fund					
BEGINNING CASH BALANCE	**579,658**	**579,658**	**742,817**	**742,817**	**28.1%**
REVENUES					
Miscellaneous	3,536,111	3,952,935	3,952,935	3,966,407	0.3%
Total REVENUES	3,536,111	3,952,935	3,952,935	3,966,407	0.3%
Total Resources	***4,115,769***	***4,532,593***	***4,695,752***	***4,709,224***	***3.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,360,543)	(3,952,935)	(3,952,935)	(3,966,407)	0.3%
Adjustment for Prior Year Encumbrances/Reserves	(12,409)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,372,952)	(3,952,935)	(3,952,935)	(3,966,407)	0.3%
Total Use of Resources	***(3,372,952)***	***(3,952,935)***	***(3,952,935)***	***(3,966,407)***	***0.3%***

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
PROJECTED CASH BALANCE	**742,817**	**579,658**	**742,817**	**742,817**	**28.1%**
Field Trip Fund					
BEGINNING CASH BALANCE	**480,807**	**480,807**	**339,212**	**339,212**	**-29.4%**
REVENUES					
Charges for Services	2,148,783	2,530,246	2,530,246	2,736,949	8.2%
Total REVENUES	2,148,783	2,530,246	2,530,246	2,736,949	8.2%
Total Resources	***2,629,590***	***3,011,053***	***2,869,458***	***3,076,161***	***2.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,196,677)	(2,530,246)	(2,530,246)	(2,736,949)	8.2%
Adjustment for Prior Year Encumbrances/Reserves	(93,701)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,290,378)	(2,530,246)	(2,530,246)	(2,736,949)	8.2%
Total Use of Resources	***(2,290,378)***	***(2,530,246)***	***(2,530,246)***	***(2,736,949)***	***8.2%***
PROJECTED CASH BALANCE	**339,212**	**480,807**	**339,212**	**339,212**	**-29.4%**
Entrepreneurial Activities Fund					
BEGINNING CASH BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	2,328,200	2,140,738	2,140,738	2,150,669	0.5%
Total REVENUES	2,328,200	2,140,738	2,140,738	2,150,669	0.5%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	6,529,381	2,000,000	7,600,000	8,000,000	300.0%
Total NET INTER-FUND TRANSFERS	6,529,381	2,000,000	7,600,000	8,000,000	300.0%
Total Resources	***8,857,581***	***4,140,738***	***9,740,738***	***10,150,669***	***145.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(8,766,263)	(4,140,738)	(9,740,738)	(10,150,669)	145.1%
Adjustment for Prior Year Encumbrances/Reserves	(91,318)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(8,857,581)	(4,140,738)	(9,740,738)	(10,150,669)	145.1%
Total Use of Resources	***(8,857,581)***	***(4,140,738)***	***(9,740,738)***	***(10,150,669)***	***145.1%***
PROJECTED CASH BALANCE	**0**	**0**	**0**	**0**	**----**
Instructional Television Fund					
BEGINNING CASH BALANCE	**15,190**	**15,190**	**16,916**	**16,916**	**11.4%**
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,697,504	1,789,941	1,789,941	1,799,775	0.5%
Total NET INTER-FUND TRANSFERS	1,697,504	1,789,941	1,789,941	1,799,775	0.5%
Total Resources	***1,712,694***	***1,805,131***	***1,806,857***	***1,816,691***	***0.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,680,588)	(1,789,941)	(1,789,941)	(1,799,775)	0.5%
Adjustment for Prior Year Encumbrances/Reserves	(15,190)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,695,778)	(1,789,941)	(1,789,941)	(1,799,775)	0.5%
Total Use of Resources	***(1,695,778)***	***(1,789,941)***	***(1,789,941)***	***(1,799,775)***	***0.5%***
PROJECTED CASH BALANCE	**16,916**	**15,190**	**16,916**	**16,916**	**11.4%**

Montgomery College

Grant Fund MC					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	15,402,836	21,922,000	12,780,904	19,902,000	-9.2%
Total REVENUES	15,402,836	21,922,000	12,780,904	19,902,000	-9.2%
NET INTER-FUND TRANSFERS					

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
To Tax Supported Funds	(764,144)	0	0	0	----
Total NET INTER-FUND TRANSFERS	(764,144)	0	0	0	----
Total Resources	***14,638,692***	***21,922,000***	***12,780,904***	***19,902,000***	***-9.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(14,638,692)	(21,922,000)	(12,780,904)	(19,902,000)	-9.2%
Total APPROPRIATION/EXPENDITURE	(14,638,692)	(21,922,000)	(12,780,904)	(19,902,000)	-9.2%
Total Use of Resources	***(14,638,692)***	***(21,922,000)***	***(12,780,904)***	***(19,902,000)***	***-9.2%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Endowment Fund					
BEGINNING FUND BALANCE	**544,533**	**551,783**	**556,037**	**567,537**	**2.9%**
REVENUES					
Miscellaneous	11,504	7,250	11,500	11,500	58.6%
Total REVENUES	11,504	7,250	11,500	11,500	58.6%
Total Resources	***556,037***	***559,033***	***567,537***	***579,037***	***3.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	0	(263,000)	0	0	-100.0%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	0	(263,000)	0	0	-100.0%
Total Use of Resources	***0***	***(263,000)***	***0***	***0***	***-100.0%***
PROJECTED FUND BALANCE	**556,037**	**296,033**	**567,537**	**579,037**	**95.6%**
Workforce Development & Continuing Ed					
BEGINNING FUND BALANCE	**913,358**	**990,358**	**2,262,070**	**2,474,279**	**149.8%**
REVENUES					
Charges for Services	9,434,811	10,700,000	9,500,000	10,900,000	1.9%
Intergovernmental	6,717,202	7,336,869	7,336,869	8,041,559	9.6%
Miscellaneous	168,640	100,000	400,000	50,000	-50.0%
Total REVENUES	16,320,653	18,136,869	17,236,869	18,991,559	4.7%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	0	(459,485)	(459,485)	(1,000,000)	117.6%
Total NET INTER-FUND TRANSFERS	0	(459,485)	(459,485)	(1,000,000)	117.6%
Total Resources	***17,234,011***	***18,667,742***	***19,039,454***	***20,465,838***	***9.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(15,090,693)	(17,677,384)	(16,565,175)	(18,372,215)	3.9%
Adjustment for Prior Year Encumbrances/Reserves	118,752	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(14,971,941)	(17,677,384)	(16,565,175)	(18,372,215)	3.9%
Total Use of Resources	***(14,971,941)***	***(17,677,384)***	***(16,565,175)***	***(18,372,215)***	***3.9%***
PROJECTED FUND BALANCE	**2,262,070**	**990,358**	**2,474,279**	**2,093,623**	**111.4%**
Auxiliary Fund					
BEGINNING FUND BALANCE	**2,229,308**	**2,344,509**	**2,777,372**	**3,207,124**	**36.8%**
REVENUES					
Charges for Services	1,806,573	1,364,000	1,246,646	1,018,000	-25.4%
Miscellaneous	980,467	870,220	939,300	920,220	5.7%
Total REVENUES	2,787,040	2,234,220	2,185,946	1,938,220	-13.2%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(1,100,000)	(846,000)	(775,000)	(500,000)	-40.9%
Total NET INTER-FUND TRANSFERS	(1,100,000)	(846,000)	(775,000)	(500,000)	-40.9%
Total Resources	***3,916,348***	***3,732,729***	***4,188,318***	***4,645,344***	***24.4%***
APPROPRIATION/EXPENDITURE					

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Appropriation/Expenditure	(1,138,976)	(1,700,000)	(981,194)	(1,729,300)	1.7%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,138,976)	(1,700,000)	(981,194)	(1,729,300)	1.7%
Total Use of Resources	***(1,138,976)***	***(1,700,000)***	***(981,194)***	***(1,729,300)***	***1.7%***
PROJECTED FUND BALANCE	**2,777,372**	**2,032,729**	**3,207,124**	**2,916,044**	**43.5%**
Cable Television Fund					
BEGINNING FUND BALANCE	**90,426**	**119,871**	**123,982**	**150,849**	**25.8%**
REVENUES					
Miscellaneous	5,718	0	5,000	0	----
Total REVENUES	5,718	0	5,000	0	----
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,683,725	1,726,867	1,726,867	1,764,321	2.2%
Total NET INTER-FUND TRANSFERS	1,683,725	1,726,867	1,726,867	1,764,321	2.2%
Total Resources	***1,779,869***	***1,846,738***	***1,855,849***	***1,915,170***	***3.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,660,500)	(1,726,867)	(1,705,000)	(1,764,321)	2.2%
Adjustment for Prior Year Encumbrances/Reserves	4,613	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,655,887)	(1,726,867)	(1,705,000)	(1,764,321)	2.2%
Total Use of Resources	***(1,655,887)***	***(1,726,867)***	***(1,705,000)***	***(1,764,321)***	***2.2%***
PROJECTED FUND BALANCE	**123,982**	**119,871**	**150,849**	**150,849**	**25.8%**
Major Facilities Reserve Fund					
BEGINNING FUND BALANCE	**9,415,677**	**9,455,677**	**9,759,076**	**7,787,070**	**-17.6%**
REVENUES					
Charges for Services	2,240,841	2,700,000	3,000,000	3,125,000	15.7%
Investment Income	189,366	110,000	200,000	200,000	81.8%
Total REVENUES	2,430,207	2,810,000	3,200,000	3,325,000	18.3%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(378,402)	(1,500,000)	(3,464,000)	(2,000,000)	33.3%
Total NET INTER-FUND TRANSFERS	(378,402)	(1,500,000)	(3,464,000)	(2,000,000)	33.3%
Total Resources	***11,467,482***	***10,765,677***	***9,495,076***	***9,112,070***	***-15.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,708,406)	(3,000,000)	(1,708,006)	(2,000,000)	-33.3%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,708,406)	(3,000,000)	(1,708,006)	(2,000,000)	-33.3%
Total Use of Resources	***(1,708,406)***	***(3,000,000)***	***(1,708,006)***	***(2,000,000)***	***-33.3%***
PROJECTED FUND BALANCE	**9,759,076**	**7,765,677**	**7,787,070**	**7,112,070**	**-8.4%**
Transportation Fund					
BEGINNING FUND BALANCE	**9,285,067**	**8,437,067**	**8,750,161**	**8,367,664**	**-0.8%**
REVENUES					
Charges for Services	3,432,928	3,380,217	3,486,674	3,365,000	-0.5%
Miscellaneous	312,570	239,213	257,013	338,000	41.3%
Total REVENUES	3,745,498	3,619,430	3,743,687	3,703,000	2.3%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	(500,000)	(4,300)	0	-100.0%
Total NET INTER-FUND TRANSFERS	0	(500,000)	(4,300)	0	-100.0%
Total Resources	***13,030,565***	***11,556,497***	***12,489,548***	***12,070,664***	***4.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(4,093,914)	(4,200,000)	(4,121,884)	(4,200,000)	----

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
Adjustment for Prior Year Encumbrances/Reserves	(186,490)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(4,280,404)	(4,200,000)	(4,121,884)	(4,200,000)	----
Total Use of Resources	***(4,280,404)***	***(4,200,000)***	***(4,121,884)***	***(4,200,000)***	**----**
PROJECTED FUND BALANCE	**8,750,161**	**7,356,497**	**8,367,664**	**7,870,664**	**7.0%**
Maryland-National Capital Park and Planning Commission					
Grant Fund MNCPPC					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	28,849	550,000	550,000	550,000	----
Total REVENUES	28,849	550,000	550,000	550,000	----
Total Resources	***28,849***	***550,000***	***550,000***	***550,000***	**----**
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(28,849)	(550,000)	(550,000)	(550,000)	----
Total APPROPRIATION/EXPENDITURE	(28,849)	(550,000)	(550,000)	(550,000)	----
Total Use of Resources	***(28,849)***	***(550,000)***	***(550,000)***	***(550,000)***	**----**
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Special Revenue Funds					
BEGINNING FUND BALANCE	**5,153,314**	**3,367,832**	**6,429,204**	**5,197,876**	**54.3%**
REVENUES					
Charges for Services	4,806,733	3,167,430	3,126,881	3,198,043	1.0%
Intergovernmental	251,089	360,000	419,865	296,730	-17.6%
Investment Income	62,814	28,000	35,980	55,000	96.4%
Miscellaneous	343,960	149,900	201,550	239,400	59.7%
Total REVENUES	5,464,596	3,705,330	3,784,276	3,789,173	2.3%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	300,000	0	0	0	----
From Component Units/Agencies	890,700	916,700	916,700	1,391,700	51.8%
Total NET INTER-FUND TRANSFERS	1,190,700	916,700	916,700	1,391,700	51.8%
Total Resources	***11,808,610***	***7,989,862***	***11,130,180***	***10,378,749***	***29.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(5,379,406)	(6,519,833)	(5,932,304)	(7,084,740)	8.7%
Total APPROPRIATION/EXPENDITURE	(5,379,406)	(6,519,833)	(5,932,304)	(7,084,740)	8.7%
Total Use of Resources	***(5,379,406)***	***(6,519,833)***	***(5,932,304)***	***(7,084,740)***	***8.7%***
PROJECTED FUND BALANCE	**6,429,204**	**1,470,029**	**5,197,876**	**3,294,009**	**124.1%**
Enterprise Fund					
BEGINNING CASH BALANCE	**8,408,670**	**8,856,881**	**9,062,718**	**6,689,470**	**-24.5%**
REVENUES					
Charges for Services	10,699,070	10,404,737	10,381,709	10,619,420	2.1%
Miscellaneous	1,025,882	821,225	972,071	977,622	19.0%
Total REVENUES	11,724,952	11,225,962	11,353,780	11,597,042	3.3%
Total Resources	***20,133,622***	***20,082,843***	***20,416,498***	***18,286,512***	***-8.9%***
CIP CURRENT REVENUE	***(2,012,478)***	***(4,125,000)***	***(4,125,000)***	***(500,000)***	***-87.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,438,986)	(9,746,959)	(9,602,028)	(9,734,402)	-0.1%
Debt Service - Other	0	0	0	0	----
Changes In Working Capital	380,560	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(9,058,426)	(9,746,959)	(9,602,028)	(9,734,402)	-0.1%
Total Use of Resources	***(11,070,904)***	***(13,871,959)***	***(13,727,028)***	***(10,234,402)***	***-26.2%***
PROJECTED CASH BALANCE	**9,062,718**	**6,210,884**	**6,689,470**	**8,052,110**	**29.6%**

Fiscal Summary By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
Prop Mgmt MNCPPC					
BEGINNING FUND BALANCE	**986,760**	**986,760**	**984,175**	**888,735**	**-9.9%**
REVENUES					
Charges for Services	1,240,159	1,424,800	1,354,984	1,456,600	2.2%
Investment Income	14,717	8,000	8,000	10,000	25.0%
Miscellaneous	7,010	0	0	0	----
Total REVENUES	1,261,886	1,432,800	1,362,984	1,466,600	2.4%
Total Resources	***2,248,646***	***2,419,560***	***2,347,159***	***2,355,335***	***-2.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,264,471)	(1,528,240)	(1,458,424)	(1,566,600)	2.5%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,264,471)	(1,528,240)	(1,458,424)	(1,566,600)	2.5%
Total Use of Resources	***(1,264,471)***	***(1,528,240)***	***(1,458,424)***	***(1,566,600)***	***2.5%***
PROJECTED FUND BALANCE	**984,175**	**891,320**	**888,735**	**788,735**	**-11.5%**

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Schedule A-5

Inter-Fund Transfers

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
From Non-Tax Supported Funds					
From Bethesda Parking District: Overhead	394,526	414,329	414,329	491,273	18.6%
From Bethesda Parking District: Telecommunications NDA	12,799	12,799	12,799	0	-100.0%
From Cable TV	9,021,000	5,748,000	2,542,000	0	-100.0%
From Cable TV: M-NCPPC Park Fund	100,000	100,000	100,000	0	-100.0%
From Cable TV: MC Cable Fund	1,683,725	1,726,867	1,726,867	1,764,321	2.2%
From Cable TV: MCPS Instructional TV Fund	1,697,504	1,789,941	1,789,941	1,799,775	0.5%
From Cable TV: Overhead	725,001	756,568	756,568	880,030	16.3%
From Cable TV: Telecommunications NDA	4,959	4,959	4,959	0	-100.0%
From Community Use of Public Facilities: CAPP	200,000	200,000	200,000	200,000	----
From Community Use of Public Facilities: Other DCM	7,330	7,330	7,330	7,330	----
From Community Use of Public Facilities: Overhead	551,499	609,960	609,960	721,440	18.3%
From Community Use of Public Facilities: Telecommunications NDA	32,203	32,203	32,203	0	-100.0%
From Liquor: Earnings Transfer	21,163,320	24,506,777	24,506,777	24,774,980	1.1%
From Liquor: Overhead	3,495,951	3,495,654	3,495,654	3,625,919	3.7%
From Liquor: Telecommunications NDA	169,032	169,032	169,032	0	-100.0%
From Montgomery Housing Initiative: Overhead	329,848	371,142	371,142	476,191	28.3%
From Permitting Services: DCM	109,020	109,020	109,020	109,020	----
From Permitting Services: Overhead	5,074,949	5,481,305	5,481,305	6,479,116	18.2%
From Permitting Services: Telecommunications NDA	52,052	52,052	52,052	0	-100.0%
From Silver Spring Parking District: Other	5,000	5,000	5,000	5,000	----
From Silver Spring Parking District: Overhead	448,924	472,228	472,228	548,157	16.1%
From Silver Spring Parking District: Telecommunications NDA	82,192	82,192	82,192	0	-100.0%
From Solid Waste Collection: DCM	5,000	5,000	5,000	5,000	----
From Solid Waste Collection: Overhead	262,254	281,394	281,394	326,905	16.2%
From Solid Waste Disposal: DCM	23,380	23,380	23,380	23,380	----
From Solid Waste Disposal: EOB Rent	227,830	232,270	232,270	237,080	2.1%
From Solid Waste Disposal: Overhead	1,829,041	1,897,659	1,897,659	2,217,655	16.9%
From Solid Waste Disposal: Telecommunications NDA	68,450	68,450	68,450	0	-100.0%
From Vacuum Leaf Collection: Overhead	577,855	621,852	621,852	725,833	16.7%
From Water Quality Protection Fund: Overhead	1,598,110	1,739,210	1,739,210	2,037,980	17.2%
From Water Quality Protection Fund: Telecommunications NDA	13,151	13,151	13,151	0	-100.0%
From Wheaton Parking Distirct: Telecommunications NDA	4,064	4,064	4,064	0	-100.0%
From Wheaton Parking District: Overhead	67,662	70,547	70,547	80,618	14.3%
TOTAL From Non-Tax Supported Funds	**50,037,631**	**51,104,335**	**47,898,335**	**47,537,003**	**-7.0%**
From Tax Supported Funds					
From Bethesda Urban District: Overhead	24,123	23,670	23,670	21,597	-8.8%
From Fire District: DCM	120,750	120,750	120,750	120,750	----
From Fire District: Fund Balance Transfer	0	810,000	0	0	-100.0%
From Fire: Telecommunications NDA	430,482	430,482	430,482	0	-100.0%
From Mass Transit: Fund Balance Transfer	10,211,200	0	0	0	----
From Mass Transit: Overhead	12,812,933	14,113,024	14,113,024	16,693,872	18.3%
From Mass Transit: Telecommunications NDA	131,019	131,019	131,019	0	-100.0%
From Recreation: Facility Maintenance Cost	1,151,850	1,151,850	1,151,850	1,151,850	----
From Recreation: Fund Balance Transfer	1,125,000	0	0	0	----
From Recreation: Other - DCM	83,200	83,200	83,200	83,200	----
From Recreation: Overhead	4,139,791	4,551,187	4,551,187	5,376,131	18.1%
From Recreation: Telecommunications NDA	283,630	283,630	283,630	0	-100.0%
From Recreation:Custodial Cleaning Costs	611,360	611,360	611,360	611,360	----
From Silver Spring Urban District: Overhead	423,230	458,066	458,066	536,019	17.0%
From Wheaton Urban District: Overhead	256,309	267,976	267,976	308,542	15.1%

Inter-Fund Transfers

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
TOTAL From Tax Supported Funds	**31,804,877**	**23,036,214**	**22,226,214**	**24,903,321**	**8.1%**
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	(22,703,644)	(22,703,644)	(22,703,644)	(25,342,876)	11.6%
To Solid Waste Disposal Fund	(2,006,800)	(2,195,820)	(2,195,820)	(1,536,170)	-30.0%
TOTAL To Non-Tax Supported Funds	**(24,870,444)**	**(25,059,464)**	**(25,059,464)**	**(27,039,046)**	**7.9%**
To Tax Supported Funds					
To Bethesda Urban District: Baseline Services	(650,318)	(800,318)	(800,318)	(750,318)	-6.2%
To Debt Service: GO Bonds	(302,826,842)	(318,864,140)	(316,399,238)	(335,107,250)	5.1%
To Debt Service: Short and Long Term Leases	(9,527,325)	(12,387,400)	(11,908,630)	(11,727,710)	-5.3%
To Economic Development Fund	(4,233,040)	(4,346,051)	(4,346,051)	(5,186,165)	19.3%
To Fire District: Fund Balance Transfer	0	0	(17,540,965)	0	----
To Fire: EMST Fee Payment for Uninsured Residents	(250,000)	(250,000)	(250,000)	(250,000)	----
To Mass Transit: Parking Tickets	(531,310)	(531,310)	(531,310)	(531,310)	----
To Recreation: ASACs	(120,990)	(120,990)	(120,990)	(120,990)	----
To Recreation: Countywide Services	(888,710)	(888,710)	(888,710)	(888,710)	----
To Silver Spring Urban District: Baseline Services	(539,660)	(539,660)	(539,660)	(539,660)	----
To Wheaton Urban District: Baseline Services	(76,090)	(76,090)	(76,090)	(76,090)	----
To Wheaton Urban District: Non-Baseline Services	(1,388,150)	(1,946,150)	(1,946,150)	(1,833,651)	-5.8%
TOTAL To Tax Supported Funds	**(321,032,435)**	**(340,750,819)**	**(355,348,112)**	**(357,011,854)**	**4.8%**
From Internal Service Funds					
From ISF: Central Duplicating	0	32,700	32,700	0	-100.0%
From ISF: Motor Pool	5,954,591	1,000,000	1,000,000	0	-100.0%
From Risk Management	3,450,457	0	0	0	----
From Risk Management: Telecommunications NDA	4,312	4,312	4,312	0	-100.0%
From: Employee Health Benefit Fund	17,950,000	10,500,000	10,500,000	0	-100.0%
TOTAL From Internal Service Funds	**27,359,360**	**11,537,012**	**11,537,012**	**0**	**-100.0%**
To Component Units/Agencies					
To M-NCPPC Park Fund	0	(100,000)	(100,000)	0	-100.0%
To MC: Cable TV Fund (Non-Tax)	(1,683,725)	(1,726,867)	(1,726,867)	(1,764,321)	2.2%
To MCPS Entrepreneurial Activities Fund	(6,529,381)	(2,000,000)	(7,600,000)	(8,000,000)	300.0%
To MCPS: Instructional Television Fund (Non-Tax)	(1,697,504)	(1,789,941)	(1,789,941)	(1,799,775)	0.5%
To MNCPPC: Special Revenue Fund	(890,700)	(916,700)	(916,700)	(1,391,700)	51.8%
TOTAL To Component Units/Agencies	**(10,801,310)**	**(6,533,508)**	**(12,133,508)**	**(12,955,796)**	**98.3%**
To Revenue Stabilization Fund					
To Revenue Stabilization Fund	(24,949,110)	(26,170,226)	(26,020,361)	(13,760,673)	-47.4%
TOTAL To Revenue Stabilization Fund	**(24,949,110)**	**(26,170,226)**	**(26,020,361)**	**(13,760,673)**	**-47.4%**
TOTAL COUNTY GENERAL FUND	**(272,451,431)**	**(312,836,456)**	**(336,899,884)**	**(338,327,045)**	**8.1%**
BETHESDA URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	1,671,030	1,532,530	1,532,530	1,619,864	5.7%
TOTAL From Non-Tax Supported Funds	**1,671,030**	**1,532,530**	**1,532,530**	**1,619,864**	**5.7%**
From Tax Supported Funds					
From General Fund: Baseline Services	650,318	800,318	800,318	750,318	-6.2%
TOTAL From Tax Supported Funds	**650,318**	**800,318**	**800,318**	**750,318**	**-6.2%**
To Tax Supported Funds					
To General Fund: Overhead	(24,123)	(23,670)	(23,670)	(21,597)	-8.8%
TOTAL To Tax Supported Funds	**(24,123)**	**(23,670)**	**(23,670)**	**(21,597)**	**-8.8%**
TOTAL BETHESDA URBAN DISTRICT	**2,297,225**	**2,309,178**	**2,309,178**	**2,348,585**	**1.7%**
SILVER SPRING URBAN DISTRICT					

Inter-Fund Transfers

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
From Non-Tax Supported Funds					
From Parking District Fees	1,989,710	2,780,710	2,780,710	2,529,843	-9.0%
TOTAL From Non-Tax Supported Funds	**1,989,710**	**2,780,710**	**2,780,710**	**2,529,843**	**-9.0%**
From Tax Supported Funds					
From General Fund: Baseline Services	539,660	539,660	539,660	539,660	----
TOTAL From Tax Supported Funds	**539,660**	**539,660**	**539,660**	**539,660**	**----**
To Tax Supported Funds					
To General Fund: Overhead	(423,230)	(458,066)	(458,066)	(536,019)	17.0%
TOTAL To Tax Supported Funds	**(423,230)**	**(458,066)**	**(458,066)**	**(536,019)**	**17.0%**
TOTAL SILVER SPRING URBAN DISTRICT	**2,106,140**	**2,862,304**	**2,862,304**	**2,533,484**	**-11.5%**
WHEATON URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	24,358	36,537	36,537	36,537	----
TOTAL From Non-Tax Supported Funds	**24,358**	**36,537**	**36,537**	**36,537**	**----**
From Tax Supported Funds					
From General Fund: Baseline Services	76,090	76,090	76,090	76,090	----
From General Fund: Non-Baseline Services	1,388,150	1,946,150	1,946,150	1,833,651	-5.8%
TOTAL From Tax Supported Funds	**1,464,240**	**2,022,240**	**2,022,240**	**1,909,741**	**-5.6%**
To Tax Supported Funds					
To General Fund: Overhead	(256,309)	(267,976)	(267,976)	(308,542)	15.1%
TOTAL To Tax Supported Funds	**(256,309)**	**(267,976)**	**(267,976)**	**(308,542)**	**15.1%**
TOTAL WHEATON URBAN DISTRICT	**1,232,289**	**1,790,801**	**1,790,801**	**1,637,736**	**-8.5%**
MASS TRANSIT					
From Tax Supported Funds					
From General Fund: Parking Fines	531,310	531,310	531,310	531,310	----
TOTAL From Tax Supported Funds	**531,310**	**531,310**	**531,310**	**531,310**	**----**
To 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	(19,739,278)	(21,894,010)	(21,483,125)	(22,400,120)	2.3%
To Debt Service: Long Term Lease	(5,276,084)	(6,718,600)	(6,644,300)	(8,364,300)	24.5%
To General Fund: Fund Balance Transfer	(10,211,200)	0	0	0	----
To General Fund: Overhead	(12,812,933)	(14,113,024)	(14,113,024)	(16,693,872)	18.3%
To General Fund: Telecommunications NDA	(131,019)	(131,019)	(131,019)	0	-100.0%
TOTAL To Tax Supported Funds	**(48,170,514)**	**(42,856,653)**	**(42,371,468)**	**(47,458,292)**	**10.7%**
TOTAL MASS TRANSIT	**(47,979,204)**	**(42,325,343)**	**(41,840,158)**	**(46,926,982)**	**10.9%**
FIRE					
From Tax Supported Funds					
From General Fund: Fund Balance Transfer	0	0	17,540,965	0	----
Tran Fr GF: EMST Fee Payment for Unisure Residents	250,000	250,000	250,000	250,000	----
TOTAL From Tax Supported Funds	**250,000**	**250,000**	**17,790,965**	**250,000**	**----**
To Tax Supported Funds					
To Debt Service: Fire & Rescue Equipment	(4,349,422)	(2,896,600)	(2,920,550)	(4,320,550)	49.2%
To Debt Service: GO Bonds	(7,313,948)	(7,873,730)	(7,825,087)	(8,005,050)	1.7%
To General Fund: DCM	(120,750)	(120,750)	(120,750)	(120,750)	----
To General Fund: Fund Balance Transfer	0	(810,000)	0	0	-100.0%
To General Fund: Telecommunications NDA	(430,482)	(430,482)	(430,482)	0	-100.0%
TOTAL To Tax Supported Funds	**(12,214,602)**	**(12,131,562)**	**(11,296,869)**	**(12,446,350)**	**2.6%**

Inter-Fund Transfers

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
TOTAL FIRE	**(11,964,602)**	**(11,881,562)**	**6,494,096**	**(12,196,350)**	**2.6%**
RECREATION					
From Non-Tax Supported Funds					
From Recreation Non Tax Fund	0	0	0	4,500,000	----
TOTAL From Non-Tax Supported Funds	**0**	**0**	**0**	**4,500,000**	**----**
From Tax Supported Funds					
From General Fund: ASACs	120,990	120,990	120,990	120,990	----
From General Fund: Countywide Services	888,710	888,710	888,710	888,710	----
TOTAL From Tax Supported Funds	**1,009,700**	**1,009,700**	**1,009,700**	**1,009,700**	**----**
To Tax Supported Funds					
To Debt Service: GO Bonds	(8,914,525)	(9,542,400)	(9,856,307)	(11,530,970)	20.8%
To Debt Service: Long Term Lease	(1,526,249)	(1,525,700)	(1,525,700)	0	-100.0%
To General Fund: Custodial Cleaning Costs	(611,360)	(611,360)	(611,360)	(611,360)	----
To General Fund: Facility Maintenance Costs	(1,151,850)	(1,151,850)	(1,151,850)	(1,151,850)	----
To General Fund: Fund Balance Transfer	(1,125,000)	0	0	0	----
To General Fund: Other - DCM	(83,200)	(83,200)	(83,200)	(83,200)	----
To General Fund: Overhead	(4,139,791)	(4,551,187)	(4,551,187)	(5,376,131)	18.1%
To General Fund: Telecommunications NDA	(283,630)	(283,630)	(283,630)	0	-100.0%
TOTAL To Tax Supported Funds	**(17,835,605)**	**(17,749,327)**	**(18,063,234)**	**(18,753,511)**	**5.7%**
TOTAL RECREATION	**(16,825,905)**	**(16,739,627)**	**(17,053,534)**	**(13,243,811)**	**-20.9%**
ECONOMIC DEVELOPMENT FUND					
From Tax Supported Funds					
Transfer from General Fund	4,233,040	4,346,051	4,346,051	5,186,165	19.3%
TOTAL From Tax Supported Funds	**4,233,040**	**4,346,051**	**4,346,051**	**5,186,165**	**19.3%**
TOTAL ECONOMIC DEVELOPMENT FUND	**4,233,040**	**4,346,051**	**4,346,051**	**5,186,165**	**19.3%**
REVENUE STABILIZATION FUND					
TOTAL REVENUE STABILIZATION FUND	**24,949,110**	**26,170,226**	**26,020,361**	**13,760,673**	**-47.4%**
DEBT SERVICE					
DEBT SERVICE					
From Tax Supported Funds					
From Fire Fund (LTL)	4,349,422	2,896,600	2,920,550	4,320,550	49.2%
From Fire Tax District	7,524,661	7,873,730	7,825,087	8,005,050	1.7%
From General Fund: GO Bonds	302,826,842	318,864,140	316,399,238	335,107,250	5.1%
From General Fund: Long Term Lease	9,527,325	12,387,400	11,908,630	11,727,710	-5.3%
From Mass Transit	19,739,278	21,894,010	21,483,125	22,400,120	2.3%
From Mass Transit (LTL)	5,276,084	6,718,600	6,644,300	8,364,300	24.5%
From Recreation	8,914,525	9,542,400	9,856,307	11,530,970	20.8%
From Recreation Fund: Long Term Lease	1,526,249	1,525,700	1,525,700	0	-100.0%
TOTAL From Tax Supported Funds	**359,684,386**	**381,702,580**	**378,562,937**	**401,455,950**	**5.2%**
From Internal Service Funds					
From Motor Pool Fund	0	0	0	190,000	----
TOTAL From Internal Service Funds	**0**	**0**	**0**	**190,000**	**----**
TOTAL DEBT SERVICE	**359,684,386**	**381,702,580**	**378,562,937**	**401,645,950**	**5.2%**
MONTGOMERY COLLEGE					
CURRENT FUND MC					
From Non-Tax Supported Funds					
Non Mandatory Transfer (From Grant Fund)	764,144	0	0	0	----
Non Mandatory Transfer (from MC Auxiliary Fund)	1,100,000	846,000	775,000	1,000,000	18.2%
Non Mandatory Transfer (from WDCE)	0	459,485	459,485	500,000	8.8%
TOTAL From Non-Tax Supported Funds	**1,864,144**	**1,305,485**	**1,234,485**	**1,500,000**	**14.9%**
TOTAL CURRENT FUND MC	**1,864,144**	**1,305,485**	**1,234,485**	**1,500,000**	**14.9%**

Inter-Fund Transfers

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
ADMINISTRATION FUND					
To Non-Tax Supported Funds					
Transfer to Special Revenue Fund	(300,000)	0	0	0	----
TOTAL To Non-Tax Supported Funds	**(300,000)**	**0**	**0**	**0**	**----**
To Tax Supported Funds					
Transfer To Park Fund	(500,000)	0	0	(325,000)	----
TOTAL To Tax Supported Funds	**(500,000)**	**0**	**0**	**(325,000)**	**----**
TOTAL ADMINISTRATION FUND	**(800,000)**	**0**	**0**	**(325,000)**	**----**
PARK FUND					
From Tax Supported Funds					
Transfer From Admin Fund	500,000	0	0	325,000	----
Transfer from General Fund	0	100,000	100,000	0	-100.0%
TOTAL From Tax Supported Funds	**500,000**	**100,000**	**100,000**	**325,000**	**225.0%**
TOTAL PARK FUND	**500,000**	**100,000**	**100,000**	**325,000**	**225.0%**
ALA DEBT SERVICE FUND					
To Internal Service Funds					
Transfer To/From ALARF Revolving Fund	(1,775,416)	(1,872,078)	(1,856,739)	(1,930,064)	3.1%
TOTAL To Internal Service Funds	**(1,775,416)**	**(1,872,078)**	**(1,856,739)**	**(1,930,064)**	**3.1%**
TOTAL ALA DEBT SERVICE FUND	**(1,775,416)**	**(1,872,078)**	**(1,856,739)**	**(1,930,064)**	**3.1%**
TOTAL TAX SUPPORTED	**45,069,776**	**34,931,559**	**26,069,898**	**15,988,341**	**-54.2%**
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
WATER QUALITY PROTECTION FUND					
To Non-Tax Supported Funds					
To Debt Service - Non-Tax	(6,100,007)	(6,148,600)	(6,148,600)	(6,361,900)	3.5%
TOTAL To Non-Tax Supported Funds	**(6,100,007)**	**(6,148,600)**	**(6,148,600)**	**(6,361,900)**	**3.5%**
To Tax Supported Funds					
To General Fund: Overhead	(1,598,110)	(1,739,210)	(1,739,210)	(2,037,980)	17.2%
To General Fund: Telecommunications NDA	(13,151)	(13,151)	(13,151)	0	-100.0%
TOTAL To Tax Supported Funds	**(1,611,261)**	**(1,752,361)**	**(1,752,361)**	**(2,037,980)**	**16.3%**
TOTAL WATER QUALITY PROTECTION FUND	**(7,711,268)**	**(7,900,961)**	**(7,900,961)**	**(8,399,880)**	**6.3%**
GRANT FUND MCG					
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	(100,000)	(100,000)	(100,000)	0	-100.0%
To General Fund: MC Cable Fund	(1,683,725)	(1,726,867)	(1,726,867)	(1,764,321)	2.2%
To General Fund: MCPS Instructional TV Fund	(1,697,504)	(1,789,941)	(1,789,941)	(1,799,775)	0.5%
To General Fund: Overhead	(725,001)	(756,568)	(756,568)	(880,030)	16.3%
To General Fund: Telecommunications NDA	(4,959)	(4,959)	(4,959)	0	-100.0%
Transfer to General Fund	(9,021,000)	(5,748,000)	(2,542,000)	0	-100.0%
TOTAL To Tax Supported Funds	**(13,232,189)**	**(10,126,335)**	**(6,920,335)**	**(4,444,126)**	**-56.1%**
TOTAL CABLE TELEVISION	**(13,232,189)**	**(10,126,335)**	**(6,920,335)**	**(4,444,126)**	**-56.1%**
RECREATION NON-TAX SUPPORTED					
To Tax Supported Funds					

Inter-Fund Transfers

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
To Recreation Tax Supported Fund	0	0	0	(4,500,000)	----
TOTAL To Tax Supported Funds	**0**	**0**	**0**	**(4,500,000)**	**----**
TOTAL RECREATION NON-TAX SUPPORTED	**0**	**0**	**0**	**(4,500,000)**	**----**
MONTGOMERY HOUSING INITIATIVE					
From Tax Supported Funds					
From General Fund	22,703,644	22,703,644	22,703,644	25,342,876	11.6%
TOTAL From Tax Supported Funds	**22,703,644**	**22,703,644**	**22,703,644**	**25,342,876**	**11.6%**
To Non-Tax Supported Funds					
To Non-Tax Supported Debt Service - Other	(7,266,113)	(9,501,510)	(8,688,530)	(9,623,700)	1.3%
TOTAL To Non-Tax Supported Funds	**(7,266,113)**	**(9,501,510)**	**(8,688,530)**	**(9,623,700)**	**1.3%**
To Tax Supported Funds					
To General Fund: Overhead	(329,848)	(371,142)	(371,142)	(476,191)	28.3%
TOTAL To Tax Supported Funds	**(329,848)**	**(371,142)**	**(371,142)**	**(476,191)**	**28.3%**
TOTAL MONTGOMERY HOUSING INITIATIVE	**15,107,683**	**12,830,992**	**13,643,972**	**15,242,985**	**18.8%**
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	(200,000)	(200,000)	(200,000)	(200,000)	----
To General Fund: DCM	(7,330)	(7,330)	(7,330)	(7,330)	----
To General Fund: Overhead	(551,499)	(609,960)	(609,960)	(721,440)	18.3%
To General Fund: Telecommunications NDA	(32,203)	(32,203)	(32,203)	0	-100.0%
TOTAL To Tax Supported Funds	**(791,032)**	**(849,493)**	**(849,493)**	**(928,770)**	**9.3%**
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	**(631,032)**	**(689,493)**	**(689,493)**	**(768,770)**	**11.5%**
BETHESDA PARKING DISTRICT					
To Non-Tax Supported Funds					
To Wheaton PLD	0	(400,000)	(400,000)	(220,000)	-45.0%
TOTAL To Non-Tax Supported Funds	**0**	**(400,000)**	**(400,000)**	**(220,000)**	**-45.0%**
To Tax Supported Funds					
To General Fund: Overhead	(394,526)	(414,329)	(414,329)	(491,273)	18.6%
To General Fund: Telecommunications NDA	(12,799)	(12,799)	(12,799)	0	-100.0%
To Urban District: Meter Revenue	(1,671,030)	(1,532,530)	(1,532,530)	(1,619,864)	5.7%
TOTAL To Tax Supported Funds	**(2,078,355)**	**(1,959,658)**	**(1,959,658)**	**(2,111,137)**	**7.7%**
TOTAL BETHESDA PARKING DISTRICT	**(2,078,355)**	**(2,359,658)**	**(2,359,658)**	**(2,331,137)**	**-1.2%**
SILVER SPRING PARKING DISTRICT					
To Tax Supported Funds					
To General Fund: Other	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(448,924)	(472,228)	(472,228)	(548,157)	16.1%
To General Fund: Telecommunications NDA	(82,192)	(82,192)	(82,192)	0	-100.0%
To Urban District: Meter Revenue	(1,989,710)	(2,780,710)	(2,780,710)	(2,529,843)	-9.0%
TOTAL To Tax Supported Funds	**(2,525,826)**	**(3,340,130)**	**(3,340,130)**	**(3,083,000)**	**-7.7%**
TOTAL SILVER SPRING PARKING DISTRICT	**(2,525,826)**	**(3,340,130)**	**(3,340,130)**	**(3,083,000)**	**-7.7%**
WHEATON PARKING DISTRICT					
From Non-Tax Supported Funds					
From Bethesda PLD	0	400,000	400,000	220,000	-45.0%
TOTAL From Non-Tax Supported Funds	**0**	**400,000**	**400,000**	**220,000**	**-45.0%**

Inter-Fund Transfers

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
To Tax Supported Funds					
To General Fund: Overhead	(67,662)	(70,547)	(70,547)	(80,618)	14.3%
To General Fund: Telecommunications NDA	(4,064)	(4,064)	(4,064)	0	-100.0%
To Urban District: Meter Revenue	(24,358)	(36,537)	(36,537)	(36,537)	----
TOTAL To Tax Supported Funds	**(96,084)**	**(111,148)**	**(111,148)**	**(117,155)**	**5.4%**
TOTAL WHEATON PARKING DISTRICT	**(96,084)**	**288,852**	**288,852**	**102,845**	**-64.4%**
PERMITTING SERVICES					
To Tax Supported Funds					
To General Fund: DCM	(109,020)	(109,020)	(109,020)	(109,020)	----
To General Fund: Overhead	(5,074,949)	(5,481,305)	(5,481,305)	(6,479,116)	18.2%
To General Fund: Telecommunications NDA	(52,052)	(52,052)	(52,052)	0	-100.0%
TOTAL To Tax Supported Funds	**(5,236,021)**	**(5,642,377)**	**(5,642,377)**	**(6,588,136)**	**16.8%**
TOTAL PERMITTING SERVICES	**(5,236,021)**	**(5,642,377)**	**(5,642,377)**	**(6,588,136)**	**16.8%**
SOLID WASTE COLLECTION					
To Tax Supported Funds					
To General Fund: DCM	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(262,254)	(281,394)	(281,394)	(326,905)	16.2%
TOTAL To Tax Supported Funds	**(267,254)**	**(286,394)**	**(286,394)**	**(331,905)**	**15.9%**
TOTAL SOLID WASTE COLLECTION	**(267,254)**	**(286,394)**	**(286,394)**	**(331,905)**	**15.9%**
SOLID WASTE DISPOSAL					
From Non-Tax Supported Funds					
From Vacuum Leaf Collection	0	755,000	755,000	930,000	23.2%
TOTAL From Non-Tax Supported Funds	**0**	**755,000**	**755,000**	**930,000**	**23.2%**
From Tax Supported Funds					
From General Fund: Tip Fee Charges	2,006,800	2,195,820	2,195,820	1,536,170	-30.0%
TOTAL From Tax Supported Funds	**2,006,800**	**2,195,820**	**2,195,820**	**1,536,170**	**-30.0%**
To Tax Supported Funds					
To General Fund: DCM	(23,380)	(23,380)	(23,380)	(23,380)	----
To General Fund: EOB Rent	(227,830)	(232,270)	(232,270)	(237,080)	2.1%
To General Fund: Overhead	(1,829,041)	(1,897,659)	(1,897,659)	(2,217,655)	16.9%
To General Fund: Telecommunications NDA	(68,450)	(68,450)	(68,450)	0	-100.0%
TOTAL To Tax Supported Funds	**(2,148,701)**	**(2,221,759)**	**(2,221,759)**	**(2,478,115)**	**11.5%**
TOTAL SOLID WASTE DISPOSAL	**(141,901)**	**729,061**	**729,061**	**(11,945)**	**-101.6%**
VACUUM LEAF COLLECTION					
To Non-Tax Supported Funds					
To Solid Waste Disposal Fund	0	(755,000)	(755,000)	(930,000)	23.2%
TOTAL To Non-Tax Supported Funds	**0**	**(755,000)**	**(755,000)**	**(930,000)**	**23.2%**
To Tax Supported Funds					
To General Fund: Overhead	(577,855)	(621,852)	(621,852)	(725,833)	16.7%
TOTAL To Tax Supported Funds	**(577,855)**	**(621,852)**	**(621,852)**	**(725,833)**	**16.7%**
TOTAL VACUUM LEAF COLLECTION	**(577,855)**	**(1,376,852)**	**(1,376,852)**	**(1,655,833)**	**20.3%**
LIQUOR CONTROL					
To Tax Supported Funds					
To General Fund: Earnings Transfer	(21,163,320)	(24,506,777)	(24,506,777)	(24,774,980)	1.1%
To General Fund: Overhead	(3,495,951)	(3,495,654)	(3,495,654)	(3,625,919)	3.7%
To General Fund: Telecommunications NDA	(169,032)	(169,032)	(169,032)	0	-100.0%
TOTAL To Tax Supported Funds	**(24,828,303)**	**(28,171,463)**	**(28,171,463)**	**(28,400,899)**	**0.8%**
TOTAL LIQUOR CONTROL	**(24,828,303)**	**(28,171,463)**	**(28,171,463)**	**(28,400,899)**	**0.8%**
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND					

Inter-Fund Transfers

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
To Non-Tax Supported Funds					
To Retiree Health Benefit Trust Fund	0	0	0	(2,100,000)	----
TOTAL To Non-Tax Supported Funds	**0**	**0**	**0**	**(2,100,000)**	**----**
To Tax Supported Funds					
To: General Fund	(17,950,000)	(10,500,000)	(10,500,000)	0	-100.0%
TOTAL To Tax Supported Funds	**(17,950,000)**	**(10,500,000)**	**(10,500,000)**	**0**	**-100.0%**
TOTAL EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND	**(17,950,000)**	**(10,500,000)**	**(10,500,000)**	**(2,100,000)**	**-80.0%**
MOTOR POOL INTERNAL SERVICE FUND					
To Tax Supported Funds					
To Debt Service	0	0	0	(190,000)	----
To General Fund	(5,954,591)	(1,000,000)	(1,000,000)	0	-100.0%
TOTAL To Tax Supported Funds	**(5,954,591)**	**(1,000,000)**	**(1,000,000)**	**(190,000)**	**-81.0%**
TOTAL MOTOR POOL INTERNAL SERVICE FUND	**(5,954,591)**	**(1,000,000)**	**(1,000,000)**	**(190,000)**	**-81.0%**
PRINTING AND MAIL INTERNAL SERVICE FUND					
To Tax Supported Funds					
Transfer to General Fund	0	(32,700)	(32,700)	0	-100.0%
TOTAL To Tax Supported Funds	**0**	**(32,700)**	**(32,700)**	**0**	**-100.0%**
TOTAL PRINTING AND MAIL INTERNAL SERVICE FUND	**0**	**(32,700)**	**(32,700)**	**0**	**-100.0%**
SELF INSURANCE INTERNAL SERVICE FUND					
To Tax Supported Funds					
To General Fund	(3,450,457)	0	0	0	----
To General Fund: Telecommunications NDA	(4,312)	(4,312)	(4,312)	0	-100.0%
TOTAL To Tax Supported Funds	**(3,454,769)**	**(4,312)**	**(4,312)**	**0**	**-100.0%**
TOTAL SELF INSURANCE INTERNAL SERVICE FUND	**(3,454,769)**	**(4,312)**	**(4,312)**	**0**	**-100.0%**
DEBT SERVICE					
DEBT SERVICE - NON-TAX SUPPORTED					
From Non-Tax Supported Funds					
From Montgomery Housing Initiative: Other	7,206,058	9,501,510	8,688,530	9,623,700	1.3%
From Water Quality Protection: Other Debt	6,100,007	6,148,600	6,148,600	6,361,900	3.5%
TOTAL From Non-Tax Supported Funds	**13,306,065**	**15,650,110**	**14,837,130**	**15,985,600**	**2.1%**
TOTAL DEBT SERVICE - NON-TAX SUPPORTED	**13,306,065**	**15,650,110**	**14,837,130**	**15,985,600**	**2.1%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
ENTREPRENEURIAL ACTIVITIES FUND					
From Tax Supported Funds					
From General Fund	6,529,381	2,000,000	7,600,000	8,000,000	300.0%
TOTAL From Tax Supported Funds	**6,529,381**	**2,000,000**	**7,600,000**	**8,000,000**	**300.0%**
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	**6,529,381**	**2,000,000**	**7,600,000**	**8,000,000**	**300.0%**
INSTRUCTIONAL TELEVISION FUND					
From Tax Supported Funds					
From MCG General Fund	1,697,504	1,789,941	1,789,941	1,799,775	0.5%
TOTAL From Tax Supported Funds	**1,697,504**	**1,789,941**	**1,789,941**	**1,799,775**	**0.5%**
TOTAL INSTRUCTIONAL TELEVISION FUND	**1,697,504**	**1,789,941**	**1,789,941**	**1,799,775**	**0.5%**
MONTGOMERY COLLEGE					
GRANT FUND MC					
To Tax Supported Funds					
Non Mandatory Transfer (to MC Current Fund)	(764,144)	0	0	0	----
TOTAL To Tax Supported Funds	**(764,144)**	**0**	**0**	**0**	**----**
TOTAL GRANT FUND MC	**(764,144)**	**0**	**0**	**0**	**----**

Inter-Fund Transfers

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
WORKFORCE DEVELOPMENT & CONTINUING ED					
To Tax Supported Funds					
Nonmandatory Transfer to Current Fund	0	(459,485)	(459,485)	(1,000,000)	117.6%
TOTAL To Tax Supported Funds	**0**	**(459,485)**	**(459,485)**	**(1,000,000)**	**117.6%**
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	**0**	**(459,485)**	**(459,485)**	**(1,000,000)**	**117.6%**
AUXILIARY FUND					
To Tax Supported Funds					
Non Mandatory Transfer (to MC Current Fund)	(1,100,000)	(846,000)	(775,000)	(500,000)	-40.9%
TOTAL To Tax Supported Funds	**(1,100,000)**	**(846,000)**	**(775,000)**	**(500,000)**	**-40.9%**
TOTAL AUXILIARY FUND	**(1,100,000)**	**(846,000)**	**(775,000)**	**(500,000)**	**-40.9%**
CABLE TELEVISION FUND					
From Tax Supported Funds					
From MCG: County Cable Plan	1,683,725	1,726,867	1,726,867	1,764,321	2.2%
TOTAL From Tax Supported Funds	**1,683,725**	**1,726,867**	**1,726,867**	**1,764,321**	**2.2%**
TOTAL CABLE TELEVISION FUND	**1,683,725**	**1,726,867**	**1,726,867**	**1,764,321**	**2.2%**
MAJOR FACILITIES RESERVE FUND					
To Non-Tax Supported Funds					
Non-Mandatory Transfer	(378,402)	(1,500,000)	(3,464,000)	(2,000,000)	33.3%
TOTAL To Non-Tax Supported Funds	**(378,402)**	**(1,500,000)**	**(3,464,000)**	**(2,000,000)**	**33.3%**
TOTAL MAJOR FACILITIES RESERVE FUND	**(378,402)**	**(1,500,000)**	**(3,464,000)**	**(2,000,000)**	**33.3%**
TRANSPORTATION FUND					
To Non-Tax Supported Funds					
Non-Mandatory Transfer	0	(500,000)	(4,300)	0	-100.0%
TOTAL To Non-Tax Supported Funds	**0**	**(500,000)**	**(4,300)**	**0**	**-100.0%**
TOTAL TRANSPORTATION FUND	**0**	**(500,000)**	**(4,300)**	**0**	**-100.0%**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL REVENUE FUNDS					
From Tax Supported Funds					
Transfer From Administration Fund	300,000	0	0	0	----
TOTAL From Tax Supported Funds	**300,000**	**0**	**0**	**0**	**----**
From Component Units/Agencies					
From County GF (Ballfields)	890,700	916,700	916,700	1,391,700	51.8%
TOTAL From Component Units/Agencies	**890,700**	**916,700**	**916,700**	**1,391,700**	**51.8%**
TOTAL SPECIAL REVENUE FUNDS	**1,190,700**	**916,700**	**916,700**	**1,391,700**	**51.8%**
TOTAL NON-TAX SUPPORTED	**(47,072,936)**	**(38,803,637)**	**(31,394,937)**	**(22,018,405)**	**-43.3%**
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(2,003,160)**	**(3,872,078)**	**(5,325,039)**	**(6,030,064)**	**55.7%**

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Schedule A-6

Contribution To/From Other Funds

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
To Tax Supported Funds					
Contribution To MC: Current Fund	(139,333,727)	(142,083,727)	(142,083,727)	(142,083,727)	----
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	(1,663,280,683)	(1,708,627,645)	(1,708,627,645)	(1,720,616,785)	0.7%
TOTAL To Tax Supported Funds	**(1,803,264,410)**	**(1,851,361,372)**	**(1,851,361,372)**	**(1,863,350,512)**	**0.6%**
County Contribution to CIP Fund					
Contribution To CIP: PAYGO	(34,000,000)	(33,000,000)	(33,000,000)	(32,000,000)	-3.0%
Contribution To HOC: CIP	0	(1,850,000)	(1,250,000)	(1,350,000)	-27.0%
Contribution To MC: CIP	(12,709,286)	(13,561,000)	(11,661,000)	(13,584,000)	0.2%
Contribution To MCG: CIP	(10,572,631)	(11,682,000)	(8,410,000)	1,396,000	-112.0%
Contribution To MCPS: CIP	(25,000,000)	(4,132,000)	(3,802,000)	(3,888,000)	-5.9%
Contribution To MNCPPC: Regional Parks CIP	(2,131,022)	(3,438,000)	(2,258,000)	(3,438,000)	----
TOTAL County Contribution to CIP Fund	**(84,412,939)**	**(67,663,000)**	**(60,381,000)**	**(52,864,000)**	**-21.9%**
TOTAL COUNTY GENERAL FUND	**(1,887,677,349)**	**(1,919,024,372)**	**(1,911,742,372)**	**(1,916,214,512)**	**-0.1%**
TOTAL MONTGOMERY COUNTY GOVERNMENT	**(1,887,677,349)**	**(1,919,024,372)**	**(1,911,742,372)**	**(1,916,214,512)**	**-0.1%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	1,663,280,683	1,708,627,645	1,708,627,645	1,720,616,785	0.7%
TOTAL County Contribution to Current/Other Fund	**1,663,280,683**	**1,708,627,645**	**1,708,627,645**	**1,720,616,785**	**0.7%**
County Contribution to CIP Fund					
County Contribution to CIP	25,000,000	4,132,000	3,802,000	3,888,000	-5.9%
TOTAL County Contribution to CIP Fund	**25,000,000**	**4,132,000**	**3,802,000**	**3,888,000**	**-5.9%**
TOTAL CURRENT FUND MCPS	**1,688,280,683**	**1,712,759,645**	**1,712,429,645**	**1,724,504,785**	**0.7%**
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	**1,688,280,683**	**1,712,759,645**	**1,712,429,645**	**1,724,504,785**	**0.7%**
MONTGOMERY COLLEGE					
CURRENT FUND MC					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	139,333,727	142,083,727	142,083,727	142,083,727	----
TOTAL County Contribution to Current/Other Fund	**139,333,727**	**142,083,727**	**142,083,727**	**142,083,727**	**----**
County Contribution to CIP Fund					
County Contribution to CIP	12,709,286	13,561,000	11,661,000	13,584,000	0.2%
TOTAL County Contribution to CIP Fund	**12,709,286**	**13,561,000**	**11,661,000**	**13,584,000**	**0.2%**
TOTAL CURRENT FUND MC	**152,043,013**	**155,644,727**	**153,744,727**	**155,667,727**	**----**
EMERGENCY REPAIR FUND					
County Contribution to Current/Other Fund					

Contribution To/From Other Funds

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
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	**152,693,013**	**156,294,727**	**154,394,727**	**156,317,727**	**----**
TOTAL TAX SUPPORTED	**(46,703,653)**	**(49,970,000)**	**(44,918,000)**	**(35,392,000)**	**-29.2%**
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(46,703,653)**	**(49,970,000)**	**(44,918,000)**	**(35,392,000)**	**-29.2%**

Expenditure Schedules

The expenditure schedules include data for the following County agencies: MCG, Debt Service, MCPS, Montgomery College, and M-NCPPC. Not included are: WSSC, HOC, and the Montgomery County Revenue Authority.

SCHEDULE B-1, EXPENDITURES DETAILED BY TYPE

This schedule reports by fund type (tax or non-tax supported) for all agencies all expenditures for the operating budgets of MCG, Debt Service on County bonds issued for capital projects, MCPS, Montgomery College, and M NCPPC. The purpose of Schedule B 1 is to display the total cost of the government functions.

SCHEDULE B-2, EXPENDITURES DETAILED BY AGENCY, GOVERNMENT FUNCTION, AND DEPARTMENT

This schedule gives an overview of the allocation of resources by agency and by function within MCG. The purpose of Schedule B-2 is to display the cost of government and the expenditures and budgets of the departments included in those functions regardless of fund type. This schedule reflects a categorization of functions that corresponds to department appropriations and is not intended to match the categorization of functions in the County's Comprehensive Annual Financial Report, which is reported at a more detailed program level.

SCHEDULE B-3, EXPENDITURES DETAILED BY AGENCY, FUND TYPE, GOVERNMENT FUNCTION, AND DEPARTMENT

This schedule presents the total expenditures for all agencies and each department of MCG according to fund type. Because this schedule is organized by fund, there is no total expenditure figure for those departments whose activities appear in more than one fund (e.g., DHHS, DHCA). Consult Schedule B 2 for the total expenditures of these departments. This schedule reflects a categorization of functions that corresponds to department and fund appropriations and is not intended to match the categorization of functions in the County's Comprehensive Annual Financial Report, which is reported at a more detailed program level.

SCHEDULE B-4, EXPENDITURES BY APPROPRIATION CATEGORY

This schedule summarizes MCG expenditures into the four appropriation categories presented on departmental Budget Summary pages: Personnel Costs, Operating Expenses, Debt Service (G.O. bonds and other), and Capital Outlay. The Internal Service Fund appropriations are included in the individual departments and, therefore, are not displayed.

SCHEDULE B-5, MONTGOMERY COUNTY GOVERNMENT INTERNAL SERVICE FUNDS

Internal Service Funds record the financing of goods or services provided by one department to other departments on a cost reimbursement basis. The Internal Service Fund units charge back their costs to the users, so that the costs of these services are found in the appropriations of all departments. Because each department includes the Internal Service Funds' appropriations in its individual budget, these accounts are displayed separately to ensure that they are not double counted in the "Total Montgomery County Government" expenditures.

Schedule B-1

Expenditures Detailed By Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	1,148,037,783	1,224,862,173	1,140,940,774	1,274,062,218	4.0%
Montgomery County Government Special Funds	406,515,787	402,332,427	419,971,397	416,295,781	3.5%
Debt Service Special Funds	384,646,377	413,424,000	409,877,707	423,238,640	2.4%
Montgomery County Public Schools Current Fund	2,368,650,903	2,444,080,162	2,425,928,761	2,483,699,617	1.6%
Montgomery College Current Fund	257,588,741	264,799,723	260,492,785	261,702,381	-1.2%
Montgomery College Special Funds	627,562	750,000	740,000	700,000	-6.7%
M-NCPPC Special Funds	127,923,408	134,880,068	133,161,036	136,535,543	1.2%
TOTAL TAX SUPPORTED	4,693,990,561	4,885,128,553	4,791,112,460	4,996,234,180	2.3%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	250,416,038	260,138,929	255,567,445	270,224,790	3.9%
Montgomery County Government Special Funds	195,172,921	198,819,557	197,627,881	209,758,456	5.5%
Debt Service Special Funds	13,306,065	15,650,110	14,837,130	15,985,600	2.1%
Montgomery County Public Schools Enterprise Funds	73,737,771	68,633,059	74,233,059	76,761,765	11.8%
Montgomery County Public Schools Special Funds	82,395,422	83,728,498	83,728,498	87,075,245	4.0%
Montgomery College Enterprise Funds	23,692,489	28,304,251	25,081,259	28,065,836	-0.8%
Montgomery College Special Funds	14,638,692	22,185,000	12,780,904	19,902,000	-10.3%
M-NCPPC Enterprise Funds	16,082,863	17,795,032	16,992,756	18,385,742	3.3%
M-NCPPC Special Funds	28,849	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	669,471,110	695,804,436	681,398,932	726,709,434	4.4%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,363,461,671	5,580,932,989	5,472,511,392	5,722,943,614	2.5%

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Schedule B-2

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
Montgomery County Government					
General Government					
Board of Appeals	531,133	579,230	554,918	563,032	-2.8%
Board of Elections	8,099,237	8,073,422	8,434,788	8,130,984	0.7%
Circuit Court	14,225,554	14,600,627	14,865,757	15,339,980	5.1%
Community Engagement Cluster	3,736,851	3,849,082	3,806,704	4,795,376	24.6%
County Attorney	6,756,276	6,189,525	6,861,242	6,377,401	3.0%
County Council	11,920,503	11,646,525	11,543,045	12,461,441	7.0%
County Executive	5,738,921	5,797,922	5,991,355	6,020,944	3.8%
Ethics Commission	431,216	463,283	463,128	469,955	1.4%
Finance	14,094,358	14,498,017	14,349,203	15,601,135	7.6%
General Services	35,561,754	29,983,204	30,993,435	32,145,871	7.2%
Human Resources	8,196,789	8,755,692	8,533,574	8,947,599	2.2%
Human Rights	1,187,035	1,247,047	1,237,372	1,288,037	3.3%
Inspector General	990,766	1,140,590	1,123,481	1,238,522	8.6%
Intergovernmental Relations	1,122,277	1,252,159	1,238,282	1,150,199	-8.1%
Legislative Oversight	1,672,954	1,744,087	1,918,751	1,886,783	8.2%
Management and Budget	4,811,819	4,920,305	4,853,902	5,235,537	6.4%
Merit System Protection Board	237,123	249,689	252,444	259,443	3.9%
Procurement	4,497,867	4,445,369	4,412,412	4,480,897	0.8%
Public Information	5,173,135	5,361,431	5,172,596	5,395,872	0.6%
State's Attorney	17,606,363	18,120,054	18,267,500	18,948,674	4.6%
Technology Services	41,141,889	42,171,965	41,422,625	44,005,142	4.3%
Urban Districts	8,424,266	9,156,405	9,028,978	9,128,438	-0.3%
Zoning and Administrative Hearings	666,079	704,059	621,085	686,084	-2.6%
Total General Government	196,824,165	194,949,689	195,946,577	204,557,346	4.9%
Public Safety					
Consumer Protection	2,157,669	2,337,140	2,295,219	2,387,851	2.2%
Correction and Rehabilitation	67,923,903	66,278,818	69,447,549	70,774,509	6.8%
Emergency Management and Homeland Security	10,245,110	2,165,859	2,131,240	2,374,768	9.6%
Fire and Rescue Service	232,402,862	218,000,207	230,274,526	223,301,136	2.4%
Police	271,674,201	280,038,331	276,007,783	295,232,312	5.4%
Sheriff	24,760,301	24,159,530	25,136,311	25,359,343	5.0%
Total Public Safety	609,164,046	592,979,885	605,292,628	619,429,919	4.5%
Transportation					
Parking District Services	25,741,439	27,829,266	27,682,467	28,289,292	1.7%
Transit Services	132,956,631	137,596,177	139,868,803	143,960,847	4.6%
Transportation	68,447,537	52,018,803	51,520,766	52,864,404	1.6%
Total Transportation	227,145,607	217,444,246	219,072,036	225,114,543	3.5%
Health and Human Services					
Health and Human Services	313,946,822	319,233,313	315,573,208	323,567,731	1.4%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	11,522,132	11,919,899	11,669,140	11,959,269	0.3%
Public Libraries	40,657,717	42,860,115	41,560,322	43,016,429	0.4%
Recreation	36,503,982	38,785,052	37,840,934	43,611,916	12.4%

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
Total Libraries, Culture, and Recreation	88,683,831	93,565,066	91,070,396	98,587,614	5.4%
Community Development and Housing					
Agriculture	925,822	972,187	989,923	966,373	-0.6%
Economic Development	0	0	0	0	----
Economic Development Fund	3,763,732	4,541,779	8,705,349	5,479,613	20.6%
Housing and Community Affairs	55,208,691	51,564,739	53,395,223	58,574,829	13.6%
Permitting Services	37,148,064	40,234,230	38,961,461	42,018,916	4.4%
Total Community Development and Housing	97,046,309	97,312,935	102,051,956	107,039,731	10.0%
Environment					
Environmental Protection	27,257,853	30,708,365	27,484,079	31,988,144	4.2%
Solid Waste Services	101,799,306	109,960,362	107,347,203	117,222,773	6.6%
Total Environment	129,057,159	140,668,727	134,831,282	149,210,917	6.1%
Other County Government Functions					
Cable Television Communications Plan	14,439,497	16,193,212	15,939,280	16,393,035	1.2%
Liquor Control	68,061,172	63,990,451	63,704,960	64,195,876	0.3%
Non-Departmental Accounts	231,111,854	323,579,816	244,844,428	336,267,232	3.9%
Utilities	24,662,067	26,235,746	25,780,746	25,977,301	-1.0%
Total Other County Government Functions	338,274,590	429,999,225	350,269,414	442,833,444	3.0%
TOTAL MONTGOMERY COUNTY GOVERNMENT	2,000,142,529	2,086,153,086	2,014,107,497	2,170,341,245	4.0%
Debt Service					
Debt Service	397,952,442	429,074,110	424,714,837	439,224,240	2.4%
Maryland-National Capital Park and Planning Commission					
Maryland-National Capital Park and Planning Commission	144,035,120	153,225,100	150,703,792	155,471,285	1.5%
Montgomery College					
Montgomery College	296,547,484	316,038,974	299,094,948	310,370,217	-1.8%
Montgomery County Public Schools					
Montgomery County Public Schools	2,524,784,096	2,596,441,719	2,583,890,318	2,647,536,627	2.0%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	5,363,461,671	5,580,932,989	5,472,511,392	5,722,943,614	2.5%

Schedule B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
General Government					
Board of Appeals	531,133	579,230	554,918	563,032	-2.8%
Board of Elections	8,099,237	8,073,422	8,434,788	8,130,984	0.7%
Circuit Court	11,805,228	11,982,488	12,247,618	12,617,602	5.3%
Community Engagement Cluster	3,668,909	3,781,762	3,739,384	4,730,911	25.1%
County Attorney	6,756,276	6,189,525	6,861,242	6,377,401	3.0%
County Council	11,920,503	11,646,525	11,543,045	12,461,441	7.0%
County Executive	5,571,098	5,797,922	5,991,355	6,020,944	3.8%
Ethics Commission	431,216	463,283	463,128	469,955	1.4%
Finance	14,094,358	14,498,017	14,349,203	15,601,135	7.6%
General Services	35,411,754	29,983,204	30,993,435	32,145,871	7.2%
Human Resources	8,189,113	8,755,692	8,533,574	8,947,599	2.2%
Human Rights	1,187,035	1,247,047	1,237,372	1,288,037	3.3%
Inspector General	990,766	1,140,590	1,123,481	1,238,522	8.6%
Intergovernmental Relations	1,091,611	1,221,489	1,207,612	1,134,864	-7.1%
Legislative Oversight	1,672,954	1,744,087	1,918,751	1,886,783	8.2%
Management and Budget	4,811,819	4,920,305	4,853,902	5,235,537	6.4%
Merit System Protection Board	237,123	249,689	252,444	259,443	3.9%
Procurement	4,497,867	4,445,369	4,412,412	4,480,897	0.8%
Public Information	5,173,135	5,361,431	5,172,596	5,395,872	0.6%
State's Attorney	17,287,333	17,843,310	17,990,756	18,676,948	4.7%
Technology Services	41,141,889	42,171,965	41,422,625	44,005,142	4.3%
Zoning and Administrative Hearings	666,079	704,059	621,085	686,084	-2.6%
Total General Government	185,236,436	182,800,411	183,924,726	192,355,004	5.2%
Public Safety					
Consumer Protection	2,157,669	2,337,140	2,295,219	2,387,851	2.2%
Correction and Rehabilitation	67,923,903	66,278,818	69,447,549	70,774,509	6.8%
Emergency Management and Homeland Security	1,203,359	1,343,368	1,308,749	1,412,217	5.1%
Police	270,740,366	279,873,331	275,842,783	295,067,312	5.4%
Sheriff	23,852,091	23,312,569	24,289,350	24,368,513	4.5%
Total Public Safety	365,877,388	373,145,226	373,183,650	394,010,402	5.6%
Transportation					
Transportation	62,189,308	45,814,082	45,318,552	46,220,798	0.9%
Health and Human Services					
Health and Human Services	228,491,564	240,097,744	236,437,639	244,839,141	2.0%
Libraries, Culture, and Recreation					
Public Libraries	40,522,588	42,554,538	41,254,745	42,710,852	0.4%
Community Development and Housing					
Agriculture	925,822	972,187	989,923	966,373	-0.6%
Housing and Community Affairs	6,920,001	7,519,410	7,425,689	8,205,745	9.1%
Total Community Development and Housing	7,845,823	8,491,597	8,415,612	9,172,118	8.0%
Environment					
Environmental Protection	2,100,755	2,762,901	2,400,564	3,129,258	13.3%
Other County Government Functions					
Non-Departmental Accounts	231,111,854	302,959,928	224,224,540	315,647,344	4.2%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
Utilities	24,662,067	26,235,746	25,780,746	25,977,301	-1.0%
Total Other County Government Functions	255,773,921	329,195,674	250,005,286	341,624,645	3.8%
TOTAL GENERAL FUND TAX SUPPORTED	1,148,037,783	1,224,862,173	1,140,940,774	1,274,062,218	4.0%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts	8,424,266	9,156,405	9,028,978	9,128,438	-0.3%
Public Safety					
Fire and Rescue Service	229,871,732	217,411,217	229,685,536	222,882,296	2.5%
Transportation					
Transit Services	128,017,336	132,517,047	134,789,673	138,872,591	4.8%
Libraries, Culture, and Recreation					
Recreation	36,438,721	38,705,979	37,761,861	39,932,843	3.2%
Community Development and Housing					
Economic Development Fund	3,763,732	4,541,779	8,705,349	5,479,613	20.6%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Parking District Services	25,741,439	27,829,266	27,682,467	28,289,292	1.7%
Transportation	6,258,229	6,204,721	6,202,214	6,538,664	5.4%
Total Transportation	31,999,668	34,033,987	33,884,681	34,827,956	2.3%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	11,522,132	11,919,899	11,669,140	11,959,269	0.3%
Community Development and Housing					
Permitting Services	37,117,213	40,234,230	38,961,461	42,018,916	4.4%
Environment					
Solid Waste Services	101,799,306	109,960,362	107,347,203	117,222,773	6.6%
Other County Government Functions					
Liquor Control	67,977,719	63,990,451	63,704,960	64,195,876	0.3%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Circuit Court	2,420,326	2,618,139	2,618,139	2,722,378	4.0%
Community Engagement Cluster	67,942	67,320	67,320	64,465	-4.2%
County Executive	167,823	0	0	0	----
General Services	150,000	0	0	0	----
Human Resources	7,676	0	0	0	----
Intergovernmental Relations	30,666	30,670	30,670	15,335	-50.0%
State's Attorney	319,030	276,744	276,744	271,726	-1.8%
Total General Government	3,163,463	2,992,873	2,992,873	3,073,904	2.7%
Public Safety					
Emergency Management and Homeland Security	9,041,751	822,491	822,491	962,551	17.0%
Fire and Rescue Service	2,531,130	588,990	588,990	418,840	-28.9%
Police	933,835	165,000	165,000	165,000	----
Sheriff	908,210	846,961	846,961	990,830	17.0%
Total Public Safety	13,414,926	2,423,442	2,423,442	2,537,221	4.7%
Transportation					
Transit Services	4,939,295	5,079,130	5,079,130	5,088,256	0.2%
Transportation	0	0	0	104,942	----

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
Total Transportation	4,939,295	5,079,130	5,079,130	5,193,198	2.2%
Health and Human Services					
Health and Human Services	85,455,258	79,135,569	79,135,569	78,728,590	-0.5%
Libraries, Culture, and Recreation					
Public Libraries	135,129	305,577	305,577	305,577	----
Recreation	65,261	79,073	79,073	3,679,073	4552.8%
Total Libraries, Culture, and Recreation	200,390	384,650	384,650	3,984,650	935.9%
Community Development and Housing					
Housing and Community Affairs	48,288,690	44,045,329	45,969,534	50,369,084	14.4%
Permitting Services	30,851	0	0	0	----
Total Community Development and Housing	48,319,541	44,045,329	45,969,534	50,369,084	14.4%
Environment					
Environmental Protection	25,157,098	27,945,464	25,083,515	28,858,886	3.3%
Other County Government Functions					
Cable Television Communications Plan	14,439,497	16,193,212	15,939,280	16,393,035	1.2%
Liquor Control	83,453	0	0	0	----
Non-Departmental Accounts	0	20,619,888	20,619,888	20,619,888	----
Total Other County Government Functions	14,522,950	36,813,100	36,559,168	37,012,923	0.5%
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	195,172,921	198,819,557	197,627,881	209,758,456	5.5%
TOTAL MONTGOMERY COUNTY GOVERNMENT	2,000,142,529	2,086,153,086	2,014,107,497	2,170,341,245	4.0%
DEBT SERVICE					
DEBT SERVICE FUND TAX SUPPORTED					
Debt Service	384,646,377	413,424,000	409,877,707	423,238,640	2.4%
SPECIAL FUNDS NON-TAX SUPPORTED					
Debt Service	13,306,065	15,650,110	14,837,130	15,985,600	2.1%
TOTAL DEBT SERVICE	397,952,442	429,074,110	424,714,837	439,224,240	2.4%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS TAX SUPPORTED					
Montgomery County Public Schools	2,368,650,903	2,444,080,162	2,425,928,761	2,483,699,617	1.6%
ENTREPRENEURIAL ACTIVITIES FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	8,766,263	4,140,738	9,740,738	10,150,669	145.1%
FIELD TRIP FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	2,196,677	2,530,246	2,530,246	2,736,949	8.2%
FOOD SERVICE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	57,733,700	56,219,199	56,219,199	58,107,965	3.4%
INSTRUCTIONAL TELEVISION FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	1,680,588	1,789,941	1,789,941	1,799,775	0.5%
REAL ESTATE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	3,360,543	3,952,935	3,952,935	3,966,407	0.3%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools	82,395,422	83,728,498	83,728,498	87,075,245	4.0%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	2,524,784,096	2,596,441,719	2,583,890,318	2,647,536,627	2.0%
MONTGOMERY COLLEGE					
CURRENT FUND MC TAX SUPPORTED					

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
Montgomery College	257,588,741	264,799,723	260,492,785	261,702,381	-1.2%
SPECIAL FUNDS TAX SUPPORTED					
Montgomery College	627,562	750,000	740,000	700,000	-6.7%
TOTAL SPECIAL FUNDS TAX SUPPORTED	627,562	750,000	740,000	700,000	-6.7%
AUXILIARY FUND NON-TAX SUPPORTED					
Montgomery College	1,138,976	1,700,000	981,194	1,729,300	1.7%
CABLE TELEVISION FUND NON-TAX SUPPORTED					
Montgomery College	1,660,500	1,726,867	1,705,000	1,764,321	2.2%
MAJOR FACILITIES RESERVE FUND NON-TAX SUPPORTED					
Montgomery College	1,708,406	3,000,000	1,708,006	2,000,000	-33.3%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery College	14,638,692	22,185,000	12,780,904	19,902,000	-10.3%
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	14,638,692	22,185,000	12,780,904	19,902,000	-10.3%
TRANSPORTATION FUND NON-TAX SUPPORTED					
Montgomery College	4,093,914	4,200,000	4,121,884	4,200,000	----
WORKFORCE DEVELOPMENT & CONTINUING ED NON-TAX SUPPORTED					
Montgomery College	15,090,693	17,677,384	16,565,175	18,372,215	3.9%
TOTAL MONTGOMERY COLLEGE	296,547,484	316,038,974	299,094,948	310,370,217	-1.8%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL FUNDS TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	127,923,408	134,880,068	133,161,036	136,535,543	1.2%
TOTAL SPECIAL FUNDS TAX SUPPORTED	127,923,408	134,880,068	133,161,036	136,535,543	1.2%
ENTERPRISE FUND NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	9,438,986	9,746,959	9,602,028	9,734,402	-0.1%
PROP MGMT MNCPPC NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	1,264,471	1,528,240	1,458,424	1,566,600	2.5%
SPECIAL FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	28,849	550,000	550,000	550,000	----
SPECIAL REVENUE FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	5,379,406	6,519,833	5,932,304	7,084,740	8.7%
TOTAL M-NCPPC	144,035,120	153,225,100	150,703,792	155,471,285	1.5%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	**5,363,461,671**	**5,580,932,989**	**5,472,511,392**	**5,722,943,614**	**2.5%**

Schedule B-4

Expenditures By Appropriation Category

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
Personnel Costs	620,913,224	644,972,385	634,753,455	678,981,271	5.3%
Operating Expenses	526,816,764	579,769,488	506,067,019	594,759,274	2.6%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	307,795	120,300	120,300	321,673	167.4%
Total GENERAL FUND TAX SUPPORTED	1,148,037,783	1,224,862,173	1,140,940,774	1,274,062,218	4.0%
SPECIAL FUNDS TAX SUPPORTED					
Personnel Costs	284,576,423	287,067,497	292,153,502	298,631,245	4.0%
Operating Expenses	121,778,167	115,238,930	127,817,895	117,553,036	2.0%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	161,197	26,000	0	111,500	328.8%
Total SPECIAL FUNDS TAX SUPPORTED	406,515,787	402,332,427	419,971,397	416,295,781	3.5%
GRANT FUND - MCG NON-TAX SUPPORTED					
Personnel Costs	56,877,856	56,527,457	56,527,457	56,914,070	0.7%
Operating Expenses	59,734,246	62,563,634	62,563,634	62,697,605	0.2%
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	116,612,102	119,091,091	119,091,091	119,611,675	0.4%
SPECIAL FUNDS NON-TAX SUPPORTED					
Personnel Costs	13,985,527	15,725,847	14,706,865	16,596,393	5.5%
Operating Expenses	64,495,137	64,002,619	63,773,175	73,550,388	14.9%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	59,021	0	56,750	0	----
Capital Outlay	21,134	0	0	0	----
Total SPECIAL FUNDS NON-TAX SUPPORTED	78,560,819	79,728,466	78,536,790	90,146,781	13.1%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Personnel Costs	87,527,901	88,984,886	87,811,722	92,948,738	4.5%
Operating Expenses	143,810,469	149,397,071	146,904,051	156,912,829	5.0%
Debt Service G.O. Bonds	166	0	0	0	----
Debt Service Other	14,569,451	16,028,594	15,482,694	13,906,700	-13.2%
Capital Outlay	4,508,051	5,728,378	5,368,978	6,456,523	12.7%

Expenditures By Appropriation Category

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
Total ENTERPRISE FUNDS NON-TAX SUPPORTED	250,416,038	260,138,929	255,567,445	270,224,790	3.9%
SPECIAL FUNDS NON-TAX SUPPORTED					
Personnel Costs	13,985,527	15,725,847	14,706,865	16,596,393	5.5%
Operating Expenses	64,495,137	64,002,619	63,773,175	73,550,388	14.9%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	59,021	0	56,750	0	----
Capital Outlay	21,134	0	0	0	----
Total SPECIAL FUNDS NON-TAX SUPPORTED	78,560,819	79,728,466	78,536,790	90,146,781	13.1%
SUMMARY					
Total PERSONNEL COSTS	1,063,880,931	1,093,278,072	1,085,953,001	1,144,071,717	4.6%
Total OPERATING EXPENSES	916,634,783	970,971,742	907,125,774	1,005,473,132	3.6%
Total DEBT SERVICE G.O. BONDS	166	0	0	0	----
Total DEBT SERVICE OTHER	14,628,472	16,028,594	15,539,444	13,906,700	-13.2%
Total CAPITAL OUTLAY	4,998,177	5,874,678	5,489,278	6,889,696	17.3%
Total MONTGOMERY COUNTY GOVERNMENT	2,000,142,529	2,086,153,086	2,014,107,497	2,170,341,245	4.0%
PERCENT OF TOTAL BUDGET					
PERSONNEL COSTS	53.2%	52.4%	53.9%	52.7%	----
OPERATING EXPENSES	45.8%	46.5%	45.0%	46.3%	----
DEBT SERVICE G.O. BONDS	----	----	----	----	----
DEBT SERVICE OTHER	0.7%	0.8%	0.8%	0.6%	----
CAPITAL OUTLAY	0.2%	0.3%	0.3%	0.3%	----

Schedule B-5

Montgomery County Government Internal Service Funds

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
INTERNAL SERVICE FUNDS					
Employee Health Self Insurance	244,292,364	258,674,799	248,466,991	272,873,008	5.5%
Motor Pool Internal Service Fund	75,130,288	73,798,118	74,122,776	84,869,295	15.0%
Printing & Mail Internal Service Fund	7,891,562	8,146,754	7,971,238	8,236,042	1.1%
Self Insurance Internal Service Fund	61,513,337	69,444,248	68,731,095	74,044,102	6.6%
TOTAL INTERNAL SERVICE FUNDS	388,827,551	410,063,919	399,292,100	440,022,447	7.3%

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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-1, REVENUES DETAILED BY FUND

This schedule reports by tax supported and non-tax supported fund type, for all agencies, all revenues received and used to fund the operating budgets of MCG, Debt Service on County bonds issued for capital projects, MCPS, Montgomery College, and M-NCPPC.

SCHEDULE C-2, REVENUES DETAILED BY AGENCY

This schedule reports revenue by agency, including debt service on County bonds, and separates revenues by General Fund, special tax supported funds, special non-tax supported funds, and enterprise funds.

SCHEDULE C-3, REVENUES DETAILED BY AGENCY AND TYPE

This schedule details all revenue by agency, fund type, and fund.

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Schedule C-1

Revenues Detailed By Fund

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	3,293,529,893	3,473,825,801	3,449,301,149	3,548,385,190	2.1%
Montgomery County Government Special Funds	470,788,822	466,044,361	465,907,267	505,561,832	8.5%
Debt Service Special Funds	24,961,991	31,721,420	31,314,770	21,592,690	-31.9%
Montgomery County Public Schools Current Fund	682,648,883	710,452,517	710,452,517	738,082,832	3.9%
Montgomery College Current Fund	116,682,556	116,850,511	113,260,326	115,148,206	-1.5%
Montgomery College Special Funds	11,311	0	11,500	15,000	----
M-NCPPC Special Funds	130,370,401	129,437,434	128,111,415	138,159,164	6.7%
TOTAL TAX SUPPORTED	4,718,993,857	4,928,332,044	4,898,358,944	5,066,944,914	2.8%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	299,267,039	292,431,313	295,003,641	309,878,895	6.0%
Montgomery County Government Special Funds	229,257,008	209,198,267	209,457,192	218,579,736	4.5%
Montgomery County Public Schools Enterprise Funds	69,551,913	64,843,118	64,843,118	66,961,990	3.3%
Montgomery County Public Schools Special Funds	82,395,422	83,728,498	83,728,498	87,075,245	4.0%
Montgomery College Enterprise Funds	25,289,116	26,800,519	26,371,502	27,957,779	4.3%
Montgomery College Special Funds	15,414,340	21,929,250	12,792,404	19,913,500	-9.2%
M-NCPPC Enterprise Funds	18,451,434	16,364,092	16,501,040	16,852,815	3.0%
M-NCPPC Special Funds	28,849	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	739,655,121	715,845,057	709,247,395	747,769,960	4.5%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,458,648,978	5,644,177,101	5,607,606,339	5,814,714,874	3.0%

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Schedule C-2

Revenues Detailed By Agency

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
General Fund Tax Supported	3,293,529,893	3,473,825,801	3,449,301,149	3,548,385,190	----
Special Funds Tax Supported	470,788,822	466,044,361	465,907,267	505,561,832	10.0%
Enterprise Funds Non-Tax Supported	299,267,039	292,431,313	295,003,641	309,878,895	10.0%
Special Funds Non-Tax Supported	229,257,008	209,198,267	209,457,192	218,579,736	----
TOTAL MONTGOMERY COUNTY GOVERNMENT	4,292,842,762	4,441,499,742	4,419,669,249	4,582,405,653	----
DEBT SERVICE					
Debt Service Fund Tax Supported	24,961,991	31,721,420	31,314,770	21,592,690	-30.0%
TOTAL DEBT SERVICE	24,961,991	31,721,420	31,314,770	21,592,690	-30.0%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund Tax Supported	682,648,883	710,452,517	710,452,517	738,082,832	----
Enterprise Funds Non-Tax Supported	69,551,913	64,843,118	64,843,118	66,961,990	----
Special Funds Non-Tax Supported	82,395,422	83,728,498	83,728,498	87,075,245	----
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	834,596,218	859,024,133	859,024,133	892,120,067	----
MONTGOMERY COLLEGE					
Current Fund Tax Supported	116,682,556	116,850,511	113,260,326	115,148,206	----
Special Funds Tax Supported	11,311	0	11,500	15,000	----
Enterprise Funds Non-Tax Supported	25,289,116	26,800,519	26,371,502	27,957,779	----
Special Funds Non-Tax Supported	15,414,340	21,929,250	12,792,404	19,913,500	-10.0%
TOTAL MONTGOMERY COLLEGE	157,397,323	165,580,280	152,435,732	163,034,485	----
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Special Funds Tax Supported	130,370,401	129,437,434	128,111,415	138,159,164	10.0%
Enterprise Funds Non-Tax Supported	18,451,434	16,364,092	16,501,040	16,852,815	----
Special Funds Non-Tax Supported	28,849	550,000	550,000	550,000	----
TOTAL M-NCPPC	148,850,684	146,351,526	145,162,455	155,561,979	10.0%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,458,648,978	5,644,177,101	5,607,606,339	5,814,714,874	----

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Schedule C-3

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government					
County General Fund					
Taxes					
Admissions Tax	3,328,948	3,579,210	3,638,210	3,904,613	9.1%
County Income Tax	1,469,251,059	1,585,159,299	1,542,918,907	1,640,319,299	3.5%
E-Cigarette Tax	698,169	652,071	1,382,146	1,436,485	120.3%
Energy Tax	197,200,021	193,982,138	197,854,676	198,918,812	2.5%
Hotel/Motel Tax	21,033,479	22,235,992	22,108,386	22,632,286	1.8%
Property Tax	1,267,497,974	1,322,969,280	1,306,030,948	1,300,974,505	-1.7%
Real Property Transfer Tax	109,452,764	109,540,000	124,790,000	126,310,000	15.3%
Recordation Tax	49,135,140	53,406,507	55,772,040	56,452,241	5.7%
Telephone Tax	51,600,631	53,253,090	53,300,362	56,316,832	5.8%
TOTAL TAXES	3,169,198,185	3,344,777,587	3,307,795,675	3,407,265,073	1.9%
Licenses & Permits					
Clerk of the Court Business Licenses	65,519	215,000	215,000	215,000	----
Hazardous Materials Permits	780,885	865,000	865,000	865,000	----
Health Inspection: Restaurants	1,849,395	2,000,000	1,828,560	1,828,560	-8.6%
Health Inspections: Living Facilities	267,452	254,470	247,650	247,650	-2.7%
Health Inspections: Swimming Pools	550,445	566,250	549,770	549,770	-2.9%
Landlord-Tennant Fees	5,794,643	6,418,250	6,418,250	6,054,130	-5.7%
Marriage Licenses	267,850	367,000	307,000	307,000	-16.3%
New Home Builder's License	141,680	139,500	139,500	143,000	2.5%
Other Licenses and Permits	39	0	0	0	----
Other Licenses/Permits	301,371	408,530	407,730	1,255,150	207.2%
Pet Licenses	351,272	650,000	650,000	650,000	----
Residential Parking Permits	14,331	24,000	24,000	24,000	----
Trader's License	871,737	780,000	780,000	780,000	----
TOTAL LICENSES & PERMITS	11,256,619	12,688,000	12,432,460	12,919,260	1.8%
Charges for Services					
Alternative Community Services	320,251	385,000	385,000	385,000	----
Board of Appeals Fees	200,249	173,413	173,413	170,413	-1.7%
Bus Advertising	6,250	0	18,750	0	----
Care of Federal/State Prisoners	924,801	1,160,000	1,160,000	1,160,000	----
Common Ownership Community Fees	715,803	685,125	685,125	715,000	4.4%
Discovery Materials	0	7,000	0	0	-100.0%
Facility Rental Fees	21,229	11,000	11,000	11,000	----
Health and Human Services Fees	1,169,318	1,100,000	1,163,850	1,163,850	5.8%
Home Confinement Fees	29,218	30,000	30,000	30,000	----
Library Fees	9,109	20,000	20,000	20,000	----
Motor Pool - Insurance Recoveries	37,640	0	0	0	----
Motor Pool Charges/Fees	7,432	0	4,377	0	----
Other Charges/Fees	4,125,122	3,785,850	4,246,617	4,113,870	8.7%
Parking Fees	228,178	290,000	310,000	310,000	6.9%
Recreation Fees	5,400	0	0	0	----
Sheriff Fees	971,265	1,200,000	1,200,000	1,200,000	----
Street Tree Planting	147,676	75,000	75,000	75,000	----
Subdivision Plan Review	258,074	300,000	300,000	300,000	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Substance Abusers Intervention Program (IPSA)	79,949	74,000	74,000	74,000	----
Tree Canopy	819,250	500,000	500,000	500,000	----
Zoning Fees	48,886	65,000	65,000	65,000	----
TOTAL CHARGES FOR SERVICES	10,125,100	9,861,388	10,422,132	10,293,133	4.4%
Fines & Forfeitures					
Library Fines	604,019	870,000	870,000	500,000	-42.5%
Other Fines & Forfeitures	32,609	0	0	0	----
Other Fines/Forfeitures	7,687,740	2,907,150	8,578,367	8,957,150	208.1%
Parking Fines	1,486,951	1,310,500	1,410,500	2,410,500	83.9%
Photo Red Light Citations	3,894,499	4,600,000	4,600,000	4,600,000	----
Speed Camera Citations	15,954,868	18,985,000	18,985,000	18,985,000	----
TOTAL FINES & FORFEITURES	29,660,686	28,672,650	34,443,867	35,452,650	23.6%
Intergovernmental					
Core Health Services Funding	2,957,863	4,554,327	4,554,327	4,554,327	----
EEOC Reimbursement	121,540	55,000	59,200	59,200	7.6%
Emergency 911	7,742,320	7,000,000	7,000,000	7,000,000	----
Federal Financial Participation Reimbursements	14,640,472	14,583,640	15,645,700	15,645,700	7.3%
Federal Grants	733,750	0	0	0	----
Illegal Alien Inmate Reimbursement	0	600,000	0	0	-100.0%
Indirect Costs: Grants	1,164,279	1,200,000	1,200,000	1,200,000	----
Medicaid/Medicare Reimbursement	4,352,087	2,341,220	2,637,820	1,866,750	-20.3%
Nursing Home Reimbursement	849,559	1,047,130	1,125,860	1,125,860	7.5%
Other Intergovernmental	4,120,375	8,547,492	9,062,632	5,189,578	-39.3%
State Aid: Highway User	3,674,021	3,764,808	3,821,454	8,218,086	118.3%
State Aid: Police Protection	14,167,756	14,180,847	14,180,847	14,180,847	----
State Grants	0	650,000	650,000	650,000	----
State Jury Fee Reimbursement	491,220	404,245	482,785	482,785	19.4%
State Reimbursement: Library Operations	3,139,619	3,236,000	3,236,000	3,388,000	4.7%
State Reimbursement: Library Staff Retirement	3,815,138	3,194,819	3,194,819	3,295,000	3.1%
Traffic Signals Maintenance	0	994,000	994,000	994,000	----
TOTAL INTERGOVERNMENTAL	61,969,999	66,353,528	67,845,444	67,850,133	2.3%
Investment Income					
Investment Income	463,356	89,190	1,467,040	1,562,720	1652.1%
Miscellaneous					
Conference Center - Net Proceeds	2,050,075	1,300,000	2,000,000	2,000,000	53.8%
Conference Center - Rental Income	319,100	319,100	319,100	319,100	----
Loan Payments	63,192	35,000	35,000	35,000	----
Miscellaneous Revenues	3,590,316	4,979,358	7,790,431	5,938,121	19.3%
Property Rentals	3,694,789	3,850,000	3,850,000	3,850,000	----
Vehicle/Bike Auction Proceeds	1,138,476	900,000	900,000	900,000	----
TOTAL MISCELLANEOUS	10,855,948	11,383,458	14,894,531	13,042,221	14.6%
TOTAL COUNTY GENERAL FUND	3,293,529,893	3,473,825,801	3,449,301,149	3,548,385,190	2.1%
Special Funds					
Bethesda Urban District					
Taxes					
Property Tax	663,674	717,614	704,078	728,825	1.6%
Charges for Services					
Optional Method Development	184,576	189,877	189,877	194,567	2.5%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
TOTAL BETHESDA URBAN DISTRICT	848,250	907,491	893,955	923,392	1.8%
Silver Spring Urban District					
Taxes					
Property Tax	791,407	931,139	968,997	1,003,131	7.7%
Charges for Services					
Optional Method Development	158,212	150,000	150,000	150,000	----
TOTAL SILVER SPRING URBAN DISTRICT	949,619	1,081,139	1,118,997	1,153,131	6.7%
Wheaton Urban District					
Taxes					
Property Tax	206,184	237,229	252,372	261,217	10.1%
Investment Income					
Investment Income	0	7,250	0	0	-100.0%
TOTAL WHEATON URBAN DISTRICT	206,184	244,479	252,372	261,217	6.8%
Mass Transit					
Taxes					
Property Tax	111,853,469	100,841,399	99,820,084	138,627,663	37.5%
Licenses & Permits					
Taxi Licensing Fees	493,912	425,000	400,000	400,000	-5.9%
Charges for Services					
Bus Advertising	953,434	1,007,900	935,000	935,000	-7.2%
Insurance Recoveries	171,016	0	0	0	----
Motor Pool Charges/Fees	623,391	0	0	0	----
Other Charges/Fees	3,143,668	2,492,142	2,492,142	2,492,442	----
Parking Fees	775,453	661,385	720,000	720,000	8.9%
Recreation Fees	3,849	0	0	0	----
Ride On Fare Revenue	21,661,527	21,708,654	20,647,875	20,609,532	-5.1%
TOTAL CHARGES FOR SERVICES	27,332,338	25,870,081	24,795,017	24,756,974	-4.3%
Fines & Forfeitures					
Other Fines/Forfeitures	7,542	0	0	0	----
Parking Fines	603,792	405,000	525,000	525,000	29.6%
TOTAL FINES & FORFEITURES	611,334	405,000	525,000	525,000	29.6%
Intergovernmental					
State Aid: Call N' Ride	387,911	387,911	379,107	379,107	-2.3%
State Aid: Damascus Fixed Route	309,958	309,950	309,950	309,950	----
State Aid: Ride On	39,711,634	39,628,000	40,628,000	40,628,000	2.5%
TOTAL INTERGOVERNMENTAL	40,409,503	40,325,861	41,317,057	41,317,057	2.5%
Investment Income					
Investment Income	0	551,830	0	0	-100.0%
Miscellaneous					
Miscellaneous Revenues	50,082	0	0	0	----
TOTAL MASS TRANSIT	180,750,638	168,419,171	166,857,158	205,626,694	22.1%
Fire					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
Taxes					
Property Tax	210,007,261	215,654,797	213,470,661	218,732,869	1.4%
Charges for Services					
EMS Reimbursement-Ambulance Fee	21,087,021	19,500,000	19,500,000	19,500,000	----
Other Charges/Fees	3,189	0	0	0	----
TOTAL CHARGES FOR SERVICES	21,090,210	19,500,000	19,500,000	19,500,000	----
Intergovernmental					
Other Intergovernmental	0	0	198,622	198,622	----
State Fire/Rescue 508 Funds	1,961,675	0	1,963,432	0	----
TOTAL INTERGOVERNMENTAL	1,961,675	0	2,162,054	198,622	----
Investment Income					
Investment Income	11,662	710,760	22,990	24,490	-96.6%
Miscellaneous					
Miscellaneous Revenues	204,286	244,882	244,882	244,882	----
TOTAL FIRE	233,275,094	236,110,439	235,400,587	238,700,863	1.1%
Recreation					
Taxes					
Property Tax	40,286,138	44,785,455	44,305,451	45,871,958	2.4%
Charges for Services					
Facility Rental Fees	786,810	794,600	794,600	833,850	4.9%
Recreation Fee Subsidy	0	(800,000)	(800,000)	(800,000)	----
Recreation Fees	9,711,188	10,585,942	10,585,942	6,085,942	-42.5%
TOTAL CHARGES FOR SERVICES	10,497,998	10,580,542	10,580,542	6,119,792	-42.2%
Investment Income					
Investment Income	0	72,240	0	0	-100.0%
Miscellaneous					
Miscellaneous Revenues	170,253	84,365	84,365	84,365	----
Miscellaneous Revenues - Parks ActiveNet	0	45,232	45,232	45,232	----
TOTAL MISCELLANEOUS	170,253	129,597	129,597	129,597	----
TOTAL RECREATION	50,954,389	55,567,834	55,015,590	52,121,347	-6.2%
Economic Development Fund					
Investment Income					
Investment Income	75,712	61,290	149,270	159,010	159.4%
Miscellaneous					
Loan Payments	616,560	134,438	134,438	134,438	----
Miscellaneous Revenues	26,000	0	0	0	----
TOTAL MISCELLANEOUS	642,560	134,438	134,438	134,438	----
TOTAL ECONOMIC DEVELOPMENT FUND	718,272	195,728	283,708	293,448	49.9%
Revenue Stabilization					
Investment Income					
Investment Income	3,086,376	3,518,080	6,084,900	6,481,740	84.2%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
TOTAL REVENUE STABILIZATION	3,086,376	3,518,080	6,084,900	6,481,740	84.2%
TOTAL MONTGOMERY COUNTY GOVERNMENT	3,764,318,715	3,939,870,162	3,915,208,416	4,053,947,022	2.9%
Debt Service					
Debt Service Fund					
Debt Service					
Intergovernmental					
Federal Grants	5,656,650	5,359,380	5,464,240	3,864,760	-27.9%
Premium on General Obligation Bonds	17,973,769	20,724,940	20,400,240	14,281,670	-31.1%
TOTAL INTERGOVERNMENTAL	23,630,419	26,084,320	25,864,480	18,146,430	-30.4%
Investment Income					
Investment Income	1,272,378	0	0	0	----
Miscellaneous					
Miscellaneous Revenues	59,194	5,637,100	5,450,290	3,446,260	-38.9%
TOTAL DEBT SERVICE	24,961,991	31,721,420	31,314,770	21,592,690	-31.9%
TOTAL DEBT SERVICE	24,961,991	31,721,420	31,314,770	21,592,690	-31.9%
Montgomery County Public Schools					
Current Fund MCPS					
Charges for Services					
Tuition-Other Sources	3,326,736	3,366,736	3,366,736	3,370,000	0.1%
Intergovernmental					
Basic State Aid	338,744,661	351,744,825	351,744,825	368,197,235	4.7%
Federal Revenues	104,794	150,000	150,000	100,000	-33.3%
Foster Care/Miscellaneous	242,513	140,000	140,000	200,000	42.9%
GCEI - Geographic Cost of Education Index	36,854,599	37,711,769	37,711,769	38,902,207	3.2%
Students With Disabilities	56,526,981	58,955,879	58,955,879	60,956,743	3.4%
Thornton Legislation	204,758,509	215,138,780	215,138,780	219,907,148	2.2%
Transportation	42,090,090	43,244,528	43,244,528	46,449,499	7.4%
TOTAL INTERGOVERNMENTAL	679,322,147	707,085,781	707,085,781	734,712,832	3.9%
TOTAL CURRENT FUND MCPS	682,648,883	710,452,517	710,452,517	738,082,832	3.9%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	682,648,883	710,452,517	710,452,517	738,082,832	3.9%
Montgomery College					
Current Fund MC					
Charges for Services					
Other Student Fees: Current Fund	1,278,420	1,294,428	1,248,973	1,269,277	-1.9%
Tuition and Fees: Current Fund	75,800,825	76,892,107	74,191,966	74,591,370	-3.0%
TOTAL CHARGES FOR SERVICES	77,079,245	78,186,535	75,440,939	75,860,647	-3.0%
Intergovernmental					
Fed. State & Priv. Gifts & Grants	320,665	325,000	300,000	325,000	----
State Aid	35,794,377	36,589,976	36,589,976	37,213,559	1.7%
TOTAL INTERGOVERNMENTAL	36,115,042	36,914,976	36,889,976	37,538,559	1.7%
Investment Income					
Current Fund: Interest	214,006	155,000	200,000	155,000	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Miscellaneous					
Current Fund: Other Revenue	3,180,582	1,459,000	654,411	1,459,000	----
Current Fund: Performing Arts Center	93,681	135,000	75,000	135,000	----
TOTAL MISCELLANEOUS	3,274,263	1,594,000	729,411	1,594,000	----
TOTAL CURRENT FUND MC	116,682,556	116,850,511	113,260,326	115,148,206	-1.5%
Special Funds					
Emergency Repair Fund					
Investment Income					
EPMRF: Investment Income Non-Pooled	11,311	0	11,500	15,000	----
TOTAL EMERGENCY REPAIR FUND	11,311	0	11,500	15,000	----
TOTAL MONTGOMERY COLLEGE	116,693,867	116,850,511	113,271,826	115,163,206	-1.4%
M-NCPPC					
Special Funds					
Administration Fund					
Taxes					
Property Tax	28,695,052	27,343,775	27,046,895	30,157,293	10.3%
Charges for Services					
User Fees	283,777	204,200	204,200	198,400	-2.8%
Intergovernmental					
Intergovernmental	404,630	391,700	391,700	403,500	3.0%
Investment Income					
Investment Income	218,044	100,000	100,000	100,000	----
Miscellaneous					
Miscellaneous	6,948	0	0	0	----
TOTAL ADMINISTRATION FUND	29,608,451	28,039,675	27,742,795	30,859,193	10.1%
Park Fund					
Taxes					
Property Tax	92,415,781	92,898,722	91,890,091	98,370,220	5.9%
Charges for Services					
Facility User Fees	2,914,730	2,947,100	2,947,100	3,216,214	9.1%
Intergovernmental					
Intergovernmental	3,184,641	3,344,909	3,344,909	3,422,473	2.3%
Investment Income					
Investment Income	162,228	40,000	40,000	60,000	50.0%
Investment Income: CIP	29,269	25,000	25,000	40,000	60.0%
TOTAL INVESTMENT INCOME	191,497	65,000	65,000	100,000	53.8%
Miscellaneous					
Miscellaneous	126,282	117,100	117,100	115,800	-1.1%
TOTAL PARK FUND	98,832,931	99,372,831	98,364,200	105,224,707	5.9%
ALA Debt Service Fund					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
Taxes					
Property Tax	1,929,019	2,024,928	2,004,420	2,075,264	2.5%
TOTAL ALA DEBT SERVICE FUND	1,929,019	2,024,928	2,004,420	2,075,264	2.5%
TOTAL M-NCPPC	130,370,401	129,437,434	128,111,415	138,159,164	6.7%
TOTAL TAX SUPPORTED	4,718,993,857	4,928,332,044	4,898,358,944	5,066,944,914	2.8%
NON-TAX SUPPORTED					
Montgomery County Government					
Special Funds					
Recreation Non-Tax Supported					
Charges for Services					
Recreation Fees	0	0	0	8,100,000	----
TOTAL RECREATION NON-TAX SUPPORTED	0	0	0	8,100,000	----
Water Quality Protection					
Taxes					
Bag Tax	2,574,126	2,471,921	2,471,921	2,471,921	----
Water Quality Protection Charge	37,811,709	37,415,935	37,415,935	37,515,190	0.3%
TOTAL TAXES	40,385,835	39,887,856	39,887,856	39,987,111	0.2%
Charges for Services					
Other Charges/Fees	97,920	50,000	200,000	50,000	----
Investment Income					
Investment Income	444,772	333,980	876,880	934,070	179.7%
TOTAL WATER QUALITY PROTECTION	40,928,527	40,271,836	40,964,736	40,971,181	1.7%
Grant Fund					
Charges for Services					
Other Charges/Fees	480	0	0	0	----
Intergovernmental					
Federal Grants	49,686,374	32,526,092	32,526,092	32,152,672	-1.1%
HB669 Social Services State Reimbursement	37,533,949	37,731,200	37,731,200	37,778,633	0.1%
Other Intergovernmental	180,176	338,842	338,842	257,527	-24.0%
State Grants	26,782,731	46,875,069	46,875,069	46,802,955	-0.2%
TOTAL INTERGOVERNMENTAL	114,183,230	117,471,203	117,471,203	116,991,787	-0.4%
Investment Income					
Investment Income	395,471	0	0	0	----
Miscellaneous					
Loan Payments	793,490	1,000,000	1,000,000	2,000,000	100.0%
Miscellaneous Revenues	899,431	0	0	0	----
TOTAL MISCELLANEOUS	1,692,921	1,000,000	1,000,000	2,000,000	100.0%
TOTAL GRANT FUND	116,272,102	118,471,203	118,471,203	118,991,787	0.4%
Cable TV					
Charges for Services					
Franchise Fees	16,999,371	17,867,623	16,631,000	16,235,000	-9.1%
Gaithersburg PEG Contribution	158,996	165,301	151,000	144,000	-12.9%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
PEG Capital Revenue	6,272,943	6,644,000	6,018,000	5,932,000	-10.7%
PEG Operating Revenue	3,967,041	4,013,296	3,946,000	3,848,000	-4.1%
Tower Application Fees	139,000	150,000	150,000	150,000	----
TOTAL CHARGES FOR SERVICES	27,537,351	28,840,220	26,896,000	26,309,000	-8.8%
Investment Income					
Investment Income	125,012	106,720	107,000	263,000	146.4%
TOTAL CABLE TV	27,662,363	28,946,940	27,003,000	26,572,000	-8.2%
Montgomery Housing Initiative					
Taxes					
MHI Transfer Tax	24	225,000	225,000	100,000	-55.6%
Recordation Tax	12,936,278	14,246,142	16,170,347	16,367,562	14.9%
TOTAL TAXES	12,936,302	14,471,142	16,395,347	16,467,562	13.8%
Charges for Services					
Asset Management Fee	34,842	70,200	70,200	70,200	----
Investment Income					
Investment Income	2,841,976	3,010,190	2,595,950	2,765,250	-8.1%
Miscellaneous					
Commitment Fee	0	200,000	200,000	200,000	----
Loan Payments	1,515,876	2,375,000	2,375,000	2,700,000	13.7%
Miscellaneous Revenues	6,433	75,006	75,006	75,006	----
MPDU Alternative Payments	0	0	0	360,000	----
MPDU Revenues	3,366,178	1,250,000	1,250,000	1,250,000	----
Other Financing Sources	16,021	56,750	56,750	56,750	----
TOTAL MISCELLANEOUS	4,904,508	3,956,756	3,956,756	4,641,756	17.3%
TOTAL MONTGOMERY HOUSING INITIATIVE	20,717,628	21,508,288	23,018,253	23,944,768	11.3%
Restricted Donations					
Miscellaneous					
Miscellaneous Revenues	23,676,388	0	0	0	----
TOTAL RESTRICTED DONATIONS	23,676,388	0	0	0	----
Enterprise Funds					
Community Use of Public Facilities					
Charges for Services					
Facility Rental Fees	11,782,129	11,512,996	11,431,922	11,926,753	3.6%
Investment Income					
Investment Income	161,425	108,083	108,083	104,195	-3.6%
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	11,943,554	11,621,079	11,540,005	12,030,948	3.5%
Bethesda Parking					
Taxes					
Property Tax	(9,483)	0	0	0	----
Charges for Services					
Parking Fees	15,191,580	15,555,081	15,555,081	15,555,081	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Fines & Forfeitures					
Parking Fines	4,052,617	3,250,000	3,250,000	3,250,000	----
Investment Income					
Investment Income	203,887	173,490	401,970	428,190	146.8%
Miscellaneous					
Miscellaneous Revenues	173,796	284,120	284,120	284,120	----
Property Rentals	1,191,278	75,000	75,000	75,000	----
TOTAL MISCELLANEOUS	1,365,074	359,120	359,120	359,120	----
TOTAL BETHESDA PARKING	20,803,675	19,337,691	19,566,171	19,592,391	1.3%
Silver Spring Parking					
Taxes					
Property Tax	(7,696)	0	0	0	----
Charges for Services					
Parking Fees	11,985,981	10,663,333	10,663,333	13,440,413	26.0%
Fines & Forfeitures					
Parking Fines	2,087,849	1,897,689	1,897,689	1,897,689	----
Investment Income					
Investment Income	220,702	282,980	435,120	226,457	-20.0%
Miscellaneous					
Miscellaneous Revenues	221,146	0	0	0	----
Property Rentals	21,045	0	0	0	----
TOTAL MISCELLANEOUS	242,191	0	0	0	----
TOTAL SILVER SPRING PARKING	14,529,027	12,844,002	12,996,142	15,564,559	21.2%
Wheaton Parking					
Taxes					
Property Tax	(388)	0	0	0	----
Charges for Services					
Parking Fees	811,227	725,000	725,000	850,000	17.2%
Fines & Forfeitures					
Parking Fines	429,421	476,000	476,000	476,000	----
Investment Income					
Investment Income	9,858	13,980	19,440	21,885	56.5%
Miscellaneous					
Miscellaneous Revenues	15,027	0	0	0	----
TOTAL WHEATON PARKING	1,265,145	1,214,980	1,220,440	1,347,885	10.9%
Permitting Services					
Licenses & Permits					
Building Permits	24,986,876	22,106,143	23,088,344	24,261,450	9.7%
Electrical Permits and Licenses	4,275,846	4,534,810	4,079,479	4,200,000	-7.4%
Fire Code Compliance	0	0	0	1,187,437	----
Fire Code Enforcement Permits	2,632,197	2,415,946	2,988,310	2,405,943	-0.4%
Grading/Storm Drains/Paving/Driveway Permits	4,088,911	3,697,727	4,387,046	4,200,000	13.6%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Mechanical Construction Permit	1,856,330	1,569,836	1,552,508	1,648,328	5.0%
Occupancy Permits	604,572	603,695	611,951	633,880	5.0%
Other Licenses/Permits	442,935	594,672	608,994	638,329	7.3%
Sediment Control Permits	3,338,786	3,811,233	2,772,528	3,101,270	-18.6%
Sign Permits	220,587	191,776	241,083	262,500	36.9%
Special Exception Fee	205,536	230,549	230,549	242,076	5.0%
Stormwater Mgmt and Water Quality Plan Fee	310,046	284,702	254,702	288,814	1.4%
Well and Septic	357,790	274,308	318,113	274,308	----
TOTAL LICENSES & PERMITS	43,320,412	40,315,397	41,133,607	43,344,335	7.5%
Charges for Services					
Automation Enhancement Fee	151,365	95,437	0	0	-100.0%
Information Requests	0	0	127,075	0	----
Other Charges/Fees	754,110	1,244,027	674,564	1,661,907	33.6%
TOTAL CHARGES FOR SERVICES	905,475	1,339,464	801,639	1,661,907	24.1%
Fines & Forfeitures					
Other Fines/Forfeitures	110,305	89,772	97,050	89,772	----
Investment Income					
Investment Income	560,411	776,730	880,000	880,000	13.3%
Miscellaneous					
Miscellaneous Revenues	89,982	0	0	0	----
TOTAL PERMITTING SERVICES	44,986,585	42,521,363	42,912,296	45,976,014	8.1%
Solid Waste Collection					
Charges for Services					
Other Charges/Fees	10,335	0	0	0	----
Systems Benefit Charge	6,429,203	7,102,557	7,086,460	8,818,850	24.2%
TOTAL CHARGES FOR SERVICES	6,439,538	7,102,557	7,086,460	8,818,850	24.2%
Investment Income					
Investment Income	31,207	49,300	61,530	65,540	32.9%
TOTAL SOLID WASTE COLLECTION	6,470,745	7,151,857	7,147,990	8,884,390	24.2%
Solid Waste Disposal					
Licenses & Permits					
Other Licenses/Permits	8,570	13,145	10,000	10,000	-23.9%
Charges for Services					
Other Charges/Fees	264,341	221,800	190,000	190,000	-14.3%
Sale of Recycled Materials	6,361,005	3,451,832	5,890,012	6,149,327	78.1%
Solid Waste Disposal Fees/Operating Revenues	26,672,619	27,433,357	29,292,699	29,119,333	6.1%
Systems Benefit Charge	66,218,344	66,493,614	66,232,245	68,439,293	2.9%
TOTAL CHARGES FOR SERVICES	99,516,309	97,600,603	101,604,956	103,897,953	6.5%
Fines & Forfeitures					
Other Fines/Forfeitures	61,601	48,345	35,000	35,000	-27.6%
Intergovernmental					
Other Intergovernmental	0	5,000	0	0	-100.0%
Investment Income					
Investment Income	819,078	699,040	1,614,540	1,719,840	146.0%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Miscellaneous					
Miscellaneous Revenues	552,541	25,000	427,700	45,000	80.0%
Property Rentals	34,717	35,526	38,500	38,500	8.4%
TOTAL MISCELLANEOUS	587,258	60,526	466,200	83,500	38.0%
TOTAL SOLID WASTE DISPOSAL	100,992,816	98,426,659	103,730,696	105,746,293	7.4%
Leaf Vacuuming					
Charges for Services					
Leaf Vaccuum Collection Fees	7,229,947	7,595,788	7,595,788	7,988,714	5.2%
Other Charges/Fees	11,332	0	0	0	----
Systems Benefit Charge	(12)	0	0	0	----
TOTAL CHARGES FOR SERVICES	7,241,267	7,595,788	7,595,788	7,988,714	5.2%
Investment Income					
Investment Income	16,350	20,750	20,750	26,850	29.4%
TOTAL LEAF VACUUMING	7,257,617	7,616,538	7,616,538	8,015,564	5.2%
Liquor					
Taxes					
Bag Tax	7,213	0	0	0	----
Licenses & Permits					
Liquor Licenses	1,706,715	1,570,197	1,669,222	1,732,993	10.4%
Other Licenses/Permits	72,000	156,000	156,000	159,229	2.1%
TOTAL LICENSES & PERMITS	1,778,715	1,726,197	1,825,222	1,892,222	9.6%
Charges for Services					
Other Charges/Fees	22,091	8,740	22,959	23,418	167.9%
Fines & Forfeitures					
Other Fines/Forfeitures	225,926	220,560	316,916	316,916	43.7%
Investment Income					
Investment Income	50,539	183,160	38,870	41,410	-77.4%
Miscellaneous					
Liquor Sales	88,700,748	89,558,487	86,069,396	90,446,885	1.0%
Miscellaneous Revenues	232,643	0	0	0	----
TOTAL MISCELLANEOUS	88,933,391	89,558,487	86,069,396	90,446,885	1.0%
TOTAL LIQUOR	91,017,875	91,697,144	88,273,363	92,720,851	1.1%
Special Funds					
Recreation Non-Tax Supported					
Charges for Services					
Recreation Fees	0	0	0	8,100,000	----
TOTAL RECREATION NON-TAX SUPPORTED	0	0	0	8,100,000	----
Water Quality Protection					
Taxes					
Bag Tax	2,574,126	2,471,921	2,471,921	2,471,921	----
Water Quality Protection Charge	37,811,709	37,415,935	37,415,935	37,515,190	0.3%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
TOTAL TAXES	40,385,835	39,887,856	39,887,856	39,987,111	0.2%
Charges for Services					
Other Charges/Fees	97,920	50,000	200,000	50,000	----
Investment Income					
Investment Income	444,772	333,980	876,880	934,070	179.7%
TOTAL WATER QUALITY PROTECTION	40,928,527	40,271,836	40,964,736	40,971,181	1.7%
Grant Fund					
Charges for Services					
Other Charges/Fees	480	0	0	0	----
Intergovernmental					
Federal Grants	49,686,374	32,526,092	32,526,092	32,152,672	-1.1%
HB669 Social Services State Reimbursement	37,533,949	37,731,200	37,731,200	37,778,633	0.1%
Other Intergovernmental	180,176	338,842	338,842	257,527	-24.0%
State Grants	26,782,731	46,875,069	46,875,069	46,802,955	-0.2%
TOTAL INTERGOVERNMENTAL	114,183,230	117,471,203	117,471,203	116,991,787	-0.4%
Investment Income					
Investment Income	395,471	0	0	0	----
Miscellaneous					
Loan Payments	793,490	1,000,000	1,000,000	2,000,000	100.0%
Miscellaneous Revenues	899,431	0	0	0	----
TOTAL MISCELLANEOUS	1,692,921	1,000,000	1,000,000	2,000,000	100.0%
TOTAL GRANT FUND	116,272,102	118,471,203	118,471,203	118,991,787	0.4%
Cable TV					
Charges for Services					
Franchise Fees	16,999,371	17,867,623	16,631,000	16,235,000	-9.1%
Gaithersburg PEG Contribution	158,996	165,301	151,000	144,000	-12.9%
PEG Capital Revenue	6,272,943	6,644,000	6,018,000	5,932,000	-10.7%
PEG Operating Revenue	3,967,041	4,013,296	3,946,000	3,848,000	-4.1%
Tower Application Fees	139,000	150,000	150,000	150,000	----
TOTAL CHARGES FOR SERVICES	27,537,351	28,840,220	26,896,000	26,309,000	-8.8%
Investment Income					
Investment Income	125,012	106,720	107,000	263,000	146.4%
TOTAL CABLE TV	27,662,363	28,946,940	27,003,000	26,572,000	-8.2%
Montgomery Housing Initiative					
Taxes					
MHI Transfer Tax	24	225,000	225,000	100,000	-55.6%
Recordation Tax	12,936,278	14,246,142	16,170,347	16,367,562	14.9%
TOTAL TAXES	12,936,302	14,471,142	16,395,347	16,467,562	13.8%
Charges for Services					
Asset Management Fee	34,842	70,200	70,200	70,200	----
Investment Income					
Investment Income	2,841,976	3,010,190	2,595,950	2,765,250	-8.1%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
Miscellaneous					
Commitment Fee	0	200,000	200,000	200,000	----
Loan Payments	1,515,876	2,375,000	2,375,000	2,700,000	13.7%
Miscellaneous Revenues	6,433	75,006	75,006	75,006	----
MPDU Alternative Payments	0	0	0	360,000	----
MPDU Revenues	3,366,178	1,250,000	1,250,000	1,250,000	----
Other Financing Sources	16,021	56,750	56,750	56,750	----
TOTAL MISCELLANEOUS	4,904,508	3,956,756	3,956,756	4,641,756	17.3%
TOTAL MONTGOMERY HOUSING INITIATIVE	20,717,628	21,508,288	23,018,253	23,944,768	11.3%
Restricted Donations					
Miscellaneous					
Miscellaneous Revenues	23,676,388	0	0	0	----
TOTAL RESTRICTED DONATIONS	23,676,388	0	0	0	----
TOTAL MONTGOMERY COUNTY GOVERNMENT	528,524,047	501,629,580	504,460,833	528,458,631	5.3%
Montgomery County Public Schools					
Special Funds					
Grant Fund MCPS					
Intergovernmental					
Federal Grants	76,798,000	75,964,327	75,964,327	79,558,409	4.7%
Private Grants	2,788,290	6,731,204	6,731,204	6,731,204	----
State Grants	2,809,132	1,032,967	1,032,967	785,632	-23.9%
TOTAL INTERGOVERNMENTAL	82,395,422	83,728,498	83,728,498	87,075,245	4.0%
TOTAL GRANT FUND MCPS	82,395,422	83,728,498	83,728,498	87,075,245	4.0%
Enterprise Funds					
Food Service Fund					
Charges for Services					
Sale of Meals	17,476,818	17,078,839	17,078,839	17,588,383	3.0%
Intergovernmental					
Federal Food	41,872,671	36,910,793	36,910,793	38,276,538	3.7%
State Food	2,179,972	2,229,567	2,229,567	2,243,044	0.6%
TOTAL INTERGOVERNMENTAL	44,052,643	39,140,360	39,140,360	40,519,582	3.5%
Miscellaneous					
Miscellaneous: Investment Income	9,358	0	0	0	----
TOTAL FOOD SERVICE FUND	61,538,819	56,219,199	56,219,199	58,107,965	3.4%
Real Estate Fund					
Miscellaneous					
Real Estate Fund	3,536,111	3,952,935	3,952,935	3,966,407	0.3%
TOTAL REAL ESTATE FUND	3,536,111	3,952,935	3,952,935	3,966,407	0.3%
Field Trip Fund					
Charges for Services					
Field Trip Fees	2,148,783	2,530,246	2,530,246	2,736,949	8.2%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
TOTAL FIELD TRIP FUND	2,148,783	2,530,246	2,530,246	2,736,949	8.2%
Entrepreneurial Activities Fund					
Charges for Services					
Entrepreneurial Activities Fee	2,328,200	2,140,738	2,140,738	2,150,669	0.5%
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	2,328,200	2,140,738	2,140,738	2,150,669	0.5%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	151,947,335	148,571,616	148,571,616	154,037,235	3.7%
Montgomery College					
Special Funds					
Grant Fund MC					
Intergovernmental					
Federal/State/Private Grants	15,402,836	21,922,000	12,780,904	19,902,000	-9.2%
TOTAL GRANT FUND MC	15,402,836	21,922,000	12,780,904	19,902,000	-9.2%
Endowment Fund					
Miscellaneous					
Interest	11,504	7,250	11,500	11,500	58.6%
TOTAL ENDOWMENT FUND	11,504	7,250	11,500	11,500	58.6%
Enterprise Funds					
Workforce Development & Continuing Ed					
Charges for Services					
Tuition and Fees: Continuing Education	9,434,811	10,700,000	9,500,000	10,900,000	1.9%
Intergovernmental					
State Aid	6,717,202	7,336,869	7,336,869	8,041,559	9.6%
Miscellaneous					
Other Revenues: Interest	28,616	20,000	50,000	50,000	150.0%
Other Revenues; Miscellaneous	140,024	80,000	350,000	0	-100.0%
TOTAL MISCELLANEOUS	168,640	100,000	400,000	50,000	-50.0%
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	16,320,653	18,136,869	17,236,869	18,991,559	4.7%
Auxiliary Fund					
Charges for Services					
Sales	1,806,573	1,364,000	1,246,646	1,018,000	-25.4%
Miscellaneous					
Auxiliary Fund: Interest Income	20,739	5,000	23,000	20,000	300.0%
Other Revenues: Miscellaneous	959,728	865,220	916,300	900,220	4.0%
TOTAL MISCELLANEOUS	980,467	870,220	939,300	920,220	5.7%
TOTAL AUXILIARY FUND	2,787,040	2,234,220	2,185,946	1,938,220	-13.2%
Cable Television Fund					
Miscellaneous					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
Cable: Other Revenue	5,718	0	5,000	0	----
TOTAL CABLE TELEVISION FUND	5,718	0	5,000	0	----
Major Facilities Reserve Fund					
Charges for Services					
Student Fees	2,240,841	2,700,000	3,000,000	3,125,000	15.7%
Investment Income					
Interest Income	189,366	110,000	200,000	200,000	81.8%
TOTAL MAJOR FACILITIES RESERVE FUND	2,430,207	2,810,000	3,200,000	3,325,000	18.3%
Transportation Fund					
Charges for Services					
Student Fees	3,432,928	3,380,217	3,486,674	3,365,000	-0.5%
Miscellaneous					
Miscellaneous Other	312,570	239,213	257,013	338,000	41.3%
TOTAL TRANSPORTATION FUND	3,745,498	3,619,430	3,743,687	3,703,000	2.3%
TOTAL MONTGOMERY COLLEGE	40,703,456	48,729,769	39,163,906	47,871,279	-1.8%
M-NCPPC					
Special Funds					
Grant Fund MNCPPC					
Intergovernmental					
Administration Fund Grants	0	150,000	150,000	150,000	----
Park Fund Grants	28,849	400,000	400,000	400,000	----
TOTAL INTERGOVERNMENTAL	28,849	550,000	550,000	550,000	----
TOTAL GRANT FUND MNCPPC	28,849	550,000	550,000	550,000	----
Enterprise Funds					
Special Revenue Funds					
Charges for Services					
Service Charges	4,806,733	3,167,430	3,126,881	3,198,043	1.0%
Intergovernmental					
Intergovernmental	251,089	360,000	419,865	296,730	-17.6%
Investment Income					
Investment Income	62,814	28,000	35,980	55,000	96.4%
Miscellaneous					
Miscellaneous	343,960	149,900	201,550	239,400	59.7%
TOTAL SPECIAL REVENUE FUNDS	5,464,596	3,705,330	3,784,276	3,789,173	2.3%
Enterprise Fund					
Charges for Services					
Fees and Charges	6,629,294	6,337,960	6,380,575	6,470,275	2.1%
Merchandise Sales	812,503	755,600	797,250	854,350	13.1%
Rentals	3,257,273	3,311,177	3,203,884	3,294,795	-0.5%
TOTAL CHARGES FOR SERVICES	10,699,070	10,404,737	10,381,709	10,619,420	2.1%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Miscellaneous					
Miscellaneous	774,314	711,225	795,371	777,622	9.3%
Non-Operating Revenues/Interest	251,568	110,000	176,700	200,000	81.8%
TOTAL MISCELLANEOUS	1,025,882	821,225	972,071	977,622	19.0%
TOTAL ENTERPRISE FUND	11,724,952	11,225,962	11,353,780	11,597,042	3.3%
Prop Mgmt MNCPPC					
Charges for Services					
Rental Income	1,240,159	1,424,800	1,354,984	1,456,600	2.2%
Investment Income					
Investment Income	14,717	8,000	8,000	10,000	25.0%
Miscellaneous					
Miscellaneous	7,010	0	0	0	----
TOTAL PROP MGMT MNCPPC	1,261,886	1,432,800	1,362,984	1,466,600	2.4%
TOTAL M-NCPPC	18,480,283	16,914,092	17,051,040	17,402,815	2.9%
TOTAL NON-TAX SUPPORTED	739,655,121	715,845,057	709,247,395	747,769,960	4.5%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,458,648,978	5,644,177,101	5,607,606,339	5,814,714,874	3.0%

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 FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund					
Full-Time Positions	5,536	5,582	5,582	5,617	0.6%
Part-Time Positions	781	790	790	785	-0.6%
FTEs	5,718.46	5,762.24	5,762.24	5,804.49	0.7%
Montgomery County Government Special Funds					
Full-Time Positions	2,324	2,335	2,335	2,386	2.2%
Part-Time Positions	12	12	12	12	----
FTEs	2,666.01	2,678.36	2,678.36	2,726.41	1.8%
Montgomery County Public Schools Current Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	21,090.64	21,254.35	21,254.35	21,649.85	1.9%
Montgomery College Current Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,802.10	1,810.10	1,810.10	1,803.35	-0.4%
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	914.89	923.11	923.11	941.76	2.0%
Total Full-Time Positions	7,860	7,917	7,917	8,003	1.1%
Total Part-Time Positions	793	802	802	797	-0.6%
Total FTEs	32,192.10	32,428.16	32,428.16	32,925.86	1.5%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds					
Full-Time Positions	702	706	706	704	-0.3%
Part-Time Positions	148	153	153	143	-6.5%
FTEs	896.72	902.82	902.82	890.77	-1.3%
Montgomery County Government Internal Service Funds					
Full-Time Positions	244	246	246	253	2.8%
Part-Time Positions	1	1	1	0	-100.0%
FTEs	294.54	297.29	297.29	302.19	1.6%
Montgomery County Government Special Funds					
Full-Time Positions	685	680	680	685	0.7%
Part-Time Positions	38	31	31	33	6.5%
FTEs	659.90	659.80	659.80	661.47	0.3%
Montgomery County Public Schools Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	635.32	640.32	640.32	646.32	0.9%
Montgomery County Public Schools Special Funds					

Workforce Detailed By Type

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	558.37	557.59	557.59	570.94	2.4%
Montgomery College Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	115.50	115.50	115.50	107.50	-6.9%
Montgomery College Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
M-NCPPC Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	165.75	166.55	166.55	160.65	-3.5%
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	1,631	1,632	1,632	1,642	0.6%
Total Part-Time Positions	187	185	185	176	-4.9%
Total FTEs	3,326.10	3,339.87	3,339.87	3,339.84	----

SUMMARY

Total Full-Time Positions	9,491	9,549	9,549	9,645	1.0%
Total Part-Time Positions	980	987	987	973	-1.4%
Total FTEs	35,518.20	35,768.03	35,768.03	36,265.70	1.4%

Schedule D-2

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Montgomery County Government					
General Government					
Board of Appeals					
Full-Time Positions	3	3	3	3	----
Part-Time Positions	0	0	0	0	----
FTEs	3.50	3.50	3.50	3.50	----
Board of Elections					
Full-Time Positions	28	28	28	29	3.6%
Part-Time Positions	3	3	3	2	-33.3%
FTEs	56.18	56.18	56.18	56.35	0.3%
Circuit Court					
Full-Time Positions	114	115	115	117	1.7%
Part-Time Positions	4	4	4	5	25.0%
FTEs	116.00	117.00	117.00	119.50	2.1%
Community Engagement Cluster					
Full-Time Positions	18	19	19	25	31.6%
Part-Time Positions	6	9	9	9	----
FTEs	23.50	23.50	23.50	29.50	25.5%
County Attorney					
Full-Time Positions	76	76	76	76	----
Part-Time Positions	2	2	2	2	----
FTEs	44.75	43.50	43.50	43.20	-0.7%
County Council					
Full-Time Positions	88	88	88	92	4.5%
Part-Time Positions	5	5	5	4	-20.0%
FTEs	83.10	83.28	83.28	85.18	2.3%
County Executive					
Full-Time Positions	37	36	36	34	-5.6%
Part-Time Positions	5	5	5	6	20.0%
FTEs	36.50	35.50	35.50	34.50	-2.8%
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	132	132	132	135	2.3%
Part-Time Positions	0	0	0	0	----
FTEs	125.02	126.77	126.77	130.79	3.2%
Fleet Management Services					
Full-Time Positions	200	202	202	208	3.0%
Part-Time Positions	0	0	0	0	----
FTEs	204.10	206.10	206.10	212.10	2.9%
General Services					
Full-Time Positions	231	231	231	232	0.4%
Part-Time Positions	2	2	2	1	-50.0%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	% CHG BUD/REC
FTEs	171.00	169.80	169.80	170.30	0.3%
Human Resources					
Full-Time Positions	68	69	69	68	-1.4%
Part-Time Positions	3	3	3	2	-33.3%
FTEs	69.90	70.90	70.90	68.65	-3.2%
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	5	5	5	----
Part-Time Positions	1	0	0	0	----
FTEs	5.10	5.30	5.30	5.30	----
Legislative Oversight					
Full-Time Positions	11	12	12	12	----
Part-Time Positions	0	0	0	0	----
FTEs	11.00	11.67	11.67	11.67	----
Management and Budget					
Full-Time Positions	32	33	33	33	----
Part-Time Positions	1	1	1	1	----
FTEs	32.25	33.25	33.25	33.25	----
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	35	35	35	35	----
Part-Time Positions	2	2	2	2	----
FTEs	34.90	34.90	34.90	34.90	----
Public Information					
Full-Time Positions	63	68	68	70	2.9%
Part-Time Positions	0	1	1	1	----
FTEs	44.90	50.50	50.50	52.60	4.2%
State's Attorney					
Full-Time Positions	140	146	146	147	0.7%
Part-Time Positions	11	11	11	11	----
FTEs	147.35	153.35	153.35	153.85	0.3%
Technology Services					
Full-Time Positions	176	174	174	174	----
Part-Time Positions	2	2	2	2	----
FTEs	168.40	165.75	165.75	167.25	0.9%
Urban Districts					
Full-Time Positions	60	60	60	60	----
Part-Time Positions	1	1	1	1	----
FTEs	58.60	58.60	58.60	58.60	----
Zoning and Administrative Hearings					
Full-Time Positions	4	4	4	4	----

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	4.00	4.00	4.00	4.00	----
Total Full-Time Positions	1,537	1,553	1,553	1,576	1.5%
Total Part-Time Positions	50	53	53	51	-3.8%
Total FTEs	1,460.15	1,473.45	1,473.45	1,495.09	1.5%
Public Safety					
Consumer Protection					
Full-Time Positions	17	17	17	17	----
Part-Time Positions	1	1	1	1	----
FTEs	16.60	16.60	16.60	16.60	----
Correction and Rehabilitation					
Full-Time Positions	538	538	538	535	-0.6%
Part-Time Positions	0	0	0	0	----
FTEs	537.82	537.82	537.82	535.57	-0.4%
Emergency Management and Homeland Security					
Full-Time Positions	14	14	14	15	7.1%
Part-Time Positions	1	1	1	1	----
FTEs	15.30	15.30	15.30	16.30	6.5%
Fire and Rescue Service					
Full-Time Positions	1,285	1,297	1,297	1,317	1.5%
Part-Time Positions	1	0	0	0	----
FTEs	1,286.76	1,298.26	1,298.26	1,318.26	1.5%
Police					
Full-Time Positions	1,888	1,892	1,892	1,898	0.3%
Part-Time Positions	195	197	197	199	1.0%
FTEs	1,950.30	1,957.95	1,957.95	1,965.26	0.4%
Sheriff					
Full-Time Positions	187	187	187	188	0.5%
Part-Time Positions	5	5	5	5	----
FTEs	189.80	189.80	189.80	190.80	0.5%
Total Full-Time Positions	3,929	3,945	3,945	3,970	0.6%
Total Part-Time Positions	203	204	204	206	1.0%
Total FTEs	3,996.58	4,015.73	4,015.73	4,042.79	0.7%
Transportation					
Parking District Services					
Full-Time Positions	53	53	53	53	----
Part-Time Positions	0	0	0	0	----
FTEs	48.53	48.53	48.53	48.53	----
Transit Services					
Full-Time Positions	857	859	859	886	3.1%
Part-Time Positions	0	0	0	0	----
FTEs	874.37	876.37	876.37	902.87	3.0%
Transportation					
Full-Time Positions	457	457	457	458	0.2%
Part-Time Positions	8	8	8	8	----
FTEs	283.30	283.30	283.30	286.80	1.2%
Total Full-Time Positions	1,367	1,369	1,369	1,397	2.0%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Total Part-Time Positions	8	8	8	8	----
Total FTEs	1,206.20	1,208.20	1,208.20	1,238.20	2.5%
Health and Human Services					
Health and Human Services					
Full-Time Positions	1,409	1,433	1,433	1,444	0.8%
Part-Time Positions	345	342	342	343	0.3%
FTEs	1,648.71	1,670.36	1,670.36	1,682.59	0.7%
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	29	30	30	30	----
Part-Time Positions	1	1	1	1	----
FTEs	30.07	31.07	31.07	31.27	0.6%
Public Libraries					
Full-Time Positions	222	222	222	228	2.7%
Part-Time Positions	212	213	213	208	-2.3%
FTEs	395.26	395.51	395.51	399.01	0.9%
Recreation					
Full-Time Positions	139	141	141	143	1.4%
Part-Time Positions	10	11	11	11	----
FTEs	464.79	466.94	466.94	466.49	-0.1%
Total Full-Time Positions	390	393	393	401	2.0%
Total Part-Time Positions	223	225	225	220	-2.2%
Total FTEs	890.12	893.52	893.52	896.77	0.4%
Community Development and Housing					
Agriculture					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	1	1	1	1	----
FTEs	4.15	4.15	4.15	4.15	----
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	----
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	101	102	102	103	1.0%
Part-Time Positions	3	2	2	1	-50.0%
FTEs	96.95	97.45	97.45	97.70	0.3%
Permitting Services					
Full-Time Positions	236	236	236	239	1.3%
Part-Time Positions	2	2	2	2	----
FTEs	243.75	243.75	243.75	246.00	0.9%
Total Full-Time Positions	345	346	346	350	1.2%
Total Part-Time Positions	6	5	5	4	-20.0%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Total FTEs	345.85	346.35	346.35	348.85	0.7%
Environment					
Environmental Protection					
Full-Time Positions	99	91	91	92	1.1%
Part-Time Positions	0	0	0	1	----
FTEs	107.97	107.97	107.97	109.87	1.8%
Solid Waste Services					
Full-Time Positions	79	80	80	80	----
Part-Time Positions	2	2	2	2	----
FTEs	105.14	106.24	106.24	106.24	----
Total Full-Time Positions	178	171	171	172	0.6%
Total Part-Time Positions	2	2	2	3	50.0%
Total FTEs	213.11	214.21	214.21	216.11	0.9%
Other County Government Functions					
Cable Television Communications Plan					
Full-Time Positions	14	14	14	13	-7.1%
Part-Time Positions	0	0	0	0	----
FTEs	32.50	31.85	31.85	30.85	-3.1%
Liquor Control					
Full-Time Positions	305	307	307	302	-1.6%
Part-Time Positions	143	148	148	138	-6.8%
FTEs	438.20	442.20	442.20	427.70	-3.3%
Non-Departmental Accounts					
Full-Time Positions	17	18	18	20	11.1%
Part-Time Positions	0	0	0	0	----
FTEs	4.21	4.64	4.64	6.38	37.5%
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	336	339	339	335	-1.2%
Total Part-Time Positions	143	148	148	138	-6.8%
Total FTEs	474.91	478.69	478.69	464.93	-2.9%
Total Full-Time Positions	9,491	9,549	9,549	9,645	1.0%
Total Part-Time Positions	980	987	987	973	-1.4%
Total FTEs	10,235.63	10,300.51	10,300.51	10,385.33	0.8%
Montgomery County Public Schools					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	22,284.33	22,452.26	22,452.26	22,867.11	1.8%
Montgomery College					
Montgomery College					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,917.60	1,925.60	1,925.60	1,910.85	-0.8%
M-NCPPC					

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Maryland-National Capital Park and Planning Commission					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,080.64	1,089.66	1,089.66	1,102.41	1.2%
SUMMARY					
Total Full-Time Positions	9,491	9,549	9,549	9,645	1.0%
Total Part-Time Positions	980	987	987	973	-1.4%
Total FTEs	35,518.20	35,768.03	35,768.03	36,265.70	1.4%

Schedule D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Montgomery County Government					
GENERAL FUND TAX SUPPORTED					
General Government					
Board of Appeals					
Full-Time Positions	3	3	3	3	----
Part-Time Positions	0	0	0	0	----
FTEs	3.50	3.50	3.50	3.50	----
Board of Elections					
Full-Time Positions	28	28	28	29	3.6%
Part-Time Positions	3	3	3	2	-33.3%
FTEs	56.18	56.18	56.18	56.35	0.3%
Circuit Court					
Full-Time Positions	91	92	92	94	2.2%
Part-Time Positions	3	3	3	4	33.3%
FTEs	92.70	93.70	93.70	97.54	4.1%
Community Engagement Cluster					
Full-Time Positions	17	18	18	24	33.3%
Part-Time Positions	6	9	9	9	----
FTEs	22.85	22.85	22.85	28.85	26.3%
County Attorney					
Full-Time Positions	76	76	76	76	----
Part-Time Positions	2	2	2	2	----
FTEs	44.75	43.50	43.50	43.20	-0.7%
County Council					
Full-Time Positions	88	88	88	92	4.5%
Part-Time Positions	5	5	5	4	-20.0%
FTEs	83.10	83.28	83.28	85.18	2.3%
County Executive					
Full-Time Positions	36	36	36	34	-5.6%
Part-Time Positions	5	5	5	6	20.0%
FTEs	35.50	35.50	35.50	34.50	-2.8%
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	121	121	121	124	2.5%
Part-Time Positions	0	0	0	0	----
FTEs	93.90	94.90	94.90	98.92	4.2%
General Services					
Full-Time Positions	198	198	198	198	----
Part-Time Positions	1	1	1	1	----
FTEs	136.93	135.73	135.73	135.73	----
Human Resources					
Full-Time Positions	68	69	69	68	-1.4%
Part-Time Positions	3	3	3	2	-33.3%
FTEs	44.65	45.65	45.65	45.00	-1.4%
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 FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
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	5	5	5	----
Part-Time Positions	1	0	0	0	----
FTEs	5.10	5.30	5.30	5.30	----
Legislative Oversight					
Full-Time Positions	11	12	12	12	----
Part-Time Positions	0	0	0	0	----
FTEs	11.00	11.67	11.67	11.67	----
Management and Budget					
Full-Time Positions	32	33	33	33	----
Part-Time Positions	1	1	1	1	----
FTEs	32.25	33.25	33.25	33.25	----
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	35	35	35	35	----
Part-Time Positions	2	2	2	2	----
FTEs	34.90	34.90	34.90	34.90	----
Public Information					
Full-Time Positions	63	68	68	70	2.9%
Part-Time Positions	0	1	1	1	----
FTEs	44.90	50.50	50.50	52.60	4.2%
State's Attorney					
Full-Time Positions	138	142	142	143	0.7%
Part-Time Positions	10	10	10	10	----
FTEs	146.37	150.25	150.25	150.99	0.5%
Technology Services					
Full-Time Positions	176	174	174	174	----
Part-Time Positions	2	2	2	2	----
FTEs	168.40	165.75	165.75	167.25	0.9%
Zoning and Administrative Hearings					
Full-Time Positions	4	4	4	4	----
Part-Time Positions	0	0	0	0	----
FTEs	4.00	4.00	4.00	4.00	----
Total Full-Time Positions	***1,206***	***1,219***	***1,219***	***1,235***	***1.3%***
Total Part-Time Positions	***46***	***49***	***49***	***48***	***-2.0%***
Total FTEs	***1,081.08***	***1,090.51***	***1,090.51***	***1,108.83***	***1.7%***
Public Safety					
Consumer Protection					
Full-Time Positions	17	17	17	17	----
Part-Time Positions	1	1	1	1	----
FTEs	16.60	16.60	16.60	16.60	----
Correction and Rehabilitation					
Full-Time Positions	538	538	538	535	-0.6%
Part-Time Positions	0	0	0	0	----
FTEs	537.82	537.82	537.82	535.57	-0.4%
Emergency Management and Homeland Security					
Full-Time Positions	8	8	8	9	12.5%
Part-Time Positions	1	1	1	1	----
FTEs	8.60	8.60	8.60	8.82	2.6%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Police					
Full-Time Positions	1,887	1,891	1,891	1,897	0.3%
Part-Time Positions	195	197	197	199	1.0%
FTEs	1,949.30	1,956.95	1,956.95	1,964.26	0.4%
Sheriff					
Full-Time Positions	179	179	179	180	0.6%
Part-Time Positions	5	5	5	5	----
FTEs	184.88	184.93	184.93	185.89	0.5%
Total Full-Time Positions	***2,629***	***2,633***	***2,633***	***2,638***	***0.2%***
Total Part-Time Positions	***202***	***204***	***204***	***206***	***1.0%***
Total FTEs	***2,697.20***	***2,704.90***	***2,704.90***	***2,711.14***	***0.2%***
Transportation					
Transportation					
Full-Time Positions	457	457	457	457	----
Part-Time Positions	8	8	8	8	----
FTEs	252.27	252.27	252.27	255.02	1.1%
Total Full-Time Positions	***457***	***457***	***457***	***457***	***----***
Total Part-Time Positions	***8***	***8***	***8***	***8***	***----***
Total FTEs	***252.27***	***252.27***	***252.27***	***255.02***	***1.1%***
Health and Human Services					
Health and Human Services					
Full-Time Positions	852	879	879	884	0.6%
Part-Time Positions	309	313	313	313	----
FTEs	1,211.74	1,237.71	1,237.71	1,246.81	0.7%
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	220	220	220	226	2.7%
Part-Time Positions	212	213	213	208	-2.3%
FTEs	392.06	392.31	392.31	395.81	0.9%
Total Full-Time Positions	***220***	***220***	***220***	***226***	***2.7%***
Total Part-Time Positions	***212***	***213***	***213***	***208***	***-2.3%***
Total FTEs	***392.06***	***392.31***	***392.31***	***395.81***	***0.9%***
Community Development and Housing					
Agriculture					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	1	1	1	1	----
FTEs	4.15	4.15	4.15	4.15	----
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	101	102	102	103	1.0%
Part-Time Positions	3	2	2	1	-50.0%
FTEs	59.25	59.25	59.25	59.65	0.7%
Total Full-Time Positions	***109***	***110***	***110***	***111***	***0.9%***
Total Part-Time Positions	***4***	***3***	***3***	***2***	***-33.3%***
Total FTEs	***63.40***	***63.40***	***63.40***	***63.80***	***0.6%***
Environment					
Environmental Protection					
Full-Time Positions	46	46	46	46	----
Part-Time Positions	0	0	0	0	----
FTEs	16.50	16.50	16.50	16.70	1.2%
Total Full-Time Positions	***46***	***46***	***46***	***46***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Total FTEs	***16.50***	***16.50***	***16.50***	***16.70***	***1.2%***
Other County Government Functions					
Non-Departmental Accounts					
Full-Time Positions	17	18	18	20	11.1%
Part-Time Positions	0	0	0	0	----
FTEs	4.21	4.64	4.64	6.38	37.5%
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***	***18***	***18***	***20***	***11.1%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***4.21***	***4.64***	***4.64***	***6.38***	***37.5%***
Total Full-Time Positions	5,536	5,582	5,582	5,617	0.6%
Total Part-Time Positions	781	790	790	785	-0.6%
Total FTEs	5,718.46	5,762.24	5,762.24	5,804.49	0.7%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts					
Full-Time Positions	60	60	60	60	----
Part-Time Positions	1	1	1	1	----
FTEs	58.60	58.60	58.60	58.60	----
Total Full-Time Positions	***60***	***60***	***60***	***60***	***----***
Total Part-Time Positions	***1***	***1***	***1***	***1***	***----***
Total FTEs	***58.60***	***58.60***	***58.60***	***58.60***	***----***
Public Safety					
Fire and Rescue Service					
Full-Time Positions	1,285	1,290	1,290	1,312	1.7%
Part-Time Positions	1	0	0	0	----
FTEs	1,286.76	1,291.26	1,291.26	1,313.26	1.7%
Total Full-Time Positions	***1,285***	***1,290***	***1,290***	***1,312***	***1.7%***
Total Part-Time Positions	***1***	***0***	***0***	***0***	***----***
Total FTEs	***1,286.76***	***1,291.26***	***1,291.26***	***1,313.26***	***1.7%***
Transportation					
Transit Services					
Full-Time Positions	840	844	844	871	3.2%
Part-Time Positions	0	0	0	0	----
FTEs	857.98	863.27	863.27	889.77	3.1%
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	***840***	***844***	***844***	***871***	***3.2%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***857.98***	***863.27***	***863.27***	***889.77***	***3.1%***
Libraries, Culture, and Recreation					
Recreation					
Full-Time Positions	139	141	141	143	1.4%
Part-Time Positions	10	11	11	11	----
FTEs	461.67	464.23	464.23	463.78	-0.1%
Total Full-Time Positions	***139***	***141***	***141***	***143***	***1.4%***
Total Part-Time Positions	***10***	***11***	***11***	***11***	***----***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Total FTEs	***461.67***	***464.23***	***464.23***	***463.78***	***-0.1%***
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	2,324	2,335	2,335	2,386	2.2%
Total Part-Time Positions	12	12	12	12	----
Total FTEs	2,666.01	2,678.36	2,678.36	2,726.41	1.8%
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	21.96	-5.8%
Community Engagement Cluster					
Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	0.65	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	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	0.00	0.00	0.00	----
General Services					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Human Resources					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Human Rights					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Inspector General					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Intergovernmental Relations					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
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	4	4	4	----
Part-Time Positions	1	1	1	1	----
FTEs	0.98	3.10	3.10	2.86	-7.7%
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***	***28***	***28***	***28***	***----***
Total Part-Time Positions	***2***	***2***	***2***	***2***	***----***
Total FTEs	***25.93***	***27.05***	***27.05***	***25.47***	***-5.8%***
Public Safety					
Emergency Management and Homeland Security					
Full-Time Positions	6	6	6	6	----
Part-Time Positions	0	0	0	0	----
FTEs	6.70	6.70	6.70	7.48	11.6%
Fire and Rescue Service					
Full-Time Positions	0	7	7	5	-28.6%
Part-Time Positions	0	0	0	0	----
FTEs	0.00	7.00	7.00	5.00	-28.6%
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	4.92	4.87	4.87	4.91	0.8%
Total Full-Time Positions	***15***	***22***	***22***	***20***	***-9.1%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***12.62***	***19.57***	***19.57***	***18.39***	***-6.0%***
Transportation					
Transit Services					
Full-Time Positions	17	15	15	15	----
Part-Time Positions	0	0	0	0	----
FTEs	16.39	13.10	13.10	13.10	----
Transportation					
Full-Time Positions	0	0	0	1	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.75	----
Total Full-Time Positions	***17***	***15***	***15***	***16***	***6.7%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***16.39***	***13.10***	***13.10***	***13.85***	***5.7%***
Health and Human Services					
Health and Human Services					
Full-Time Positions	557	554	554	560	1.1%
Part-Time Positions	36	29	29	30	3.4%
FTEs	436.97	432.65	432.65	435.78	0.7%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	2	2	2	2	----
Part-Time Positions	0	0	0	0	----
FTEs	3.20	3.20	3.20	3.20	----
Recreation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	3.12	2.71	2.71	2.71	----
Total Full-Time Positions	***2***	***2***	***2***	***2***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***6.32***	***5.91***	***5.91***	***5.91***	***----***
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	37.70	38.20	38.20	38.05	-0.4%
Permitting Services					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Total Full-Time Positions	***0***	***0***	***0***	***0***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***37.70***	***38.20***	***38.20***	***38.05***	***-0.4%***
Environment					
Environmental Protection					
Full-Time Positions	53	45	45	46	2.2%
Part-Time Positions	0	0	0	1	----
FTEs	91.47	91.47	91.47	93.17	1.9%
Total Full-Time Positions	***53***	***45***	***45***	***46***	***2.2%***
Total Part-Time Positions	***0***	***0***	***0***	***1***	***----***
Total FTEs	***91.47***	***91.47***	***91.47***	***93.17***	***1.9%***
Other County Government Functions					
Cable Television Communications Plan					
Full-Time Positions	14	14	14	13	-7.1%
Part-Time Positions	0	0	0	0	----
FTEs	32.50	31.85	31.85	30.85	-3.1%
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	***14***	***14***	***14***	***13***	***-7.1%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Total FTEs	***32.50***	***31.85***	***31.85***	***30.85***	***-3.1%***
Total Full-Time Positions	685	680	680	685	0.7%
Total Part-Time Positions	38	31	31	33	6.5%
Total FTEs	659.90	659.80	659.80	661.47	0.3%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Parking District Services					
Full-Time Positions	53	53	53	53	----
Part-Time Positions	0	0	0	0	----
FTEs	48.53	48.53	48.53	48.53	----
Transportation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	31.03	31.03	31.03	31.03	----
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	29	30	30	30	----
Part-Time Positions	1	1	1	1	----
FTEs	30.07	31.07	31.07	31.27	0.6%
Community Development and Housing					
Permitting Services					
Full-Time Positions	236	236	236	239	1.3%
Part-Time Positions	2	2	2	2	----
FTEs	243.75	243.75	243.75	246.00	0.9%
Environment					
Solid Waste Services					
Full-Time Positions	79	80	80	80	----
Part-Time Positions	2	2	2	2	----
FTEs	105.14	106.24	106.24	106.24	----
Other County Government Functions					
Liquor Control					
Full-Time Positions	305	307	307	302	-1.6%
Part-Time Positions	143	148	148	138	-6.8%
FTEs	438.20	442.20	442.20	427.70	-3.3%
Total Full-Time Positions	702	706	706	704	-0.3%
Total Part-Time Positions	148	153	153	143	-6.5%
Total FTEs	896.72	902.82	902.82	890.77	-1.3%
INTERNAL SERVICE FUNDS NON-TAX SUPPORTED					
Finance					
Full-Time Positions	11	11	11	11	----
Part-Time Positions	0	0	0	0	----
FTEs	31.12	31.87	31.87	31.87	----
Fleet Management Services					
Full-Time Positions	200	202	202	208	3.0%
Part-Time Positions	0	0	0	0	----
FTEs	204.10	206.10	206.10	212.10	2.9%
General Services					
Full-Time Positions	33	33	33	34	3.0%
Part-Time Positions	1	1	1	0	-100.0%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
FTEs	34.07	34.07	34.07	34.57	1.5%
Human Resources					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	25.25	25.25	25.25	23.65	-6.3%
Total Full-Time Positions	244	246	246	253	2.8%
Total Part-Time Positions	1	1	1	0	-100.0%
Total FTEs	294.54	297.29	297.29	302.19	1.6%
Total Full-Time Positions	9,491	9,549	9,549	9,645	1.0%
Total Part-Time Positions	980	987	987	973	-1.4%
Total FTEs	10,235.63	10,300.51	10,300.51	10,385.33	0.8%
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	21,090.64	21,254.35	21,254.35	21,649.85	1.9%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	558.37	557.59	557.59	570.94	2.4%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	635.32	640.32	640.32	646.32	0.9%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	22,284.33	22,452.26	22,452.26	22,867.11	1.8%
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	1,802.10	1,810.10	1,810.10	1,803.35	-0.4%
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 FY18	BUDGET FY19	EST FY19	REC FY20	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	115.50	115.50	115.50	107.50	-6.9%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,917.60	1,925.60	1,925.60	1,910.85	-0.8%
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	914.89	923.11	923.11	941.76	2.0%
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	165.75	166.55	166.55	160.65	-3.5%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,080.64	1,089.66	1,089.66	1,102.41	1.2%
SUMMARY					
Total Full-Time Positions	9,491	9,549	9,549	9,645	1.0%
Total Part-Time Positions	980	987	987	973	-1.4%
Total FTEs	35,518.20	35,768.03	35,768.03	36,265.70	1.4%

Property Tax Schedules

SCHEDULE E-1, ASSESSABLE TAX BASES

This schedule shows the value of property subject to the various property taxes levied in the County.

Special Districts have boundaries defined in law, and the taxes collected within them are dedicated to specific purposes. With three exceptions, the Special Districts apply to areas smaller than the entire County. The exceptions are the Mass Transit tax, Fire tax, and the Advance Land Acquisition Fund tax administered by M NCPPC, under the direction of the County Council. These three taxes are levied Countywide, just like the general County property tax and the State property tax.

Property taxes are collected by the County for the 23 municipalities and special taxing areas in the County. Municipal property taxes are levied by the municipalities, not the County, and are not included in this schedule.

Property owners pay taxes for several different Special Districts in addition to Countywide taxes. Schedule F-5 contains tax rates for the different Special Districts and Countywide taxes. Schedule E-1 shows the growth in the property bases in recent years. Increases in total property taxes paid by individual property owners result from changes in both property assessment and tax rates. Also shown are projections by the County Finance Department of the different tax bases.

Since FY01, the assessment of real property changed from 40 percent to 100 percent of full cash value as a result of the enactment of SB626, Chapter 80 of the Laws of 2000 "Truth in Taxation Ã¢â‚¬" Real Property Tax Assessments" by the Maryland Legislature.

SCHEDULE E-2, PROPERTY TAX RATES

This schedule shows the current and historical tax rates applied to the tax bases described in Schedule E-1.

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Schedule E-1

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY

ASSESSABLE BASE (in billion $)	ACTUAL FY18	BUDGET FY19	PROJ. FY19	BUDGET FY20	PROJ. FY21	PROJ. FY22	PROJ. FY23	PROJ. FY24	PROJ. FY25
Countywide									
Countywide: Real	183.994	192.599	190.820	197.610	204.288	210.686	217.151	223.889	231.406
Countywide: Personal	4.189	4.238	4.318	4.452	4.632	4.798	4.963	5.134	5.315
Special Districts									
Mass Transit: Real	183.994	192.599	190.820	197.610	204.288	210.686	217.151	223.889	231.406
Mass Transit: Personal	4.189	4.238	4.318	4.452	4.632	4.798	4.963	5.134	5.315
Fire: Real	183.994	192.599	190.820	197.610	204.288	210.686	217.151	223.889	231.406
Fire: Personal	4.189	4.238	4.318	4.452	4.632	4.798	4.963	5.134	5.315
Recreation: Real	160.601	168.331	166.560	172.486	178.316	183.900	189.543	195.424	201.986
Recreation: Personal	3.451	3.440	3.557	3.668	3.816	3.953	4.088	4.229	4.379
Storm Drainage: Real	155.076	162.582	160.829	166.552	172.180	177.572	183.022	188.700	195.036
Storm Drainage: Personal	3.298	3.291	3.400	3.506	3.647	3.777	3.907	4.042	4.185
M-NCPPC - Regional: Real	159.617	167.323	165.539	171.429	177.223	182.773	188.382	194.227	200.748
M-NCPPC - Regional: Personal	3.436	3.426	3.542	3.652	3.799	3.935	4.071	4.211	4.359
M-NCPPC - Metropolitan: Real	159.617	167.323	165.539	171.429	177.223	182.773	188.382	194.227	200.748
M-NCPPC - Metropolitan: Personal	3.436	3.426	3.542	3.652	3.799	3.935	4.071	4.211	4.359
M-NCPPC - Land Acquisition: Real	183.994	192.599	190.820	197.610	204.288	210.686	217.151	223.889	231.406
M-NCPPC - Land Acquisition: Personal	4.189	4.238	4.318	4.452	4.632	4.798	4.963	5.134	5.315
Urban Districts									
Bethesda: Real	5.106	5.437	5.296	5.484	5.669	5.847	6.026	6.213	6.422
Bethesda: Personal	0.235	0.226	0.242	0.250	0.260	0.269	0.278	0.288	0.298
Silver Spring: Real	3.599	3.571	3.732	3.865	3.996	4.121	4.247	4.379	4.526
Silver Spring: Personal	0.127	0.129	0.131	0.136	0.141	0.146	0.151	0.156	0.162
Wheaton: Real	0.729	0.701	0.756	0.782	0.809	0.834	0.860	0.887	0.916
Wheaton: Personal	0.035	0.037	0.036	0.037	0.039	0.040	0.042	0.043	0.045
Noise Abatement Districts									
Bradley: Real	0.044	0.047	0.046	0.047	0.049	0.051	0.052	0.054	0.056
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	0.012	0.012	0.013	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	4.304	4.581	4.463	4.622	4.779	4.928	5.079	5.237	5.413
Bethesda - Commercial: Personal	0.200	0.189	0.206	0.212	0.221	0.229	0.237	0.245	0.253
Bethesda - Unimproved: Real	0.504	0.527	0.523	0.542	0.560	0.578	0.595	0.614	0.634
Bethesda - Unimproved: Personal	0.023	0.025	0.024	0.025	0.026	0.027	0.028	0.029	0.030
Montgomery Hills - Commercial: Real	0.046	0.051	0.047	0.049	0.051	0.052	0.054	0.056	0.058
Montgomery Hills - Commercial: Personal	0.002	0.003	0.002	0.002	0.002	0.002	0.002	0.002	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	3.045	3.015	3.158	3.270	3.381	3.487	3.594	3.705	3.830
Silver Spring - Commercial: Personal	0.125	0.126	0.129	0.133	0.138	0.143	0.148	0.153	0.158
Silver Spring - Unimproved: Real	0.402	0.412	0.417	0.431	0.446	0.460	0.474	0.489	0.505
Silver Spring - Unimproved: Personal	0.001	0.001	0.001	0.001	0.002	0.002	0.002	0.002	0.002
Wheaton - Commercial: Real	0.401	0.395	0.416	0.431	0.446	0.460	0.474	0.489	0.505
Wheaton - Commercial: Personal	0.013	0.013	0.014	0.014	0.015	0.015	0.016	0.016	0.017
Wheaton - Unimproved: Real	0.005	0.007	0.005	0.005	0.006	0.006	0.006	0.006	0.006
Wheaton - Unimproved: Personal	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.005

Schedule E-2

PROPERTY TAX RATES				
(dollars per $100 assessed value)	**ACTUAL FY17**	**ACTUAL FY18**	**ACTUAL FY19**	**REC FY20**
Countywide				
General Fund: Real	0.7734	0.7484	0.7414	0.7202
General Fund: Personal	1.9335	1.8710	1.8535	1.8005
State of Maryland: Real	0.1120	0.1120	0.1120	0.1120
State of Maryland: Personal	0.0000	0.0000	0.0000	0.0000
Countywide: Real	0.8854	0.8604	0.8534	0.8322
Countywide: Personal	1.9335	1.8710	1.8535	1.8005
Special Districts				
Mass Transit: Real	0.0520	0.0580	0.0498	0.0668
Mass Transit: Personal	0.1300	0.1450	0.1245	0.1670
Fire: Real	0.1140	0.1089	0.1065	0.1054
Fire: Personal	0.2850	0.2723	0.2663	0.2635
Recreation: Real	0.0230	0.0240	0.0254	0.0254
Recreation: Personal	0.0575	0.0600	0.0635	0.0635
Storm Drainage: Real	0.0030	0.0000	0.0000	0.0000
Storm Drainage: Personal	0.0075	0.0000	0.0000	0.0000
Urban Districts				
Bethesda: Real	0.0120	0.0120	0.0120	0.0120
Bethesda: Personal	0.0300	0.0300	0.0300	0.0300
Silver Spring: Real	0.0240	0.0240	0.0240	0.0240
Silver Spring: Personal	0.0600	0.0600	0.0600	0.0600
Wheaton: Real	0.0300	0.0300	0.0300	0.0300
Wheaton: Personal	0.0750	0.0750	0.0750	0.0750
M-NCPPC				
Regional (Administration)				
Mandatory: Real	0.0120	0.0120	0.0120	0.0120
Mandatory: Personal	0.0300	0.0300	0.0300	0.0300
Discretionary: Real	0.0050	0.0052	0.0036	0.0048
Discretionary: Personal	0.0125	0.0130	0.0090	0.0120
Metro (Parks)				
Mandatory: Real	0.0360	0.0360	0.0360	0.0360
Mandatory: Personal	0.0900	0.0900	0.0900	0.0900
Maintenance: Real	0.0080	0.0080	0.0080	0.0080
Maintenance: Personal	0.0200	0.0200	0.0200	0.0200
Discretionary: Real	0.0108	0.0114	0.0090	0.0108
Discretionary: Personal	0.0270	0.0285	0.0225	0.0270

PROPERTY TAX RATES				
(dollars per $100 assessed value)	ACTUAL FY17	ACTUAL FY18	ACTUAL FY19	REC FY20
Advanced Land Acquisition: Real **	0.0010	0.0010	0.0010	0.0010
Advanced Land Acquisition: Personal **	0.0025	0.0025	0.0025	0.0025
Parking Districts				
Bethesda - Commercial: Real	0.0000	0.0000	0.0000	0.0000
Bethesda - Commercial: Personal	0.0000	0.0000	0.0000	0.0000
Bethesda - Unimproved: Real	0.0000	0.0000	0.0000	0.0000
Bethesda - Unimproved: Personal	0.0000	0.0000	0.0000	0.0000
Montgomery Hills - Commercial: Real	0.0000	0.0000	0.0000	0.0000
Montgomery Hills - Commercial: Personal	0.0000	0.0000	0.0000	0.0000
Montgomery Hills - Unimproved: Real	0.0000	0.0000	0.0000	0.0000
Montgomery Hills - Unimproved: Personal	0.0000	0.0000	0.0000	0.0000
Silver Spring - Commercial: Real	0.0000	0.0000	0.0000	0.0000
Silver Spring - Commercial: Personal	0.0000	0.0000	0.0000	0.0000
Silver Spring - Unimproved: Real	0.0000	0.0000	0.0000	0.0000
Silver Spring - Unimproved: Personal	0.0000	0.0000	0.0000	0.0000
Wheaton - Commercial: Real	0.0000	0.0000	0.0000	0.0000
Wheaton - Commercial: Personal	0.0000	0.0000	0.0000	0.0000
Wheaton - Unimproved: Real	0.0000	0.0000	0.0000	0.0000
Wheaton - Unimproved: Personal	0.0000	0.0000	0.0000	0.0000

** On Countywide basis

History Schedules

SCHEDULE F-1, TEN YEAR HISTORY OF EXPENDITURES IN CURRENT AND DEFLATED DOLLARS

This schedule shows the growth in expenditures for four major agencies: MCG, MCPS, Montgomery College, and M NCPPC, in both current dollars and deflated to Fiscal Year 08. The purpose is to give a sense of the size of increases in real spending, with inflation removed.

SCHEDULE F-2, TEN YEAR HISTORY OF REVENUE BY MAJOR CATEGORY

This schedule reports the revenues received by MCG, Debt Service, MCPS, Montgomery College, and M-NCPPC. The great majority of the revenues are collected by Montgomery County government, but the educational institutions do receive significant State aid plus revenues from tuition, food service, and other charges.

The columns showing the percent of total revenues represented by the major categories give a sense of the relative importance of different types of revenues and show changes over time.

SCHEDULE F-3, TEN YEAR HISTORY OF COUNTY GOVERNMENT WORKYEARS BY FUNCTION

This schedule has two tables that display workforce history in different ways. The first displays MCG FTEs by function. The second table takes the workforce data in the first table and divides it by the estimated population for each year to show the annual change in the number of workers per 1,000 population. The purpose is to show how the size of the MCG workforce, by governmental function, is tracking the growth in population. The data in this table excludes FTEs provided by contract.

SCHEDULE F-4, TEN YEAR HISTORY OF COUNTY AGENCIES WORKYEARS BY FUND

This schedule is similar to F-3 but displays MCG FTEs by fund over the ten years.

SCHEDULE F-5, TEN YEAR HISTORY OF PROPERTY TAX RATES FOR TYPICAL PROPERTY OWNER

This schedule shows the tax rates per 100 dollars of assessed valuation paid by the typical property owner.

SCHEDULE F-6, HISTORICAL ANALYSIS OF PROPERTY TAX RATES

This schedule shows the total average weighted property tax rate (i.e., the rate resulting from taking all rates approved by the County Council, all other municipal district tax rates, and the State of Maryland tax rate, and weighing them by their respective assessable bases related to the Countywide base).

The Workyears (WYs) employment indicator changed to Full-Time Equivalents (FTEs). Tables throughout the book showing FTEs in prior years have not been converted to FTEs; they still reflect WYs and maintain the integrity of the previously approved budgets.

Schedule F-1

TEN YEAR HISTORY OF EXPENDITURES IN CURRENT AND DEFLATED DOLLARS WITH FISCAL YEAR 11 AS BASE

(in millions)

	ACTUAL FY11	ACTUAL FY12	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	ACTUAL FY16	ACTUAL FY17	ACTUAL FY18	APPR FY19	REC FY20
COUNTY GOVERNMENT										
General Fund	848.5	891.9	1,014.7	1,118.0	1,146.6	1,162.0	1,163.6	1,148.0	1,224.9	1,274.1
Expenditures in FY11$	848.5	866.8	970.1	1,051.7	1,071.6	1,076.9	1,066.5	1,035.2	1,084.9	1,106.0
Special Funds: Tax Supported	326.3	335.3	357.4	383.6	388.5	390.6	395.3	406.5	402.3	416.3
Expenditures in FY11$	326.3	325.9	341.7	360.9	363.1	362.0	362.3	366.5	356.3	361.4
Grant Fund: Non-Tax Supported	112.7	114.7	103.5	111.4	116.7	114.5	111.4	116.6	119.1	119.6
Expenditures in FY11$	112.7	111.5	98.9	104.8	109.1	106.1	102.1	105.1	105.5	103.8
Special Funds: Non-Tax Supported	244.5	250.9	266.9	269.7	298.8	308.4	306.3	329.0	339.9	360.4
Expenditures in FY11$	244.5	243.8	255.2	253.7	279.3	285.8	280.8	296.7	301.1	312.8
TOTAL COUNTY GOVERNMENT	**1,532.0**	**1,592.9**	**1,742.5**	**1,882.7**	**1,950.6**	**1,975.5**	**1,976.5**	**2,000.1**	**2,086.2**	**2,170.3**
Expenditures in FY11$	1,532.0	1,548.0	1,665.9	1,771.1	1,823.0	1,830.9	1,811.6	1,803.5	1,847.8	1,883.9
M. C. PUBLIC SCHOOLS(b)	**2,099.1**	**2,103.4**	**2,192.7**	**2,246.4**	**2,283.1**	**2,321.5**	**2,456.1**	**2,524.8**	**2,596.4**	**2,647.5**
Expenditures in FY11$	2,099.1	2,044.1	2,096.3	2,113.3	2,133.7	2,151.5	2,251.2	2,276.6	2,299.7	2,298.2
MONTGOMERY COLLEGE(b)	**243.1**	**245.6**	**245.1**	**257.0**	**274.7**	**287.4**	**293.7**	**296.5**	**316.0**	**310.4**
Expenditures in FY11$	243.1	238.7	234.3	241.8	256.7	266.4	269.2	267.4	279.9	269.4
M-NCPPC(b)	**109.9**	**111.7**	**118.6**	**123.5**	**130.0**	**133.1**	**136.7**	**144.0**	**153.2**	**155.5**
Expenditures in FY11$	109.9	108.6	113.4	116.2	121.5	123.4	125.3	129.8	135.7	135.0
DEBT SERVICE(a)	**258.2**	**276.5**	**298.3**	**307.5**	**342.7**	**348.5**	**387.5**	**398.0**	**429.1**	**439.2**
Expenditures in FY11$	258.2	268.7	285.2	289.3	320.3	323.0	355.2	358.9	380.1	381.3
TOTAL ALL AGENCIES	**4,242.4**	**4,330.1**	**4,597.3**	**4,817.1**	**4,981.2**	**5,066.0**	**5,250.5**	**5,363.5**	**5,580.9**	**5,722.9**
Expenditures in FY11$	4,242.4	4,208.1	4,395.1	4,531.6	4,655.3	4,695.1	4,812.6	4,836.3	4,943.2	4,967.8
CPI - FISCAL YEAR 11 = 100	**100.0**	**102.9**	**104.6**	**106.3**	**107.0**	**107.9**	**109.1**	**110.9**	**112.9**	**115.2**
Fiscal Year Percent Change	**----**	**2.9%**	**1.7%**	**1.7%**	**0.7%**	**0.9%**	**1.2%**	**1.8%**	**2%**	**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
	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$
FY20 Recommended	1,836.8	31.6	1,640.3	28.2	199.1	3.4	323.3	5.6	58.6	1.0	398.5	6.9	1,177.0	20.2	181.1	3.1	5,814.7
FY19 Estimate	1,786.5	31.9	1,542.9	27.5	196.7	3.5	318.4	5.7	55.8	1.0	384.1	6.8	1,146.3	20.4	176.8	3.2	5,607.6
FY19 Approved	1,808.4	32.0	1,585.2	28.1	177.2	3.1	313.8	5.6	55.2	1.0	386.8	6.9	1,151.0	20.4	166.6	3.0	5,644.2
FY18 Actual	1,754.3	32.1	1,469.3	26.9	171.5	3.1	314.3	5.8	56.9	1.0	390.2	7.1	1,110.0	20.3	192.2	3.5	5,458.6
FY17 Actual	1,732.4	32.1	1,466.6	27.2	193.8	3.6	305.7	5.7	52.1	1.0	401.5	7.4	1,075.5	19.9	164.4	3.0	5,392.0
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

* 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 FY11	APPR FY12	APPR FY13	APPR FY14	APPR FY15	APPR FY16	APPR FY17	APPR FY18	APPR FY19	REC FY20
General Government	948.50	944.60	985.48	1,012.51	1,046.59	1,096.31	1,112.55	1,146.20	1,151.67	1,167.41
Public Safety	3,482.30	3,546.90	3,520.15	3,579.19	3,669.91	3,709.53	3,743.63	3,790.18	3,809.33	3,835.39
Transportation	1,151.60	1,136.40	1,120.89	1,137.79	1,160.51	1,164.52	1,174.30	1,206.20	1,208.20	1,238.20
Health & Human Services	1,485.80	1,485.70	1,558.60	1,568.76	1,588.87	1,593.66	1,619.38	1,648.71	1,670.36	1,682.59
Libraries, Culture & Recreation	675.20	666.20	715.95	774.31	824.81	833.59	856.40	890.12	893.52	896.77
Community Development & Housing	263.50	262.20	293.15	306.20	318.20	326.20	332.75	345.85	346.35	348.85
Environment	151.20	187.10	193.98	195.09	200.49	204.79	210.81	213.11	214.21	216.11
Non-Departmental Accounts	2.60	1.60	1.65	3.88	4.08	4.23	4.18	4.21	4.64	6.38
Liquor Control	312.90	323.00	324.02	338.82	336.82	426.72	432.42	438.20	442.20	427.70
Subtotal	**8,473.60**	**8,553.70**	**8,713.87**	**8,916.55**	**9,150.28**	**9,359.55**	**9,486.42**	**9,682.78**	**9,740.48**	**9,819.40**
Plus Council & Judicial Offices *	486.90	481.80	513.68	528.73	528.56	535.96	544.86	552.85	560.03	565.93
TOTAL COUNTY GOVERNMENT	**8,960.50**	**9,035.50**	**9,227.55**	**9,445.28**	**9,678.84**	**9,895.51**	**10,031.28**	**10,235.63**	**10,300.51**	**10,385.33**
Government FTEs PER 1000 Population										
General Government	0.98	0.97	0.99	1.01	1.03	1.07	1.07	1.08	1.08	1.07
Public Safety	3.58	3.62	3.53	3.55	3.60	3.60	3.60	3.57	3.58	3.52
Transportation	1.19	1.16	1.12	1.13	1.14	1.13	1.13	1.14	1.14	1.14
Health & Human Services	1.53	1.52	1.56	1.56	1.56	1.55	1.56	1.55	1.57	1.55
Libraries, Culture & Recreation	0.70	0.68	0.72	0.77	0.81	0.81	0.82	0.84	0.84	0.82
Community Development & Housing	0.27	0.27	0.29	0.30	0.31	0.32	0.32	0.33	0.33	0.32
Environment	0.16	0.19	0.19	0.19	0.20	0.20	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	0.01
Liquor Control	0.32	0.33	0.32	0.34	0.33	0.41	0.42	0.41	0.42	0.39
Total County-Less Elective Offices	**8.72**	**8.74**	**8.73**	**8.85**	**8.97**	**9.10**	**9.13**	**9.11**	**9.16**	**9.02**
Plus Council & Judicial Offices *	0.50	0.49	0.51	0.52	0.52	0.52	0.52	0.52	0.53	0.52
TOTAL COUNTY GOVERNMENT	**9.22**	**9.23**	**9.24**	**9.38**	**9.49**	**9.62**	**9.66**	**9.63**	**9.69**	**9.54**
Population	**971,400**	**978,700**	**998,540**	**1,007,311**	**1,020,000**	**1,029,000**	**1,038,500**	**1,062,500**	**1,063,510**	**1,088,823**

* 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

	FY11 WORKYEARS	FY12 WORKYEARS	FY13 WORKYEARS	FY14 WORKYEARS	FY15 WORKYEARS	FY16 FTEs	FY17 FTEs	FY18 FTEs	FY19 FTEs	FY20 FTEs
GENERAL FUND										
General Fund	911.70	890.30	939.32	968.22	1,000.38	1,058.35	1,076.64	1,107.01	1,117.56	1,134.30
Public Safety	2,431.00	2,484.00	2,459.85	2,499.71	2,583.25	2,610.17	2,646.27	2,709.82	2,717.47	2,724.53
Transportation	252.90	207.80	224.15	242.31	244.17	248.17	252.27	252.27	252.27	255.77
Health & Human Services	1,485.80	1,485.70	1,558.60	1,568.76	1,588.87	1,593.66	1,619.38	1,648.71	1,670.36	1,682.59
Libraries, Culture & Recreation	290.90	288.00	313.96	349.94	384.56	388.56	386.56	395.26	395.51	399.01
Community Development & Housing	77.50	70.30	79.75	90.00	96.00	98.00	73.40	86.40	86.40	84.80
Environment	13.30	12.10	11.49	11.49	13.09	15.09	16.50	16.50	16.50	16.70
Non-Departmental Accounts	2.60	1.60	1.65	3.88	4.08	4.23	4.18	4.21	4.64	6.38
TOTAL GENERAL FUND **	**5,465.70**	**5,439.80**	**5,588.77**	**5,734.31**	**5,914.40**	**6,016.23**	**6,075.20**	**6,220.18**	**6,260.71**	**6,304.08**
SPECIAL FUNDS										
Urban Districts	50.20	52.00	55.32	55.02	58.30	58.30	58.60	58.60	58.60	58.60
Mass Transit	802.60	830.30	814.41	816.06	835.62	836.19	842.47	874.37	876.37	902.87
Fire Tax District	1,235.00	1,243.00	1,253.80	1,281.56	1,286.56	1,299.26	1,302.76	1,286.76	1,298.26	1,318.26
Recreation	362.20	352.50	375.19	397.63	413.51	417.29	440.77	464.79	466.94	466.49
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	25.50	26.50	29.50	30.50	30.50	30.50	31.50	32.50	31.85	30.85
Montgomery Housing Initiative	12.00	13.10	14.80	14.70	14.70	14.70	14.70	14.70	15.20	17.05
Water Quality Protection	38.20	72.10	79.10	81.39	84.39	86.69	88.76	91.47	91.47	93.17
Community Use of Public Facilities	22.10	25.70	26.80	26.74	26.74	27.74	29.07	30.07	31.07	31.27
Parking Districts	45.80	48.00	48.79	48.59	49.89	49.33	48.53	48.53	48.53	48.53
Permitting Services	173.00	177.80	197.60	200.50	206.50	212.50	243.65	243.75	243.75	246.00
Solid Waste Services	99.70	102.90	103.39	102.21	103.01	103.01	105.55	105.14	106.24	106.24
Vaccum Leaf Collection	50.30	50.30	33.54	30.83	30.83	30.83	31.03	31.03	31.03	31.03
Liquor Control	312.90	323.00	324.02	338.82	336.82	426.72	432.42	438.20	442.20	427.70
TOTAL SPECIAL FUNDS	**3,230.50**	**3,318.20**	**3,357.26**	**3,425.55**	**3,478.37**	**3,594.06**	**3,670.81**	**3,720.91**	**3,742.51**	**3,779.06**
INTERNAL SERVICE FUNDS										
Employee Health Benefit Self Insurance	11.50	12.70	16.15	20.25	20.85	21.25	22.30	25.25	25.25	23.65
Motor Pool	194.30	205.60	205.10	205.30	204.10	204.10	204.10	204.10	206.10	212.10
Printing & Mail	29.30	29.80	30.90	29.50	30.75	29.75	28.75	34.07	34.07	34.57
Self Insurance	29.20	29.40	29.37	30.37	30.37	30.12	30.12	31.12	31.87	31.87
TOTAL INTERNAL SERVICE FUNDS	**264.30**	**277.50**	**281.52**	**285.42**	**286.07**	**285.22**	**285.27**	**294.54**	**297.29**	**302.19**
TOTAL COUNTY GOVERNMENT	**8,960.50**	**9,035.50**	**9,227.55**	**9,445.28**	**9,678.84**	**9,895.51**	**10,031.28**	**10,235.63**	**10,300.51**	**10,385.33**
MONT. COUNTY PUBLIC SCHOOLS	**20,743.70**	**20,609.70**	**20,841.75**	**21,241.85**	**21,579.89**	**21,850.60**	**22,248.73**	**22,284.33**	**22,452.26**	**22,867.11**
MONTGOMERY COLLEGE	**1,918.80**	**1,857.10**	**1,857.10**	**1,862.10**	**1,940.60**	**1,948.60**	**1,920.60**	**1,917.60**	**1,925.60**	**1,910.85**
M-NCPPC	**1,046.80**	**966.70**	**951.45**	**958.55**	**978.60**	**1,015.09**	**1,045.19**	**1,080.64**	**1,089.66**	**1,102.41**
GRAND TOTAL	**32,669.80**	**32,469.00**	**32,877.85**	**33,507.78**	**34,177.93**	**34,709.80**	**35,245.80**	**35,518.20**	**35,768.03**	**36,265.70**

**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
FY20 - Real	0.7202	0.0668	0.1054	0.0254	n/a	0.0726	0.9904	0.1120	1.1024
FY20 - Personal	1.8005	0.1670	0.2635	0.0635	n/a	0.1815	2.4760	n/a	2.4760
FY19 - Real	0.7414	0.0498	0.1065	0.0254	n/a	0.0696	0.9927	0.1120	1.1047
FY19 - Personal	1.8535	0.1245	0.2663	0.0635	n/a	0.1740	2.4817	n/a	2.4817
FY18 - Real	0.7484	0.0580	0.1089	0.0240	n/a	0.0736	1.0129	0.1120	1.1249
FY18 - Personal	1.8710	0.1450	0.2723	0.0600	n/a	0.1840	2.5323	n/a	2.5323
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

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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
2020	$1.1357	$0.1120	$0.0451	$0.9786
2019	$1.1372	$0.1120	$0.0438	$0.9814
2018	$1.1582	$0.1120	$0.0450	$1.0012
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

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 FY19 and estimated taxable assessments for FY20.

MONTGOMERY COUNTY DEPARTMENT OF FINANCE **MARCH 2019**

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Glossary

ACCOMPLISHMENTS - The completion or attainment of an important objective in the current fiscal year and last fiscal year.

ADEQUATE PUBLIC FACILITY (APF) - Any infrastructure improvement required by the Montgomery County Planning Board as a condition of approving a preliminary subdivision plan under the County's adequate public facilities ordinance.

ADJUSTED GOVERNMENTAL REVENUES (AGR) - Include the tax supported revenues of the County Government, Montgomery County Public Schools (less the County's local contribution), Montgomery College (less the County's local contribution), and the Montgomery County portion of the Maryland-National Capital Park and Planning Commission, plus the revenues of the County Government's grant fund and capital projects fund.

AGENCY - One of the major organizational components of government in Montgomery County; for example, Montgomery County Government (executive departments, legislative offices and boards, Circuit Court, and judicial offices); Montgomery County Public Schools (MCPS); Montgomery College (MC); Maryland-National Capital Park and Planning Commission (M-NCPPC); Washington Suburban Sanitary Commission (WSSC); Housing Opportunities Commission (HOC); and Montgomery County Revenue Authority.

AGENCY FUND - A fiduciary fund which accounts for assets received and held by the County in a purely custodial capacity. The County uses this type of fund to account for property taxes, recreation activities, and other miscellaneous resources held temporarily for disbursement to individuals, private organizations, or other governments.

AGGREGATE OPERATING BUDGET - The total Operating Budget, exclusive of enterprise funds, the budget of the WSSC, expenditures equal to tuition and tuition-related charges received by Montgomery College, and grants. As prescribed in the *Charter of Montgomery County, Maryland, Section 305*, "An aggregate operating budget which exceeds the aggregate operating budget for the preceding fiscal year by a percentage increase greater than that of the Consumer Price Index for all urban consumers of the Washington metropolitan area for the 12 months preceding December first of each year requires the affirmative vote of six Councilmembers." See also, Spending Affordability Guideline or Net Budget.

AMENDMENTS TO THE CIP - Changes to project scope, schedule, or funding which require County Council action. Proposals must meet strict criteria to be considered for amendment. Six Councilmember votes are required to approve an amendment.

APPROPRIATION - Authority to spend money within a specified dollar limit for an approved work program during the fiscal year. The County Council makes separate appropriations to each capital project and to Personnel Costs and Operating Expense for each County operating department.

APPROPRIATION CATEGORY - One of the expenditure groupings in the appropriation for a County department; that is, Personnel Costs or Operating Expense.

ASSESSABLE BASE - The value of all real and personal property in the County, which is used as a basis for levying taxes. Tax-exempt property is excluded from the assessable base.

ASSESSED VALUATION - The value assigned to real estate or other property by the State through its Department of Assessment and Taxation. This value is multiplied by the tax rates set annually by the Council to determine taxes due. Assessed value is less than market value.

AUTHORIZED POSITIONS - The number of positions allowed by the budget in the approved personnel complement.

BALANCED BUDGET - It is the fiscal policy of Montgomery County to balance the budget. A balanced budget has its funding sources (revenues, undesignated carryover, and other resources) equal to its funding uses (expenditures, reserves, and other allocations). No deficit may be planned or incurred.

BIENNIAL CIP - See Capital Improvements Program.

BOND ANTICIPATION NOTES (BAN) - Short-term, interim financing techniques, such as variable rate notes and commercial paper, issued with the expectation that the principal amount will be refunded with long-term bonds.

BOND RATING - An evaluation by investor advisory services indicating the probability of timely repayment of principal and interest on bonded indebtedness. These ratings significantly influence the interest rate that a borrowing government must pay on its bond issues. Montgomery County bonds are rated by three major advisory services: Moody's, Standard and Poor's, and Fitch. The County continues to have the highest possible rating from each of these services.

CAPITAL ASSETS - Assets of a long-term character which are intended to continue to be held or used. Examples of capital assets include items such as infrastructure, land, buildings, machinery, furniture, and other equipment.

CAPITAL BUDGET - The annual request for capital project appropriations. Project appropriations are normally for only that amount necessary to enable the implementation of the next year of the capital program expenditure plan. However, if contracted work is scheduled that will extend beyond the upcoming fiscal year, the entire contract appropriation is required, even if the work and expenditures will be spread over two or more fiscal years.

CAPITAL EXPENDITURE - Money spent by a business or organization on acquiring or maintaining fixed assets, such as land, buildings, and equipment.

CAPITAL IMPROVEMENTS PROGRAM (CIP) - The comprehensive presentation, submitted in even-numbered calendar years, of capital project expenditure estimates, funding requirements, capital budget requests, and program data for the construction of all public buildings, roads, and other facilities planned by County agencies over a six-year period. The CIP constitutes a fiscal plan for proposed project expenditures and funding, and includes the annual capital budget for appropriations to fund project activity during the next fiscal year of the plan.

CAPITAL LEASE - A long-term rental agreement which transfers substantial rights and obligations for the use of an asset to the lessee and, generally, ownership at the end of the lease. Similar to an installment purchase, a Capital Lease may also represent the purchase of a capital asset. A capital lease results in the incurrence of a long-term liability.

CAPITAL OUTLAY - An appropriation and expenditure category for government assest with a value of $10,000 or more and a useful economic lifetime of more than one year.

CAPITAL PROJECT - A governmental effort involving expenditures and funding for the creation, expansion, renovation, or replacement of permanent facilities and other public assets having relatively long life. Expenditures within capital projects may include costs of planning, design, and construction management; land; site improvements; utilities; construction; and initial furnishings and equipment required to make a facility operational.

CARRYOVER - The process in which, at the end of one fiscal year, appropriation authority for previously-approved encumbrances and unexpended grant and capital funds are carried forward to the next fiscal year.

CHARGEBACKS / CHARGES TO OTHERS - In the budget presentation, costs which are chargeable to another agency or fund.

CHARTER - The Charter of Montgomery County is the constitution of this jurisdiction and sets out its governmental structure and powers. It was approved by the voters in 1968 and went into effect in 1970. The Charter provides for a

County Council and Executive form of government.

CHARTER LIMIT - Limitations on the Operating Budget and on tax levies prescribed in the Charter of Montgomery County, Section 305. The affirmative votes of seven Council members are required to exceed spending limits, and the unanimous vote of all nine members is needed to exceed the limit on tax levies. See also Spending Affordability Guideline.

COLLECTIVE BARGAINING AGREEMENT - A legal contract between the County Government or an agency as employer and a certified representative of a recognized bargaining unit of a public employee organization for specific terms and conditions of employment; for example, hours, working conditions, salaries, or employee benefits.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) - Annual funding from the Federal government for use in capital projects or operating programs such as neighborhood or business area revitalization, housing rehabilitation, and activities on behalf of older- and lower-income areas of the County.

COMPENSATION - Payment made to employees in return for services performed. Total compensation includes salaries, wages, employee benefits (Social Security, employer-paid insurance premiums, disability coverage, and retirement contributions), and other forms of remuneration when these have a stated value.

CONSTANT YIELD TAX RATE - A rate which, when applied to the coming year's assessable base, exclusive of the estimated assessed value of property appearing on the tax rolls for the first time (new construction), will produce tax revenue equal to that produced in the current tax year. State law prohibits local taxing authorities from levying a tax rate in excess of the Constant Yield Tax Rate, unless they advertise and hold public hearings on their intent to levy a higher rate.

CONSTITUENT RELATIONSHIP MANAGEMENT (CRM) / MONTGOMERY COUNTY (MC) 311 - An organizational philosophy that places emphasis on serving constituents by providing easy access to the information and service channels of the County Government. County residents are able to dial 311 for all non-emergency requests for information, service, or complaints.

CONSUMER PRICE INDEX-URBAN (CPI-U) - A commonly accepted indicator of inflation as it applies to consumer goods, including the supplies, materials, and services required by the County. When projecting costs in outyears, expenditures are estimated to grow at the rate of inflation as measured on a fiscal year basis using the CPI-U for the Washington-Baltimore Consolidated Metropolitan Statistical Area. For purposes of the Charter limitation on the property tax, the November to November CPI-U for the preceding year is used.

COUNTYSTAT - An internal performance management approach used to examine issues in detail by means of accurate and timely information. It seeks to improve performance by creating greater accountability, providing transparency into County operations, applying data analysis to decision making, and ensuring decisions are implemented.

COUNCIL TRANSFER OF APPROPRIATION - A transfer of unencumbered appropriation balance by the County Council between agencies or departments or to any new account, or between agency capital projects. The total cumulative transfer from any one appropriation may not exceed ten percent of the original appropriation.

CURRENT REVENUE - A funding source for the Capital Budget which is provided annually within the Operating Budget from general, special, or enterprise revenues. Current revenues are used for funding project appropriations that are not eligible for debt financing or to substitute for debt-eligible costs.

DEBT SERVICE - The annual payment of principal, interest, and issue costs for bonded indebtedness. Debt service is presented both in terms of specific bond allocations by category and fund and by sources of revenues used.

DEBT SERVICE FUND - A governmental fund used to account for the accumulation of resources for, and the payment of, general long-term debt, principal, and interest.

DEPARTMENT - A primary organizational unit within Montgomery County Government. For presentation purposes, "Department" includes the principal offices, boards, and commissions.

DEPRECIATION - The decline in value of a capital asset over a predetermined period of time attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence. Also, the portion of the cost of a capital asset charged as an expense during a particular period.

DEVELOPMENT DISTRICT - A special taxing district created to finance the costs of infrastructure improvements necessary for the development of land in areas of the County having a high priority for new development or redevelopment, especially in areas for which approved master plans recommend significant development.

DIVISION - A primary organizational unit within a government department or agency. Divisions are usually responsible for administering basic functions or major programs of a department.

EFFICIENCY - Outputs per unit of input, inputs per unit of output, and similar measures of how well resources are being used to produce goods and services.

EMINENT DOMAIN - The power of a government to acquire real property when the owner of that property is unwilling to negotiate a sale. The Maryland State Constitution delegates authority to the County and the County Code allows for the taking of private property by the County. The taking must serve a public purpose and the government must provide the owner with just compensation for the property taken. Any dispute regarding whether the taking will serve a public purpose or the amount of compensation is resolved by the courts.

EMPLOYEE BENEFITS - For budgeting purposes, employee (fringe) benefits are payments by the employer for Social Security, retirement, and group insurance.

EMPLOYEE - MERIT SYSTEM - Any person employed by Montgomery County Government who is subject to the provisions of the Merit System.

EMPLOYEE - TEMPORARY - An individual occupying a position required for a specific task for a period not to exceed 12 months or a position that is used intermittently on an as-needed basis (seasonal, substitute, etc.).

EMPLOYEE - TERM - An individual occupying a position created for a special term, project, or program. Any person acting in a term position also receives County benefits.

ENCUMBRANCE - An accounting commitment that reserves appropriated funds related to unperformed contracts for goods or services. The total of all expenditures and encumbrances for a department or agency in a fiscal year, or for a capital project, may not exceed its total appropriation.

ENTERPRISE FUND - A fund used to record the fiscal transactions of government activities financed and operated in a manner similar to private enterprise, with the intent that the costs of providing goods and services, including financing, are wholly recovered through charges to consumers or users. Examples include Liquor Control, parking facilities, and solid waste activities.

ENTERPRISE RESOURCE PLANNING (ERP) - An integrated suite of software modules that support the management of the County's financial, procurement, human resources, and budgeting systems, and which streamlines business operations by using recognized best practices in each of those areas.

EXECUTIVE TRANSFER OF APPROPRIATION - A transfer of unencumbered appropriation balance by the County Executive between appropriation categories (for example, from Personnel Costs to Operating Expense) within the same department and fund, or between capital projects in the same category. The total cumulative transfers from any one appropriation may not exceed ten percent of the original appropriation (Charter, Section 309).

EXPEDITED DEVELOPMENT APPROVAL EXCISE TAX (EDAET) - A tax assessed on a development project based on the intended use of the building, the square footage of the building, and whether the building is in a moratorium policy area. The purpose of the EDAET is to act as a stimulus to residential and commercial construction within the County by making the development approval process more certain.

EXPENDITURE - A decrease in the net financial resources of the County generally due to the purchase of goods and services, the incurrence of salaries and benefits, and the payment of debt service.

FEE - A charge for service to the user or beneficiary of the service. According to State law, charges must be related to the cost of providing the service. See the Fiscal Policy section for the Executive policy on user fees.

FIDUCIARY FUNDS - Assets held by the County in a trustee capacity or as an agent for individuals, private organizations, or other governmental units, and/or other funds. In Montgomery County, these include Agency Funds, Pension and Other Employee Benefit Trust Funds, Investment Trust Fund, and Private Purpose Trust Funds.

FINES/PENALTIES - Charges levied for violation of laws, regulations, or codes. They are established through Executive Regulation as provided for in County law.

FISCAL PLAN - Estimates of revenues, based on recommended tax policy and moderate economic assumptions, and projections of currently known and recommended commitments for future uses of resources.

FISCAL POLICY - The County Government's policies with respect to revenues, expenditures, and debt management as these relate to County services, programs, and capital investments. Fiscal policy provides a set of principles for the planning and programming of budgets, uses of revenues, and financial management.

FISCAL YEAR - The 12-month period to which the annual operating and capital budgets and their appropriations apply. The Montgomery County fiscal year starts on July 1 and ends on June 30.

FIXED ASSETS - See Capital Assets.

FULL-TIME EQUIVALENT (FTE) - MONTGOMERY COLLEGE - A standardized measurement of student enrollment at the community college to account for attendance on less than a full-time basis. An FTE is defined as a course load of 15 credit hours per semester.

FULL-TIME EQUIVALENT (FTE) - PERSONNEL - An employment indicator that translates the total number of hours worked in a year by all employees, including part-time workers, to an equivalent number of work years. For example, 1.0 FTE equals 2,080 hours (or 2,496 hours for fire fighters) and .50 FTE equals 1,040 hours. For the FY13 operating budget, workyears (WYs) were converted into FTEs as part of the Hyperion conversion from Budget Preparation System (BPREP)/Budget Position System (BPS).

FUND - Resources segregated for the purpose of implementing specific activities or achieving certain objectives in accordance with special regulations, restrictions, or limitations, and constituting an independent fiscal and accounting entity.

FUND BALANCE - Undesignated reserves in a fund, or the amount by which assets exceed the obligations of the fund. Fund balance may be measured as a percentage of resources or expenditures.

GENERAL FUND - The principal operating fund for the County Government. It is used to account for all financial resources except those required by law, County policy, and generally accepted accounting principles to be accounted for in another fund.

GENERAL OBLIGATION (G.O.) DEBT - Bonded debt backed by the full faith and credit of the County to pay the scheduled retirement of principal and interest.

GENERAL REVENUES - Money received which may be used to fund general County expenditures such as education, public safety, public welfare, debt service, etc. Funds received which are restricted as to use (such as recreation) are not general revenues and are accounted for in other funds.

GENERAL WAGE ADJUSTMENT (GWA) - An increase in salaries other than seniority-based merit increases (increments). GWA has been referred to as Cost-of-Living Adjustment (COLA) in the past.

GOVERNMENTAL FUNDS - Funds generally used to account for tax-supported activities. There are five different types of governmental funds: The general fund, special revenue funds, debt service fund, capital projects fund, and permanent funds.

GRANT - A payment from one level of government to another or from a private organization to a government. Grants are made for specified purposes and must be spent only for that purpose. See also Grants to Others.

GRANTS TO OTHERS - A payment by the County to a public or private nonprofit organization for a specific purpose; generally, to provide services in support of, or compatible with, government program objectives.

GROSS BUDGET - The total cost of a department's operation (not necessarily equal to the appropriation), including those expenditures that are charged to and paid by other funds, departments, agencies, or CIP projects. See also Net Budget.

GROUP POSITIONS - Jobs filled by multiple incumbents used to streamline administrative processes for hiring staff for training or for seasonal or temporary positions. Examples include Police, Fire, and Sheriff Department recruits, substitute library assistants, and seasonal recreation employees.

GROWTH POLICY - A planning tool used by the County to manage the location and pace of private development and identify the need for public facilities that support private development. The growth policy tests the adequacy of transportation, schools, water and sewerage facilities, police, fire, and health services to guide subdivision approvals. See also Adequate Public Facility.

HYPERION - Hyperion is an Oracle software application for developing budgets, including position cost projections. The system is integrated with the County's other Oracle eBusiness (EBS) products and uses the same EBS General Ledger (GL) and Project and Grant (PnG) codes.

IMPACT TAXES - A tax charged to developers that varies depending on land use. The revenues are used to pay for the transportation and school construction projects necessary to serve new development.

IMPLEMENTATION RATE - The estimated average annual percentage of capital projects completed that is used to calculate available bond funding. This rate reflects both the County's actual experience in meeting project schedules and anticipated events that may affect construction in the future.

INDIRECT COSTS - That component of the total cost for a service which is provided by and budgeted within another department (for example, legal support and personnel). In Montgomery County, indirect costs are calculated as a percentage of the personnel costs of the organization receiving the service, according to a formula approved by the Department of Housing and Urban Development for Federal grants. For Special Revenue and Enterprise Funds, indirect costs are transferred to the General Fund. Indirect costs are charged to grants to cover the costs of administrative, financial, human resource, and legal support.

INITIATIVES - Results to be achieved through additional resources for new services or service enhancements for the next fiscal year directed toward achieving progress in one of the County Executive's priority outcome areas.

INPUT - Resources used to produce an output or outcome, such as workyears or expenditures.

INTERFUND TRANSFER - A transfer of resources from one fund to another as required by law or appropriation. The

funds are initially considered revenues of the source fund, not the receiving fund.

INTERGOVERNMENTAL REVENUE - Funds received from Federal, State, and other local government sources in the form of grants, shared taxes, reimbursements, and payments in lieu of taxes.

INTERNAL SERVICE FUNDS - Proprietary funds used to record activity (primarily goods and services) provided by one department to other departments of the County government on a cost-reimbursable basis. The County uses this type of fund to account for Motor Pool, Central Duplicating, Liability and Property Coverage Self-Insurance, and Employee Health Benefits Self-Insurance.

INVESTMENT TRUST FUND - A fiduciary fund that accounts for the external portion of the County's investment pool that belongs to legally separate entities and non-component units.

LAPSE - The reduction of budgeted gross personnel costs by an amount believed unnecessary because of turnover, vacancies, and normal delays in filling positions. The amount of lapse will differ among departments and from year to year.

LEASE-PURCHASE AGREEMENT - A contractual agreement which, although termed a "lease," is in effect a purchase contract with payments made over time.

LEVEL OF SERVICE - The current services, programs, and facilities provided by a government to its citizens. The level of service may increase, decrease, or remain the same depending upon needs, alternatives, and available resources.

LICENSES AND PERMITS - Documents issued in order to regulate various kinds of businesses and other activities within the community. Inspection may accompany the issuance of a license or permit, as in the case of food vending licenses or building permits. In most instances, a fee is charged in conjunction with the issuance of a license or permit, generally to cover all or part of the related cost.

LOCAL EARNED INCOME TAX CREDIT - Low-income workers who qualify for the Federal earned income tax credit may also be entitled to a similar tax credit for their State of Maryland and Montgomery County income tax liabilities. Montgomery County matches the State credit for eligible residents.

MASTER PLAN - Each community within Montgomery County falls within a master plan area. Master plans include a comprehensive view of land-use trends and future development as they relate to community concerns such as housing, transportation, stormwater management, historic preservation, pedestrian and trail systems, environmental factors like air, water and noise pollution, and the preservation of agricultural lands. Plans outline recommended land uses, zoning, transportation facilities, and recommended general locations for such public facilities as schools, parks, libraries, and fire and police stations.

MCTIME - An electronic timecard system based on commercial off-the-shelf software that replaced the County's paper timesheets. It is configured to accommodate County pay policies and is accessed by employees from their desktop or laptop computers.

MISSION STATEMENT - The desired end result of an activity. Missions are generally broad and long range in nature compared to goals which are more specific and immediate. An example of a mission is: "To provide safe, reliable, and cost-efficient public transportation to the residents of Montgomery County." See also Program Mission.

MONTGOMERY COUNTY GOVERNMENT - The departments and offices included in the County's executive, legislative, and judicial branches, including related boards and commissions. It excludes Montgomery County Public Schools, Montgomery College, Maryland-National Capital Park and Planning Commission, Washington Suburban Sanitary Commission, and other agencies. See also Agency.

NET ASSETS - See Fund Balance.

NET BUDGET - The legal appropriation requirement to finance a fund, department, account, agency, or CIP project. The net budget includes the funds required for charges from other funds, departments and agencies, or CIP projects for services rendered, but does not include charges made to other departments for services rendered. See also Gross Budget.

NON-DEPARTMENTAL ACCOUNT - A budget category used to account for resources used for County-funded activities that do not fall within the functional assignment of any department, or for expenditures related to more than one department.

NON-TAX SUPPORTED FUND - A fund supported by revenues other than taxes and not included in the Spending Affordability Guidelines. The exception is Parking Lot Districts that collect property taxes but, as Enterprise Funds, are not considered tax supported.

OPERATING BUDGET - A comprehensive plan by which the County's operating programs are funded for a single fiscal year. The Operating Budget includes descriptions of programs, appropriation authority, and estimated revenue sources, as well as related program data and information on the fiscal management of the County. See also Public Services Program.

OPERATING BUDGET IMPACT - The change in operating budget expenditures associated with the construction or improvement of government buildings or facilities. See the discussion of this subject in the CIP Planning chapter of the Recommended CIP for more information.

OPERATING AND CAPITAL EXPENSE - Those costs, other than expenditures for Personnel Costs, which are necessary to support the operation of the organization, such as charges for contractual services, telephones, printing, motor pool, office supplies, and government assets. See also Expenditure.

OUTCOMES - The direct results of a program or program element on clients, users, or some other target group; the degree to which the program mission is achieved.

OUTPUT - The amount of services provided, units produced, or work accomplished.

OTHER POST-EMPLOYMENT BENEFITS (OPEB) - Employee benefits, such as health and life insurance, associated with current and future retirees and their beneficiaries. See also Retirees Health Benefits Trust Fund.

PARTIAL CAPITALIZATION - The process of either expensing or transferring to capital assets the prior fiscal year expenditures for ongoing capital projects.

PAYGO - "Pay as you go" funding; that is, current revenue substituted for debt in capital projects that are debt eligible, or used in projects that are not debt eligible or qualified for tax-exempt financing.

PENSION AND OTHER EMPLOYEE BENEFITS TRUST FUNDS - The fiduciary fund used to account for all activities of the Employees' Retirement System of Montgomery County, Employees' Retirement Savings Plan, and Deferred Compensation Plan, including the accumulation of resources for, and payment of, retirement annuities and/or other benefits and administrative costs.

PERFORMANCE MEASURES - Characterization of the operation and impacts of a program or service through some, or all, of a family of measures, such as inputs, outputs, efficiency, service quality, and outcomes.

PERMANENT FUNDS - These funds are used to account for resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support government programs.

PERSONAL PROPERTY - Furniture, fixtures, office and industrial equipment, machinery, tools, supplies, inventory, and any other property not classified as real property. See also Real Property.

PERSONNEL COMPLEMENT - The full- and part-time positions, workyears or full-time equivalents, and costs related to employees of the departments and agencies of the County.

PERSONNEL COSTS - Expenditures for salaries, wages, and benefits payable to County employees.

POSITIONS - Identified jobs into which persons may be hired on either a part- or full-time basis.

PRIVATE PURPOSE TRUST FUNDS - A fiduciary fund that involves trust arrangements under which the principal and income benefit individuals, private organizations, or other governments.

PRODUCTIVITY IMPROVEMENT - Increased quantity or improved quality of goods or services using the same or fewer resources. Productivity improvement can be achieved through cost efficiencies, alternative means of delivering services, streamlining organizational structures, making use of automation and other time- or labor-saving innovations, and eliminating unnecessary procedures or requirements.

PROGRAM - A primary service, function, or set of activities which address a specific responsibility or goal within an agency's mission. A program encompasses all associated activities directed toward the attainment of established objectives; for example, the School Health Program. A program will have clearly defined, attainable objectives, which may be short- or long-term in nature, and will have measurable outputs and outcomes.

PROGRAM MISSION - A broad statement of the purpose of a program; that is, what the program is intended to accomplish, why it is undertaken, and for whom it is undertaken. See also Mission Statement.

PUBLIC HEARINGS - Opportunities for citizens and constituent groups to voice opinions and concerns to public officials. During the annual budget process, the County Charter requires that public hearings be conducted by the County Council not earlier than 21 days after receipt of the County Executive's Recommended Budget.

PUBLIC SERVICES PROGRAM (PSP) - A forecast of public service requirements over the next six years, submitted annually by the Executive to the County Council. Its purpose is to provide guidance for the orderly planning of services with regard to population changes, socio-economic variables, potentially needed public facilities, and anticipated new or changing needs of County citizens. The PSP includes the County Executive's fiscal policy statements. The first year of the PSP is referred to as the operating budget.

REALLOCATION OF APPROPRIATION - The transfer of unencumbered appropriations (expenditure authority) within the same appropriation category and within the same department and fund.

REAL PROPERTY - Real estate, including land and improvements (buildings, fences, pavements, etc.), classified for purposes of assessment. See also Personal Property.

RECORDATION TAX - Tax levied when changes occur in deeds, mortgages, leases, and other contracts pertaining to the title of either real or personal property. The revenues are used to pay for school CIP projects, housing rental assistance for low to moderate income households, and other government activities.

RESERVE - An account used either to set aside legally budgeted resources, that are not required for expenditure in the current budget year, or to earmark resources for a specific future purpose. See also Fund Balance.

RESOURCES - Units of input such as workyears, funds, material, equipment, facilities, or other elements supplied to produce and deliver services required to meet program objectives. From a fiscal point of view, resources include revenues, net transfers, and available fund balance. See also Inputs.

RESULTS BASED BUDGETING - A method of preparing budgets that starts with the desired *ends* (program outcomes described in terms of quantifiable results) and works backward to the *means* (the resources needed to achieve those results). When allocating resources under this approach, increases in budgeted resources must be evaluated and justified by projected changes in measurable results, supported by research or other evidence, and must be consistent with previously defined objectives, priorities, and key results areas.

RETIREES HEALTH BENEFITS TRUST FUND - One or more funds used to support the expenses associated with retiree health benefits.

REVENUE - All funds that the County receives, including tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

REVENUE BONDS - An obligation issued to finance a revenue-producing enterprise, with principal and interest payable exclusively from the earnings and other revenues of the enterprise. See also Enterprise Fund.

REVENUE STABILIZATION FUND - A special revenue fund that accounts for the accumulation of resources during periods of economic growth and prosperity when revenue collections exceed estimates. These funds may then be drawn upon during periods of economic slowdown when collections fall short of revenue estimates. See also Special Revenue Fund.

RISK MANAGEMENT - A process used to identify and measure the risks of accidental loss, to develop and implement techniques for handling risk, and to monitor results. Techniques used can include self-insurance, commercial insurance, and loss control activities.

SALARIES AND WAGES - An expenditure category for monetary compensation to employees in the form of annual or hourly rates of pay for hours worked.

SALARY SCHEDULE - A listing of minimum and maximum salaries for each grade level in a classification plan for merit system positions.

SCHOOL FACILITIES PAYMENTS - A fee charged to developers of residential subdivisions if school enrollment five years in the future is estimated to exceed 105 percent, but is less than 120 percent, of cluster-wide program capacity at any school level. The fee level depends on both the school level involved and the type of housing unit to be constructed.

SELF-INSURANCE - The funding of liability, property, workers' compensation, unemployment, and life and health insurance needs through the County's financial resources, rather than commercial insurance plans.

SET-ASIDE - See Unappropriated Reserves.

SOLID WASTE DISPOSAL FEE - See Tipping Fee.

SOLID WASTE (REFUSE) CHARGE - The annual charge, appearing on the County's Consolidated Tax Bill, applied to residences in the Solid Waste Collection District for the collection and disposal of solid waste for each household in the district. The charge includes a collection fee to cover hauling costs paid to collection contractors, a service charge which includes a charge based on the tipping fee, and a systems benefit charge.

SPECIAL APPROPRIATION - Additional spending authority approved by the *County Council (Charter, Section 308)*. The appropriation must state "that it is necessary to meet an unforeseen disaster or other emergency, or to act without delay in the public interest." There must be approval by not less than six members of the Council. "The Council may make a special appropriation any time after public notice by news release." See also Supplemental Appropriation.

SPECIAL REVENUE FUNDS - A governmental fund used to record the receipt and use of resources which, by law, generally accepted accounting principles, or County policy, must be kept distinct from the general revenues of the County. Revenues for Special Revenue Funds are generally from a special tax on a specific geographical area.

SPECIAL TAXING DISTRICT - A geographic area that is established by legislation within which a special tax is levied to provide for specific services to the area.

SPENDING AFFORDABILITY GUIDELINE (SAG) - An approach to budgeting that assigns expenditure ceilings for the forthcoming budget year, based on expected revenues and other factors. Under the *County Charter (Section 305)*, the County

Council is required to establish spending affordability guidelines for both the capital and operating budgets. Spending affordability limits are also set for WSSC by the Councils of Montgomery and Prince George's counties.

STRUCTURAL BUDGET DEFICIT - The excess of spending over revenue due to an underlying imbalance between the ongoing cost of government operations and predicted revenue collections.

SUPPLEMENTAL APPROPRIATION - An appropriation of funds above amounts originally appropriated, to authorize expenditures not anticipated in the adopted budget. A supplemental appropriation is required to enable expenditure of reserves or additional revenues received by the County through grants or other sources. See also Special Appropriation.

TAX SUPPORTED FUND - A fund, either the General Fund or a Special Revenue Fund, supported in part by tax revenues and included in Spending Affordability Guidelines.

TIPPING FEE - A fee charged for each ton of solid waste disposed of, or "tipped," at the Solid Waste Transfer Station. Each year the County Executive recommends, and the County Council approves, a tipping fee based on a projection of costs for solid waste disposal as well as the tonnage of solid waste generated.

TRANSFER OF APPROPRIATION - See Council Transfer of Appropriation and Executive Transfer of Appropriation.

TRANSFER OF FUNDS - See Interfund Transfer.

UNAPPROPRIATED RESERVES - The planned-for excess of revenues over budgeted expenditures, within any of the various government funds, that provides funding for unexpected and unbudgeted expenditures that may be required during the fiscal year following budget approval. Use of this reserve requires County Council appropriation prior to its expenditure. The *County Charter (Section 310)* requires that unappropriated surplus within the General Fund may not exceed five percent of General Fund revenue for the preceding fiscal year. Also referred to as the Set-Aside for future projects in the capital program.

WATER QUALITY PROTECTION CHARGE - An excise tax imposed on each residential property and associated nonresidential property which is used for the construction, operation, and maintenance of stormwater management facilities and related expenses.

WORKYEAR - See Full-Time Equivalent (FTE).

YEAR END BALANCE - See Fund Balance.

Readers not finding a term in this glossary are invited to call the Office of Management and Budget at 240.777.2800.

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Acronyms

Abbreviation	Description	Abbreviation	Description
ADA	Americans with Disabilities Act	**COMAR**	Code of Maryland Annotated Regulations
AHCMC	Arts and Humanities Council of Montgomery County	**CPI-U**	Consumer Price Index - Urban
ALARF	Advance Land Acquisition Revolving Fund	**CR**	Current Revenue
APFO	Adequate Public Facilities Ordinance	**CRIMS**	Correction and Rehabilitation Information Management System
ARRA	American Recovery and Reinvestment Act	**CUPF**	Community Use of Public Facilities
ATMS	Advanced Transportation Management System	**CVB**	Conference and Visitors Bureau
BAN	Bond Anticipation Note	**DBM**	Maryland State Department of Budget and Management
BHI	BioHealth Innovation	**DCM**	Device Client Management
BIT	Board of Investment Trustees	**DGS**	Department of General Services
BOE	Board of Education	**DEP**	Department of Environmental Protection
CAFR	Comprehensive Annual Financial Report	**DHCA**	Department of Housing and Community Affairs
CAO	Chief Administrative Officer	**DLC**	Department of Liquor Control
CALMS	Complaints and Licensing Management System	**DOCR**	Department of Correction and Rehabilitation
CABLE TV	Cable Television	**DOT**	Department of Transportation
CBD	Central Business District	**DPS**	Department of Permitting Services
CC	County Council	**ECC**	Emergency Communications Center
CCM	County Cable Montgomery	**EDAET**	Expedited Development Approval Excise Tax
CDBG	Community Development Block Grant	**EDF**	Economic Development Fund
CE	County Executive	**EEOC**	Equal Employment Opportunity Commission
CIP	Capital Improvements Program	**EITC**	Earned Income Tax Credit
CEC	Community Engagement Cluster	**EMOC**	Equipment and Maintenance Operations Center
CJCC	Criminal Justice Coordinating Commission	**EOB**	Executive Office Building
CJIS	Criminal Justice Information System	**EOC**	Emergency Operations Center
CNG	Compressed Natural Gas	**ERP**	Enterprise Resource Planning
COBRA	Consolidated Omnibus Budget Reconciliation Act	**ERS**	Employee Retirement System

COG	Council of Governments	ESOL	English for Speakers of Other Languages
Abbreviation	Description	Abbreviation	Description
FEMA	Federal Emergency Management Agency	**ITPCC**	Interagency Technology Policy and Coordination Committee
FFI	Future Fiscal Impact	**LEP**	Limited English Proficiency
FLSA	Fair Labor Standards Act	**LFRD**	Local Fire and Rescue Department
FOP	Fraternal Order of Police	**LSBRP**	Local Small Business Reserve Program
FRC	Fire and Rescue Commission	**MACo**	Maryland Association of Counties
FTE	Full-Time Equivalent	**MC**	Montgomery College
FY	Fiscal Year	**MCAASP**	Montgomery County Association of Administrative and Supervisory Personnel
GAAP	Generally Accepted Accounting Principles	**MCCF**	Montgomery County Correctional Facility
GASB	Government Accounting Standards Board	**MCCSSE**	Montgomery County Council of Supporting Service Employees
GDA	General Development Agreement	**MCDC**	Montgomery County Detention Center
GDP	Gross Domestic Product	**MCEA**	Montgomery County Education Association
GFOA	Government Finance Officers Association	**MCEDC**	Montgomery County Economic Development Corporation
GIS	Geographic Information Systems	**MCERP**	Montgomery County Employee Retirement Plans
GO Bonds	General Obligation Bonds	**MCFRS**	Montgomery County Fire and Rescue Service
GRIP	Guaranteed Retirement Income Plan	**MCG**	Montgomery County Government
GWA	General Wage Adjustment	**MCGEO**	Municipal and County Government Employees Organization
HHS	Health and Human Services	**MCPD**	Montgomery County Police Department
HIPAA	Health Insurance Portability and Accountability Act	**MCPS**	Montgomery County Public Schools
HOC	Housing Opportunities Commission	**MCT**	Montgomery Community Television
HUD	U.S. Department of Housing and Urban Development	**MFD**	Minority, Female, and Disabled
HVAC	Heating, Ventilation, and Air Conditioning	**MHI**	Montgomery Housing Initiative
IAFC	International Association of Fire Chiefs	**MLS**	Management Leadership Service
IAFF	International Association of Fire Fighters	**M-NCPPC**	Maryland-National Capital Park and Planning Commission
ICEUM	Interagency Committee on Energy and Utility Management	**MOU**	Memorandum of Understanding
IJIS	Integrated Justice Information System	**MPDU**	Moderately Priced Dwelling Unit
IT	Information Technology	**MTA**	Maryland Transit Administration

Abbreviation	Description	Abbreviation	Description
NACo	National Association of Counties	**SWM**	Stormwater Management
NDA	Non-Departmental Account	**TMC**	Transportation Management Center
NTS	Non-Tax Supported	**TMD**	Transportation Management District
OAG	Office of Agriculture	**TS**	Tax Supported
OBI	Operating Budget Impact	**WMATA**	Washington Metropolitan Area Transit Authority
OCP	Office of Consumer Protection	**WQPB**	Water Quality Protection Bond
OHR	Office of Human Resources	**WQPC**	Water Quality Protection Charge
OIG	Office of the Inspector General	**WSM**	WorkSource Montgomery
OEMHS	Office of Emergency Management and Homeland Security	**WSSC**	Washington Suburban Sanitary Commission
OLO	Office of Legislative Oversight	**WSTC**	Washington Suburban Transit Commission
OMB	Office of Management and Budget	**WY**	Work Year
OPEB	Other Post Employment Benefits		
OSHA	Occupational Safety and Health Administration		
OZAH	Office of Zoning and Administrative Hearings		
PAYGO	Pay-as-you-go financing		
PDF	Project Description Form		
PEG	Public, Educational, and Governmental cable programming		
PEPCO	Potomac Electric Power Company		
PILOT	Payment in Lieu of Taxes		
PLAR	Planned Lifecycle Asset Replacement		
PLD	Parking Lot District		
POR	Program of Requirements		
PSCC	Public Safety Communications Center		
PSCS	Public Safety Communications System		
PSP	Public Services Program		
PSTA	Public Safety Training Academy		
RMS	Records Management System		
RRF	Resource Recovery Facility		
RSP	Retirement Savings Plan		
SAG	Spending Affordability Guidelines		
SBAP	Small Business Assistance Program		
SHA	State Highway Administration		

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